7 GOVERNANCE DIMENSIONS

Territory

Delimitation criteria for mountain territory
- Political-administrative boundaries
- Ecosystem boundaries
- Problem-oriented with specific issues, e.g. climate change adaptation

Key lessons

> Fixed boundaries establish clarity
> There can never be a "perfect" boundary
> Boundaries involve trade-offs between openness and closure
> (Sub-)National actors such as municipalities, NGOs and scientists need to work together

Sectoral Integration

First approach to policy integration
Mountain range conceived as single space
- Problem and solution spaces for specific issues are transnational, multiple, and overlapping
- Issues are addressed by actors organized at the level of the mountain range
- Policy integration happens through these actors

Second approach to policy integration
Mountain range as a collection of jurisdictions
- Policy integration occurs at the level of the individual jurisdiction, often under national governments
- Transboundary coordination proceeds through institutions of mountain range governance

Key lessons

> Where a mountain range is seen as a single space:
- Key role for regional actors
- Recognition of transboundary dynamics
- Territorial approaches to public Policy

> Where a mountain range is seen as a set of jurisdictions:
- Policy integration occurs through existing structures
- Transboundary issues are less readily recognized
- Administrative fragmentation may jeopardize policy integration

Institutional formality

Organization of collaboration
    high-level decisions / resolutions
    program / project focus
Responsibility for coordination
- national level vs. subnational level
- executive vs. public administration
- combinations, involving civil society

Key lessons

> High-level institutionalization
    special leverage but lengthy processes
> Programme/project focus
    broad participation but funding dependency and high transaction costs
> Executive responsibility
    international cooperation perspectives but subject to political priorities or international cooperation; elective turnover
> Public administration
    relative stability but risk of suboptimal policy integration

Science policy interface

Key factors
The organization of knowledge production
- The policy side of the interface
- The relationship between scientists and policy-makers

Variations in science-policy interfaces
- How scientists organize
- How transboundary coordination is structured
- How relationships work

Key lessons

Evidence-based mountain range governance is facilitated where
> credible, legitimate and relevant sources of knowledge exist
> goals and structures are shared
> interactions are regular and continuous

Vertical coordination

Situations requiring special attention

1. Coordination between national and regional level involving formal instruments
   - Foreign ministries lead on strategic issues
   - Line ministries lead on sectoral issues

2. Role of local authorities
   - Transnational agreements where devolution permits
   - Programs or projects where subnational governments or cities cannot conclude cross-border agreements

Key lessons

> In vertical coordination, making sure that the roles and responsibilities of national actors and regional institutions are clear is crucial for the stability and serenity of collaboration.

> Similarly, defining the involvement of local or provincial authorities can help create a level playing field for the participation of local actors and ensure that lessons from the ground move up to inform strategy at the regional level and thereby contribute to sustainable mountain development.

Civil society participation

Degree of formalization
   - high or low

Nature of state – society relation
   - collaborative or contentious

Level of professionalisation / formal structures
   - high or low

Key lessons

> Where participation is very formal the involvement of civil society organizations may be more regular and legitimate but this is limited to established organizations.

> Where state-society relations are collaborative, civil society organizations are typically involved but their role may be pushed towards implementing decisions, rather than making them.

> Finally, civil society participation in mountain range governance requires an effective participation, legitimate processes and accountability.

Funding

> **Governance mechanisms**

> **Sharing arrangements**

> **Governance outputs**

Key considerations
- Funding typically exists already but is only tied to individual sectors
- Domestic implementation of regionally agreed goals fosters policy integration
- Funding for regional actions or governance innovation can be found through global instruments

Key lessons

> Sustainable mountain development requires additional funding
> More efficient use of existing resources can lead to bigger impacts
> Funding for governance institutions and regular exchange is crucial