Landscape governance capacity

Towards a framework for assessment and strategic guidance of landscape initiatives

1. Introduction

Around the globe, landscapes provide a wealth of products and services. Increasing global demand for these goods and services offer great opportunities for landscapes to be economically developed. However, increasing demand also leads to competing claims and conflict at the landscape level, resulting in over-exploitation, environmental degradation and social conflict. Integrated landscape approaches are increasingly recognised as a practical way of reconciling competition for space and resources through balancing competing demands and striving for interactive fine-tuning of agricultural production, nature conservation and livelihood options. They are practical because they connect actors within a concrete shared space (a particular landscape) of which they are all a part, rather than to a more abstract system. This literally provides a common ground.

What is a landscape?
A particular place, its natural resources and all the people connected to it – living and/or working there, providing a variety of services such as food, water, shelter, livelihood, economic growth, biodiversity and human well-being. Landscapes are therefore:
✓ Multifunctional: complex mosaics of various land uses
✓ Multi-stakeholder: bringing together stakeholders with different interests regarding landscape resources
✓ Multi-scale: stretching across political-administrative boundaries and scales

Figure 1: An integrated landscape approach is about more than the natural environment and pertains to the multi-functionality and interconnectedness of what exists and occurs within the landscape and beyond
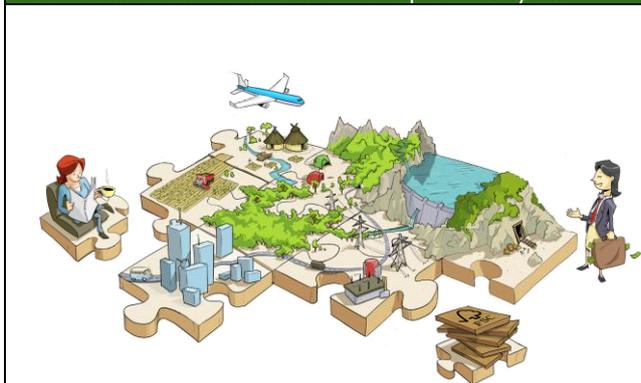
At the heart of landscape approaches is landscape governance. Focusing on landscape governance reveals the potential of landscape approaches in general, since landscape governance is more specific concerning the underpinning of processes of multi-sector, multi-actor and multi-level interactions and spatial decision making at the landscape level. This relates to the generally accepted 'Ten Principles of an Adaptive Landscape Approach' (Sayer et al. 2013), which reflect the participatory nature of landscape governance. Integrated landscape approaches originated from the need to address multiple objectives simultaneously (Figure 1). This approach tries to build bridges between institutional silos and to integrate different policy fields in order to achieve coherent spatial planning mechanisms relevant to a given context.

However, in practice it remains challenging to operate on the basis of these principles due to the complexity of building stakeholder coalitions and networks beyond administrative and jurisdictional boundaries, as well as mitigating resource-related conflicts on the ground (Sayer et al. 2016). Landscape actors are usually assumed to be capable of facilitating such complex processes. Most often they are not, and this raises several questions concerning governance capacity: how is it to be assessed, how can it inform landscape actors, and how can it inform initiatives supporting the enhancement of such capacity? What would be needed for sustainable and multi-actor-supported landscape governance? What creates the basis for long-term collaboration between stakeholders (governments, companies and civil society) sharing the same landscape, with the ultimate aim of reconciling conservation and socio-economic trade-offs at the landscape level?

Landscape governance:

Landscape governance defines a landscape as a multi-functional, multi-stakeholder (geographic) space encompassing the environmental, social, and economic objectives of landscape actors. These elements are addressed in an integrated way and in connection with relevant dynamics beyond the particular landscape.

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## 2. A guidance framework for landscape governance capacity

It is in the context of the foregoing observations that we have developed a framework for landscape governance capacity. This framework is meant to be a structured approach to enhancing such capacity through assessment and strategic guidance of landscape initiatives. Ultimately, it is meant to enhance landscape actors' governance capacity. Building on the 'capability approach' of Amartya Sen (1999), the 'Five Capabilities Framework' of Baser & Morgan (2008), the core components of the sustainable livelihood approach as reflected

> **Landscape governance capacity**:
> The collective capabilities of landscape actors to govern their shared landscape from an integrated perspective, with a view to shared concerns and goals and in connection with dynamics beyond that particular landscape.

in Figure 2 (Bebbington, 1999), and the 'Ten Principles of an Adaptive Landscape Approach' (Sayer et al. 2013), we have developed the *Landscape Governance Capacity Framework*, which unpacks such capacity into five core capabilities:

1. Capability to 'think' landscape, which entails the capacity to understand its identity, dynamics, strengths and potentials, and to act strategically upon these;
2. Capability to achieve internal coherence, which entails landscape leadership and the capacity to facilitate multi-stakeholder networks, establish a common vision, leverage power relations and manage conflicts;
3. Capability to make institutions work for landscapes, which entails the capacity to recognise and capitalise on endogenous landscape institutions, secure access rights to resources and benefits, and link with external policy frames and markets;
4. Capability to create landscape market value by nurturing entrepreneurship, create landscape business models and attract landscape finance;
5. Capability to manage resources, which requires deep knowledge of resource dynamics and spatial

Figure 2: Landscape governance capacity as outcome of the interaction between landscape conditions, landscape assets, and landscape actions

information management feeding into participatory spatial planning and decision making.
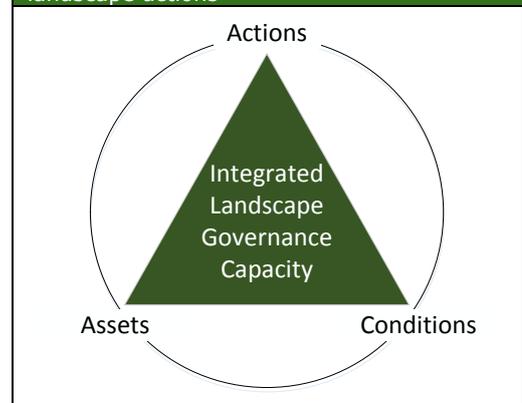
This definition of the five core capabilities involved giving the more generic definition of capabilities (Baser and Morgan, 2008) a 'landscape twist' as well as testing earlier versions with practitioners in landscape initiatives in the Hindu-Kush – Himalaya region (ICIMOD), and in the Horn of Africa Regional Centre and Network (HOAREC&N).

Together with our strategic partner, ICIMOD/International Centre for Integrated Mountain Development in the Himalayas, we have worked with these five landscape governance capabilities in relation to the specific context of their action-landscapes, and assessed the landscape governance capabilities in these landscapes. Together, we then developed a landscape governance curriculum on the basis of these capabilities, testing applicability in the field. We are currently working on the institutionalisation of the curriculum in some regional training institutes, with the aim of systematically supporting and enhancing landscape governance capabilities in the region. The choice and definition of the five core capabilities has also been further

> **Table 1: An integrated perspective on landscape assets and landscape conditions**
>
> **Landscape assets**:
> - Human capital – sets of individual skills, knowledge, attitudes;
> - Social capital – coalition of actors, alliances, relationships, sense of interdependency;
> - Spatial capital – landscape forms and shapes and location;
> - Physical capital – infrastructure, structures;
> - Natural capital – biophysical factors;
> - Financial capital – investment potential, capital, savings;
> - Cultural/political/juridical capital – history, traditions, willingness to collaborate, power relationships, legal frameworks, democratic arrangements, law and order;
> - Moral capital – sense of responsibility, ethical choices, aesthetical preferences, articulated values;
> - Identity capital – sense of place, attachment to place, feeling at home, collective identity related to place, styles of doing things (e.g. farming styles).
>
> **Landscape conditions**:
> - Biophysical, social and economic conditions, trends and developments such as climate change, migration, and transboundary ecosystem interactions;
> - Access to/influence on structures and processes, which includes institutions such as legal frameworks and markets within and beyond the landscape.

fine-tuned with partners in the Horn of Africa (HOAREC&N).

In most landscapes, landscape governance capabilities have been shaped historically by an organic set of landscape arrangements (Figure 3). In some cases, these arrangements tally with modern legislation and formal spatial planning procedures, while in other cases they clash. Therefore, one of the major objectives of landscape governance is to redefine landscape objectives based on its historically contingent identity, as well as to reorient current processes of decentralisation and market integration. The purpose-orientation of such governance and the quality of associated capabilities interactively determine the extent to which landscape governance can contribute to realising shared agendas such as the sustainable development goals. Connecting landscape governance to specific objectives (e.g. landscape restoration) may also be conceptualised as relating to a landscape innovation system and hence to a landscape's innovation capacity. This is increasingly called 'socio-spatial innovation',

Figure 3: A visualisation of the Landscape Governance Capacity Framework

as it touches upon social innovation within a spatial context; in other words, reordering social interactions in a way that better aligns with shared landscape concerns.
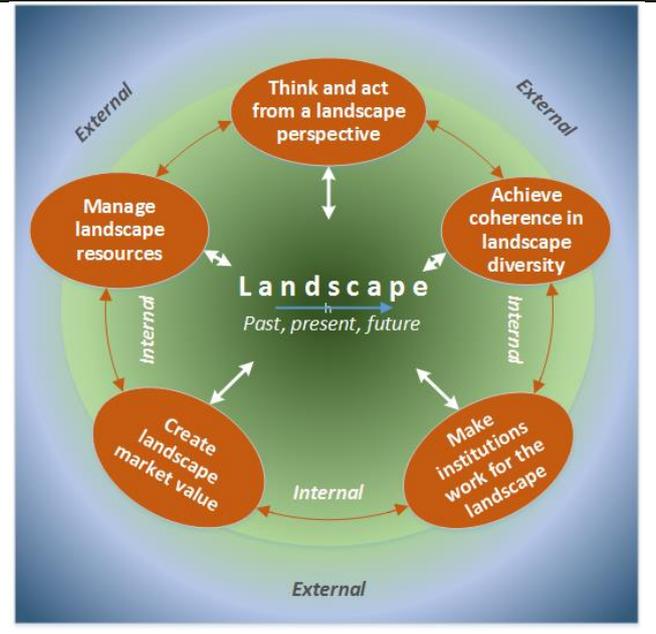
3. Further unpacking capacity from core capabilities to key dimensions

The core capabilities are a first step in unpacking what makes for landscape governance capacity. They are, however, still open to a variety of interpretations. With input and suggestions from practitioners involved in landscape initiatives (see above), we further unpacked the five core capabilities into five sets of key dimensions, enhancing clarity regarding what is involved in the capabilities:

1. Capability to think and act from an integrated landscape perspective *(towards institutionalized landscape thinking)*

Key dimensions:
1.1 **Landscape awareness**: the ability to 'think landscape', and develop a 'sense of place'
1.2 **Landscape assessment**: the ability to understand landscape assets and conditions
1.3 **Landscape information and communication**: the ability to access and exchange landscape-related information
1.4 **Recognizing landscape opportunities and threats**: the ability to take a position in view of landscape interests
1.5 **Anticipating landscape futures/responsiveness**: the ability to envision the future of the landscape in view of different scenarios, involving the anticipation of relevant conditions and dynamics beyond the landscape

2. Capability to achieve coherence in landscape diversity *(towards inclusiveness and togetherness in the landscape)*

Key dimensions:
2.1 **Landscape leadership**: the ability to reconcile and align interests and appreciations, leading to an enhanced sense of responsibility and shared landscape ambitions
2.2 **Facilitating multi-stakeholder networking**: the ability to create networks and foster partnerships among landscape actors.
2.3 **Establishing common concern/pathways**: the ability to find common ground as landscape partners
2.4 **Leveraging power relationships**: the ability to mitigate power differentials in the landscape
2.5 **Conflict management**: the ability to manage conflicts towards a sufficient level of resolution so as not to obstruct landscape partnerships

3. Capability to make institutions work for the landscape *(towards connectedness and alliances beyond the landscape)*

Key dimensions:
3.1 **Recognising and capitalising on landscape institutions:** the ability to recognise the value of social and cultural capital in the landscape and being able to harness its potential.
3.2 **Securing access rights to resources and benefits:** the ability to address issues regarding land use, land rights and competing claims on resources and benefits, while also taking into consideration the diversity of landscape actors in terms of gender, ethnic diversity, etc.
3.3 **Engaging with external institutions for the benefit of the landscape:** the ability to network with relevant institutions beyond the landscape to leverage benefits for the landscape.
3.4 **Policy coordination/integration within in the landscape:** the ability to align a diversity of (inter)nationally-defined policies so that they support common landscape objectives.
3.5 **Mobilizing external support (information, finance, political, etc.):** the ability to mobilize external support for achieving agreed landscape objectives.

4. Capability to create landscape market value *(towards responsible landscape enterprise)*

Key dimensions:
4.1 **Livelihood benefits from the landscape**: the ability to create a basis for achieving livelihood benefits within the landscape.
4.2 **Landscape-conscious entrepreneurship**: the ability to orientate entrepreneurship towards achieving greater landscape benefits.
4.3 **Landscape-oriented business models and finance**: the ability to orientate business models and finance to the landscape's unique identity, making use of its multifunctionality ('bundles of products and services').
4.4 **Enabling the economic/market environment**: the ability to create an enabling environment for viable economic and market opportunities.
4.5 **Landscape-based certification/quality control**: the ability to capitalise on the landscape's unique identity for landscape branding in business and trade.

5. Capability to manage landscape resources (towards a resilience-oriented landscape management)

Key dimensions:
5.1 **Landscape resource management processes and structures:** the ability to have in place appropriate processes and structures for the integrated management of landscape resources (assets).
5.2 **Management decision support base/tools:** the ability to appropriately inform landscape resource management decision making from an integrated perspective.
5.3 **Integrated spatial planning and decision making:** the ability to connect and fine-tune the diversity of spatial planning components from an integrated perspective.
5.4 **Participatory monitoring and evaluation of landscape resource management:** the ability to define appropriate information needs in relation to evolving landscape resource management, to address those needs through monitoring and evaluation, and to engage landscape actors appropriately in doing so.
5.5 **Learning and adaptive management:** the ability to continue learning about landscape governance and to orient this towards the adaptation of plans and management.

4. Assessing landscape governance capacity

Applying the framework in assessment involves two angles:
- First, a (self-) assessment focused on the collective capabilities of landscape actors.
- Second, an assessment of the capacity of those who (want to) support landscape actors to see if it accords with capacity development needs.

In five modules, we explore the definition of variables to further clarify what an assessment would take into account. The modules can also be used independently, in case capacities need to be built in one area only.

Module 1: Towards institutionalized landscape thinking			
Collective capabilities of landscape actors	Key dimensions (how to assess)	Related variables	Variable-level assessment
1. Thinking and acting from a landscape perspective *Capability-level 'score' is the weighted average of dimension-level 'scores'*	1.1 **Landscape awareness**: the ability to 'think landscape'	Awareness of landscape actors: **1.1.1** Policy makers **1.1.2** Managers **1.1.3** Communities **1.1.4** Private Sectors **1.1.5** INGOs **1.1.6** NGOs **1.1.7** Donors (UNESCO, WWF)	X X X X X X X
	Dimension-level 'score' is the weighted average of variable-level 'scores'		
	1.2 **Landscape assessment**: the ability to understand landscape assets and conditions	Ability to assess dimensions and dynamics related to: **1.2.1** Biophysical **1.2.2** Socio-cultural **1.2.3** Economics/Livelihoods **1.2.4** Climate impacts/ disasters resilience	X X X X
	Dimension-level 'score' is the weighted average of variable-level 'scores'		
	1.3 **Landscape information and communication**: the ability to access and exchange landscape-related information	Information availability and communication in terms of: **1.3.1** Research information (publications, documentations) **1.3.2** Best practices (exchanges, disseminations, Implementations) **1.3.3** Community engagements (cross visits, decision-making, participatory approaches), transparent spatial decision making	X X X
	Dimension-level 'score' is the weighted average of variable-level 'scores'		
	1.4 **Recognizing landscape opportunities and threats**: the ability to take position in view of landscape interests	Identified and documented opportunities and threats in terms of: **1.4.1** Conservation, Environmental benefits (WHS, Protected Areas, Ramsar sites) **1.4.2** Economic opportunities (Ecotourism, Niche products, Value chains, Organic produce) **1.4.3** Knowledge Generation (Research, Science) **1.4.4** Environmental threats (climate change, flood, disasters, forest fire, species loss, habitat fragmentations) **1.4.5** Socio-cultural, traditional erosion	X X X X X
	Dimension-level 'score' is the weighted average of variable-level 'scores'		
	1.5 **Anticipating landscape futures/responsiveness**: the ability to envision the future of the landscape in view of different scenarios, involving the anticipation of relevant conditions and dynamics beyond the landscape	Documented and discussed/debated: **1.5.1** A sense of what matters in and what are drivers influencing the future of the landscape **1.5.2** Anticipated (potential) future of the landscape **1.5.3** Landscape visions **1.5.4** A sense of alternative options for landscape governance	X X X X
	Dimension-level 'score' is the weighted average of variable-level 'scores'		

Module 2: Towards inclusiveness and togetherness in the landscape – being in it together			
Collective capabilities of landscape actors	Key dimensions (how to assess)	Related variables	Variable-level assessment
2. Achieving coherence in landscape diversity	**2.1 Landscape leadership**: the ability to create/nurture a sense of place and a sense of belonging amongst landscape inhabitants, on the basis of which actors develop a sense of responsibility to collectively shape their place which allows them to participate in the rest of the process	Ability and legitimacy to provide landscape leadership in terms of: **2.1.1** Identification of landscape actors willing and able to make a change **2.1.2** Support these actors, and support them to identify their roles and responsibilities in landscape governance **2.1.3** Create the conditions for landscape stakeholders to be able to collectively shape their place	 X X X
	2.2 Facilitating multi-stakeholder networking: the ability to facilitate that landscape actors become landscape partners.	In terms of: **2.2.1** Readiness of landscape actors to team up **2.2.2** Extent of intersectoral partnership (policy makers, line agencies, NGOs, investors, private sectors) **2.2.3** Extent of (if applicable) trans-national (neighboring countries) partnership **2.2.4** Existence of actor(s) to facilitate landscape-related multi-stakeholder processes	 X X X X
	2.3 Establishing common concern/pathways: the ability to find common ground as landscape partners	In terms of: **2.3.1** Level of difference/conflict between landscape visions of landscape actors **2.3.2** Existence of common concerns for the landscape **2.3.3** Reconciling and aligning interests and appreciations and to lead towards shared landscape ambitions **2.3.4** Readiness of landscape actors to develop shared strategies for the landscape	 X X X X
	2.4 Leveraging power relationships: the ability to mitigate power differentials in the landscape	In terms of: **2.4.1** Existence of significant power differentials **2.4.2** Extent to which this is felt as a significant issue by landscape actors **2.4.3** Existence of actor(s) who can address power relationships appropriately	 X X X
	2.5 Conflict management: the ability to manage conflicts towards a sufficient level of conflict resolution so as not to obstruct acting as landscape partners	In terms of: **2.5.1** Existence of significant conflicts between landscape actors **2.5.2** Likelihood of emerging conflicts e.g. while starting to work together **2.5.3** Existence of actor(s) who can manage conflict situations appropriately	 X X X

| Module 3: Towards connectedness and alliances beyond the landscape			
Collective capabilities of landscape actors	Key dimensions (how to assess)	Variable-level assessment	Variable-level assessment
3. Making institutions work for the landscape	3.1 **Recognising and capitalising on landscape institutions:** the ability to recognise the value of social and cultural capital in the landscape and being able to harness its potential	In terms of: 3.1.1 Knowing the existing institutions, and understanding their roles and functions within the landscape (in terms of meaning, association, production, and control) 3.1.2 Extent to which existing landscape institutions are documented 3.1.3 Extent to which there are indications that existing landscape institutions are taken seriously in e.g. planning, involvement	X X X
	3.2 **Securing access rights to resources and benefits:** the ability to address issues regarding land use and land rights, and competing claims on resources and benefits	In terms of: 3.2.1 Extent to which there are significant issues regarding land titles and access to landscape resources 3.2.2 Extent to which there are conflicting claims on landscape resources and benefits 3.2.3 Existence of actor(s) who can and who does address these issues 3.2.4 Extent to which there is an open attitude of landscape actors to try to work these issues out together 3.2.5 Extent to which rights of diversity of landscape actors, in term of gender, ethnic diversity, are addressed.	X X X X X
	3.3 **Engaging with external institutions for the benefit of the landscape:** the ability to network with relevant institutions beyond the landscape to leverage benefits for the landscape	To what extent are landscape actors able to engage effectively with institutions related to: 3.3.1 Certification/accreditation 3.3.2 Trade 3.3.3 Knowledge/research 3.3.4 Donor support group 3.3.5 Legislation 3.3.6 To what extent are landscape actors able to act as 'institutional entrepreneurs' 3.3.7 …	 X X X X X X
	3.4 **Policy coordination/integration within in the landscape:** the ability to bring alignment within a diversity of policies so that they support common landscape objectives	To what extent are landscape actors able to engage with policy makers towards coordination/integration in relation to: 3.4.1 Sectoral policies 3.4.2 Administrative policies 3.4.3 Investment policies 3.4.4 Resource management policies 3.4.5 …	 X X X X X
	3.5 **Mobilizing external support (information, finance, political, etc.):** the ability to mobilize external support for achieving agreed landscape objectives	To what extent are landscape actors able to mobilize external support in terms of: 3.5.1 Information (incl. research findings) 3.5.2 Political support 3.5.3 Finance 3.5.4 Moral/social support	 X X X X

Module 4: Towards responsible landscape enterprise			
Collective capabilities of landscape actors	Key dimensions (how to assess)	Related variables	Assessment
4. Creating landscape market value	4.1 **Livelihood benefits from the landscape**: the ability to create a basis for achieving livelihoods benefits within the landscape	The extent to which: 4.1.1 The landscape provides good opportunities for supporting livelihoods (incl. employment) 4.1.2 The landscape is considered to be a sustainable basis for (future) livelihoods 4.1.3 Some groups are excluded from benefitting from the landscape resource base	X X X
	4.2 **Landscape-conscious entrepreneurship**: the ability to orientate entrepreneurship towards achieving landscape benefits	The extent to which: 4.2.1 Entrepreneurship is alive and active in the landscape 4.2.2 Entrepreneurship and landscape benefits go hand in hand	X X
	4.3 **Landscape-oriented business models and finance**: the ability to orientate business models and finance to the landscape's unique identity, and make use of its multifunctionality i.e. multiple products and services, leading to multiple revenue streams and develop the appropriate mechanisms to generate landscape finance	The extent to which business models and finance are connected to the landscape's unique identity in relation to: 4.3.1 Landscape products: Commercial agriculture/agroforestry 4.3.2 Landscape services such as ecotourism 4.3.3 Value chains 4.3.4 …	X X X X X
	4.4 **Enabling economic/market environment**: the ability to create an enabling environment for viable landscape-based economic and market opportunities	The ability to connect and support landscape goods and services towards integrated value creation through: 4.4.1 Appropriate policies 4.4.2 Appropriate market arrangements 4.4.3 Appropriate support structures (incl. infrastructure)	X X X
	4.5 **Landscape-based certification/quality control**: the ability to capitalise on the landscape's unique identity in business and trade	The extent to which the landscape's unique identify is capitalized on in: 4.5.1 Local business profiling 4.5.2 External marketing 4.5.3 Area-based certification 4.5.4 …	X X X

Module 5: Towards resilience-oriented landscape management			
Collective capabilities of landscape actors	Key dimensions (how to assess)	Related variables	Assessment
5. Managing landscape resources	5.1 **Landscape resource management processes and structures:** the ability to have in place appropriate processes and structures for the integrated management of landscape resources (assets)	The extent to which: 5.1.1 Landscape resources are managed carefully 5.1.2 Appropriate processes and structures for landscape resource management are in place and functioning well 5.1.3 Landscape resources are managed from an integrated perspective 5.1.4 Certain landscape resources are managed at the expense of other landscape resources	X X X X
	5.2 **Management decision-support base/tools:** the ability to appropriately inform landscape resource management decision-making from an integrated perspective	The extent to which: 5.2.1 There is an effective information management system to inform management decision-making 5.2.2 Assessments, analyses, surveys and other methods are used to provide reliable information to base decision making on	X X
	5.3 **Integrated spatial planning and decision making:** the ability to connect and fine-tune the diversity of spatial planning components from an integrated perspective	The extent to which: 5.3.1 Various options for spatial planning are considered from an integrated perspective 5.3.2 Identification of different landscape scenarios 5.3.3 Spatial decision making is done on the basis of an integrated perspective	X X X
	5.4 **Participatory monitoring and evaluation of landscape resource management:** the ability to define appropriate information needs in relation to evolving landscape resource management, to address those needs through monitoring and evaluation, and to engage landscape actors appropriately in doing so	The extent of: 5.4.1 Clear information needs for assessing 'how the landscape is faring' and for assessing the functionality of various processes and structures that contribute to this 5.4.2 Agreed information needs and agreed need for monitoring and evaluation processes among landscape actors 5.4.3 Appropriate involvement of landscape actors in M&E	X X X
	5.5 **Learning and adaptive management:** the ability to continue learning about landscape governance and to translate this towards adaptation of plans and management	The extent of: 5.5.1 Platforms, events, festivals, and any other way of interacting as landscape actors and learning about what is going on in the landscape 5.5.2 Facilitated interactive learning processes and events 5.5.3 Effective use of M&E information to inform (towards adaptive) decision-making	X X X

The five modules are a first tentative elaboration of variables that require further interactive development and adaptation. Particularly at the level of variables, there is a need to attune descriptions to the specific context. This may also involve giving different relative weights to different variables or whole dimensions in terms of their importance in shaping landscape governance capacity.

The assessment can be summarized by scoring the variables. Scoring can be visualised using spider diagrams as shown in Figure 4. Different weights may be given to different dimensions in terms of their importance when interpreting the scores. For example, landscape leadership is just one of the dimensions, but is also crucial to unlocking the potential of other capabilities. It plays a key role in establishing self-reliance among landscape actors, reducing the need for external support in terms of coordination and facilitation.

Figure 4: Assessment can be done at the level of capabilities (this example) or at the level of their underlying dimensions
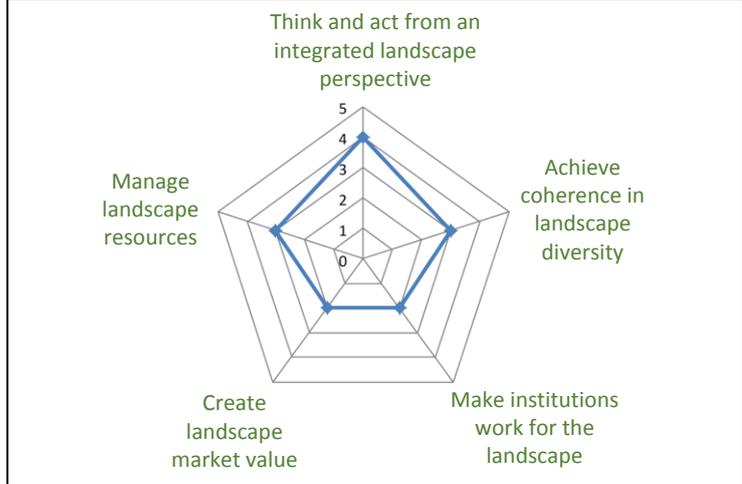
The manner in which the assessment process is set up is critical and needs to be considered carefully. Though they will play a key role in this, expert views cannot be the sole basis for an assessment. Ideally, an assessment process would be participatory and transdisciplinary, allowing for collective assessment with appropriate representation of landscape actors. Such interactive processes would need to be facilitated by an honest broker, and consolidated towards a sufficiently shared perspective on landscape capacity.

The facilitated process needs to go beyond merely using the modules as lists to be scored. The use of interactive methods such as soft systems methodology (in particular rich pictures) can help to create a conducive environment for interactive assessment as landscape actors. In some cases, an initial assessment will need to be done with a select group of stakeholders in order to secure funding prior to engaging in a more broad-based assessment. In fact, such initial assessment can prove useful for donors and other supporters of landscape initiatives in terms of assessing applicants' readiness for engaging strategically with relevant issues related to landscape governance capacity.

5. From capacity assessment to capacity enhancement

Capacity assessment in a particular landscape will be the basis for identifying an appropriate approach for capacity enhancement which responds to questions such as: what are the key constraints, what are the key assets, who does this relate to, what needs to be addressed, what would this involve and who should get involved in what ways? Such approach may be further elaborated in the form of a theory of change for the enhancement of landscape governance capacity (Figure 5).

The multifaceted nature of landscape governance capacity will require tailor-made support for capacity development as well as support from different fields of expertise and experience. This will put natural limitations on what can be

Figure 5: Making governance work for landscapes

done, and priorities will need to be set to target those areas of capacity that hold the highest potential for unlocking new opportunities. There will, of course, need to be sufficient levels of agreement among

landscape actors regarding such priorities.

This guidance framework on landscape governance capacity has gone through a series of adaptations as we worked with partners in the Himalayan Region (ICIMOD) and the Horn of Africa Regional Centre and Network (HOAREC&N). Those who want to work with the framework may need to further refine variables and processes to connect appropriately to specific context characteristics.

Landscape-specific support to capacity development

Using the outcome of an assessment involves more than merely looking at the low scores and then working on related capability dimensions. Capitalising on strengths and considering what capabilities are of particular importance in a given landscape will also play a role, as will considering short-term (low-hanging fruits) and longer-term options to connect appropriately to relevant conditions.

As discussed in this guide, capability dimensions such as landscape leadership can unlock opportunities for achieving enhanced capacity in other dimensions. This means a combination of an indirect and direct approach to capacity development may be appropriate since the status of one dimension may be a condition for another.

Opportunities and methodological options for enhancing landscape governance capacity can be found at [link]. This webpage will be updated with new opportunities and options as we continue to work with partners and clients in the field of landscape governance capacity so that it can be an instrument for researchers, policy makers, donors, and practitioners in supporting landscape initiatives.
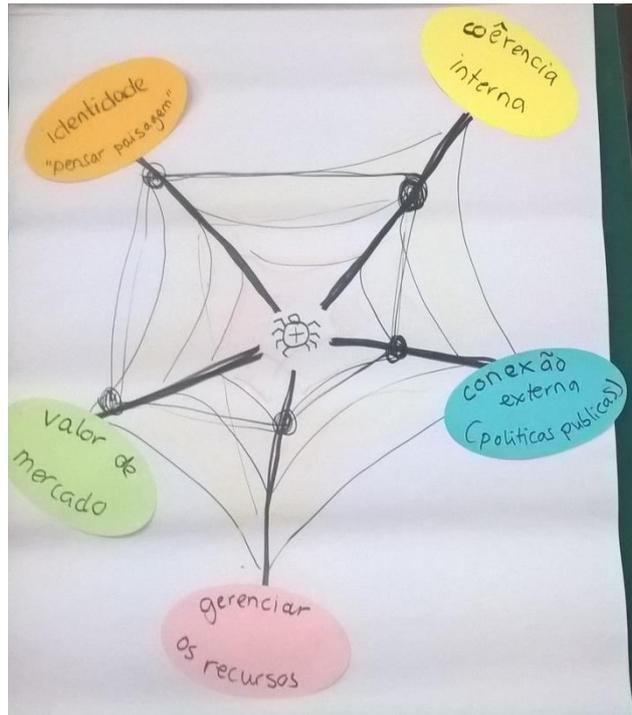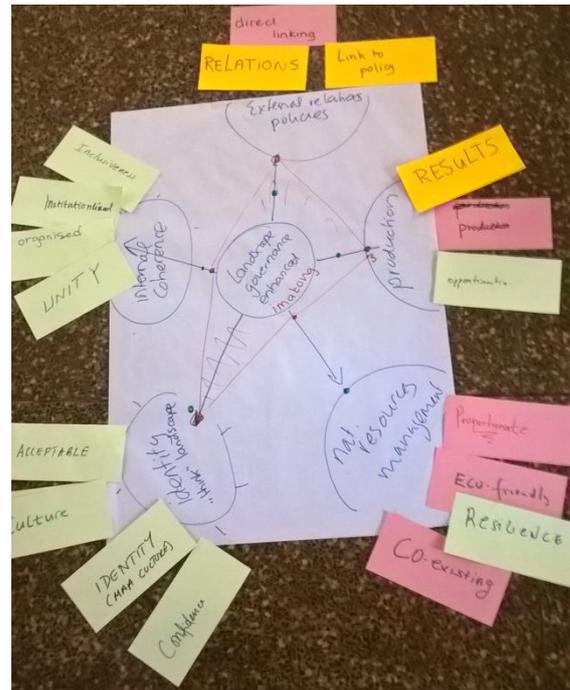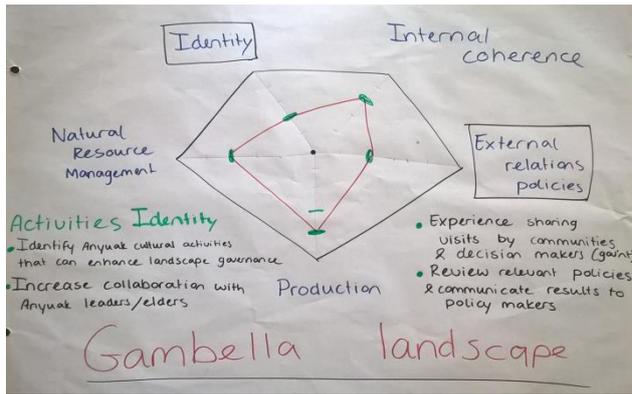
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