

FACILITATION GUIDE

Landscape Partnerships: Cross-Sectoral and Multi-Stakeholder Governance (online)

In this online training, participants learn about the role of landscape partnerships and their relevance in landscape governance. The training also describes the practical process for developing an appropriate landscape partnership agreement and possible organizational structures. It also explores the various key roles that partners can assume in landscape governance. This training was developed for landscape practitioners and leaders who are already used to online meetings and sessions. This training is dynamic and encourages interaction. It is a 2-hour session on Zoom (or a similar platform), and the ideal number of participants is 8-12.

■ Break/Introductions/Closure
 ■ Theory
 ■ Exercise
 ■ Discussion/Debriefing

Time	Length	Title	Description	Additional Info
Introduction				
00:00	1m	Introduction	Slide 1 - Make participants feel welcomed	[Share Screen] [Ask permission to start recording session] [Start recording] [Welcome everybody, encourage people to say hi in the chat]
00:01	1m	Program Outline	Slide 2 - Provide program outline and highlight what topic is being covered today	[If you are offering a whole training series (and not just a one-off, individual training session on one of these topics), include this slide to show participants where they are on their training journey. Use the yellow bubble to show them where they are.] [Briefly mention previous session as well as where they are today]
00:02	1m	Rules & roles for a Welcoming Environment	Slide 3 - Create clarity around expectations of engagement	<i>Online learning is tough—there is a lot less space for interaction than in-person workshops and a much bigger chance that people “zone out” and lose focus, especially when there’s too much text on the slides or the presenter goes on and on for too long.</i> <i>We are aware of this challenge and want to shake it up as much as possible to ensure you all get the most out of our time together. We are committed to making the sessions interactive, with breaks for discussions, activities, questions, quizzes, and more. Please</i>

feel free to email us any suggestions for how we can do that! If you know of any apps we can use or have any icebreakers or energizers to suggest, we would love to include them.

To make this a more dynamic space, we need your help, too. **We need to feel that you are engaged and want to participate**—this has to be reciprocal!

[Read out and speak to each of the bullets on the slide]

- We suggest you find a quiet space with no distractions and good Internet connectivity to participate in the sessions.
- We ask that you always keep your video on unless you need a brief pause. We understand, of course, that if you don't have good connectivity, you may need to keep your cameras off, but that also speaks to the first point - as much as possible, try your best to be in a place that has good Internet, so that you can keep your video on and participate fully. Please keep yourself on mute unless you are speaking to avoid distractions for others
- "Raise your hand" when you'd like to speak. Does everybody know how to do that?

[Facilitator should hover over "raise hand" function so that everyone knows where it is]

- Please feel free to use the chat function! Post questions, comments, observations, and share experiences. This is a great space to share your thoughts, learnings, and experiences with other participants. Take advantage of this time together to bond and strengthen these relationships.
- Expect to interact. We welcome questions and critical observations and encourage you to make this training your own. And if you have questions, it's likely that someone else does, too!

[If the participants come from different countries, flag sensitivity toward different languages]

- Finally, remember that we are a very diverse group here and speak many different languages! Let's make sure we speak slowly and clearly so everyone can understand. And if anyone doesn't understand anything, please don't feel shy about asking questions or asking us to repeat anything.

[Ask participants if they have suggestions to add to the list]

00:03	2m	Meet the Team	Slide 4 - Introduce team members so participants start to get to know the team	[Post links to bios in chat box] [Introduce facilitation team] [Ask participants where they are calling from and their time zones]
00:05	2m	Objectives	Slide 5 - Establish goals of what will be learned during the session today and highlight that there is more to	We want to share today's expectations with you. [Read out objectives]

			be learned after this	
00:07	1m	Agenda	Slide 6 - Participants understand the plan for the day	[Read out agenda points]
Design Elements for Governance				
00:08	2m	5 Elements of ILM	Slide 7 - Identify 5 elements of ILM and highlight how today's session fits into this	ILM is not a linear process; it is adaptive and iterative. To orient ourselves, today, we will focus more on shared understanding. We work with 5 elements of ILM. It is our framework. 1. Landscape Partnership: includes inclusion, stakeholder engagement, mapping 2. Shared Understanding: 3. Vision & Planning 4. Taking Action 5. Learning & Impact
00:10	1m	2. Shared Understanding	Slide 8 - Participants understand what vision and planning is	Shared Understanding means building a common understanding of the state of the landscape, trends, future scenarios, and one another interests.
00:11	0m	Design Elements for LP Governance	Slide 9 - Offer transition into new topic	So, we will be looking at key design elements for landscape partnership governance.
00:11	1m	Actors Involved...	Slide 10 - Introduce participants to design elements that we will cover today	Partners from different sectors work together, sharing risks & combining their unique resources, to stimulate innovation & achieve greater impact than they could alone. Moving down this spectrum, we will cover roles & responsibilities, functions of the partnership, and organizational configuration today.
00:12	7m	Design Steps	Slide 11 - Break down design steps as well as provide guiding questions as a	Some design steps are to define governance structure roles & responsibilities, decision-making procedures, and communication flow. On the right, here are some helpful guiding questions. These questions are meant to spark some reflection. [no need to read every question, but highlight a few]

			tool for participants	
00:19	1m	Principles in Partnership	Slide 12 - Participants understand the definition of the 3 principles of partnership	<i>These 3 principles in partnership are core to the entire ILM framework.</i> <i>Equity is an equal right to be at the table & validation of those contributions.</i> <i>Transparency is about openness & honesty in working together. This is key to accountability to stakeholders.</i> <i>Mutual benefit means all are expected to contribute & entitled to benefits. These benefits are specific to each partner</i>
00:20	0m	Active Listening	Slide 13 - Introduce activity	<i>Now, we are going to do an active learning activity that will prepare us to discuss roles, functions, and structures further.</i>
00:20	35m	Let's start thinking about roles, function, & structure:	Slide 14 - Participants understand why developing a shared vision is important to landscape partnership	<i>We will divide folks into breakout groups, where they can discuss and complete this worksheet according to their landscape, then come back together and share.</i> [Breakout participants by landscape & country/region] [Share the worksheet in the chat and encourage participants to make a copy of the worksheet] [When participants share, allow them to share their screens and explain what they discussed] <i>Thank you everyone for sharing.</i> Materials: Worksheet on Google doc and shareable link to be sent in the zoom chat: https://docs.google.com/document/d/1I7S4M2KOWPsXEfaqqFwJSPiGWLIEshKNUCU-tDxrLkc/edit
Roles and Responsibilities in a Landscape Partnership				
00:55	0m	Roles & Responsibilities in a Landscape Partnership	Slide 15 - Transition into covering the next topic	<i>Next, we will be discussing roles & responsibilities in landscape partnership.</i>
00:55	2m	Bullet points: Leader, facilitator...	Slide 16 - Participants understand and apply their examples to possible roles & responsibilities in	<i>Here are some of the roles and responsibilities in a landscape partnership. There are often more than what is seen here. Based on the exercise we just did, are there any more roles that you would add to this list?</i> [allow participants to add]

			landscape partnership	
00:57	2m	Partnership Agreement	Slide 17 - Participants understand what a partnership agreement is and how and when to establish one	<i>A helpful tool is a partnership agreement. A partnership agreement is an agreement between stakeholders as equals. It involves thinking about each other's goals and how they can cooperate. There are many ways of cooperating, and this can change over time. When creating a partnership agreement, consider how it can grow and change as it develops.</i> <i>It is important to develop a partnership agreement at an early stage to avoid misunderstandings down the line.</i>
00:59	0m	What are your thoughts on the Partnership Agreement Template Tool?	Slide 18 - Engage participants on their experience and knowledge about Partnership Agreement Tool	<i>Do any of you have experience doing a partnership agreement?</i> [Stop screen share and allow participants to answer] [Resume screen share when sharing is over]
00:59	2m	Activity	Slide 19 - Participants practice drafting a partnership agreement and apply it to their landscape	<i>So, we are going to do a brief activity. Please look at this Partnership Agreement Template Tool and share your thoughts.</i> [share link in the chat] [Give participants time to read and then share their thoughts; stop screen share when participants are offering their responses] [Resume screen share, when finished] <i>What do you think about the Partnership Agreement Template?</i> Materials: Link to "How to Draft a Partnership Agreement": https://docs.google.com/document/d/1QTrJeHnOZmoyvMWjZrirNQo7sloTbrJZ8hN-EHh8RKc/edit
01:01	5m	Coffee Break	Slide 20 - Let participant rest and reset before resuming	<i>We will stop now for a 5-minute break for everyone to get some coffee, stretch their legs, jump around a bit, and get our blood flowing again.</i> <i>Back in 5 mins starting now</i> [Pause Recording] [5 mins] [Restart Recording]

Welcome back, everybody. How's everyone feeling? Is everyone still awake? On a scale of 1 - 10, how much energy do you have right now? Post your answers in the chat box.

[Facilitator should offer their energy scale]

Functions of a Landscape Partnership				
01:06	0m	Functions of the Landscape Partnership	Slide 21 - Transition into the next topic	Next, we will be covering functions of the landscape partnership
01:06	1m	Functions of the Landscape Partnership	Slide 22 - Participants understand the function of landscape partnerships and how it applies to their own landscape	We covered some of this in the earlier exercise. Some functions include supporting planning, promoting shared goals and actions, facilitating communication and collaborative learning, and managing partnerships. Based on your experience in your landscape, do any other functions come to mind that we could add to this list?
01:07	1m	Concept of Governance	Slide 23 - Define Governance, so participants have a common language for how it connects to ILM	What do we mean by governance? Governance is the sum of the many ways all these different types of partners manage their common affairs. This is a continuing process where conflicting or diverse interests can be accommodated, and cooperative action happens. This can be in formal and informal arrangements.
01:08	0m	What does governance mean from a landscape perspective?	Slide 24 - Transition into how to connect the concept of governance to ILM	So what does it mean to apply this definition of governance to a landscape perspective?
01:08	1m	Landscape Governance	Slide 25 - Connect governance to landscape governance	Global governance involves managing different affairs across stakeholders, while landscape governance involves doing the same thing across a common social-ecological system. We emphasize that this is a continuing process where different interests may be accommodated, and cooperative action is taken.

01:09	1m	ILM as a Governance Approach	Slide 26 - Participants understand how ILM is connected to governance	<i>It is helpful to think of ILM as a governance approach.</i> <i>Looking at how ILM is defined [emphasize bolded words on the slide], it is a way of managing the landscape that involves collaboration among multiple stakeholders from multiple sectors to achieve sustainable and resilient landscapes.</i>
01:10	2m	ILM moves the focus...	Slide 27 - Use visuals to illustrate how ILM is a broader focus so participants understand that ILM brings landscape actors together	<i>ILM moves the development focus from an approach that is sometimes more sectoral or value-chain-focused to something with a broader overview of the landscape.</i> [You can recall that this is a review if this slide was used in an earlier training session, and if possible, move your cursor to emphasize the shift in focus]
01:12	1m	Integrated + Landscape + Management	Slide 28 - Refresh participants on what ILM looks like	<i>Landscape governance is rooted in ILM. It is multisectoral and multi-sectoral. Rather than looking outward stakeholders are looking to each other to work together across common land and manage it together.</i>
Organization of Landscape Partnerships				
01:13	5m	Organization of Landscape Partnerships	Slide 29 - Transition into next topic	<i>So, we will be highlighting some of the more informal and formal partnerships.</i>
01:18	2m	Informal Structures	Slide 30 - Define informal structures and highlight some of their disadvantages and advantages	<i>Here, you can see the different structures, advantages, and disadvantages.</i> <i>So, for working groups, an advantage is greater freedom to explore ideas/intentions and build new relationships. And, on the flip side, working groups might not be taken seriously enough by external agencies or other key players.</i> [Highlight the advantages and disadvantages of each structure]
01:20	2m	More Formal Structures	Slide 31 - Define more formal structures and highlight some of their	<i>As you move along the continuum to more formal structures, you find different advantages and disadvantages.</i> [Highlight the advantages and disadvantages of each structure. Ask participants to comment on what stands out to them]

			disadvantages and advantages	
01:22	2m	Formal Structures	Slide 32 - Define formal structures and highlight some of their disadvantages and advantages	[Highlight the advantages and disadvantages of each structure. Ask participants to comment on what stands out to them]
01:24	2m	What are your thoughts on LP organizational structures?	Slide 33 - Engage participants in their understanding and experience with LP organizational structures	<i>What do you think about these landscape partnership organizational structures?</i> [Allow participants to share, stop screen share while they share, and resume screen share once sharing is over]
01:26	3m	Models of Leadership	Slide 34 - Outline different models of leadership	<i>There are also different models of leadership within these structures.</i> <i>Shared leadership is more of a network or coalition, less hierarchical, multi-stakeholder-led, and engaged in community-led processes. It is more bottom-up.</i> <i>Conventional leadership is hierarchical and led by a single partner, and outreach is unidirectional or more one-way in its communication and authority structure.</i> <i>Then, there is a hybrid approach between these two. Typically, there tends to be a more shared leadership approach in ILM, but some processes may start conventional and move toward shared leadership over time.</i>
01:29	5m	Case Study International Model Forest Network	Slide 35 - Introduce case study as an enriching example	<i>This is an example from the International Model Forest Network.</i> [Speak to the 6 Principles of IMFN's Participatory Landscape Management Platform- partnership, landscape, commitment to sustainability, governance, program of activities, and knowledge sharing, capacity building, and networking, and become familiar with some of the smaller text to know what makes the most sense to point out briefly]
01:34	1m	Case Study International Model Forest Network (Map)	Slide 36 - Introduce case study as an enriching example	<i>Here is one example of a participatory landscape management platform from the International Model Forest Network</i> <i>So, this is a network model.</i>

01:35	2m	Case Study International Model Forest Network (Structure... Recent Impact Assessment)	Slide 37 - Participants understand real-world examples of the fruits of a successful organizational structure and partnership	To share some highlights here: <i>It is a network model in 15 countries. An assessment shows that it has positively impacted synergy, teamwork, more sustainable production practices, environmental awareness, participation in decision-making, improved living conditions, and influencing local public policies.</i>
Final Activities and Session Close				
01:37	2m	Resources & Tools	Slide 38 - Offer resources that participants can utilize	Here are links to some of the resources and tools we've discussed today. <i>The "Impacts & Lessons Learned from Participatory Landscape Management Platforms" is the case study we just walked through briefly.</i> <i>These tools can help you assess your capacity as a partner and a potential stakeholder's capacity.</i>
01:39	0m	Activity	Slide 39 - Transition into activity	Okay, we will do one last quick activity this session.
01:39	15m	Partnering Roles & Skills Questionnaire	Slide 40 - Transition into how to develop a shared vision	[Send link to the questionnaire in the chat. Consider sharing the Worksheet on your screen and briefly talking through it] <i>There is a Partnering Roles and Skills Worksheet that is designed for individuals involved in partnerships to assess their own partnering skills to build confidence about skills strengths and strategies to address any skills weaknesses. You will see that it uses a scale of 1-5, with 5 being the highest.</i> <i>This workshop is complementary to the Partner Assessment Form that is listed in the resources slide.</i> <i>Please take 10 minutes to fill out this worksheet, then we will come back in 5 minutes and allow people to share their reflections.</i> Materials: Worksheet Link: https://docs.google.com/document/d/1stQTXOckMaZVvZDtmR6maRn_KBKvJop1k93Rpe0SNr4/edit
01:54	5m	Q & A	Slide 41 - Check in on participants' comprehension of the subject matter, and answer any	Thank you! Does anybody have any questions, or comments? [Stop screen share when answering questions]

			questions they may have.	
01:59	0m	Next Session	Slide 42 - Let participants know what is coming next and how it connects to today's session	[Briefly highlight what will be discussed next session]
01:59	0m	Thank You!	Slide 43 - Make participants feel as though their time and participation is valued	
01:59	0m	Contact info	Slide 44 - Give participants means to contact facilitators for any additional questions	[Closing remarks]

01:59

TOTAL LENGTH: 1h 59m

MATERIALS:

- Worksheet Link: https://docs.google.com/document/d/1stQTXOckMaZVvZDtmR6maRn_KBKvJop1k93Rpe0SNr4/edit in [Partnering Roles & Skills Questionnaire](#)
- Link to the facilitation team's bios that will be sent in the Zoom chat in [Meet the Team](#)
- Link to "How to Draft a Partnership Agreement": <https://docs.google.com/document/d/1QTrJeHnOZmoyvMWjZrirNQo7sloTbrJZ8hN-EHh8RKc/edit> in [Activity](#)
- Worksheet on Google doc and shareable link to be sent in the Zoom chat: <https://docs.google.com/document/d/1I7S4M2KOWPsXEfaqqFwJSPiGWLIEshKNUCU-tDxrLkc/edit> in [Let's start thinking about roles, function, & structure:](#)