

# Land Use Dialogue Guide

Dialogue as a tool for landscape approaches  
to environmental challenges



*Hillside in Ihemi  
Landscape of Tanzania.  
Photo courtesy of TFD*



## Land Use Dialogue Guide

Dialogue as a tool for landscape approaches to environmental challenges

The Forests Dialogue  
Yale University  
360 Prospect Street  
New Haven, Connecticut, 06511, USA  
O: +1 203 432 5966  
T: @forestsdialogue  
W: [www.theforestsdialogue.org](http://www.theforestsdialogue.org)  
E: [info@theforestsdialogue.org](mailto:info@theforestsdialogue.org)





Photo courtesy of TFD



# CONTENTS

<b>Acknowledgements .....</b>	<b>i</b>
<b>Introduction .....</b>	<b>1</b>
What: The Land Use Dialogues.....	2
Why: Landscape Approach.....	3
How: LUD Process + Principles.....	7
Who: The Forests Dialogue + Partners .....	8
Where: LUD Locations .....	10
<b>Chapter One: The LUD Principles .....</b>	<b>11</b>
<b>Chapter Two: The LUD Process.....</b>	<b>15</b>
Phase 1: Engage .....	16
Case Study 1: The LUDs in Brazil.....	19
Phase 2: Explore .....	21
Case Study 2: Ihemi Cluster, Tanzania.....	27
Phase 3: Change .....	28
Case Study 3: Stabilizing Land Use (PLUS) in Landscapes of Tanzania, Uganda, Ghana, and the Democratic Republic of the Congo.....	31
<b>Chapter Three: Lessons Learned.....</b>	<b>37</b>
Motivation to Participate across Sectors.....	46
Future Directions .....	52
<b>Annex .....</b>	<b>53</b>
Annex A: Dialogue Preparation Components.....	54
Annex B: Six Month Timeline Prior to LUD .....	58
Annex C: Timeline of LUD Actions for Participants and Leadership .....	60
Annex D: Fundraising Scenarios .....	61
Annex E: Main Criteria to Consider during Research Phase.....	62

# ACKNOWLEDGEMENTS

**This guide is a product of experiences of partner organizations and individuals supporting and participating in the Land Use Dialogue initiative worldwide.**

Since the initiative was launched in 2015, the Land Use Dialogue (LUD) model has been shaped by the process leaders, dialogue co-chairs, and dialogue participants who shared their knowledge, expertise, and understanding of the landscape contexts. This guide presents recommended practices and lessons learned from these experiences.

Developing this guide would not have been possible without the LUD leaders and participants, PLUS leadership and partners, TFD staff and Program Associates, and LUD Fellows who supported the LUD Initiative and LUD field dialogues. In particular, we would like to acknowledge Chris Buss for providing initiative leadership as TFD co-leader, Miriam Prochnow for championing the LUD Brazil and LUD Community of Practice, and Gary Dunning for providing strategic direction as TFD Executive Director. Liz Felker drafted and coordinated the editing of this guide. Amity Doolittle, Renata Lozano, Arianna T. Nuri contributed to the guide text. Saadia Bobtoya, Chris Buss, Yulia Cuthbertson, Dominique Endamana, David Ganz, Bethany Linton, Victor Lopez, Doyi Mazenzele, Kass Muteba, Ivone Namikawa, James Omoding, Miriam Prochnow, Fernanda Rodrigues, and Molly Loomis Tyson provided valuable feedback on the guide's content. Further, this guide includes recommendations from an IUCN review of the PLUS project using the Natural Resource Governance Framework carried out by Barbara Nakangu. Kathy Mills designed the publication. The Forests Dialogue Secretariat was responsible for coordinating the guide's writing, formatting, and review process.

## CITATION

The Forests Dialogue. 2020. *Land Use Dialogue Guide: Dialogue as a tool for landscape approaches to environmental challenges*. TFD, New Haven, CT.

# INTRODUCTION



*Landscape stakeholders meet in a small group discussion during the LUD in Mangai, DRC. Photo courtesy of IUCN*

---

## WHAT: THE LAND USE DIALOGUES

**The Land Use Dialogue (LUD) is a dialogue process that supports multi-stakeholder decision making around key socio-environmental issues at the landscape level.**

The LUD process is designed to support multi-stakeholder processes for multi-sectoral, adaptive land management in key landscapes around the world. The LUD is founded on the premise that through dialogue, people and institutions can create more sustainable, locally-driven, and durable solutions to landscape challenges. Rather than orchestrating a single dialogue focused on a specific issue, the LUD process supports the implementation of a long term process focused on collaborative environmental decision making.

The LUD achieves tangible outcomes for sustainable land management through supporting a social process that feeds into landscape initiatives and formal policy and decision making processes and spaces. It allows people to speak through issues in ways not provided in formal processes. In this way, the LUD can act as a governance checkpoint, working to talk through issues with the right actors at the table and drive solutions. Furthermore, the LUDs can help establish systems of dialogue and exchange that, with time, become a culture.

The LUD process brings together various actors to collectively envision what actors want to see for the future of their landscape, and identify the strategies to address them. Through visioning the landscape, actors are able to set goals, identify common challenges, and discuss trade-offs.

### **Each LUD platform aims to achieve the following:**

- ➔ support a social learning process across sectors;
- ➔ generate a landscape vision shared amongst an inclusive set of landscape stakeholders;
- ➔ identify prioritized actions for achieving the vision that feed into planned or ongoing processes on the ground.

#### **THE TERMS “LAND USE” AND “LANDSCAPE”**

Since the launch of the Land Use Dialogue initiative there has been a discussion amongst TFD Steering Committee members and dialogue leaders over the terms “land use” and “landscape.” Some pointed out that the term “land use” should not mean that the dialogue process must be tied to legal and formal processes of land use planning or that it be solely utilitarian leaving out other values. The term “landscape” can have many connotations especially when considering its translation to multiple languages. For some the term implies a geographic scale while for others the word communicates an abstract or pastoral feeling. Some dialogue leaders found the openness of the word landscape helpful as it can be defined and made meaningful by the stakeholders themselves.

This guide presents the LUD principles, process, and lessons learned that were shaped by the LUD initiative over the past five years. The Guide presents a recommended methodology, including dialogue process stages and principles, to help LUD leadership make decisions on supporting a sustainable landscape in their unique context. Each LUD process will navigate the stages and steps of the LUD approach in unique ways based on the local context and specific desired dialogues outcomes. Factors that may shape the LUD include the specific dialogue context, pre-existing levels of trust among stakeholders, needs of the local stakeholders, and available resources. Because each LUD is unique we provide numerous examples to illustrate the outcomes of specific considerations, the applications of dialogue principles, and lessons from past experiences. Moreover, the LUD uses adaptive monitoring and evaluation to ensure the process is transparent, stakeholder-driven, and responsive to changes.

---

## WHY: LANDSCAPE APPROACH

**Across the globe, thought leaders from civil society, governments, and business are advancing a landscape approach to land-use and resource decision making.**

By engaging in multi-sectoral, collaborative land management, this approach seeks to address the often-competing interests of such stakeholders across a landscape. Through collaborative decision making, a landscape approach integrates environmental, social, and economic objectives into a conceptual framework for adaptive landscape management.

Many different governance models, processes, and management regimes may fit within what is considered a landscape approach. For some models, it centers on participatory land use governance and management, while for others it revolves around partnerships between the private and public sectors. Despite differences in practice, what is considered a landscape approach shares some key features.<sup>1</sup>

First, landscape approaches operate at a geographic scale that is self-defined by those involved, meaning they often do not follow administrative boundaries. **A landscape is defined as a socio-ecological system, which includes natural and human-modified ecosystems.** A move towards working at a “landscape scale” acknowledges the interconnection between land uses and land covers: that is to say that each land use is impacted by the neighboring land uses. This is most clearly observed through the lenses of water use and availability, fire management, soil erosion or chemical run-off.

A “landscape” is an area subject to distinct ecological, historical, political, economic and cultural processes and activities. Considerations when setting the scale of a landscape

---

<sup>1</sup> Reed, J et al. 2016. Integrated Landscape Approaches to Managing Social and Environmental Issues in the Tropics: Learning from the Past to Guide the Future. *Global Change Biology*: 22.

boundary include the ability to balance manageability and deliver multiple functions to various actors and objectives. A landscape-scale process can still feed into and align with ecological or jurisdictional approaches for implementation.

Secondly, landscape approaches respond to complex local and regional needs through understanding and collaboration across sectors. **The landscape approach moves past a sectoral approach to land management.** A landscape approach requires collective effort and adaptive decision making across a mosaic of land covers, land uses, and social and institutional needs. In moving beyond sectoral approaches, a landscape approach may act as a mechanism for involving those rarely included in landscape level decision making, including local communities and the private sector. Ideally, as a result, local actors are able to facilitate solutions that include and benefit them.

While landscape approaches have advantages when tackling certain environmental problems in certain contexts, that is not to say that they will always be successful. The table below outlines some qualities in which a sectoral approach is best suited and when a landscape approach may be most successful. While we simplified the delineation between sectoral and landscape approaches for clarity, we acknowledge that many sectoral approaches take on collaborative, participatory, and multi-scalar processes.



LUD DRC participants gather during a field visit. Photo courtesy of IUCN

**Table 1. Differences Between Sectoral and Landscape Approaches**

ISSUE	SECTORAL APPROACH	LANDSCAPE APPROACH
<b>Problem addressed</b>	Singular	Complex
<b>Objectives and endpoint</b>	Precisely defined	Loosely defined
<b>Objective setting</b>	Fixed in advance	Co-created, Regularly revisited
<b>Planning</b>	Linear	Adaptive
<b>Scale</b>	Local: Generally one or two major land uses	Larger scale: Multiple interacting land uses
<b>Scope</b>	Generally well defined	Fuzzy and Evolving (subject of consultation and negotiation)
<b>Emphasis</b>	Goal-driven	Process-driven
<b>Success and failure</b>	Easily identified	Perception of positive and negative outcomes are stakeholder dependent and determined by changing contexts
<b>Monitoring</b>	Progress can be measured, simple evidence-based, defined in advance	Complex, targets move, and desired outcomes may require modification over time. Monitoring can be more process focused than outcome
<b>Learning</b>	Informal and project cycle level	Integral and continuous, social learning
<b>Management and governance</b>	Clear and well-defined organizational roles and structures	Organizational roles evolve and often overlap; civil society has increasing significance
<b>Authority</b>	Largely centralized and clear	Decentralized/distributed, potentially dynamic and negotiated
<b>Time scale</b>	Short to medium term (a few years)	Many years to several decades
<b>Role of other actors</b>	Subjects of a project	Participants within a process
<b>External factors viewed as</b>	Constraints and contexts	Possible subjects of higher-level interventions to reduce threats or enable processes or outcomes
<b>Negotiations to achieve</b>	Specific outcomes	Engagement and to determine what is mutually acceptable
<b>Role of science</b>	To lead and define	To detect patterns, inform interpretation and contribute to evaluation and learning.
<b>Funding</b>	Carefully budgeted; fits present-day donor cycles	Indeterminate (ideally institutionalized to support a long-term vision)

## The Role of Dialogue in a Landscape Approach

Recognizing the often competing interests of different stakeholders engaged in managing a particular landscape, a neutral multi-stakeholder dialogue process can be used to support transparency in decision making, build trust and facilitate information sharing. Through this dialogue process, stakeholders are able to identify shared goals, reconcile competing objectives, and prioritize actions.

Researchers of landscape approaches argue that the quality of landscape decision making is a function of the process by which the decisions are reached.<sup>2</sup> A dialogue process within a landscape approach can support transparent and inclusive learning and decision making process leading to solutions that reflect current local needs and innovative collaborations across sectors.

Within a landscape approach to environmental problems, dialogue can serve a **social role** by supporting understanding of stakeholders, landscape issues, identify landscape issues, drive change, and build trust. The dialogue process can help establish relationships and partnerships, build confidence of marginalized voices, and empower stakeholders to clarify roles and responsibilities. Dialogue can also serve a **functional role** providing an entry point to identify common issues and address issues collectively. Under

conditions in which stakeholders have the capacity to represent, articulate and negotiate their needs, dialogue may increase the access and position of marginalized voices, thereby ensuring their rights are recognized and reducing the potential for conflicts on the ground when competing land use practices intersect.

Through creating a social process to augment formal institutional or statutory processes, a multi-stakeholder dialogue can **increase transparency in addressing landscape challenges, make compromises, and set boundaries**. Yet, landscape approaches do not necessarily offer a win-win strategy. Rather, there will be synergies and trade-offs in balancing land uses and stakeholder priorities and needs.

Increased transparency in decision making has multiple potential outcomes beyond building trust and accountability. For one, it allows stakeholders to set outcome boundaries through explicitly defining the conditions that are not able to be “traded off”, for example human rights or species extinction. In doing so, stakeholders can identify and uphold norms for which conditions and priorities are appropriate for potential trade-offs. Making these boundaries together can support mutual understanding, build trust, and illuminate instances in which a learning dialogue is not the ideal tool to overcome challenges.

---

<sup>2</sup> Sayer, J et al. 2013. Ten principles for a landscape approach to reconciling agriculture, conservation, and other competing land uses. PNAS: 110 (21).

---

## HOW: LUD PROCESS + PRINCIPLES

The LUD model centers on establishing and maintaining an iterative multi-stakeholder dialogue process, guided by shared dialogue principles, in support of a landscape approach to environmental challenges.

The LUD model, as presented in this guide, is not a set of activities to be implemented, but rather a structure by which LUD leaders in each landscape can make decisions on how to support shared learning and engage other landscape stakeholders. The LUD process and principles should be understood as a flexible framework shaped by the specific environmental challenges, landscape actor's needs, and how they are engaging in a landscape approach.

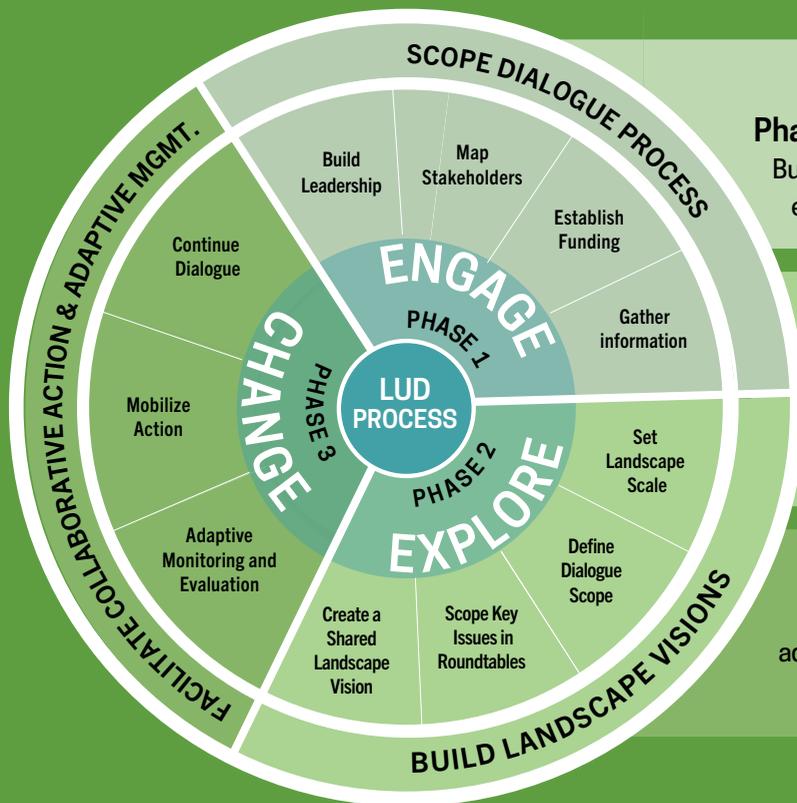
This reflects TFD's core belief that a continued, neutral dialogue process facilitates multi-stakeholder decision making, learning, and coalition building, which are critical components of implementing a landscape approach. Further, in the long term, a dialogue process can lead to improved balance between competing interests, more equitable decision making and long-term solutions to land use conflict.

### WHAT THE LUD AIMS TO ACHIEVE (AND WHAT IT DOES NOT)

**Multi-stakeholder dialogue is a tool that is useful in specific circumstances. The LUD process will be most successful at addressing conflicts that lack mutual understanding and trust. It is not necessarily the recommended tool where there are direct, destabilizing occurrences such as large-scale migration from climate change impacts or extreme conflicts. Further, at times it seems like some environmental problems stem from decisions made far away. While the LUD process may influence such top-down decisions through building momentum and a shared vision, it will be more successful at generating bottom-up solutions based on local experiences, knowledge and expertise.**

**LUDs aim for learning across stakeholder groups, coalition building, and mobilizing actions. In this way, the LUD acts as a social process that supports other landscape initiatives and formal planning processes. It is not intended to replace any formal process for land use planning or consensus-based decision making.**

The LUD initiative reflects some key assumptions, including that the process by which a dialogue is implemented is critical to the LUD's effectiveness. The dialogue process, including the ground rules, governance structures, dialogue structure, and facilitation techniques, will be shaped by the specific local context through decisions made by local dialogue leadership. While this process is unique to each LUD, it is always informed by shared dialogue principles, namely that the dialogue is locally driven, internationally informed, representative, neutral, accountable, and transparent. A focus on dialogue process also highlights that supporting an LUD does not mean merely planning a one-off-meeting but rather includes a set of considerations that enable a culture of dialogue across sectors.



### Phase 1 – Engage

Build leadership, map stakeholders, establish funding, gather information

### Phase 2 – Explore

Set landscape scale, define dialogue scope, scope key issues in roundtables, create a shared landscape vision

### Phase 3 – Change

Continue dialogue, mobilize action, adaptive monitoring and evaluation

The LUD process, explored in detail in Part Three, follows three key phases of Engage, Explore and Change. Through engagement, dialogue, and landscape visioning, the LUD process is designed to identify locally prioritized actions across multiple pathways for change. Examples of dialogue outcomes include:

- ➔ Generating recommendations for policy guidelines or implementation;
- ➔ Resolving conflicts and confusion around land rights and boundaries;
- ➔ Developing partnerships between community and private sector;
- ➔ Plans to test and model sustainable land use practices;
- ➔ Establishing information sharing and learning networks locally and internationally.

## WHO: THE FORESTS DIALOGUE + PARTNERS

**The Land Use Dialogue (LUD) is a global initiative of a network of environmental leaders operating from the global to landscape level.**

The LUD initiative is coordinated by The Forests Dialogue (TFD), a multi-stakeholder engagement platform designed to reconcile competing interests in the forest sector. The following organizations are key leaders in the LUD global initiative and landscape processes. Many of the organizations are represented by members on TFD’s Steering Committee while others

are implementing partners of programs supporting various LUD processes. Notably, the International Union for the Conservation of Nature has been a key leader of the LUD initiative, through supporting LUD processes in landscapes across the world in programs such as SUSTAIN-Africa and Stabilizing Land Use Project. Additionally, each landscape LUD process has numerous champions from organizations, businesses, government representatives, traditional leaders, and community members. A full list of LUD participants is provided in Table 2.

- African Wildlife Foundation (AWF)
- Agoro International Vocational Institute (AIVI)
- A Rocha Ghana
- The Association for the Preservation of the Environment and Life (Apremavi)\*
- The Brazilian Forests Dialogue (Dialogo Florestal)\*
- CARE
- The Center for People and Forests (RECOFTC)\*
- Codesult Network
- Ford Foundation
- Forestry Commission of Ghana
- Institut Congolais de Conservation de la Nature (ICCN)
- International Union for the Conservation of Nature (IUCN)\*
- Klabin\*
- MICAIA Foundation
- National Land Use Planning Commission of Tanzania
- The Nature Conservancy
- Olam International
- Organisation Congolaise des Ecologistes et Amis de la Nature (OCEAN)\*
- Southern Agricultural Growth Corridor of Tanzania (SAGCOT)
- Ugandan National Forest Authority
- World Business Council for Sustainable Development (WBCSD)

\*Organization representative served as an editor for this guide.

The foundations of the LUD initiative are based on two decades of experience in multi-stakeholder dialogue from TFD Secretariat and Steering

## THE FORESTS DIALOGUE MODEL

TFD's core objective is to deliver actionable results to forest related conflicts by building trust, sharing information, and facilitating collaboration among relevant stakeholders. TFD has supported 67 country-level and international dialogues, involving over 3,000 individuals.

The global TFD model includes an international Steering Committee, national dialogue intellectual and logistical leadership, a set of guiding principles, and a funding strategy, including a spectrum of stakeholders across NGOs, businesses, and Intergovernmental Organization (IGO) support. The TFD Steering Committee, made up of scholars, practitioners, business leaders, and community organization leaders throughout the world, sets priorities for the strategic plan and provides guidance on dialogue initiatives. TFD supports existing collaborations and communication flows while engaging stakeholders that were underrepresented or marginalized in the past, including private and local actors.

The TFD model centers each dialogue on a specific 'fracture line' – a vital but contentious socio-environmental issue around forest uses, demands and decision making. A dialogue initiative is proposed by a Steering Committee member or a group of members who are actively working on or engaged with the issues in specific places.

A fracture line can be considered a stubborn conflict, in which the challenge may stem from the complex nature of an issue or a lack of modes of communication. Places where dialogues take place may also have what is considered an enduring conflict – those aspects that are tied to power, values and identity which require transformation of the system and elements that shape the conflict. The metaphor of a fracture line helps illustrate that a specific dialogue topic may run through multiple lasting foundational disagreements or power imbalances in the region, considered enduring conflicts. The most successful TFD dialogues often identify solutions and compromises within stubborn conflicts, despite the continuing presence of an enduring conflict.

Committee members. While building on TFD's experience and learnings, the LUD process is an evolution of the model typically used by TFD. The most significant evolutions reflect a focus on supporting dialogue at the landscape level rather than national or global level.

---

## WHERE: LUD LOCATIONS

### The Land Use Dialogue process has been piloted in landscapes of Brazil, Tanzania, Ghana, Uganda, and the Democratic Republic of the Congo.

Each LUD process began with key local stakeholders and organizations active in the region expressing interest in the LUD process. In each of these landscapes, a coalition of stakeholders was in the process of initiating or strengthening a landscape approach to environmental challenges in the region. Some of the landscapes already had a multi-stakeholder coalition or forum which they sought to strengthen through the LUD process, while others recognized the need for cross-sector collaboration and desired to use the LUD process to initiate a multi-stakeholder process. Once initiated, the stakeholders scoped the potential for a dialogue process to build trust, form a shared understanding of landscape challenges, priorities, and trade-offs, and mobilize action.

The first LUD pilots launched in 2016 in the Upper Itajai Valley of Santa Catarina, Brazil and the Ihemi Landscape within the Southern Agricultural Growth Corridor of Tanzania. Since then, the individual LUDs have met twice, formed multiple sub-working groups, and initiated priority actions including a joint restoration project in the Itajai valley. Significantly, learnings about the LUD process and the role of dialogue in supporting a landscape approach has spread, resulting in the initiation of LUD processes in additional landscapes in Tanzania and Brazil, including the Kilombero Valley Landscape and the Center of Endemism Belem, respectively.

Following the first two LUD pilot landscapes, TFD partnered with IUCN on the Stabilizing Land Use Project (PLUS) to support landscape governance in landscapes within Tanzania, Uganda, Ghana, and the Democratic Republic of the Congo. The PLUS project focused on supporting a landscape approach through mobilizing and strengthening governance working groups of key actors in the landscape across sectors and interests. The governance working groups created a landscape vision or strategy, identified key landscape issues and strategies to address them. While the Land Use Dialogue processes served different roles to address the challenges in the various landscapes, in large they served to expand awareness, gain input, and mobilize action across an expanded group of stakeholders.

With differing ecosystem challenges, prior dialogue engagement, and governance systems, these LUD processes have highlighted key learnings, enabling conditions, and considerations relevant for dialogue as a tool to support landscape approaches worldwide. More information about the Brazilian LUDs, the Ihemi LUD, and the PLUS LUDs are explored in case studies in the following section. Learnings from each of these processes made up the lessons provided in Chapter Three on Lessons Learned.

## CHAPTER ONE

# THE LUD PRINCIPLES



*LUD participants from Mangai landscape, DRC during a field visit. Photo courtesy of IUCN*

## Land Use Dialogues operate under a set of shared dialogue principles that support successful dialogue outcomes and meaningful, equitable participant engagement.

LUD principles include both the underlying logic of the process – that it is locally driven, internationally informed and representative – as well as conditions enabled through the dialogue process – neutrality, accountability, and transparency. These principles inform the design of the dialogue process from when and how actors are engaged, to the structure, facilitation and flow of the dialogue itself.

A dialogue process should begin with establishing dialogue principles together, self-defining what each means in the specific context, and adding any additional principles the group agrees on. How well the network of actors achieves each principle is assessed through adaptive monitoring and evaluation to shape future actions. This section provides a general explanation of each principle, provides an example when relevant, and offers an enabling factor such as a facilitation technique or process consideration.

---

### LOCALLY DRIVEN

#### The LUD responds to local needs and aspirations

Responding to local needs is achieved through ensuring the LUD has buy-in, support, and leadership from local stakeholders. Further, it should include bottom-up processes and include traditionally marginalized voices in order to resolve land use challenges and conflicts. While the LUD may have support externally and

from TFD, there must be actors at the local ground level who own the process. This means actors are willing to actively participate in the dialogue process, maintain dialogue principles, and follow through on identified next steps. Implementation of any dialogue recommendations must be managed by local organizations.

**ENABLING FACTOR: Local ownership of the dialogue process is built into the dialogue governance structure. The governance architecture, which can be adapted to the local context and goals of the LUD process, is comprised of an advisory group, dialogue host, and co-chairs made up of local and national level actors. All of these individuals are responsible in different ways for supporting and facilitating the dialogue and ensuring strong local ownership of the process.**

---

### INTERNATIONALLY INFORMED

#### The LUD is informed by global commitments, initiatives, and a community of practice

LUDs must strike a balance between focusing on local change and international learning across landscapes. While the dialogue requires local ownership, it is strengthened through the participation of international actors sharing learnings from their own LUD processes and landscape context. Further, these international actors can carry forward gained lessons and knowledge to apply to other LUD process.

**ENABLING FACTOR:** The LUD functions to build an international community of practice. By attending dialogues in other landscapes, participants gain new perspectives to apply to their own context. Additionally, individuals gain experience in supporting and participating in a dialogue process which strengthens their ability to lead their own dialogue. For example, through attending a dialogue in a different landscape actors may learn a different approach for engaging a stakeholder traditionally not involved, a successful method for working through a conflict between dialogue attendees, or the repercussions of a dialogue that does not successfully engage relevant landscape stakeholders.

---

## REPRESENTATIVE

### All stakeholders are represented and able to participate

One of the goals of the LUD process is to ensure relevant stakeholders to a specific topic or issue are represented and able to influence dialogue outcomes. This means not only ensuring that they are present but enabling a process that supports their participation. For the LUD to support inclusive decision making, communities and marginalized peoples must not be considered only as recipients of a program or initiative but must be included as active participants in designing the decision making process and shaping outcomes.

**ENABLING FACTOR:** Stakeholder identification can be done utilizing various techniques or mapping tools. Beyond that, special attention must be given to ensure representation from the communities or

institutions that will be impacted by the decisions of the LUD process, peoples historically excluded from formal processes, and marginalized peoples.

## CHATHAM HOUSE RULE

**CONFIDENTIALITY:** TFD dialogues typically operate under a principle of confidentiality, meaning that after a dialogue learnings or stories from the dialogue can be shared but a specific individual or organization should not be linked to a quote or opinion. This is modeled under a dialogue norm of “Chatham House Rule” which states that participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant may be revealed. Ideally, this creates a dialogue atmosphere in which people are more comfortable to speak openly and brainstorm around solutions. The LUD leadership and advisory group should decide prior to a dialogue if the dialogue itself will take place under the Chatham House Rule.

---

## NEUTRAL

### The LUD process does not lead to a predetermined outcome or support the interests of one group over another

The LUD is designed, led, and supported by a multi-stakeholder group representing interests across sectors and actors. Supporting a neutral process means the process is not designed to serve the interests of a specific stakeholder. Further, it requires including process points that work against entrenched power structures.

**ENABLING FACTOR:** There are multiple process components designed to support dialogue neutrality. Some examples include the use of Chatham House Rule, a multi-stakeholder governance structure, and participatory monitoring and evaluation. It is one of the key roles of the dialogue leadership, including the dialogue co-chairs and hosts, to attend to power imbalances that may undermine the neutrality of the LUD.

---

## ACCOUNTABLE AND TRUSTWORTHY

### LUD leadership and participants are accountable to the commitments they make and the goals that are set

One of the intended outcomes of an LUD is building trust-based relationships. Individuals being accountable to what they say and commitments they make during dialogue is essential to build trust. Accountability requires that individuals that participate as representatives of an organization, government agency, or selection of community members are responsive and accountable to those they represent. Further, participants build trust in the dialogue process when the dialogue achieves what it sets out to achieve.

**ENABLING FACTOR:** A key aspect of participant accountability is ensuring that individuals attending the dialogue as representatives of communities or organizations inform those they represent of the dialogue process and outcomes. Sharing information, including an agenda and concept note, prior to the dialogue meeting will ensure that participants know what will be discussed and arrive prepared

to act as a representative on such topics. Accountability is further supported by ensuring participants are engaged throughout the dialogue in listening and learning from other participants. The use of active listening is evidenced through acts such as asking clarifying questions, summarizing main points, maintaining eye contact, and eliminating distractions like computers and phones. Not only does coming prepared and practicing active listening support accountable participation it also help the dialogue avoid a series of planned organizational statements. Instead, the goal is for participants to build on their positions, investigating the underlying causes of issues and suggesting creative solutions.

---

## TRANSPARENT

### Participants understand how decisions are made

A transparent dialogue ensures that participants understand how the process proceeds from one stage to the next, how information is summarized, and when they have the opportunity to intervene or shape the outcome. Transparency means more than sharing information but instead is based on designing a dialogue process that is structured, clear, and builds from one stage to the next so that individuals' inputs shape the following sections.

**ENABLING FACTOR:** A key aspect of a transparent dialogue processes is providing a structure for vocalizing opinions and interventions throughout a dialogue to ensure everyone's voices are heard. This structure can be agreed upon at the start of dialogue.

## CHAPTER TWO

# THE LUD PROCESS



*LUD Tanzania participants gather in a small group discussion. Photo courtesy of TFD*

The Land Use Dialogue process is a framework for dialogue leadership to make decisions on how to engage landscape actors in a learning process to solve key environmental challenges and mobilize change in their landscape.

Understanding the dialogue process through the three phases of Engage, Explore, and Change helps conceptualize a dialogue as more than just a meeting or conference. Instead, the LUD is an ongoing and adaptive process that includes planning and implementing a dialogue but also processes of stakeholder engagement, trust building and learning that occurs leading up to, during, and after the dialogue event itself. This section outlines the phases of an LUD process and, where relevant, details additional considerations or lessons based on past experiences.

## PHASE 1: ENGAGE



The Engage Phase is focused on scoping the potential for an LUD process in a specified landscape. It includes gathering available information about the landscape, building dialogue leadership, understanding stakeholder interests and establishing a funding strategy. Each of these steps is expanded in the following section.

## Scope Dialogue Process

### BUILD LUD LEADERSHIP

LUD processes have begun when a group of actors decide to scope the potential of an LUD to support a landscape approach that is underway or being planned. This early group of actors will often serve as the initial advisory group. There is always a need to explore other potential partners and leaders to ensure the advisory group is balanced across perspectives and has the capacity to initiate the dialogue.

LUD leadership is essential to drive all phases of the LUD process, including translating dialogue outcomes into action. Additionally, they are responsible for ensuring the dialogue principles are upheld and guide all aspects of the LUD process.

### IDENTIFY STAKEHOLDERS AND UNDERSTAND THEIR INTERESTS

At this phase, it is important to not only identify those that will play key leadership roles but also start building trust and promoting engagement by actors that are necessary to dialogue success, for example key individuals in local government or community leaders.

The LUD advisory group should map landscape stakeholders to identify actors who are already engaged in a landscape approach process and those that may be currently excluded. While it is important to identify organizations

that are central to key issues, it is just as important to identify the individual within that organization that will be able to be involved in the process and lead change. The quality of the stakeholder map depends on the knowledge of its creators so it's important that multiple people contribute. In order to identify gaps, it can be helpful to identify rights holders in the landscape and group stakeholders by sector and geography.

When mapping stakeholders, TFD makes a list of potential LUD participants from different sectors and priorities using questions such as the following:

- ➔ Who is involved or interested in landscape approaches to environmental challenges at the landscape level?
- ➔ Who, at various levels (regional, national, international), influences decision making and environmental outcomes in the landscape?
- ➔ Who holds rights to land and resources in the landscape (within a bundle of rights including use, access, and management)? Who may be currently excluded from rights, for example on the basis of gender or class?
- ➔ Who needs to be involved to work on this problem (those that are considered to be driving the problem or those that are key to solving it)?
- ➔ Who has not participated/has been excluded in the past? Why?
- ➔ What (public and private) sectors are not yet being considered?
- ➔ Who (what organizations,

leaders or individuals) are able to best represent community and marginalized interests? What are the mechanisms for this participant to be accountable to those they are representing?

- ➔ What are the current gaps? Who else should we talk to?
- ➔ For all above, would they participate? Under what conditions?
- ➔ For all above, what needs to be on or off the table for people to participate (including dialogue conditions, topics, or support)?

### **ESTABLISH FUNDING STRATEGY**

This stage starts with a conversation between the LUD advisory group about how the LUD process may be tailored to their landscape context and how this may shape the stages of engagement and dialogue. For example, the advisory group should discuss how many roundtables are needed. This step is important to establish shared expectations while knowing that the goals will evolve through the process. Once the ideal process is set, LUD leadership can move into a conversation of what is possible based on existing support and what additional funding sources or strategies are needed. The fundraising strategy should include goals, cost estimations and how to fund the process, remembering to identify support for all three phases. Funding for individual stages, steps or outputs may come from specific funding sources. A table provided in annex D details LUD funding scenarios including the timescale and potential advantages and disadvantages of each.

## **GATHER INFORMATION AND IDENTIFY GAPS**

This stage functions to compile information on landscape factors in order to explore key issues, map stakeholders and identify information gaps. The research step will inform what the LUD attempts to achieve, how it plans to do it, and the scale at which it operates.

The LUD advisory group should discuss the state of knowledge between the involved organizations, any existing gaps and the required process to generate or gather the necessary information. In TFD's experience there are cases in which a group, often from civil society, has already conducted a landscape assessment that can be used as a great starting point for dialogue. In other cases, there is an abundance of research, studies, and programs in the landscape, but little of it has been compiled into a single, accessible format. In some cases, there is little documented about a landscape's social, ecological, and political context. Depending on information availability, it may be useful to engage in a "research phase" in order to gather information on stakeholder perceptions of key issues and understand the drivers of environmental challenges. Recommended research components are provided in the following text box, Landscape Research, and details on the main criteria to consider within each research component are provided in Annex E.

The information compiled or generated at this stage is summarized and made available to all dialogue participants in the form of a Background Paper in order to establish a common understanding of the landscape amongst LUD participants.

The Background Paper may be developed by the host organization or an external contracted researcher. The paper is designed to give readers an understanding of what is currently known about land use decisions and constraints, as well as conceptualize how these may impact the future of the landscape.

### **LANDSCAPE RESEARCH**

**The research phase may include the following components:**

- I. Gather available information on the landscape baseline situation. This includes the results of relevant studies in the region and relevant historical, ecological, and social data. Based on the available information, the LUD leadership can identify any data gaps and assess if any information is necessary to collect before moving forward.**
- II. Analyze key issues and potential governance weaknesses in the landscape. This includes understanding the land and resource decision making process, identifying key ecological and social conflicts or concerns, and current initiatives and programs to address these conflicts and concerns.**
- III. Explore key opportunities for integrated landscape management and the role of potential LUD processes. This includes identification of processes the LUD will feed into, such as policy reform or collaborative management programs, and timing of these ongoing processes to ensure LUD synergy. Additional information about the research phase can be found in Annex E.**



LUD Brazil participants during a field visit. Photo courtesy of Brazilian Forests Dialogue

## Case Study 1: The LUDs in Brazil

The first LUD was held in April of 2016 in the Upper Itajai Valley of Santa Catarina, Brazil. Located in the Atlantic Rainforest biome, Santa Catarina is the Brazilian state with the largest remaining area of forest relative to estimates of original forest cover.

The forest that remains is highly fragmented, threatening the habitat of several species and the natural resource based livelihoods of rural communities.



The LUD was organized as a joint initiative between TFD, the Brazilian Forest Dialogue, the Association for the Preservation of the Environment and Life (APREMAVI), and the International Union for Conservation of Nature (IUCN). Since the LUD launched, landscape stakeholders have met two times, held workshops and side events, and formed working groups responsible for carrying actions forward.



**Participants at the second meeting of the Brazil LUD gather around a map of the landscape. Photo courtesy of Brazilian Forests Dialogue**

The first dialogue of 49 participants took place over four days and included field visits to four different local landowners' properties, a municipal natural rainforest park, a manufacturer of pinewood products and APREMAVI's seedling facilities, restoration areas, natural forests, and forested areas managed for production. The dialogue discussion focused on identifying key factors that influence land use practices and key actors integral to the LUD process. Key actions emerging from dialogue include creating a landscape monitoring group, organizing a follow-up workshop to discuss 2030 and 2050 landscape scenarios, and sharing the LUD initiative in other forums including the 2016 IUCN World Conservation Congress and Committee of Forestry meeting.

The second Upper Itajai Valley LUD took place in March of 2017 and focused on producing a map of priority areas to support sustainable landscapes. 150 priority areas were identified and mapped around themes including rural

ecological tourism, sustainable production activities, conservation of biodiversity and natural resources, restoration, environmental aggressions that need to be remedied, ecological enrichment of existing vegetation with native species, ecological corridors and integrated landscape management, and flood and landslide threatened areas. Participants also produced descriptions of recommended actions, including actors to be involved and time frames for implementation.

Already the Upper Itajai Valley platform organized a regional working group, built an information sharing database, and established a joint restoration project based on the map of priority areas.

Currently, the Brazilian LUD is focused on expanding the LUD process to other key landscapes with the support of the Brazilian Forests Dialogue. Recently the Brazilian Forests Dialogue, in collaboration with The Forests Dialogue and Conservation International, held a Scoping LUD in the

Endemism Center of Belem (CEB) in the Amazon region of Brazil. The great challenge for the CEB landscape is to sustainably use the area’s valuable resources to generate job opportunities and income for local people. The scoping dialogue brought together representatives of companies, civil society and educational organizations and research institutions active in the CEB to discuss the importance of thinking about the landscape in an integrated way to achieve a future common vision on land use. The next phase will focus on sharing learnings from the scoping dialogue in a published Co-chairs Summary Report, establishing a new Regional Forum, organizing field dialogues, and increasing stakeholder engagement in the dialogue process.

## PROPOSED ACTIONS EMERGING FROM THE LUDS

### Santa Catarina, Brazil

- Establish a regional working group to continue meeting
- Create a video to disseminate information
- Prepare a regional database to exchange information
- Generate a diagnostic questionnaire on future scenarios for the region
- Exchange with other actors from the Brazilian Forests Dialogue and global LUDs
- Produce a map of priority areas for the implementation of sustainable landscapes
- Create recommended actions, actors, and timeline for each priority area
- Scope other regions for LUDs

## PHASE 2: EXPLORE

### Build Landscape Visions



The Explore Phase focuses on dialogue at multiple scales and formats to support collaboration, shared understanding, and landscape visioning. Based on the results of the background research, the LUD advisory group will establish the landscape scale and identify an entry point into the environmental challenges of the landscape.

Dialogue scale and format includes roundtable dialogues which are smaller dialogue meetings. Roundtables may take place between a single stakeholder group or a regional set of stakeholders (for example national level). The roundtables focus on generating landscape visions and identifying key landscape challenges from the perspectives of those actors. An LUD focuses on generating a landscape vision for a representative group of landscape actors across sectors and interests. The goal and intended outcomes of LUD roundtables and dialogues are detailed below. Further information on dialogue preparation can be found in the Annex A and B.

## **DEFINE THE DIALOGUE SCOPE**

The landscape research and stakeholder mapping is likely to generate many landscape challenges and stakeholder priorities. At this stage it is important to define the boundaries of which issues or frame of challenges the process will focus on. The dialogue scope may center on a the implementation of a new policy or a common concern that allows stakeholders to explore and reflect on future issues in the landscape. For example, water is a common entry point, as it is shared resource across all stakeholders in a landscape and is subject to identifiable impacts regarding its quality and quantity. Starting with this shared issue can help establish trust and familiarize stakeholders with the dialogue process and potential of cross sector collaboration. The process can then evolve to incorporate other topics, issues, and resources.

## **ESTABLISH LANDSCAPE SCALE**

The dialogue entry point will determine the landscape scale which will be the operational scale of the LUD process. The LUD will likely take on the landscape scale established by a governmental, ecological, or social grouping. A landscape is a spatial area delineated by its biophysical and social qualities. It can operate across and within jurisdictional and administrative boundaries. Practically, a landscape is large enough to include multiple stakeholders and land uses, yet small enough that it is possible to convene dialogue meetings and establish shared interests. Watersheds, wildlife corridors, and ecoregions can all be considered landscapes in this context.

**The Upper Itajai Valley LUD in Brazil defined a landscape by the presence of three qualities: a business, communities in relationship to the business, and conservation areas. These three entities co-occur with an active NGO, Apremavi, which hosted the LUD platform in the landscape.**

**The Tanzania Ithemi landscape uses predefined “clusters” established through the Southern Agricultural Growth Corridor Initiative (SAGCOT). As clusters are defined by SAGCOT’s focus on agricultural production, the landscape is defined by a clustering of agricultural production and processing facilities within multiple value chains.**

## **ROUNDTABLES: EXPLORE KEY ISSUES AND PRIORITIES**

LUD Roundtables are a format for dialogue that is used to support trust building, build dialogue capacity, and create shared understanding which may be compiled into a paper or materials that will feed into a larger LUD meeting. Roundtables typically have a small number of people (less than 20) and can be held in a discussion or workshop format. These meetings are often less formal than the larger LUD and can take a range of forms depending on the stakeholder needs.

The Roundtables can focus on scoping key issues and supporting decision making around these key issues. It may be that a series of Roundtables will take place in the landscape divided by stakeholder group (i.e. all large-scale farmers in the region) or by region (all stakeholder



*Members of the Brazilian Forest Dialogue gather to discuss progress and next steps. Photo courtesy of the Brazilian Forests Dialogue.*

leaders in a given sub-region of the landscape). This can take place in a facilitated focus group discussion with the aid of a map if available. For example, in the Agoro-Agu landscape of Uganda, a series of meetings were held before a larger LUD to engage different stakeholders iteratively to support empowerment of decision making around key issues.

The roundtables can be designed to generate localized or stakeholder-specific landscape visions. Visioning roundtables can lead to the output of stakeholder landscape vision and identified priorities. Other outputs may be decided in the given landscape. Outputs that are compiled collectively between all focus groups will feed into the content of the larger LUD meeting.

**A National level roundtable was held to support the LUD process in Mangai landscape of DRC prior to the landscape level LUD. The goal of the roundtable was to understanding the vision for Mangai landscape amongst key decision makers at the national level in order to inform the landscape level dialogue process. It did this by building on the Restoration Opportunity Assessment Methodology, ROAM, conducted in the landscape, scoping the potential for a public-private partnership, and establishing a roadmap, integrating the government's vision and lessons learned from other ongoing initiatives in the country.**

## TECHNIQUES TO FOSTER SHARED UNDERSTANDING

### BACKGROUND PAPER:

There are specific process components that are designed to foster shared understanding amongst dialogue participants, including a Background Paper circulated to all participants prior to the dialogue meeting, using a combination of small and large group discussions during the dialogue, and a continued synthesis of information throughout the dialogue. An LUD Background Paper covers the key stakeholder groups and known challenges and successes in the landscape. This information is also summarized during the start of the dialogue.

### MULTIPLE DIALOGUE FORMATS:

The LUD includes a series of dialogue plenary, breakout group and field sessions. The plenary and breakout group sessions are designed to build off of and inform each other. Breakout group sessions, involving 8-10 people, provide for more in-depth brainstorming and dialogue in response to a specific topic or question. In contrast, the plenaries are opportunities to synthesize information, present key points and questions from the breakout groups, and make group decisions.

### FACILITATION TECHNIQUES:

Shared understanding may take place through allowing individuals from various stakeholder groups to speak to a particular topic, or more traditional group facilitation techniques involving tallied voting. Synthesis takes place through presenting summaries of previous sessions at the start of each day. In an LUD this is usually given by dialogue co-chairs who provide both summaries of the previous day's momentum and key take-away questions or points. Further, summaries of break out group discussions are reported back to plenary so that all participants learn from the outcomes of all other discussions.

### EXPERIENTIAL LEARNING:

Experiential learning is fundamental to the TFD dialogue process. This is typically done through field visits, which are designed to represent examples of challenges and successes in reflection of the dialogue topic. The visits allow dialogue participants to not only see the landscape, but also speak to stakeholders in that landscape. This enables everyone to gain an understanding of the lived experiences in relation to the dialogue focus. In this way, attendees start the discussions with a common set of examples from which to shape their understanding. Having a common set of examples helps establish shared understanding across varied perspectives and languages.

An experiential learning component helps foster the dialogue principles of neutrality and trust. The field visit portion of the dialogue creates space for informal conversations and provides an opportunity for participants to step outside of the established power dynamics, which otherwise can be difficult to overcome. In the TFD experience, many key breakthrough moments of conflict resolution and trust building occur during informal moments and shared experience. Further, these moments provide a space to discuss other subjects outside the established fracture line of the dialogue or establish collaborations that ultimately contribute to positive socio-environmental outcomes.

Further, roundtables can also be used to support dialogue capacity building among groups that are not typically involved in a dialogue process. In this case, the main goal of the meeting is for stakeholders to be aware of the dialogue process and goals. Additionally, this is a chance for the stakeholders to make their goals apparent to the platform hosts and organizers. It can be made clear to stakeholders when and how they will have the opportunity to express their views during the large dialogues.

**It has been valuable at some TFD dialogues to hold capacity building sessions prior to the main dialogue in order to include marginal groups. This can be held as a workshop with only community member stakeholders so that they understand the dialogue process and how to best benefit from and contribute to it.**

## **DIALOGUE: CREATING A SHARED LANDSCAPE VISION**

The LUD process uses dialogue to create an inclusive landscape vision shared amongst stakeholders with a set of prioritized actions for achieving the vision. The dialogue process is designed to foster shared understanding, experiential learning, and exploratory landscape visioning. LUD Dialogues aim to achieve the following outputs: a shared landscape vision, a network of landscape practitioners, and a co-chair summary documenting the dialogue proceedings and outcomes. The visioning process has the potential to prioritize goals for the landscape, delegate roles and

responsibility, mobilize policy change, and lead to collaborative actions.

### **VISIONING METHODS**

**Visioning can take place through various methods. The Upper Itajai Valley LUD in Brazil conducted a visioning exercise in which dialogue participants were asked to submit their landscape vision in written form before attending a dialogue. This was conducted so that participants had a vision in mind before entering a shared space for collaboration or negotiation. During the dialogue, they participated in a participatory mapping exercise involving future projections of various landscape management decisions. This map was then used to identify priority issues in the landscape and their ideal state.**

Landscape visioning is also possible in a structured verbal or written form such as the landscape learning questions used during the Ithemi LUD. Through the learning questions, individuals are prompted to think through their landscape vision and how to potentially engage with the landscape using a landscape approach.

Visioning is a central step in a landscape approach. Visioning the landscape is a process of understanding landscape dynamics through their social and ecological connections. It is important that the visioning exercise not be an end goal of the dialogue but a process through which decisions and projections of landscape decisions are made. It is an exercise of both representing an individual perspective of the landscape as well as

an articulation of future desires and landscape scenarios. Landscape visioning can take place first at the individual or stakeholder level. Once individual landscape visions are created, the LUD can provide opportunities for collective visioning. Through sharing these individual visions together, stakeholders can begin to explore opportunities for synergies, identify tradeoffs and evaluate elements of consensus and divergence.

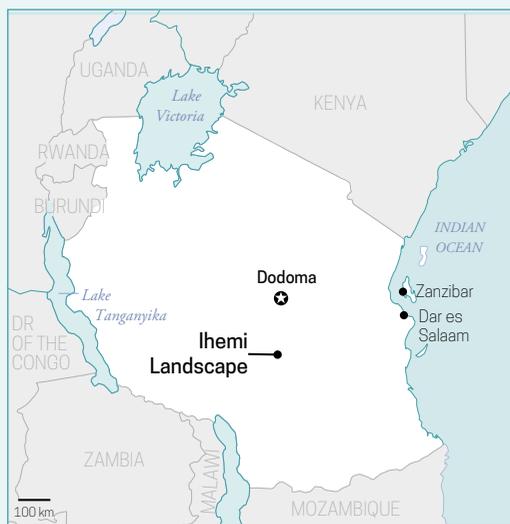
The success of a dialogue is determined by many factors including who is present and how they are engaged. The dialogue

preparation and agenda is designed to support principles of dialogue including that the dialogue is representative, neutral, accountable and trustworthy, transparent, internationally informed, and locally driven. Once the dialogue leadership is established during the engage phase, they work closely with TFD Secretariat to plan and organize the dialogue. Many things must happen to prepare for the dialogue. Actions that need to happen before the dialogue are detailed in Annex A. Annex B details a 6-month timeline of preparing for the dialogue.

*Participants visit a tea farm in Ihemi Landscape during LUD field visit. Photo courtesy of TFD*



## Case Study 2: Ihemi Cluster, Tanzania



In October of 2016, the second LUD launched, this time in southern Tanzania's Ihemi Landscape. Located in the eastern-most part of the southern highlands, Ihemi Cluster is one of Tanzania's agricultural strongholds. It serves as an important region for forest products and agricultural crop production. As agricultural investments increase in the region, conversations center around how to achieve economic growth that simultaneously benefits local peoples and supports environmental sustainability. The LUD platform, hosted by the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) with support from the IUCN SUSTAIN- Africa programme, IUCN, and TFD, was launched in order to support a process for decision makers to explore land use plans and policies, bring together diverse stakeholders to explore on-the-ground challenges, and seek tangible actions to achieve sustainable land use, food security and improved livelihoods.

The first meeting of the Tanzania Ihemi LUD in 2016 included 47 participants, representing the government, civil society organizations, private sector, smallholder farmers, and national and international NGOs. The dialogue served as a scoping dialogue to engage stakeholders, scope key issues, and identify further groups that need to be involved. The Village Land Use Planning process, carried out under the 1999 Village Land Act No 5, was put forward by government actors and many NGOs as a key solution to many of the landscape issues experienced by large-scale and smallholder farmers. Through dialogue, community members, land tenure advocates identified barriers and fears around implementation.

In 2017 the Ihemi LUD met again, this time with the specific focus to understand sustainable and inclusive investment practices in the SAGCOT region, especially around water externalities, and support stakeholder input into government processes including Village Land Use Plans and riparian buffer zone mandates. The Village Land Act No 5 seeks to secure smallholder tenure, designate conservation areas, and identify areas for investment through Village Land Use Planning (VLUP). However, the VLUP has not yet been applied to the majority of Tanzania's villages. Because of the resulting tension, this serves as a key challenge for the LUD in Ihemi to work to address. Furthermore, where VLUP processes have already begun, actors have highlighted the risk of conflict and land grabbing. Accordingly, LUD participants desire to understand the dynamics that foster fair, equitable inclusion of local people in the agricultural growth of the area.

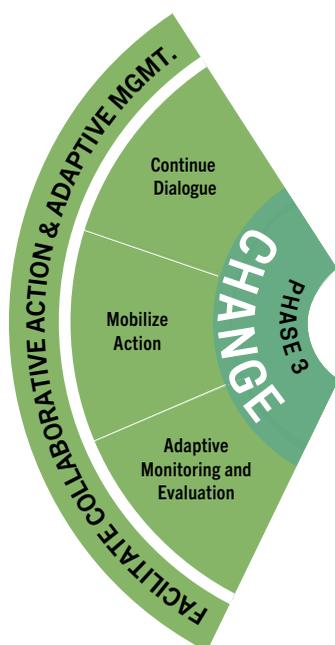
## PROPOSED ACTIONS EMERGING FROM THE LUDS

### Ihemi, Tanzania

- Enhance inclusiveness
- Initiate Private Public Partnership Processes
- Focus on Landscape-scale planning
- Create synergy with other processes
- Build Education and Awareness in Community, especially around Land use planning
- Develop maps and models to support land use planning and information sharing
- Ensure landscape development reaches local individuals

The Change Phase is focused on facilitating collaborative action and adaptive landscape management. The LUD is designed to lead to concrete outputs from the dialogue meeting itself, as well as foster trust and collaboration. From these outputs, the process sustains and envisions continued dialogue around land use decision making and key environmental issues. These continued dialogues are based on the needs that arise from the first landscape dialogue as well as new or reframed challenges that arise. Change takes place through mobilizing on the commitments and collaborations built and strengthened through dialogue to move from vision to action, supporting structures that enable ongoing dialogue, and adapting to lessons learned from the first dialogue. Each of these steps is expanded below.

## PHASE 3 - CHANGE



### Facilitate Collaborative Action and Adaptive Management

A key output of the LUD process in Kilombero landscape of Tanzania identified the need for multiple mini-dialogues around key environmental issues that were identified during the dialogue. These meetings should continue to give feedback, learnings, and progress to the larger stakeholder group. In some landscapes it has been discussed to hold such mini-dialogues and larger LUDs in an iterative way as a forum or LUD platform to support an adaptive landscape approach.

## CONTINUE DIALOGUE

In several of the LUD dialogues, stakeholders identified the need for follow up mini-dialogues or the creation of a working group or forum. For example, following the Brazil LUD a working group was established to refine key priorities and necessary actions. Follow-up mini-dialogues likely require a smaller number of people to really focus in on the key issues and solutions. These mini-dialogues resemble the roundtable dialogue structure, yet instead of focusing on a single stakeholder or region they focus on a key environmental issues as a specific follow-up action of the LUD.

## MOBILIZE ACTION

The impact of the LUD process depends on actors present at the dialogue to carry forward the prioritized actions identified as outcomes of the dialogue. Actions may include advocating for policy, establishing funding to implement priorities, organizing working groups across sectors on a specific issue, or collaborating across sectors on joint projects.

## ADAPTIVE MONITORING AND EVALUATION

The effectiveness of the LUD to support an inclusive landscape approach to environmental challenges and enable positive change in the landscape is determined by the LUD process, its ability to adhere to the LUD principles, and the implementation of dialogue outcomes. Thus, LUD monitoring and evaluation (M&E) evaluates both the LUD process itself, dialogue results, and is used to improve the LUD process.

The LUD M&E supported by TFD secretariat includes various tools that inform learnings at multiple scales, from improving specific LUD processes to comparing outcomes across landscapes.

## The LUD M&E serves the following purposes:

- ➔ **Learn and adapt:** The LUD M&E is designed to contribute to adaptive decision making, allowing for the LUD process and outcomes to be reflexive to stakeholder needs and priorities over time.
- ➔ **Assess the landscape approach:** The M&E allows the LUD to compare its process and framework to the principles that underlie the landscape approach, thus adding to a global understanding of best practices and case studies of the landscape approach in practice.
- ➔ **Cross-landscape comparison:** A shared M&E structure allows TFD to compare the effectiveness of the dialogues and understand how and why they are different.
- ➔ **Accountability:** The M&E process gives TFD the tools and knowledge to report its effectiveness and learnings, demonstrate effectiveness, and understand and adapt to current situations.

## METHODOLOGY OF LUD MONITORING AND EVALUATION

### ■ **PRINCIPLES OF NEUTRAL MULTI-STAKEHOLDER DIALOGUE: LUD EVALUATION SURVEY**

The dialogue process is evaluated for the presence of dialogue principles that are foundational to effective and fair dialogue. These include that the dialogue should be representative, neutral, accountable and trustworthy, and transparent. Stakeholder perception of the presence of these principles are gathered through an exit survey with questions designed to respond to each principle.

For example, it is especially important to inquire amongst the participants if the dialogue is representative. The evaluation includes a question on if there are any stakeholders necessary to the process who were not included. Lack of representation may also be raised during the dialogue, and is noted and included in the co-chairs summary to advise the way forward.

In both the Brazil and Tanzania LUDs, participants identified key stakeholders absent from the initial dialogue. This included both agribusiness and indigenous peoples in Brazil and pastoralists in Tanzania. Future LUD sessions put increased attention to the invitation, attendance, and active participation of these stakeholders.

### ■ **STAKEHOLDER NETWORK ANALYSIS: STAKEHOLDER NETWORK SURVEY AND ANALYSIS**

The LUD structure is evaluated through a stakeholder network analysis (SNA). The SNA is designed to understand which stakeholders are central or marginalized to the LUD in terms of connection to other participating stakeholder organizations. SNA information is gathered through a survey filled out by each organization. Each organization identifies the nature of their relationship to other organizations in the LUD according to the following categories: None, Communication, Collaboration, or Partnership.

Data analysis is conducted using a SNA software, such as Gephi. By inputting the data, LUD participation can be visualized and interpreted in various ways. For example, categorizing and representing the organizations into distinctly colored stakeholder groups allows one to depict the balance of representation. Additionally, Gephi can run statistical analysis to calculate the centrality of individual stakeholders or create clusters of organizations that are most related to each other.

### ■ **LUD OUTCOME IMPLEMENTATION: OUTCOME INDICATOR TRACKING**

Through dialogue, stakeholders identify prioritized outcomes and designate roles and responsibilities. The monitoring and evaluation of outcomes will be tailored to what the desired outcome is.

### Case Study 3: Stabilizing Land Use (PLUS) in Landscapes of Tanzania, Uganda, Ghana, and the Democratic Republic of Congo

The Stabilizing Land Use Project (PLUS) dialogue processes, including the LUD, was established to strengthen local governance and support landscape approaches to environmental challenges. LUD processes took place in the Wassa Amenfi Landscape of Ghana, Mole Ecological Landscape of Ghana, Kilombero Landscape of Tanzania, Agoro-Agu Landscape of Uganda, and Mangai Landscape of the Democratic Republic of Congo. Each LUD convened landscape members representing local districts, farmers, pastoralists, protected area managers, conservation organizations, government representatives, and private sector stakeholders. For a summary of participants see Table 2.

The LUDs explored challenges including forest and wildlife management, water resources management, gender, competing and illegal land use activities, large-scale and smallholder agricultural production, and local economic development. During the dialogues, participants established a shared vision for the future of the landscapes. Some went further to differentiate by land use trajectories or stakeholder group perspectives. Further, participants identified implementable short and long-term priority actions required to reconcile different land uses, priorities, and interactions across the different actors in the landscape. The proposed actions are to be integrated into existing projects, institutional frameworks, and multi-stakeholder forums. A brief description of each landscape is provided below while further synthesis and analysis of outcomes for each landscape is forthcoming within IUCN publications.

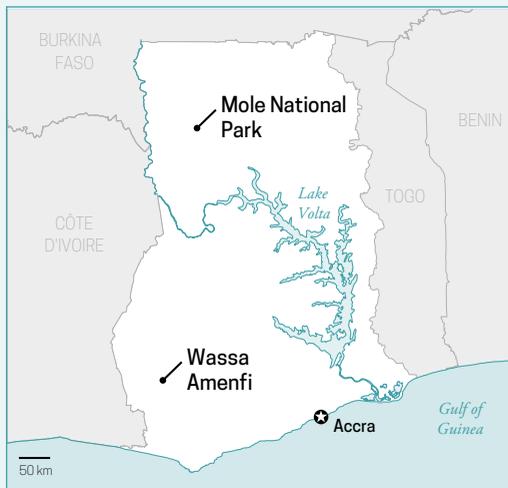
The first LUD as part of the PLUS project took place in December of 2018 in the **Wassa Amenfi Landscape of southwestern Ghana**. The region's forests, which include a Globally Significant Biodiversity Area, risk being degraded from cocoa production and illegal mining. Initiatives such as REDD+ and the Community Resource Management



LUD DRC Participants gather in plenary. Photo courtesy of IUCN

Areas (CREMAs) offer solutions that could both benefit local communities and stabilize the surrounding environment.

Yet, complicated tree and land tenure systems, as well as risk of forest conversion for mineral extraction, pose additional threats. A landscape approach is underway in the landscape in order to diversify local community income, clarify land tenure systems, and prevent further land conversion by local large-scale landowners and government.



The second LUD in Ghana focused on the **Mole Ecological Landscape (MEL)** in May of 2019. The MEL includes Ghana’s largest protected area (Mole National Park) and falls within three of Ghana’s jurisdictional regions – Savannah, Upper West, and North East Regions - hosting diverse flora and fauna dominated by Shea trees (*Vitellaria paradoxa*). Though previous challenges in the landscape were largely around unsustainable farming practices, road expansions in 2012 facilitated unprecedented surges in illegal tree cutting (primarily Rosewood, *Pterocarpus erinaceus*) for timber and charcoal

production. Initiatives through the Community Resource Management Areas surrounding the National Park focus on sustainable shea-butter supply chains, ecotourism and minimizing illegal logging. Competing land uses continue to put the landscape, and the livelihoods depending on its resources, at risk.

The **Kilombero landscape of Tanzania**, includes a Ramsar classified floodplain and vital



elephant corridor connecting Udzungwa National Park to the Northeast and Selous Game Reserve to the South. Yet, over half of the land is currently under cultivation with increasing land use demands from agricultural investors, smallholder farmers, pastoralists and others, putting this landscape at risk. The LUD builds on pre-existing landscape decision making platforms and processes, including efforts by the National Land Use Planning Commission of Tanzania, African Wildlife Foundation, Rufiji Basin Water Board, and IUCN.



Gathering of landscape stakeholders in Mole Ecological Landscape, Ghana. Photo courtesy of IUCN

The **Agoro-Agu Landscape of Northern Uganda** includes 17 Central Forest Reserves, seven of which are categorized as critical sites for biodiversity conservation. Despite the recognized link between these reserves, community managed forests, forest buffer zones, and the surrounding agricultural lands, current reserve management is carried out in isolation. Furthermore, with 91% of local people highly dependent on land and forestry resources for their livelihoods, management must meet both biodiversity and livelihood needs. Local stakeholders are interested in implementing a landscape approach, so that protected areas can provide the cornerstone for natural resource management, contribute to sustainable livelihoods of local communities, and provide the foundation for regeneration of nature-based economic activities such as ecotourism and sustainable forestry.





Small group discussion during LUD in Mangai, DRC. Photo courtesy of IUCN



The LUD in the **Democratic Republic of Congo** focuses on the **Mangai landscape** located in the southern Congolian forest-savanna mosaic zone. The landscape includes Gungu Hunting Domain and Hippopotamus Reserve, which fall under the management of the Congolese Institute for the Conservation of Nature (ICCN) and were created to facilitate the sustainable management of flora and fauna, to promote local development, and to protect several species including hippos, protected primates, pangolins,

buffaloes, and more. However, numerous challenges exist in the landscape which has led to these animals becoming increasingly rare in their natural habitats and the disappearance of lions, leopards and elephants from the protected area. Land use and resource demands by the local people in and around the reserve put pressure on the natural habitat. Further challenges include the lack of management tools (i.e. maps, management plans), lack of information on the protected area boundaries, limited management capacity by ICCN and other state departments, internal conflicts and lack of coordination among various services, and inadequate involvement of local populations.

## PROPOSED ACTIONS EMERGING FROM THE LUDS

### Wassa Amenfi, Ghana

- Improve private sector support for sustainable landscapes
- Diversify and support sustainable community livelihoods
- Conserve natural resources in a multi-functional landscape
- Reclaim and restore degraded areas
- Review compliance and enforcement of laws

### Mole Ecological Landscape, Ghana

- Support an integrated, participatory approach in order to
  - Reduce deforestation
  - Reduce conflict
  - Increase the sustainability of shea butter production value chains
  - Reconcile the different perceptions of and interests in natural resource governance
  - Increase land productivity in the region for sustainable livelihoods and ecological production.
- Recognize the role of private sector actors in supporting nature-based supply chains
- Allow for inclusive representation and active participation from all genders
- Harness and diversify livelihood strategies at the local level
- Prioritize compliance with laws, in particular, those related to Rosewood harvesting and hunting.

*continued on next page*

## PROPOSED ACTIONS EMERGING FROM THE LUDS (continued)

### Kilombero, Tanzania

- Summarize and share information within and beyond the multi-stakeholder platform to illustrate stakeholder concerns and priorities
- Prioritize actions to address 21 identified key issues to be carried forward by responsible parties
- Garner political support / buy in from the Prime Minister and within ministries in order to create political ownership by the government
- Hold mini dialogues on key issues identified in the LUD as implementation vehicles of the LUD
  - Mini dialogue on ag productivity
  - Mini dialogue on cattle/livestock in the landscape
  - Mini dialogue on wildlife habitat connectivity
  - Mini dialogue on water quantity and quality
  - Mini dialogue on forestry
  - Mini dialogue on land use plan implementation

### Mangai, DRC

- Generate strategies along nine topics for conservation and sustainable use of Mangai landscape including:
  - Hold technical training on agroforestry and reforestation projects
  - Build on GWG to partner across sectors to address agricultural methods, soil degradation, and river bank erosion
  - Increase community awareness on land tenure, conservation area boundaries and limits to use, climate change, conservation and sustainable management of natural resources
  - Support research on regeneration of native plant species
  - Support an integrated and participatory approach in the Forest Landscape Restoration Opportunity Assessment Methodology (ROAM)
  - Facilitate inclusive community ownership and active participation of all stakeholders in the use of the natural resources
  - Compile and share information within and beyond the multi-stakeholder platform to illustrate the concerns and priorities of stakeholders
  - The next step is to hold sectorial mini-dialogues on key issues identified in the LUD

## CHAPTER THREE

# Lessons Learned



*LUD Brazil Field visit. Photo courtesy of  
Brazilian Forests Dialogue*

## Many lessons have emerged as Land Use Dialogue processes have been scoped and supported in landscapes throughout the world.

Lessons learned include suggested best practices for engaging various stakeholders, strategies to ensure the success and sustainability of the process, and challenges that require additional consideration for all future dialogues.

LUD learnings are presented according to where they fall in the Engage-Explore-Change Theory of Change, presented in detail in Section Three – The LUD Process. This is followed by an additional section specifically on why various stakeholders may engage in a landscape approach.

---

## LESSONS LEARNED

In this section we present lessons for facilitating dialogue to support landscape approaches to environmental problems according to the Engage-Explore-Change LUD Theory of Change. The lessons are based on challenges and additional considerations taken while supporting LUD processes in diverse landscape contexts.

This section includes reflections from LUD implementing partners, dialogue participants, and TFD Steering Committee members. Additionally it is based on the comparative experiences of TFD Secretariat and the LUD community of practice in supporting and participating in multiple LUD processes.

## ENGAGE

### GETTING THE RIGHT PEOPLE TOGETHER IN THE RIGHT SETTING

A key step in the LUD process is to identify key actors in the landscape that influence land use decision making around the specific issue or entry point of the dialogue. The ability to realize the landscape vision developed through the LUD process is dependent on involving key decision makers. It is also key to identify and engage those actors who are constrained or enabled by these decisions and for whom there may potentially be negative impacts. These actors must be given the chance to shape and respond to decisions that will impact them.

Getting the right people together may mean more than correctly identifying the groups or organizations involved. It comes down to individual leadership and ability to drive the process. In some of the LUD landscapes, the LUD meeting provided an opportunity for actors to identify each other, build trust, and agree to meet at a later date to resolve and issues or move forward on implementing an action item from the landscape vision. In this way the LUD process acts as a catalyst to mobilize change and ideally acts as a mechanism to hold actors accountable.

**In the Ihemi landscape of Tanzania, there was a lasting issue around water access and use between a large agribusiness farm and surrounding communities. For**

**many years the issue persisted despite the involvement of government and civil society organizations trying to support a reconciliation.**

### **SUPPORTING INCLUSIVE DECISION MAKING IS AN ONGOING PROCESS**

One of the key principles that underpins successful landscape dialogues is that the process is representative, meaning that all stakeholders are present and able to participate. What this means in practice requires designing a process that supports inclusive decision making while ensuring the dialogue moves beyond an information sharing phase. LUDs require increased efforts to ensure that the dialogue is representative, yet not so broad in scope that it necessitates more participants than can feasibly engage in a dialogue. This is an important element of identifying the scale of the landscape and the scope of the dialogue.

Further, some actors may require specific considerations in order to participate fully. For example, local people, in particular indigenous communities, are likely to have methods for representation and internal decision making. Each mechanism for representation will have its own pace, which the LUD must consider and be shaped around to ensure responsive and accountable representation. To fully encourage participation in decision making, the LUD process must be viewed as a legitimate mechanism to influence change by all actors, including those not traditionally involved. Inclusivity is not simply a box that is checked once it is achieved. Rather, it is something that must be maintained by ensuring

representatives are accountable to those they represent. A dialogue process can be adapted to fill gaps or changes in representation. For example, the LUD includes a process of gathering feedback from participants in order to identify any potential gaps in representation and subsequently taking extra steps to ensure these stakeholders are involved in the next meeting.

**A key challenge of the LUD process in Ithemi landscape was making sure all relevant stakeholders had a chance to express their opinion while, at the same time, moving the dialogue past an information sharing stage to be able to address underlying issues and potential solutions. In striving for learning between LUD processes and including previously excluded actors such as pastoralists and additional government departments, the second LUD had 83 participants. While the process was able to build momentum, foster learning, and build coalitions, due to the large number of participants many of the conversations and decisions had to be made beyond the LUD meeting. Despite the already large number of participants, there was a lack of private sector engagement in the process which severely limited the goal of fostering private-public partnership. Despite the challenges, the key achievement of the LUD in Ithemi landscape was to kick-start a process of reconciling landscape issues through helping to identify the serious issues coming up from communities and stakeholders working on the ground.**

## **CONSIDER DIALOGUE CAPACITY BUILDING NEEDS**

In order for the dialogue process to be truly inclusive, it should not only make space for different stakeholders to participate in the dialogue but also enable actors to share their perspective, negotiate for their priorities, and co-create solutions. Some dialogue participants are more prepared to do this based on their familiarity with landscape approaches, clarity of institutional vision for the landscape and theories of change, or past experience in dialogue settings.

Some stakeholders may require additional or prior preparation, capacity building, or meetings in order to most successfully and fully engage in the LUD process. Especially when considering community representation at the dialogue, extra care is necessary to ensure that the person attending has legitimacy from their community to represent them, that the community is aware of what they may and may not be able to achieve through attending such a meeting, and is capacitated to report back to their community what they learned.

## **STRATEGIES TO ENGAGE MARGINALIZED GROUPS**

Supporting the recognition of the rights of marginalized groups such as communities and indigenous peoples should be the foundation of engaging such groups. Furthermore, how to engage marginalized groups to ensure effective participation and representation requires additional consideration. It is often particularly hard to reach marginalized groups, such as pastoralists or indigenous peoples. There are many reasons why these groups are often underrepresented,

From a systematic exclusion to a lack of comfort to participate in such settings, it may be that marginalized groups perceive that they or their livelihoods may actually be harmed through the visibility of participation in the dialogue or through negotiating for their position.

Often community-level individuals will be represented through an organization such as a smallholder farmers' cooperative. Representative organizations may have more experience in dialogue settings and thus be in a better position to successfully work towards change that supports the people they represent. Given the natural diversity of perspectives, it will always be a challenge for such organizations to fully represent those they aim to represent. When engaging through systems of representation, the LUD process will only be as inclusive as the systems of representation are responsive and accountable. When a representative is accountable to their constituents, they make efforts to understand their views before the LUD, and afterwards report back what was decided along with follow-up steps. Those planning the LUD need to consider how the dialogue process can support responsive and accountable representation. While each cultural context will hold unique challenges to representation, it is often best to identify democratically elected representatives when available.

*Members of Brazilian Forests Dialogue during a workshop about the LUD Brazil. Photo courtesy of the Brazilian Forests Dialogue*

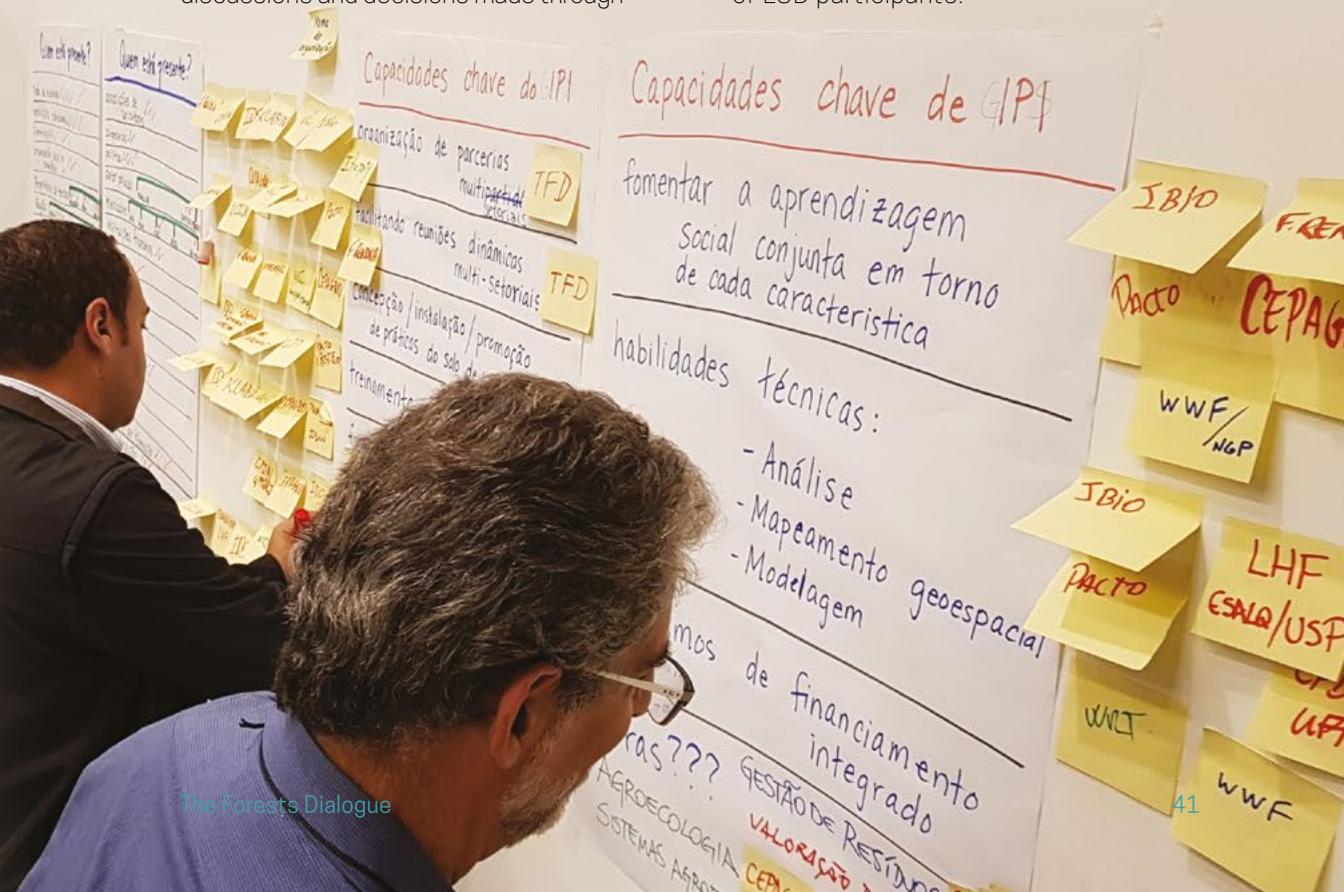
## POWER IMBALANCES

As the LUD aims to open pathways to influence decision making and build trust between various actors, organizers should critically consider the power dynamics in the landscape and who the LUD process serves and does not.

Currently the LUD process maps who is included and excluded from current decision making processes. LUD leaders and participants would better understand the relationship between the LUD process and power dynamics through systematically mapping power relationships and how they are shaped by landscape management decisions. Such mapping can be differentiated by gender and class and include factors of wealth, level of access to resources, landlessness, and labor relations. This information can be shared in the background paper and shape discussions and decisions made through

the dialogue. One important consideration is if the LUD process incites greater control from one sector or legitimizes power structures that negatively impact less powerful actors and/or the environment.

The LUD aims to provide landscape stakeholders with the opportunity to influence decisions made during the LUD. Participants have the ability to reflect on how well the LUD achieves this goal in the LUD assessment survey. Answers to this question should be used to improve the platform's responsiveness to stakeholder priorities. While the ultimate power to reform landscape policies, write policy implementation guidelines, or launch a program for biodiversity conservation remain in specific stakeholder hands, the dialogue process should provide those decision makers with a set of recommendations reflecting priorities of LUD participants.



## EXPLORE

### ALIGN THE LUD PROCESS WITH OTHER LANDSCAPE GOVERNANCE PROCESSES

One consideration is how to best align the LUD process to have synergy with other activities in the landscape. The LUD process is one tool to support inclusive decision making in the landscape and thus the process design should be clear about how it can support and link to other landscape processes. This may include timing the LUD in preparation for decision making at the national or regional levels; holding the LUD during a less busy time for smallholder farmers to ensure their participation; or aligning the LUD with the launch of a new initiative by key stakeholders.

### CHALLENGES TO FOCUSING ON POLICY CHANGE

Engaging in an ongoing policy process is one of the most effective dialogue outcomes or strategies. Yet, while focusing on land use policy allows dialogue to be focused and action oriented, it also has its challenges. Focusing on policy can lead discussion to center on the overlap or lack of synergy between policy from different sectors. These tend to be problems that are known yet are difficult to change and require a high level of political will. Further, if the dialogue is overly focused on policy, the discussions risk promoting top-down solutions and ignoring those originating from landscape actors. Organizers should consider how much to focus on policy related challenges without becoming too focused on challenges that do not have a locally based strategy to overcome.

The Upper Itajaí Valley LUD in Brazil successfully focused on land use policy implementation as an entry point to discussing landscape decisions. The LUD Brazil focused on the Brazilian Forestry Law and associated policies aimed at supporting the goal of ensuring each smallholder has 20% of their landholding (including springs and riparian zones) under forest cover. This provides a strong regulatory structure supporting the LUDs goal of working to achieve landscape level decision making.

The Tanzanian LUD in Ihemi landscape, on the other hand, used land use planning policy implementation as an entry point to varying success. The Village Land Use Planning process, currently underway in the country, seeks to secure smallholder tenure, designate conservation areas, and identify areas for investment. Yet the VLUP has not yet been applied to the majority of Tanzanian villages. Furthermore, where processes have begun, the risk of conflict and land grabbing has been identified. The second Ihemi LUD specifically focused on the VLUP challenges yet was not able to identify a clear path through the multiple conflicting perspectives. Despite the challenges, the key achievement of the LUD in Ihemi landscape was to kick-start a process of reconciling landscape issues through helping to identify the serious issues coming up from communities and stakeholders working on the ground.

## **DESIGN A PROCESS THAT ATTENDS TO MULTIPLE SCALES OF DECISION MAKING**

Tackling key environmental issues may require supporting sustainable land use decisions by individuals and reforming federal and regional land use planning policy and guidelines. The LUD can be used to support a landscape approach functioning at multiple scales.

The first Brazil LUD in the Upper Itajai Valley visited local farms to discuss sustainable land use decisions and enabling policies and services. The second dialogue scaled out to the landscape level to form a shared vision and identify priority themes and areas. Following a similar path, the second LUD Tanzania dialogue focused on village or corporate farm level land use policies. A key priority identified by participants was the need to maintain a vision for how individual village or business land use plans connect across land holdings and influence each other in the broader landscape.

## **SET PROCESS BOUNDARIES**

The LUD process should be adapted in a flexible way to meet the needs of the landscape context. Yet, this flexibility has its bounds. The LUD leadership must consider the specific goals of the dialogue and build on learnings to ensure the goals are achievable.

The various ways the LUD process and principles were used and adapted in the multiple landscapes of the PLUD project demonstrates the flexible nature of the LUD process. Differences in terms of how

much is known about the landscape, civil society and governmental engagement, and how advanced the various actors are in collaborating across sectors led to different processes and dialogue agendas.

The LUD in DRC supported a dialogue process in Mangai landscape which at the time had little baseline information about land use and landscape challenges and no prior multi-stakeholder forum or decision making process. The process included a ROAM (Restoration Opportunity Assessment Methodology) process which engaged stakeholders to identify restoration needs and options and a scoping meeting at the National level to share existing knowledge and plans for Mangai. Kilombero landscape of Tanzania, on the other hand, has been extensively studied and is a key focus of the National Land Use Planning Commission of the country. As such, the dialogue was strategically timed to build off existing momentum until after a landscape-led MSP was formed. Only after implementing actors had established the platform of representative stakeholders, the LUD was able to focus on strengthening multi-stakeholder collaborations, building ownership, and moving forward with actions and commitments related to available research findings and knowledge.

## **MAKE DIALOGUE STRUCTURE AND OBJECTIVES CLEAR TO LANDSCAPE STAKEHOLDERS**

A central tenet to inclusive dialogue is that the end goal is not predefined but determined by the stakeholders involved through a process of visioning and balancing

tradeoffs. The LUD dialogue can act as a central element of such a process. In practice, there is a balance to strike between remaining open-ended, yet having actionable outcomes from the meeting. This is made possible through a clear dialogue structure that enables the stakeholders to identify goals and communicate them back to the group. The process is then adaptive so that as the goals and priorities are tested, they can be refined and redefined.

In addition to a clear process, opportunities for and methods of intervention must also be clearly communicated so that all stakeholders know how to shape the direction of the LUD process and how to move it forward. It can be helpful to create a method to contribute to the dialogue that is visible yet not disruptive such as individuals raising their name tags or putting their name on a white board. This can help avoid someone interrupting others or becoming excluded from contributing due to facilitation.

**TFD typically structures interventions using a method of “raising name tents” instead of “raising hands”. All participants have a name tent on the table in front of them. This tent is used to signify when they have a question (placed upright) or an immediate intervention (waived in the air). An immediate intervention might be to ask a clarifying question or make a direct response to the previous statement. Whoever is facilitating is responsible for keeping a queue reflecting the order of interventions. The method of raising a name tent may or may not be feasible given the dialogue setting and culture.**

## CHANGE

### GENERATE ACTIONABLE OUTCOMES

In order for the LUD process to generate meaningful change it is important that the dialogue focus on actionable and realistic outcomes. In order for the dialogue to identify actionable outcomes, the discussions must move past information sharing to interrogate the underlying reasons for current issues. This is especially important for issues resulting from unequal power dynamics or allocation of rights to land and resources. Such issues can be normalized and left unquestioned if the dialogue process focuses on what those in power need to do while not including a structure to interrogate how those currently marginalized can drive and shape decision-making. Groups can become worse off than before the process if expectations are inflated or the process focuses on challenges but does not generate solutions and actionable plans. In designing the agenda, conducting stakeholder engagement, and during dialogue the leadership should consider how recommendations from participants can be actionable and implementable on the ground and in coordination with all levels of governance. This can be supported by providing concrete and practical examples of actions that could be taken, and integrating lessons learned from consultations, dialogues, or processes that have previously taken place in the landscape.

**Leaders of the LUD in DRC identified three enablers of success: an inclusive and participatory working group, regular stakeholder consultations, and participation and ownership of the LUD process by local authorities.**

## **SUPPORT PROCESS CHAMPIONS AND A CULTURE OF DIALOGUE**

One of the primary outcomes of the LUD process is to foster a culture of dialogue between competing interests and various sectors. This is enabled by a key group of leaders in the landscape to champion the identified priority actions and continued flow of information beyond dialogues and working group meetings. Ideally this key group represents multiple sectors and interests and is committed to maintaining the neutrality and legitimacy of the LUD process.

**The non-profit organization driving the LUD process in DRC, OCEAN, identifies that the LUD process has for the first time allowed stakeholders with different interests to come together to identify the outline of a shared vision in the next decade. They reflect that this should not be overlooked as it has the potential to spark the forgotten interest and revive the hope of conservation and protection of nature in the country.**

**In another example, we see leadership and a culture of dialogue come together in the Brazilian LUD where there is the presence of an NGO (Apremavi) who sees the work of the LUD as central to its own mission. Further, there is a Working Group, created with people from several organizations from the region that coordinates the continuity of the activities and prepares the next steps. Yet the work of the Brazilian LUD is further strengthened by the presence of an active, engaged and well-informed civil society, with institutions that**

**have the capacity to debate among themselves and with other sectors. This culture of dialogue is reflected in the Brazilian Forests Dialogue extensive work amongst stakeholders in the region. The LUD process itself should strive to create a culture beyond the LUD process of bringing the right people together in dialogue to solve a problem.**

## **ESTABLISH AND SUPPORT INCLUSIVE COMMUNICATION PATHWAYS**

A priority emerging from the first LUD in Ithemi Landscape of Tanzania is the need for an information sharing mechanism. Participants vocalized the lack of clarity on who is doing what in the landscape. This leads to inefficient use of resources when actors are not taking advantage of synergies to achieve shared goals. Additionally, this may lead to conflict when stakeholders perceive a lack of communication or clarity on decisions and activities that impact them. The LUD dialogues themselves can serve as one of these mechanisms, yet others that may take a variety of forms should be workshopped and established as well.

## **SUPPORT A COMMUNITY OF PRACTICE**

A key outcome of the LUDs in support of the PLUS project was the establishment of a global Land Use Dialogue community of practice. This community of practice is made up of key implementing partners and leaders of the LUD processes in the various PLUS landscapes and Santa Catarina, Brazil. These individuals attended each other's LUD to share learnings from their own context and process.

---

## MOTIVATION TO PARTICIPATE ACROSS SECTORS

A key learning identified through the LUD process is the importance of having the right people involved, especially those that will carry on the process and follow through with actions identified through dialogue. Key individuals and organizations may not be involved right away in the advisory group for various reasons. These actors can become involved in an adaptive way as current participants articulate the importance of their involvement and extra steps are taken to bring them into the process.

The stakeholders involved in an LUD process vary based on the local context and may include representatives from communities, governments, business, and civil society as well as land owners and managers. When designing a multi-stakeholder process, it is helpful to recognize the potential role and motivations of stakeholder groups as well as individual participants. The following section shares learnings on motivations to participate by sector as experienced through the LUDs and documented in landscape approach literature. Specific participants in the LUD processes in each landscape are detailed in Table 2.

### Private Sector: Forestry, Agriculture, Extractives, Chemicals, and Tourism Industry

Landscape approach literature documents involvement from private sector actors, including those from the forestry, agriculture, extractives, chemicals, and tourism industry sectors.<sup>3</sup> It finds that while motivations vary across sectors, many businesses are driven by a dependency on natural resources that requires collaborative management, a recognition that environmental risks can impair activities, and consumer expectations of supply chain transparency and minimized social and environmental costs.<sup>4</sup>

The LUDs have been most successful at engaging private sector actors from forest and agriculture sectors. Some dialogue processes have brought together stakeholders across a supply chain to discuss their individual roles in supporting sustainable production (i.e. Cocoa farming in Wassa-Amenfi Landsape, Ghana). Other dialogue processes have focused on relationships, dynamics, and trade-off across supply chains (i.e. charcoal, cattle, shea, and fruit production in Mole Ecological Landscape, Ghana).

Key methods to engage private sector actors in the LUDs include engaging with multiple levels of the organization, involving key private sector actors as dialogue co-chairs and advisory group members, and including a site visit in

---

3 For more information on private sector involvement in landscape approaches see: Proforest. 2019. Engaging with landscape initiatives: A practical guide for supply chain companies. Proforest InfoNote 03. ; Scherr, SJ et al. 2017. Business for Sustainable Landscapes: an action agenda for sustainable development, Washington D.C.

4 WBCSD (2016) Sustainability beyond fence-lines: Why landscape approaches make business sense. Geneva: World Business Council for Sustainable Development.

the dialogue field visits. For example, agribusiness is a key landscape stakeholder in the Ihemi landscape of Tanzania. Yet the first dialogue meeting failed to successfully include any large agribusiness actors. In order to increase participation and sharing of this perspective, the second meeting agenda included visiting commercial farms. These private sector actors then joined the rest of the dialogue agenda.

## Land and Environmental Managers

Where previous management strategies have myopically emphasized individual sectors, the landscape approach offers land and environmental managers a holistic framework for resource management. Accordingly, resources like rivers and forests are managed collectively for environmental, livelihood, and production needs.

**Water scarcity is a key challenge in the Ihemi cluster, where the Tanzania LUD is based. During the LUD the Water User Groups and the Rufiji Water Basin Authority brought forward the issue and challenges of Integrated Water Resource Management in the region seeking collective recommendations and shared understanding.**

## Community Groups and Representatives

A landscape approach may enable previously marginalized community groups and representatives to participate in the decision making process if there is a fair and transparent method of participation and representation. Further, a landscape approach process may provide a mechanism

to hold powerful actors accountable to laws and policies that protect human rights and the environment. Community groups and representatives have participated in LUDs in order to gain access and management rights, share and learn about sustainable management and resource use practices, and participate in decision making that affects their livelihoods and land.

**The engagement and management of Community Resource Environmental Management Areas (CREMAs) is Ghana was a key topic of the Wassa-Amenfi Dialogue. CREMA representatives from across the three districts made up a significant number of participants in the dialogue. Another example of community representation occurred in the Brazilian LUD in which active farmer engagement in the plenary and field day portions led to the identification of farmer-to-farmer collaboration and knowledge exchange as a key way forward in the Upper Itajai Valley.**

Communities may have their own protocols of dialogue, representation, and timelines that should be respected to ensure their full, open participation. Special attention should be taken that community members and groups, especially those that are marginalized or actively pushing against power structures, are not negatively impacted by participation in the LUD process. For example, inflated expectations may leave groups worse off. Further, it is documented in some contexts that such participatory processes or dialogues can be used to identify those actors that resist powerful interests.

## HOW DO WE ENSURE THAT THE RIGHTS OF INDIGENOUS PEOPLE AND MARGINALIZED COMMUNITIES ARE UPHELD?

In a meeting of the TFD Steering Committee and LUD partners, the following were identified as good practices to observe:

- ➔ Understand how people are currently excluded through mapping stakeholders, power relationships, and methods of accountable representation.
- ➔ Identify the representative and legitimate ways for indigenous people to voice their perspectives and shape dialogue outcomes
- ➔ Develop pre-dialogue activities to create an environment in which these groups can meaningfully contribute
- ➔ Applying FPIC principles
- ➔ Organize the dialogue with these groups including for them to host the meeting
- ➔ Develop communication strategies to produce public commitments and good will in LUDs.
- ➔ Protect against reprisal or retaliatory action
- ➔ Use culturally appropriate engagements to ensure that their rights are upheld.
- ➔ Create conditions for scoping and understanding the status quo because in many of the places these are unique and complex.

The Agoro-Agu LUD in Uganda primarily focused on stakeholder engagement in the drafting and implementation of a new forest management plan and landscape management plan for the region. As such, the forest and wildlife departments were key stakeholders leading the process.

LUD organizers and leadership continue to learn and adopt better practices to ensure the rights of indigenous people and marginalized groups are upheld. Some key best practices and lessons learned are outlined in the text box, “How Do We Ensure that the Rights of Indigenous People and Marginalized Communities are Upheld.”

## Civil Society Organizations

Many civil society organizations, including large environmental NGOs, are adopting a landscape approach.<sup>5</sup> For example, the World Wildlife Fund (WWF) has implemented what is now considered a landscape approach for over twenty years as part of efforts to maintain biodiversity and ecosystem services.<sup>6</sup> Civil society organizations may support or implement a landscape approach in order to maintain biodiversity and ecosystem services; address social inequities associated with access to resources; and achieve programmatic goals.

*Right: LUD Brazil participants meet in plenary to discuss who needs to be engaged in the process and why.*

5 For example: World Wildlife Fund, the International Union for the Conservation of Nature, the African Wildlife Foundation and Conservation International, Global Canopy Programme, The Nature Conservancy

6 World Wildlife Fund (WWF). 2016. Landscape Elements: Steps to achieving Integrated Landscape Management. Guidance Brief.



The success of the Brazil LUD in the Upper Itajai valley can be attributed in part to the local NGO Apremavi, which has made the work of the LUD central to its mission. So too, a central aspect of the PLUS project involved having a key non-governmental organization active in the focal landscape as an implementing partner. These organizations include OCEAN in DRC, African Wildlife Foundation in Tanzania, AIVI in Uganda, and Codesult and A Rocha in Ghana. The leadership of these organizations drove processes of stakeholder engagement, activity follow up, and trust building on the ground.

## Government

Governments around the world are finding the landscape approach a viable way to achieve climate change mitigation targets and sustainable development goals at scale. The link is now evidenced in the Global Landscapes Forum, a side event of the United Nations Framework Convention on Climate Change negotiations since 2013.<sup>7</sup> Governments may be motivated to participate in a landscape approach in order to reach climate change mitigation targets and sustainable development goals at scale or support land use planning and land tenure reform.

**The Village Land Use Plan is a central entry point for the Tanzania LUD. As such, governmental agencies, including the National Land Use Planning Commission, are central stakeholders in the LUD process.**

**Table 2: LUD Participants by Landscape**

	PARTICIPANTS
Ghana, Wassa Amenfi	<ul style="list-style-type: none"> <li>▪ Farmer organization members (CREMA)</li> <li>▪ Local community (farmer, teacher)</li> <li>▪ Traditional Authorities</li> <li>▪ Gender specialists</li> <li>▪ Environmental NGOs (IUCN, A Rocha Ghana, Codesult Network)</li> <li>▪ Government Agencies (National Development Planning Commission, Forestry Commission, National Disaster Management Organization, Ministry of Food and Agriculture, Commission of Human Rights and Administrative Justice)</li> <li>▪ Local Government (Municipal and District Assemblies)</li> <li>▪ National Park Staff (Kakum National Park Manager, Mole National Park)</li> <li>▪ Private Sector (Samartex Timber Company, OLAM, Quam Farms)</li> <li>▪ Media</li> <li>▪ LUD Community of Practice (Tanzania, DRC, Uganda, Brazil)</li> </ul>

<sup>7</sup> <http://www.landscapes.org/>

PARTICIPANTS	
<b>DRC, Mangai</b>	<ul style="list-style-type: none"> <li>▪ Local Government (Administrateur du Territoire, Bourgmestre and d'Idiofa ; 4 Bourgmestres des Communes Rurales, Mangai, Dibaya Lubwe, Kalo, and la Panu ; 12 Chefs de secteurs)</li> <li>▪ Traditional Authorities (Chefs de groupement and Chefs de terre)</li> <li>▪ NGOs (OCEAN, IUCN)</li> <li>▪ National Government (ICCN)</li> <li>▪ Regional Gouvernement : (Coordination Provinciale de l'Environnement de la Province du Kwilu)</li> <li>▪ Farmer organization members : (Groupe de Travail sur la Gouvernance des Ressources Naturelles de Mangai - GTGRN de Mangai)</li> <li>▪ Private Sector (Faja Lobi)</li> <li>▪ Media</li> <li>▪ LUD Community of Practice (Tanzania, Ghana, Uganda)</li> </ul>
<b>Ghana, Mole</b>	<ul style="list-style-type: none"> <li>▪ NGO (IUCN, A Rocha Ghana, Noe Man &amp; Nature, NorthCode, Jaksally Development Organization, Eco Restore)</li> <li>▪ Government Agencies (Forest Services Division, Water Resources Commission, Environmental Protection Agency,</li> <li>▪ Local Government (Municipal and District Assemblies)</li> <li>▪ Private Sector (Charcoal Producers/Buyers Association, Cattle owners and Herders Association, Shea Processing Group, Savannah Fruits Company [SFC])</li> <li>▪ Communities (CREMA members)</li> <li>▪ Traditional Leaders</li> <li>▪ Media</li> <li>▪ National Park Management (Mole National Park)</li> <li>▪ LUD Community of Practice (Uganda, Tanzania, Wassa-Amenfi Ghana)</li> </ul>



	PARTICIPANTS
<p><b>Tanzania, Kilombero</b></p>	<ul style="list-style-type: none"> <li>▪ Private/Public Partnership (SAGCOT</li> <li>▪ NGO (IUCN, CARE Tz, AWF, WWF, TFCG, HakiArdhi)</li> <li>▪ Private Sector (Kilombero Sugar Company, Kilombero Valley Teak Company)</li> <li>▪ Regional Government (Ministry of Ag, Dodoma, Natural Resources Regional Office, Regional mining office)</li> <li>▪ District Council</li> <li>▪ Local Community representatives (Village Government, Water Users Association, Village Natural Resource Committees, Village Land Use Committee)</li> <li>▪ Lower Mngeta Water Users Association</li> <li>▪ National government (National Land Use Planning Commission, Tanzania Wildlife Authority, Tanzania National Parks, Ministry of Natural Resources, Ministry of Lands, Ministry of Agriculture, Tanzania Forest Services Agency)</li> <li>▪ Research (Tanzania Agricultural Research Institute, Udzungwa Ecological Monitoring Center, Sokoine University of Agriculture)</li> <li>▪ Media</li> <li>▪ LUD Community of Practice (Uganda, Ghana, Rwanda, DRC, Brazil)</li> </ul>
<p><b>Tanzania, Ihemi</b></p>	<ul style="list-style-type: none"> <li>▪ Local government (Kilolo District Govt, Njombe Regional Secretariat, Regional Administrative Office Iringa, DED)</li> <li>▪ National government (REDD+ Secretariat, Ministry of Ag, Livestock and Fisheries, Ministry of Land, Housing and Human Settlement Development, Presidents Office of Regional Admin and Local Govt, National Land Use Planning Commission)</li> <li>▪ Private/Public Partnership (SAGCOT</li> <li>▪ Private Sector (Mkongge Tea Farm, Njombe Outgrowers Service Company, Mtanga Farm</li> <li>▪ Research (PBL Netherlands, University of Dar es Salaam, Mweka Wildlife College, Sokoine University of Ag.)</li> <li>▪ NGOs (AWF, IUCN, MAI, WWF, Tanzania Association of Women Leaders in Agriculture and Environment, SECO, Tanzania Land Tenure Assistance, CARE International, Pastoralists Indigenous NGO, WBCSD )</li> <li>▪ Local community</li> <li>▪ LUD Community of Practice (Ethiopia, Ghana, Tanzania, Uganda, Kenya, Brazil)</li> <li>▪ Other (Tanzania Agriculture Development Bank)</li> </ul>

	PARTICIPANTS
<b>Brazil, Santa Catarina</b>	<ul style="list-style-type: none"> <li>▪ Local community (smallholder farmers)</li> <li>▪ Farmers association (AFUBRA)</li> <li>▪ NGOs (Apremavi, IUCN, Conservation International, Instituto Augusto Carneiro, IBio, Brazilian Coalition on Climate, Forests, and Agriculture, Associocao Pro Muriqui, IIED)</li> <li>▪ Research and Ag. Extension (Epagri, Unidavi, Uniasselvi)</li> <li>▪ Local government (Secretary of Agriculture of Atalanta, Prefeitura) Amavi - Association of Municipalities of the Upper Itajaí valley</li> <li>▪ Private Sector (Klabin, Cravil, Scheller Madeiras, Kimberly Clark, Pamplona, Cresol)</li> <li>▪ LUD Community of Practice (Thailand, Mozambique, New Generation Plantations)</li> <li>▪ The Brazilian Forests Dialogue Forums</li> </ul>
<b>Agoro Agu, Uganda</b>	<ul style="list-style-type: none"> <li>▪ District Natural Resource Officers</li> <li>▪ District level Community Development Officers</li> <li>▪ Agoro International Vocational Institute</li> <li>▪ Environmental Alert</li> <li>▪ Traditional Authority Representatives</li> <li>▪ Ministry of Environment and Natural Resources</li> <li>▪ National Forest Authority</li> <li>▪ Uganda Wildlife Authority</li> </ul>

## FUTURE DIRECTIONS

The Land Use Dialogue initiative is continuing to support dialogue processes within landscape approaches worldwide. An LUD process to support overcoming landscape challenges in Inlay Lake Landscape of Myanmar and Belem Ecological Corridor of Brazil are currently in the scoping phase. As TFD continues to support these dialogue processes, we are considering how to scale up

the number of dialogue processes being facilitated while maintaining the adaptability of the process to each local context. The first step to scale up the impact of the LUDs is to share the LUD process and document learnings as we do in this guide. As the LUD process continues in various landscapes around the world, TFD is committed to continuing to support an LUD community of practice through providing cross-landscape learning opportunities and sharing learnings.

# Annex



*Governance Working Group member in Wassu-Amenfi Landscape shows LUD participants his farm and fish ponds.  
Photo courtesy of IUCN*

---

## ANNEX A: DIALOGUE PREPARATION COMPONENTS

### Set Dialogue Goals

The first step to organize the dialogue is for the advisory group to establish clear, agreed upon goals. These goals should be specific enough to generate concrete outcomes. They should also reflect on what role the LUD is playing to support the larger landscape approach process.

For example, the first Brazilian LUD meeting focused on identifying who needs to participate in the process to generate change and the key issues the process should address: at this stage the meeting did not focus on vision setting. In other dialogues the LUD is designed to give input and mobilize implementation of a specific formal process, for example the landscape assessment in Agoro Agu, Uganda. Whatever the focus on LUD process is, the goal should reflect this focus and be tangible and realistic to achieve.

### Identify Dialogue Co-chairs

Dialogue co-chairs should be leaders in the landscape or key influencers from the national or regional level with specific knowledge of the landscape. They should represent a diverse set of priorities, perspectives, and sectors. Key organizations or individuals that will carry forward dialogue actions should be engaged as co-chairs.

It is important to note that being a co-chair is not an honorary role. It requires a large

amount of time and buy-in to support the process. Co-chairs are responsible for driving the LUD process including setting dialogue goals, establishing the agenda, facilitating plenary and small group discussions during the dialogue, providing summary report backs to the participants, and overseeing the drafting of the concept note and dialogue summary.

Individuals in the landscape that are important to engage but unable to fill as large a role as co-chair due to time commitments or other reasons can be given another honorary role and provided designated time to speak; for example, they can open the dialogue, provide a stakeholder perspective to plenary or provide breakout session report backs.

### Develop Concept Note

The Concept Note is a brief (2-5 page) written document that provides key information about the landscape, background information about key issues, and LUD goals. The LUD process and leadership should be described in brief.

It is developed through a collaboration between the advisory group and should be approved by all co-chairs if they are not already involved in the drafting. The concept note is at times initially drafted by TFD Secretariat or a key implementing partner or organization in the landscape. The concept note is distributed when inviting participants. It should provide enough information to give participants an idea of why they should attend and what will be discussed.

## Invite Participants

The participant list can be curated using the stakeholder map generated in the Engage Phase. The list should be further created in reflection of the dialogue goals. Those that have influence or are influenced by that specific goal should be invited. Special consideration should be taken to ensure that there are those present that are required to take forward the intended actions or those that are marginalized from decision making on the topic.

Invitations should be sent out in the format customarily used in that region and for that stakeholder. Some participants will require an in-person meeting before-hand to ensure that they understand what will occur at the dialogue. Other invitees will require an email to the organization detailing the goals of the dialogue and the organization will then select who is the most relevant person to represent them at the meeting.

Since dialogue is primarily between individuals, it is more important to choose someone who will actively participate in the dialogue than to just have someone because of their organizational affiliation. Therefore, use the map as a guide, but remember to invite individuals as well as institutions.

## Create Agenda

The dialogue advisory group and co-chairs, in partnership with TFD Secretariat, develop the agenda for the dialogue. The co-chairs manage and envision the content with consultation from the Advisory Group, while the TFD Secretariat ensures that the dialogue is structured in a way that promotes and facilitates effective discussion.

LUDs typically last between two and four days depending on the availability of participants and necessary field visits. Dialogues should employ a mix of plenary and small group style discussions.



*Governance Working Group member in Wassa-Amenfi Landscape shows LUD participants his farm and fish ponds.  
Photo courtesy of IUCN*

Importantly, these plenary and small group discussions should build on one another so that what is discussed in small groups is then reported back to the plenary, which will then synthesize and make decisions from there. Dialogues can be facilitated by the co-chairs or specified co-chairs who are also members of the landscape and skilled at facilitation.

**While specifics will change from one LUD to the next, a typical LUD dialogue follows this general flow:**

- ➔ Establish common understanding of process points and ground rules
- ➔ Present highlights from the background research on key landscape issues or themes; potentially visit examples of key issues and potential solutions in field visits
- ➔ Hear from different stakeholders about their perspective on the issues; potentially visit stakeholders in field visits to discuss their perspectives
- ➔ Establish landscape visions within stakeholder groups; this is often done in breakout groups (or share visions if they were generated previously)
- ➔ Identify synergies and trade-offs of various landscape visions
- ➔ Discuss, in groups or in plenary, actions that need to happen in the future to achieve landscape visions;

actions may include actors and their responsibilities and sources of funding for implementation

- ➔ Assess future steps and the role of future dialogues

Key aspects of this flow are such that the various stakeholder sectors or groups have a chance to formulate their vision and perspective together while also leaving time for the entire group to discuss the issues together. There should be few presentations during the dialogue and no panels. The focus is on dialogue amongst all stakeholders, not a small group.

## Plan Field Visits

The field visits should capture as many different stakeholder voices as possible. The variety of perspectives can be reflected not only in the multiple stops throughout the day but through different perspectives at a single stop.

Field visits can also be used to engage a stakeholder that would otherwise not be involved in the LUD. A stakeholder that is not able or willing to commit to the entire dialogue may be most successfully engaged through a field visit to them. This allows the LUD participants to still hear from the perspective of these stakeholders and gives them insight into the goals of the LUD, which may lead to them engaging more fully in the future.

The following tips are recommended to ensure successful field visits:

- ➔ Field days should feature the perspectives of many varying stakeholders
- ➔ Avoid an “eco-tourism” type of program—highlight perspectives over scenery
- ➔ Provide a handout with site descriptions, background information, and key objectives for each stop, as well as questions for the participants to consider during the day.
- ➔ Ensure each stop has time for participants to ask questions and converse
- ➔ Field stops should primarily center on Q & A rather than lengthy presentations
- ➔ Avoid any travel over two hours between stops
- ➔ Ensure there are drinks, snacks, and lunch throughout the trip
- ➔ Nominate a conversation facilitator for every stop

## Ensure Space is Conducive for Dialogue

Though often overlooked, the physical space in which the dialogue occurs significantly impacts how people communicate with each other. Many LUDs take place in rural settings or small towns where there may not be an ideal venue

(as detailed in text box, Dialogue venue considerations). Yet, many of the priorities for spaces for conducive dialogue can still be considered.

These include the following:

- ➔ All individuals can see one another and are not looking at each other’s backs, ideally individuals are not seated in rows;
- ➔ Participant’s comments are addressed to each other rather than to the facilitator at the front of the room;
- ➔ All individuals can be heard, use a microphone if necessary;
- ➔ Test technology, lighting, and room temperature days before to arrange for alternatives if necessary.

### DIALOGUE VENUE CONSIDERATIONS

Through its many dialogues, TFD has found that a U-shape setting is ideal for plenary discussions. This type of arrangement allows all individuals to address one another, see each other’s name cards, and does not allow anyone to shirk away from the conversation. It is important in this setup that, as much as possible, dialogue participants do not form a second row behind the table. The room will ideally also have plenty of outlets and microphones. In addition to plenary setup, ensure there are also side rooms with smaller tables for breakout sessions, space for flip charts, and natural lighting.

---

## ANNEX B: SIX MONTH TIMELINE PRIOR TO LUD

### Making a Timeline for LUD Process

Ideally, there are at least six months from setting the intention to host an LUD platform to launching the first dialogue meeting. This allows time for the Engage phase leading to the dialogue before the Explore phase. Six months allows time to identify strong platform leadership, develop the concept, and engage stakeholders. See the Timeline (Annex C) for details on what to accomplish in the lead-up to the platform launch.

### Six Months Prior to First Dialogue: Launch Process to Establish an LUD

- ➔ **Set up an advisory group:** Comprised of key stakeholders with a diversity of interests, the advisory group has the ability to carry forward a vision for the role of dialogue in the landscape as well as the identified priorities emerging from the LUD.
- ➔ **Establish roles** and responsibilities of TFD, host, and advisory group.
- ➔ **Write a draft Concept Note:** This will explain the landscape approach, the landscape scale, key land uses, initiatives and challenges in the landscape, the dialogue entry point, and the role of multi stakeholder dialogue. **Deadline:** Three months prior to dialogue, included with invitation.
- ➔ **Stakeholder mapping:** outline stakeholders and their relationships

to each other. Used to inform the necessary LUD participants and identify stakeholders that may need additional attention to be included in the platform. Identifying stakeholders is a continuous process leading up to holding the event.

### Five Months Prior:

- ➔ **Begin Background Paper:** The paper should be designed to give readers an understanding of what is currently known about land use decisions and constraints, and to conceptualize how these may impact the future of the landscape. **Deadline:** Two months prior to dialogue.
- ➔ **Identify dialogue co-chairs:** There are typically at least four dialogue co-chairs. Co-chairs have a key role in the dialogue as primary facilitators and drivers of content. Their roles and responsibilities must be made clear and agreed upon well in advance of the dialogue to ensure their active engagement and understanding of the process.
- ➔ **Create participant list:** The participant list includes the key local, regional, and national level stakeholders that are both impacted by and drive land use decisions in the landscape. Additionally, international participants who can provide important insight or cross landscape learning experience can be identified for participation. Special attention should be made to the stakeholders who were historically excluded from such processes and decision making.

- ➔ **Establish information sharing between platform planners:** It is necessary to have a common method of collecting participant information before distributing invitations.
- ➔ **Distribute Save the Date notices** to identified participants.

### Four Months Prior:

- ➔ **Dialogue Pre-visit:** the pre-visit is the time for TFD, the host, advisory group and co-chairs to plan out the dialogue process and introduce the platform in person to necessary stakeholders. This includes scoping appropriate sites for landscape visioning and experiential learning and making courtesy calls to relevant governmental authorities.

### Three Months Prior:

- ➔ **Send invitation** to all participants, including the finalized Concept Note
- ➔ **Write field visit description:** this will be distributed to all participants to establish a shared understanding of each field site and the motivation for visiting the site. The description should include what attendees can expect to see and learn about and who they can expect to speak to. Additionally, there may learning questions specific to each site as well as the larger meeting learning questions. The learning questions are not designed to be literally asked but to help frame the participant's inquiry of each site.

### Two Months Prior:

- ➔ **Distribute logistics sheet to attendees:** this includes all the necessary information for someone to prepare for and get themselves to the dialogue, including transportation and accommodation options, timing, and the dialogue's location.
- ➔ **Arrange technical and translation requirements**
- ➔ **Conduct pre-dialogue stakeholder meetings:** These meetings are informal and can take a range of forms depending on the stakeholder needs. The main goal of the meeting is for stakeholders to be aware of the dialogue process and goals. This is an opportunity for stakeholders to make their goals known to the platform hosts and organizers; It can be made clear to participants and organizers when and how each will have the opportunity to express their views.

### One Month Prior:

- ➔ **Finalize list of attending participants**
- ➔ **Finalize dialogue agenda**
- ➔ **Prepare dialogue logistics** including transportation and food.
- ➔ **Distribute preparation materials** including the background paper, learning questions, and field sites description.

## ANNEX C: TIMELINE OF LUD ACTIONS FOR PARTICIPANTS AND LEADERSHIP

GOVERNANCE BODIES	TIMELINE					
	ENGAGE		EXPLORE		CHANGE	
	4 months of back-ground research	6 months prior to dialogue	3 months prior to dialogue	1 week prior to dialogue	Implementing Actions	Monitoring and Evaluation
<b>The Forests Dialogue Secretariat</b>						
<b>Local Dialogue Host</b>						
<b>LUD Advisory Group</b>						
<b>Research Team</b>						
<b>Dialogue Co-chairs</b>						
<b>Dialogue Participants</b>						

## ANNEX D: FUNDRAISING SCENARIOS

A FUNDING SCENARIO	FUNDRAISING DESCRIPTION	TIME SCALE	ADVANTAGES	DISADVANTAGES
<b>- I - Full Process</b>	Funding is for full sponsorship of the LUD process. Funding plan will cover expenses from background research to monitoring and evaluation.	Ideally at least 3 years	<ul style="list-style-type: none"> <li>Financial stability</li> <li>Goals are not subject to change on funding availability</li> <li>Clearer direction</li> </ul>	<ul style="list-style-type: none"> <li>Fewer grant opportunities available</li> <li>Time consuming prospective donors search.</li> </ul>
<b>- II - Per Dialogue</b>	Funding for LUD activities is on a needs-basis, either by assigning available budget or seeking short-term grants that can cover prioritized expenses.	Short-term	<ul style="list-style-type: none"> <li>Relatively faster progress towards dialogue.</li> <li>Dialogue results can lock down more donations.</li> </ul>	<ul style="list-style-type: none"> <li>Goals are dependent and might be constrained to budget availability</li> </ul>
<b>- III - Existent Project Budget</b>	Funding for LUD process comes from partners' available budget from non-labeled resources or existent projects that align with the LUD's goals.	Long-term / Midterm	<ul style="list-style-type: none"> <li>Decision-making can be relatively faster and more flexible.</li> <li>Less time dedicated to scoping donors</li> <li>Opportunity to restructure internal budget</li> </ul>	<ul style="list-style-type: none"> <li>Goals are dependent and might be constrained to budget availability.</li> <li>Organization needs subject to change.</li> </ul>
<b>- IV - Co- sponsorship</b>	Funding is shared among interested stakeholders from their available and existing resources that can be complemented with additional grants.	Mid-term	<ul style="list-style-type: none"> <li>Strengthen relations with partners.</li> <li>Guaranteed collaboration among stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Time consuming if interests across stakeholders are divergent.</li> </ul>

## ANNEX E: MAIN CRITERIA TO CONSIDER DURING RESEARCH PHASE

MAIN TOPICS	INFORMATION NEEDED
<p style="text-align: center;">- I -</p> <p><b>Landscape baseline situation (physical, ecological, social and economic)</b></p>	<ul style="list-style-type: none"> <li>▪ Location and size of the landscape.</li> <li>▪ Climate conditions (i.e. fire resilience, rainfall, flood risk, soil conditions, geology, etc.)</li> <li>▪ Forest cover and its main forest types.</li> <li>▪ Main land uses (i.e. main crops, stand density, historical land cover, etc.)</li> <li>▪ Land use changes in the last 10 year and impacts on the lifestyle and livelihoods of people.</li> <li>▪ Significance of the landscape in national and international context.</li> <li>▪ Significance of the landscape in local-site level context (who uses these landscapes and in what ways? how do they want to see these landscapes develop in the future?)</li> <li>▪ Historical context of projects/interventions (related to land use – conservation, protected area management, production forest management etc.) in the landscape.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Community income and livelihoods from products and services provided by the landscape:               <ul style="list-style-type: none"> <li>▪ Main marketable products (indicate scale, size in terms of \$, key issues, key opportunities)</li> <li>▪ Main non-market goods and services (indicate scale, size in terms of \$, key issues, key opportunities)</li> </ul> </li> <li>▪ Perceived landscape benefits and important values of men and women.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Main policies relevant to landscape land use and drivers of change, such as:               <ul style="list-style-type: none"> <li>▪ Policy, legal and institutional circumstances</li> <li>▪ Climate change mitigation and adaptation strategies</li> <li>▪ Conservation policies – Protected Area and non-Protected areas</li> <li>▪ Agricultural development policies</li> <li>▪ Statutory and customary land and resource rights</li> <li>▪ Major infrastructure programs</li> <li>▪ Development corridors</li> <li>▪ Existing major restoration initiatives</li> </ul> </li> </ul>

MAIN TOPICS	INFORMATION NEEDED
<p data-bbox="274 420 310 446">- I -</p> <p data-bbox="225 495 356 746"><b>Landscape baseline situation (physical, ecological, social and economic)</b></p> <p data-bbox="233 789 348 816"><i>continued</i></p>	<ul style="list-style-type: none"> <li data-bbox="454 420 1116 476">▪ Land tenure and management status (according to government, customary rights): <ul style="list-style-type: none"> <li data-bbox="518 489 727 515">▪ Land use planning</li> <li data-bbox="518 527 704 553">▪ Land ownership</li> <li data-bbox="518 564 798 590">▪ Endangered ecosystems</li> <li data-bbox="518 602 852 628">▪ Conservation/protected areas</li> <li data-bbox="518 639 686 665">▪ Food security</li> <li data-bbox="518 677 673 703">▪ Buffer areas</li> <li data-bbox="518 714 955 741">▪ Concessions- Mining, Timber, Agricultural</li> <li data-bbox="518 752 1009 778">▪ Water resources and watershed management</li> <li data-bbox="518 789 655 816">▪ Agriculture</li> <li data-bbox="518 827 1009 853">▪ Forest fire management (wherever applicable)</li> <li data-bbox="518 864 932 891">▪ Gendered-differentiated management</li> </ul> </li> </ul>
<p data-bbox="270 977 314 1003">- II -</p> <p data-bbox="216 1052 368 1303"><b>Analyze key issues and potential governance weaknesses in the landscape</b></p>	<ul style="list-style-type: none"> <li data-bbox="454 958 1053 1046">▪ Brief description of environmental challenges i.e. forest loss, water issues, soil erosion, pollution, gender inequality, etc.</li> <li data-bbox="454 1058 1018 1114">▪ Explore causes of issues and linkages with land use sectors (i.e. agriculture, mining, plantations etc.).</li> <li data-bbox="454 1125 1067 1283">▪ Identify 3 priority issues that are of common concern to many landscape stakeholders. (consider: a) social: wellbeing, gender, social inclusion, b) policies, gaps and governance, c) environmental, climate, land degradation, land conversion d) economic)</li> </ul>
<p data-bbox="270 1346 314 1373">- III -</p> <p data-bbox="209 1422 374 1673"><b>Key opportunities for integrated landscape management and potential interventions</b></p>	<ul style="list-style-type: none"> <li data-bbox="454 1346 1026 1465">▪ Individual stakeholder landscape visions of impacts - social, ecological/biodiversity, institutional, policy etc.- in a designated time frame (10-50 years depending on dialogue focus)</li> <li data-bbox="454 1476 915 1502">▪ Key interventions likely to generate success.</li> <li data-bbox="454 1513 827 1540">▪ Interested donors in the landscape.</li> <li data-bbox="454 1551 1049 1677">▪ Existing projects/initiatives and donors. For examples, are there host country gov't funds/initiatives in the specific landscape? How can we best synergize with other projects and implementers?</li> </ul>

MAIN TOPICS	INFORMATION NEEDED
<p><b>Understand landscape stakeholders' interests</b></p>	<ul style="list-style-type: none"> <li>▪ Population (density, number, ethnicity disaggregated by sex, and age).</li> <li>▪ Poverty levels.</li> <li>▪ List of community stakeholders and their main role, responsibilities, occupation and dependence (socio-economics) in the landscape (disaggregate this data by sex, age and if possible by ethnicity and education level).</li> <li>▪ Description (e.g. who, role, interests, level of influence) of other key stakeholders (e.g. government agencies, non-government agencies, private sectors, donors) operating in the landscape.</li> <li>▪ Brief analysis of gender issues, rights issues, power issues among stakeholders (you can use the interest and influence tool).</li> </ul>



*Farm in stream of Ithemi landscape, Tanzania.  
Photo courtesy of TFD*

