

# Governance of SEPLS

## Guidance and Self-Assessment Tool

Barbara Lassen, Natural Justice, San José 25.01.17

The background of the slide is a photograph of a coastal landscape. In the foreground, there is a field of green, low-lying vegetation. Behind it, a sandy area contains several large, conical haystacks. In the distance, a small boat is visible on the water, and the horizon line separates the sea from a clear sky.

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  3. Taking action in the landscape
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# Governance of SEPLS: A Guidance Note and Assessment Tool

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## Guidance Note

- **Audience:** SGP National Coordinators
- **Goal:** give background on issues of landscape governance, and guidance on how to address them in COMDEKS and other programmes

## Self-Assessment Tool

- **Audience:** communities and supporting organizations participating in a landscape programme
- **Goal:** provide methods to conduct a participatory assessment of the governance situation in a landscape

# Governance: a definition

The interactions among **structures, processes and traditions** that determine how **power and responsibilities** are exercised, how **decisions** are taken and how citizens or other stakeholders **have their say**. (Graham et al., 2003)



# The distinction of...

## Governance

who decides what to do? And how?

- **power**, authority and **responsibility**
  - formal & informal,
  - **relationships** among actors
  - “how to go about” all this: **participation**, equity, accountability, ...
- “good governance”

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## Management

what do we do?

- specific **aims** to reach
  - **actions** to carry out
  - available **means** (human, financial...)
  - achieving or not the desired **results**
- management effectiveness



# Elements of landscape governance

- Government
- Communities
- Civil society
- Businesses
- ...

- Local
- Ecosystem
- Landscape
- Province/region
- National
- International

Actors

Levels

Powers

Instruments

- Planning and regulatory
- Revenue generating and spending
- Convening and mobilizing
- Knowledge and know-how

- Rules, laws, policies
- Agreements
- Plans: management, land use
- Social and financial incentives
- Technical and financial support
- Information and knowledge
- Education and training

# Governance diversity:

## Who holds the *de facto* authority...

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... over different areas in the landscape?

... over the most important resources?

<b>Government</b>	<b>Indigenous Peoples and Local Communities</b>
<b>Private actors</b>	<b>Shared Governance</b>

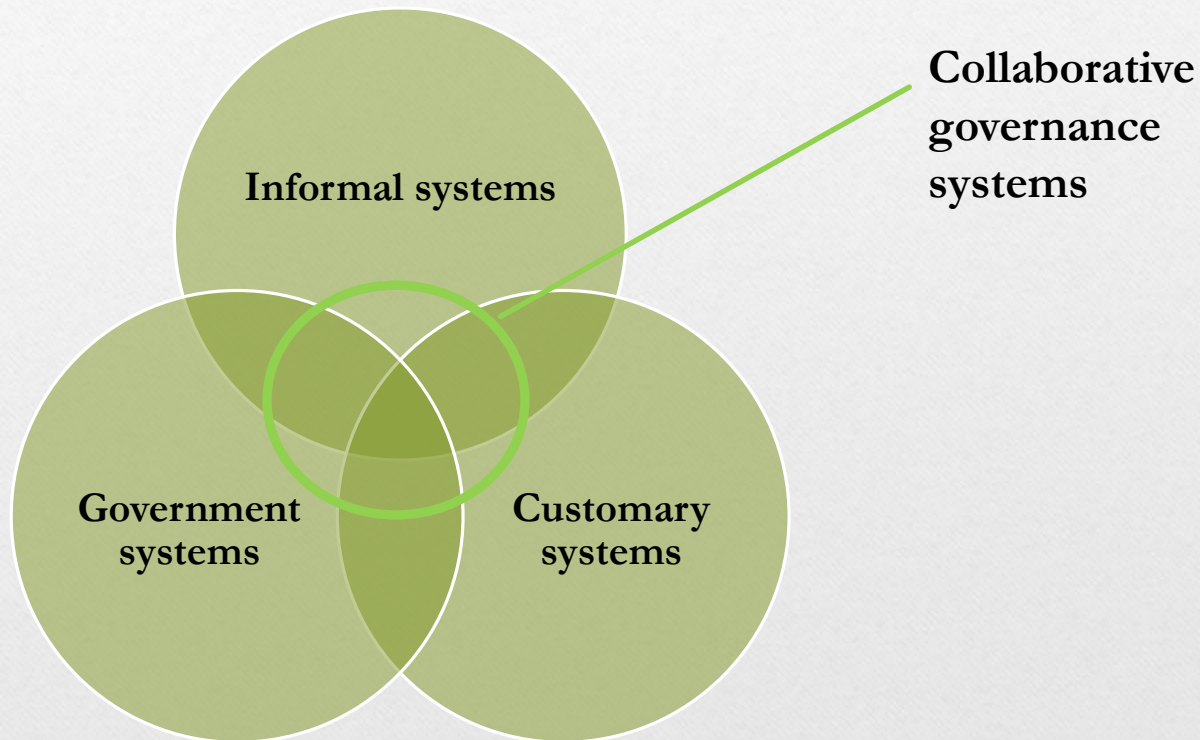
### *De jure* or *de facto*?

We use these terms to distinguish between what is prescribed and recognised by the law (*de jure*) and what actually does happen in real life (*de facto*).

The terms mean “in law” and “in practice”, respectively.

# Governance systems in a landscape

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# Governance Quality

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## Principles of good governance

- Legitimacy and Voice
- Direction
- Performance
- Accountability
- Fairness and rights

The background image shows a group of people, mostly women, sitting on the ground in a circle in a grassy field. They appear to be engaged in a community meeting or a collaborative planning session. In the background, there are simple buildings and a hillside.

# Taking Action

- Strengthen **community and informal governance** systems to:
  - Improve own processes to take care of the landscape
  - Successfully participate in formal governance processes
- Improve **formal governance** systems:
  - Support the rights and enable the participation of local communities
  - Integrated planning and implementation across institutions, levels and sectors
- Develop **collaborative** systems

# Governance in the COMDEKS process

## Community Consultation: baseline assessment

- Assess landscape governance

## Planning: landscape strategy

- Define governance objectives
- How can governance support the other three objectives?

## Capacity Development

- Action at community level
- Action at landscape level

## Facilitating knowledge and learning

- Ex-post assessment
- Identify governance innovations

## Up-scaling

- Influence law and policy

# Actions at community level

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Strengthen community authorities:

- Capacities
- Governance quality
- Inclusion in landscape governance

Develop/strengthen CBOs and groups:

- Capacities
- Fundraising
- Networking
- Registration

# Actions at community level

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Community rules and agreements:

- Document
- Update
- Legally register

Land and resource rights:

- Mapping
- Land titling
- Conflict resolution
- Legal empowerment

# Action at landscape level

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- Developing/supporting **informal networks**
- Building **governance bodies**
  - Which mandate?
  - What is there already?
  - Links to the local level?
  - How formal, which role for the government?

# Influencing law and policy

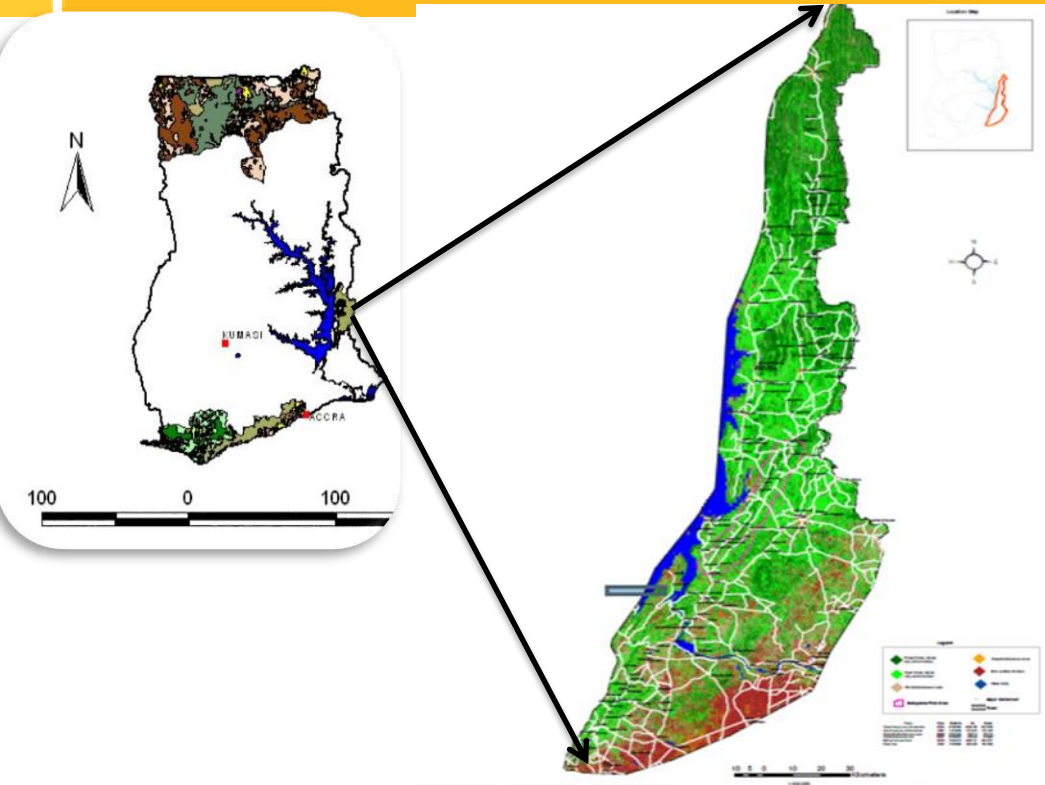
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- **Legal analysis**
- **Dissemination** of information on laws to local communities
- Bring **lessons learned** to the attention of policy makers
- Provide input to policy and legal **reform processes**
- Help communities to **advocate** for their interests and rights

# WETO PLATFORM

## A governance system of Weto Socio-ecological Production Landscape

# Weto Socio-ecological production landscape



- ❑ Mountainous mosaic landscape with diverse habitats and landuses measuring 59,297 ha
- ❑ Landscape spans 11 traditional paramountcy, 3 political administrative districts with 126 local communities.
- ❑ Had 2 governance system – traditional & Government at program inception.
- ❑ Both systems were ineffective

# Perception for new governance system

- **APPRECIATED** the need to harmonize traditional knowledge and management systems with experiences from different government organizations and the private sector
- **AWARENESS** of the need for civil society to complement Government efforts in resource management
- **CONCERNED** that CSOs needed a VOICE to promote secured, equitable and sustainable use of natural resources.
- **CONCEDED** that WETO stakeholders needed to engage government and private sector in the decisions governing the management of natural resources.

***New governance = Joint (decision making + management)***

# Governance Setting



## Official system by government institutions

- National policies
- Local byelaws



## Customary/ traditional system

- Traditional Leadership
- Traditional rules and belief
- Spiritual values



# Context & Principles of Weto Platform

## Context:

A Civil society platform :

- to address increasing degradation of the landscape.
- to harmonize formal and informal governance system.
- to join efforts in reducing entrenched poverty within the landscape.

## Principles

- Landscape stewardship was a joint responsibility
- Stewardship requires improvement in the management from both conservation and spiritual perspectives.
- Interdependence between the living and the sacred resources.
- Religion and spirituality support sustainable development, biodiversity conservation and increased responsibility in management.

# Governance Vision & Mission



**Vision:** A healthy Weto landscape providing services and products for sustainable development



**Mission:** To ensure an effective decision making process that promotes sustainable development of the Weto landscape through collaboration of all key players in management activities.



**Goal:** To have a strong and dynamic civil society network able to connect skills, capacities, policies and practices and investments for sustainable resources management within the Weto landscape.

# GOVERNANCE OBJECTIVES



To facilitate institutional collaboration and coordination of development activities.



To mobilize all stakeholders to actively participate in restoring the Ueto landscape.



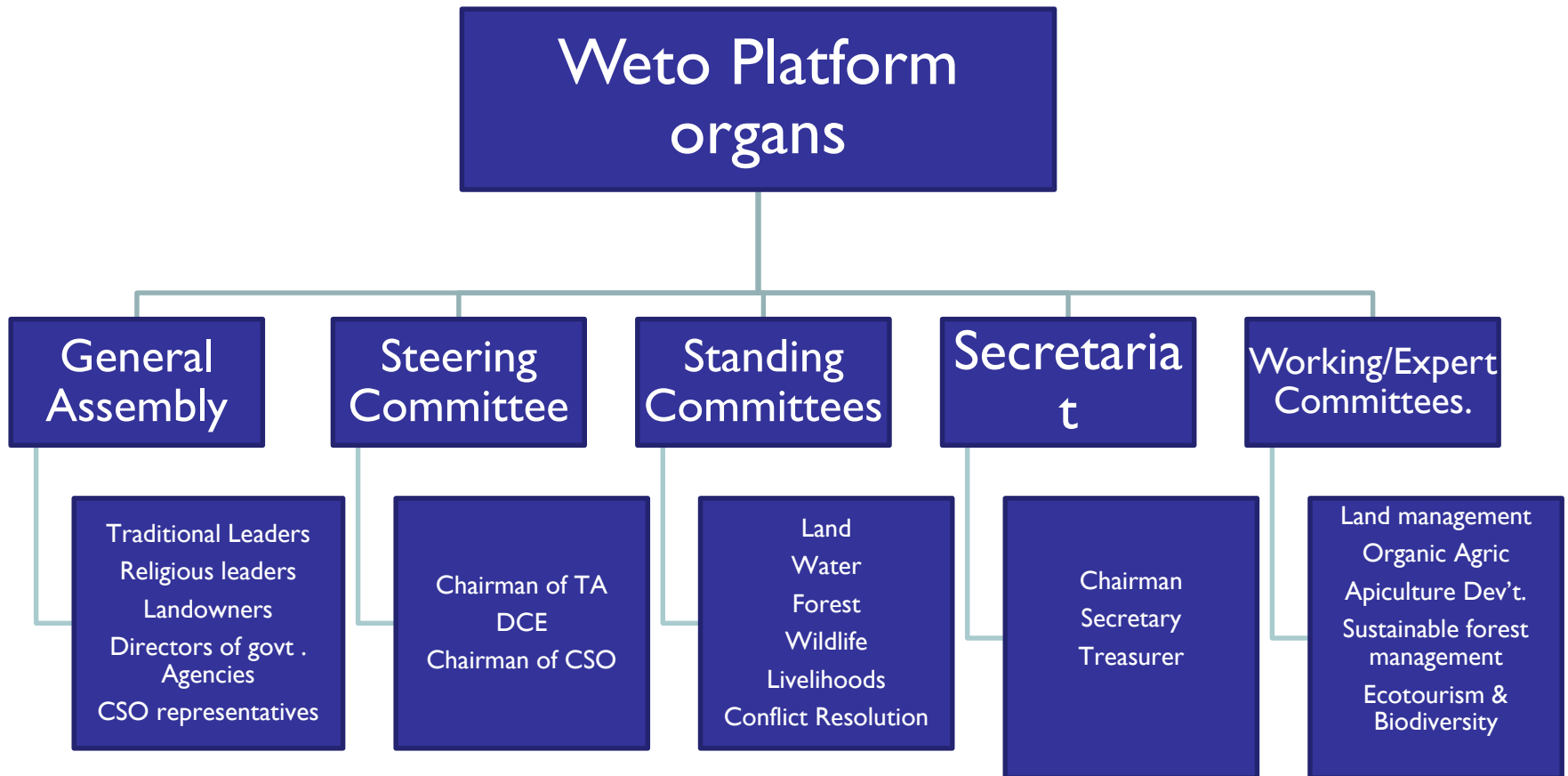
To promote environmentally friendly production, processing and marketing of Ueto landscape products and as a eco-tourism destination



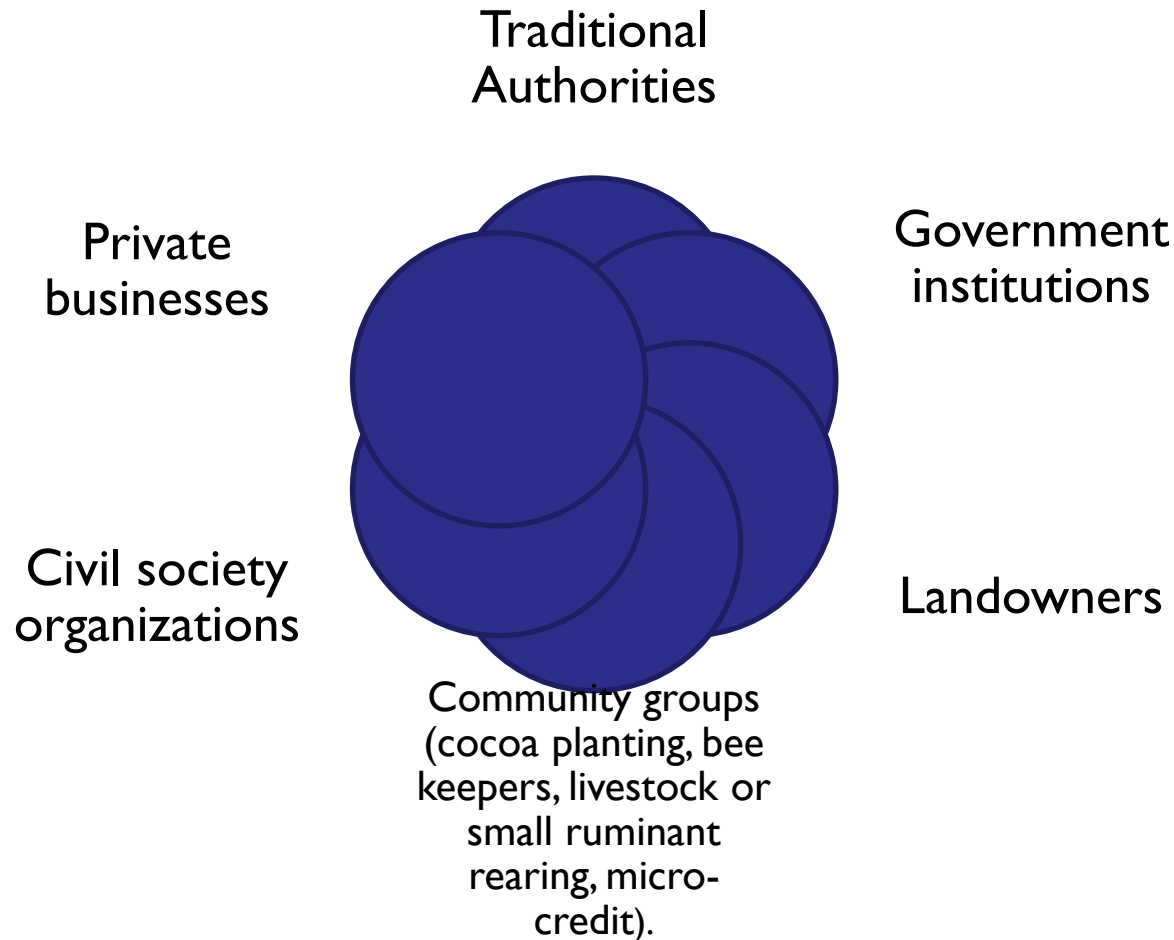
Engage in policy advocacy and dialogue for sustainable development



# Governance Structure



# Governance - **ACTORS**



# Elements of Governance – Powers



Planning for landscape development



Policy dialogue with government and other development partners



Mobilize revenue for development



Maintain ecological integrity of the landscape



Knowledge and know-how

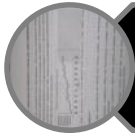
# Instrument of management



Constitution/Operational Guidelines  
Rules, laws, policies, membership  
Renewal of traditional beliefs and norms



Agreements with government and donor agencies



Management Plans (land and forest)



Technical, social and financial incentives/support



Information, knowledge management, education and training



Formal registration

# Promoting governance

- Formal Registration with national body to ensure
- Formation of Steering Committee as the policy-making organ of Weto Platform
- Regular meetings of the Platform
- Decentralized system of decision making at community levels.



# Common steps followed in establishing the landscape governance system

- Supported participatory definition of landscape.
- Assessment of landscape needs and aspirations.
- Stakeholder assessment (power, interest, strength and weakness)
- Reviewed the prevailing governance structure and identified gaps.
- Brokered agreement to establish and strengthen a new governance system.
- Facilitated a governance structure that fits all stakeholders
- Supported the review and enactment of new laws and regulations.
- Formalised the governance structure (registration with state agency)

# THANK YOU



# Landscape governance self-assessment tool



# Why an assessment?

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## Before taking action on governance, understand:

- **What is already there?** What values, rules, institutions need to be made more visible, need to be strengthened or improved?
- **What is missing?** What new organisations, rules, agreements should be created?
- Which groups of **actors and institutions** are present in the landscape, which kind of **powers and influence** do they have? **Who should be involved**, and how, in future landscape-level governance?
- Which **laws and policies** need to be improved to create **positive conditions** for collaborative landscape governance?

# Structure of the tool

## Steps of the assessment

Phase 1: setting the scene

Phase 2: assessment

Phase 3: evaluation

Phase 4: planning for action

## Each step

Goals

Participatory methods

➤ Materials needed

➤ Process

➤ Templates

PARTICIPATORY tool

WORKSHOP setting

Generate REFLECTION and DISCUSSION

NOT a method for expert assessment

NOT to generate data, scores etc.

# Phase 1: Setting the Scene

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Steps	Questions
1.1. Reviewing the landscape	What are the landscape's boundaries and its main features and resources?
1.2. Understanding governance	What is governance and why is it important? Which challenges in the community or in the landscape have to do with governance?

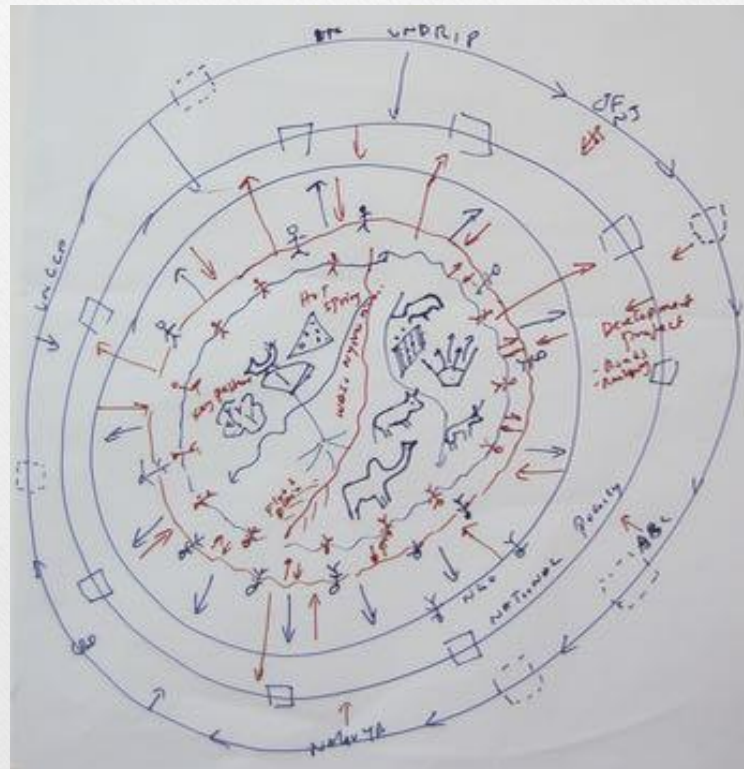
# Reviewing the landscape: sketch map

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# Understanding governance: rich picture

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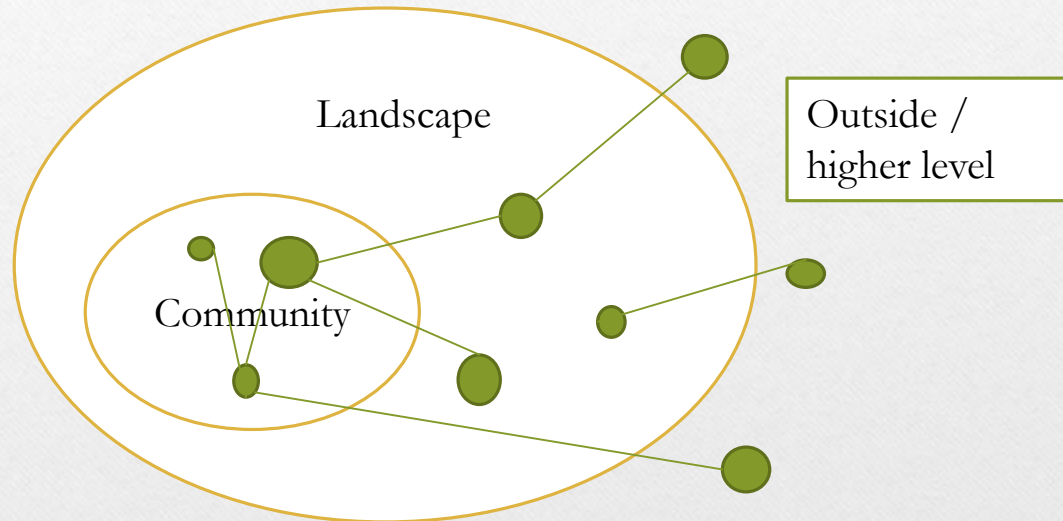
# Phase 2: Assessment

Steps	Questions
<b>2.1. Landscape benefits</b>	Which ecosystem services does the landscape provide? Who benefits from them?
<b>2.2. History and culture</b>	What is the history of the landscape, which cultural significance does it have?
<b>2.3. Actors and institutions</b>	Who are the relevant groups, organizations, decision-making bodies? What are their roles, rights, interests and powers concerning land and resources?
<b>2.4. Rules and laws</b>	What are some of the community rules concerning access and use of resources?  What are the official laws and regulations?  Are these rules and laws known, are they being followed, how are they being enforced?
<b>2.5 Governance diversity</b>	Who has the main authority over different areas and resources in the landscape?  Who has rights (tenure, use, access) to land and resources?
<b>2.6. Decision-making</b>	How are main decisions over the landscape made?  Who is involved, at what level and how?

# Landscape benefits

Service		Communities	Other people in the landscape	National population	Government	Industry	Global
Food	Agriculture	Not/somewhat/very important					
	Livestock						
	Fishery						
	Hunting						
	Wild Plants						
Raw Materials	Wood						
	Other						
Medicinal plants							
Water							
Regulation	Climate						
	Erosion prevention						
	Coastal protection						
	Flood protection						
	Water regulation						
	Pollination						
Conservation	Conservation of wild species						
	Agricultural diversity						
Cultural	Historical and cultural value						
	Spiritual value						
	Recreation and tourism						

# Actors: diagram and analysis



	Interests	Roles	Powers	Capacities
Actor 1				
Actor 2				
....				

# Rules and laws: legal analysis

Rule	Source	Who enforces it?	Is it known?	Is it being followed? Why?
....	National law on Forestry			
....	Provincial decree on bush fires			
....	Traditional rule in community x			
....	By-laws of community forestry association y			
...	....			

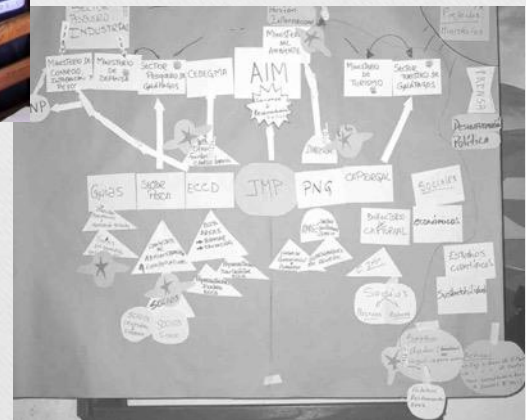
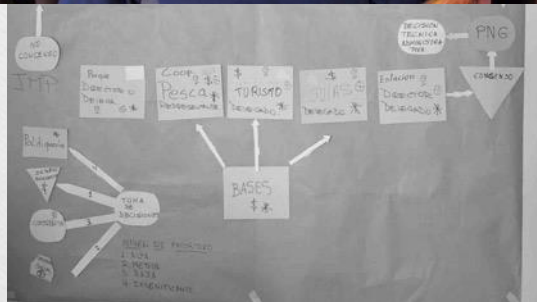
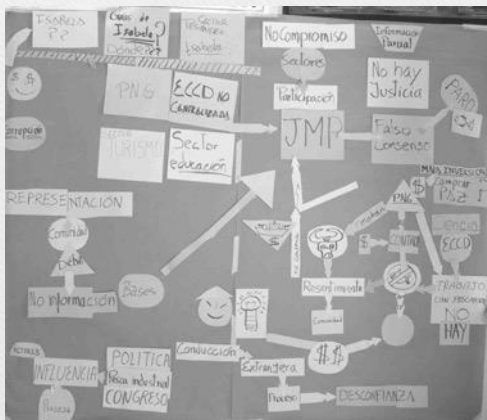
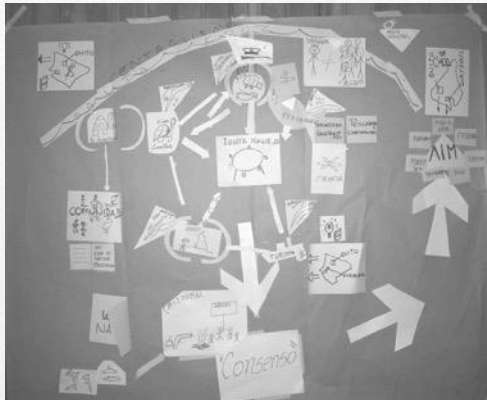
# Governance diversity: mapping

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- Start with: ecosystems / land use, administrative boundaries, traditional territories
- Who owns the land and resources?  
Who has rights to use them?
- Are there customary land and resource rights?
- Who occupies the land, uses the resources in reality?
- Who primarily holds authority/  
makes decisions?



# Decision-making: systems diagram



# Summary: what do we have?

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- Values and benefits
- Actors and institutions
- Rules and laws
- *De facto* governance and tenure across the landscape
- Decision-making systems

# Phase 3: Evaluation

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Steps	Questions
<b>3.1. Governance quality</b>	How does the governance setting perform against good governance criteria: legitimacy and voice; performance; direction; fairness and rights?
<b>3.2. Governance effectiveness</b>	What are the strengths and weaknesses of the current governance systems in the landscape?  What works, what needs to be strengthened, what needs to be changed, what needs to be added?

<b>Legitimacy and voice</b>	Participation in decisions: legal basis, process? Representation of communities (and others) in bodies? Recognition of community governance and management?
<b>Direction</b>	Vision for the landscape? Integration with government strategies and plans? Coherent policies, coordination between sectors? Coherence between laws and community rules?
<b>Performance</b>	Necessary institutional capacities? Sufficient resources for landscape management? Support for community efforts? Monitoring? Learning?
<b>Accountability</b>	Transparency? (permits, fees, plans) Access to information? Environmental and social impact assessments? Mechanisms for complaints/redress?
<b>Fairness and rights</b>	Supportive legal framework? Land and resource rights? Enforcement of rules and laws? Fair sharing of costs and benefits?

# SWOT analysis

## Strengths

Which institutions, rules, processes, systems work well in the current landscape governance system?

## Weaknesses

Which elements could work well, or have worked in the past, but need to be strengthened, or better integrated into the system in order to perform their role?

## Opportunities

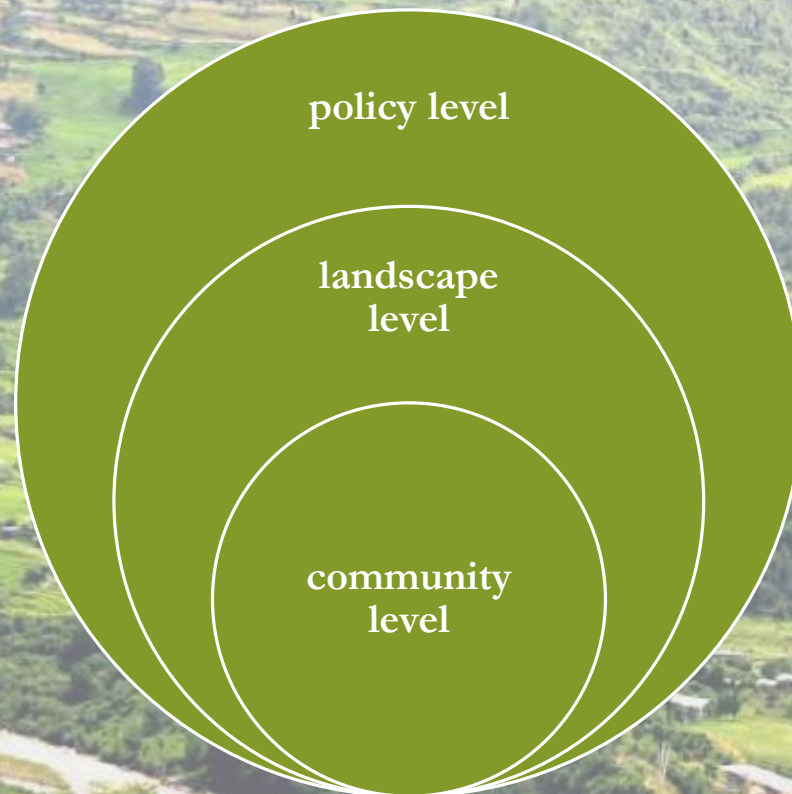
What is missing? Which new institutions, rules etc. should be developed?  
Which capacities of actors or other positive elements should be used more?

## Threats

What is not working, or even standing in the way of good and effective governance of the landscape?

# Phase 4: planning action at...

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# Questions to you:

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- Do you think the assessment tool is useful / feasible / realistic?
- At what point(s) in the landscape process would you use it?
- Would you use an assessment at landscape level, at local level, both?
- What needs to be changed, what is missing?
- What other kind of support do you need to address governance in your target landscapes?