



Engaging stakeholders and building partnerships for meaningful mainstreaming



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AT

**REGIONAL WORKSHOP FOR AFRICA ON
UPDATING NATIONAL BIODIVERSITY
STRATEGY AND ACTION PLANS, ADDIS ABABA,
27 FEBRUARY TO 1 MARCH 2012**



Objective of the session



- Make a case for true, planned and sustainable stakeholder engagement
- Share information on the practice and possible tools in effective stakeholder engagement using selected cases, largely from Southern Africa
- Challenge delegates to re-think their stakeholder engagement strategies



Focus of the presentation



- Meaning and practice of stakeholder engagement – conceptual framework?
- Forms of stakeholder management
- Why stakeholder engagement?
- Carrying out a stakeholder analysis
- Selected case studies of stakeholder engagement
- Lessons learnt
- Concluding remarks



Meaning and practice of stakeholder engagement – conceptual framework?

- The process of understanding, integrating and involving stakeholders in problem solving, decision making, and implementation cycles for inclusive, responsive and sustainable outcomes.
- A stakeholder is a person, group or institution that has a defined and recognized interest or stake in decision making process or initiative, because of potential costs, benefits or other impacts
- Stakeholder engagement is therefore an evolving process which involves actions, outcomes and impacts



Why stakeholder engagement?



- To ensure that decisions, policies, strategies and programmes on biodiversity reflect the views and perspectives of those affected
- To ensure that decisions and actions are informed by evidence and analysis of those affected
- To enhance ownership and sense of responsibility to implement agreed decisions
- To generate creative and innovative solutions to problems arising from multiple angles of analysis and trouble shooting (Expertise, experiences, knowledge reside not with one group)



Why stakeholder engagement?



- Promoting the mainstreaming of biodiversity issues in other national development plans
- To enhance transparency and accountability in decision making processes
- To promote active and responsible citizenship
- To promote the development of home grown rules and community enforcement
- To enhance the reach and impact of biodiversity programmes
- To maximise resources and time



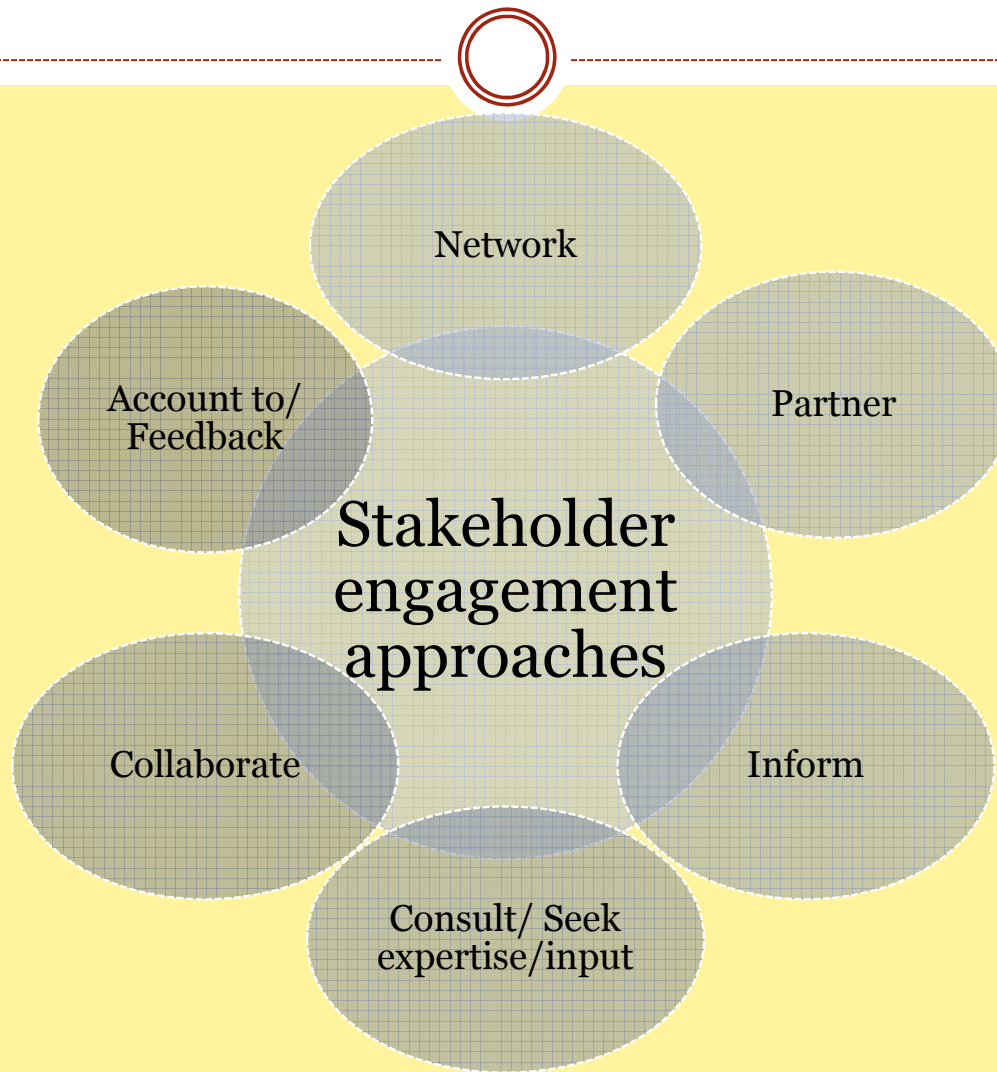
Strategic questions in stakeholder engagement



- Who are the stakeholders, what are their interests and what powers and influence do they have (**Stakeholder analysis**)?
- What should be the scope (**depth / levels of engagement for each stage of the strategy**) of stakeholder engagement?
- What should be the form of stakeholder engagement (How will the actual engagement look like) ?
- What should be the scope of stakeholder engagement (**spread and reach/ demographic and geographic considerations**)?
- How are we going to **sustain and measure impact** of stakeholder engagement?

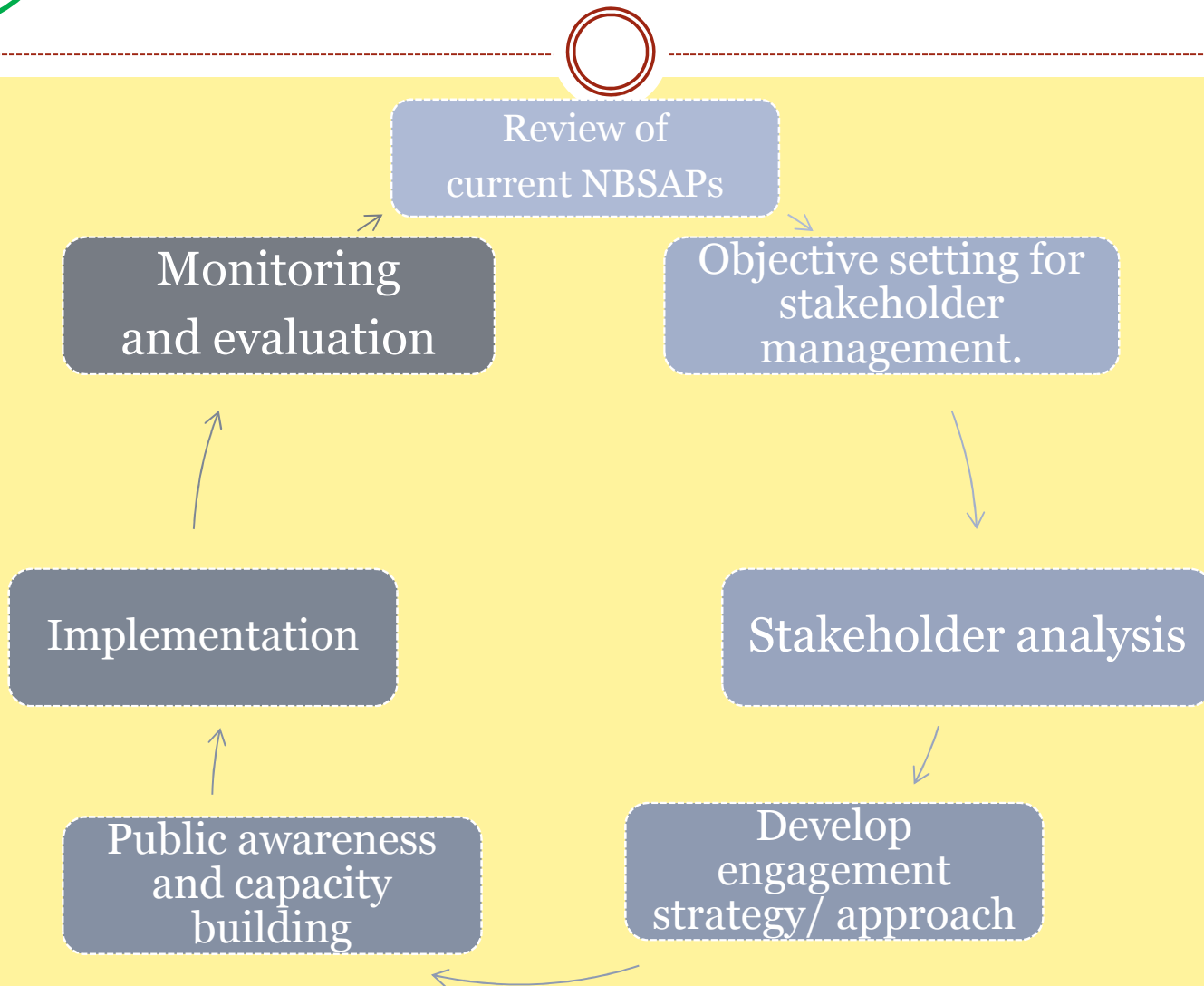


Forms of stakeholder engagement





Stakeholder engagement cycle





Stakeholder Analysis



- Based on the objectives of the NBSAPs identify and categorise the stakeholders (**Think outside the box in a multi-sectoral perspective noting that Planning Commissions, Ministries of finance, PRSPs committees, media e.t.c are usually left out**):
- Make sure that you identify the correct individual stakeholders within a stakeholder organization
- Work out their power, influence, interest or value addition (Direct contact, use clear brief papers e.t.c)
- Deeply understand the key stakeholders (Needs, expectations, interests, suitable medium of reaching out to them e.t.c)
- Prioritise your stakeholders



Power/ Interest matrix: Tool for stakeholder analysis



High Power	Keep satisfied	Manage closely
Low Power	Monitor	Keep informed
	Low Interest	High Interest



Key questions for stakeholder analysis

- Who are these stakeholders and where are they?
- What financial or emotional interest do they have in the outcome of your work? Is it positive or negative?
- What motivates them most of all?
- What information do they want from you or do they have?
- What is the best way of communicating your message to them?
- What is their current opinion of your work? Is it based on good information?
- Who influences their opinions generally, and who influences their opinion of you?
- If they are not likely to be positive, what will win them around to support your project?
- If you don't think you will be able to win them around, how will you manage their opposition?
- Who else might be influenced by their opinions? Do these people become stakeholders in their own right?



Practical expression of stakeholder engagement - Examples



- Multi-stakeholder steering committees/ forums - **RSA, Botswana, Lesotho e.t.c**
- Parliamentary public hearings and portfolio committees – **Zimbabwe, RSA, Zambia**
- Media training, tours, awards e.t.c - **Mauritius , Zambia**
- Partnerships with research and academic institutions - **UNAM, UB, UZ**
- Village / Local level consultations – **Botswana, Zimbabwe**
- Community based biodiversity programmes – **Campfire, Zimbabwe**
- Consultative workshops - **Lesotho, Swaziland, Namibia**
- Sector meetings – **Nearly all countries**



Practical expression of stakeholder engagement - Examples



- Participatory revenue distribution
- Joint monitoring of progress – **SADC Regional poverty observatory, E.T.C**
- Strategy monitoring – **PRSP Monitoring in Tanzania**
- Budget monitoring by CSOs – **Zimbabwe, RSA**
- Transfrontier Conservation forum – **SADC facilitated River basins organizations**
- Media programmes – **Phone ins, dialogues, features, case studies e.t.c**



Zimbabwe: Development of NBSAP



- National Consultations were carried out during national and provincial workshops
- About 400 people including environmentalists, academics, administrators, politicians, traditional leaders, church leaders, business leaders and journalists participated in the exercise.
- In order to raise awareness on the NBSAP preparation process, a communication strategy was designed and implemented.
- A quarterly newsletter highlighting progress on the NBSAP preparation process;
- A media workshop attended by 20 representatives of the print and electronic media;
- Parliamentarians' workshop attended by 25 legislatures.
- Partnerships with Universities and agricultural colleges.



Botswana



- **Multi—sectoral Biodiversity Strategy and Action Plan Steering Committee put in place**
- **CSOs such as Birdlife and Botswana Community Based Organisation Network e.t.c, part of the steering committee**
- **Government agencies, Non Governmental Organisations have been, and are closely involved in environmental conservation and research activities, including community based biodiversity activities.**
- **The main biodiversity expertise in the country is divided between University of Botswana (UB), Botswana College of Agriculture (BCA), and Government Departments and institutions**
- **Plan informed and linked to ND9, NCS and other national policy documents**



South Africa

South Africa's Biodiversity Policy (1995-1997)

- Multi-sectoral Steering Committee, Reference Group established
- Emphasis on ensuring good communication and feedback within key sectors.
- The Reference Group allowed a wide range of stakeholders to participate actively in policy drafting, and broader consultations were held at both national and provincial levels.
- Community participation was sought through the simplification and translation of policy documents, a briefing workshop for CBOs held prior to the conference and provincial stakeholder briefings.