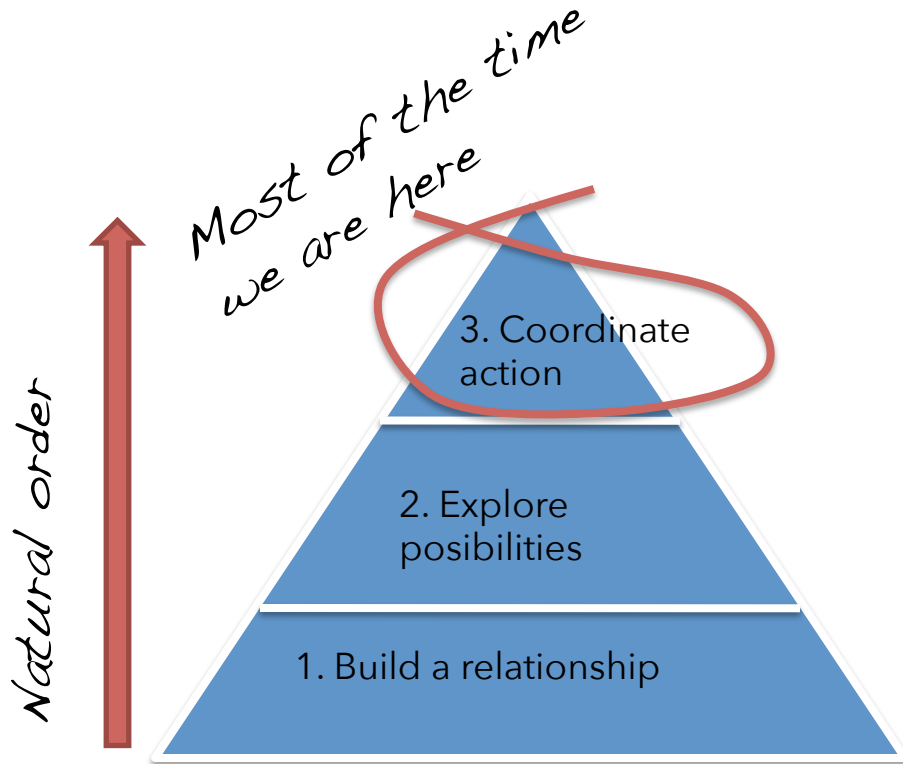


Sitting many diverse people at the table to tackle complex issues

Hernán Blanco, Michelle du Toit

14 october 2015

Who we are



1. To get to know and understand the other (**who I am**)
2. Conversations about roles (**what I do**)
3. Requests, promises: most conversations here (**what we do together**)

Do we take time to get to know who we are? A fundamental step in every trust-building relationship!

A brief exercise to get to know one another

It does not hurt to start our gatherings with some kind of playful conversation/interaction. We relax and feel we can take part and a sense of group might start building up.

This Session

- ✓ Introduction and your objectives/ expectations
- ✓ Why stakeholder engagement - the case of MAPS Programme
- ✓ How - main steps in designing and implementing a participatory process
- ✓ Q&A
- ✓ Evaluation

WHY and WHAT stakeholder engagement?

Main STEPS in designing and implementing a stakeholder engagement process (for LEDS)

Some methods and tools for stakeholder engagement

It is crucial that we know what is it that we want to do together (expectations) and that we are flexible to accomodate other contents / emphasis.

Your objectives / expectations (for this session)

This is a central issue in constructive participation, conflict prevention and management!

1. Why have stakeholder engagement in LEDS?
2. What would you like to achieve today? Themes you would like to cover?

Rules of the game?

- We learn by doing, by experiencing
- We as facilitators (more than lecturers); your experience is central
- Mobiles, computers... screens!
- Participation - order in interventions
- Notes, minutes...
- Confidentiality?
- Hierarchies
- ¿Others?

Do we identify and AGREE on rules of the game at the very beginning of our processes?

Before continuing - what are our relevant beliefs (paradigms)?



Are we aware and respectful of our beliefs (principles, values) - mine and the others'?

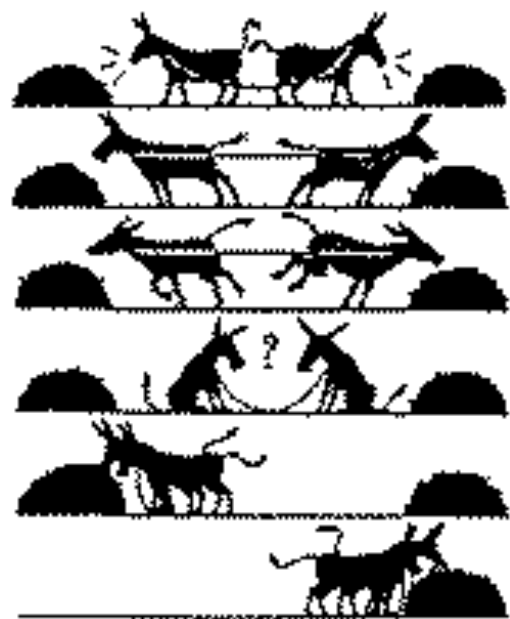
A BIT OF CONTEXT

Chair Madden









The case of MAPS Programme

WHY AND WHAT STAKEHOLDER ENGAGEMENT

Stakeholder engagement in knowledge creation: MAPS experience

LEDS GP October 2015

Punta Cana



The MAPS Community

SOUTH SOUTH COLLABORATION

COUNTRY TEAMS



MAPS INTERNATIONAL



SOUTHERN EXPERTS




MAPS Programme

- Collaborative Programme Global South
- Generate & share **knowledge**, ways of working and ideas
- Strong focus on **country leadership** and sovereignty
- **Local** circumstance and needs paramount
- A **general approach** versus imposing a strict methodology:
 - ➔ different ways of approaching stakeholder engagement and structure of process between the countries according to the government needs, goals, way country is structured
 - ➔ collaboration and cross pollination between countries = evolving way of doing things

Generation of knowledge

The generation of relevant knowledge is useful and needed to inform policy decisions

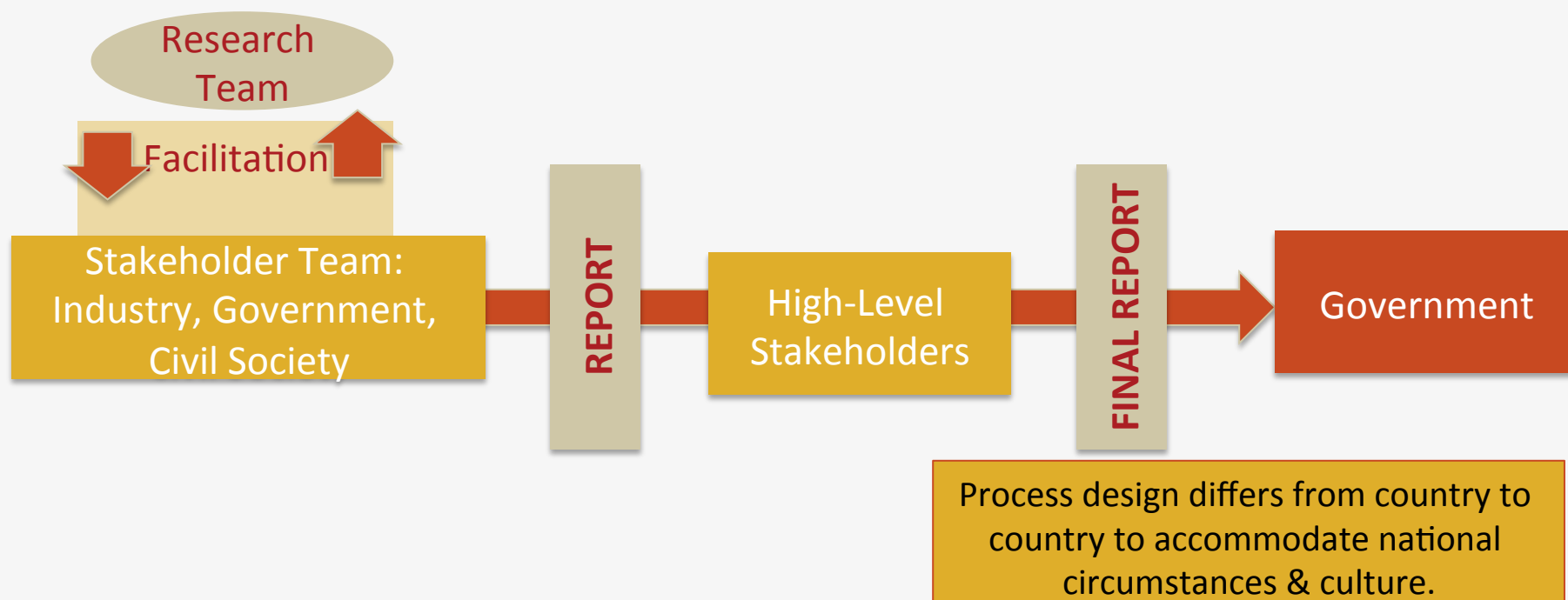
So how to produce this in the best way:

- **Co-creation** of knowledge: buy-in, ownership, rigour
- Having the right people in the room
- Rules of the game: structure and trust
- **Conflict**: the real conversations
- Impartial **facilitator** to lead the discussions
- **The Journey is the Destination** 

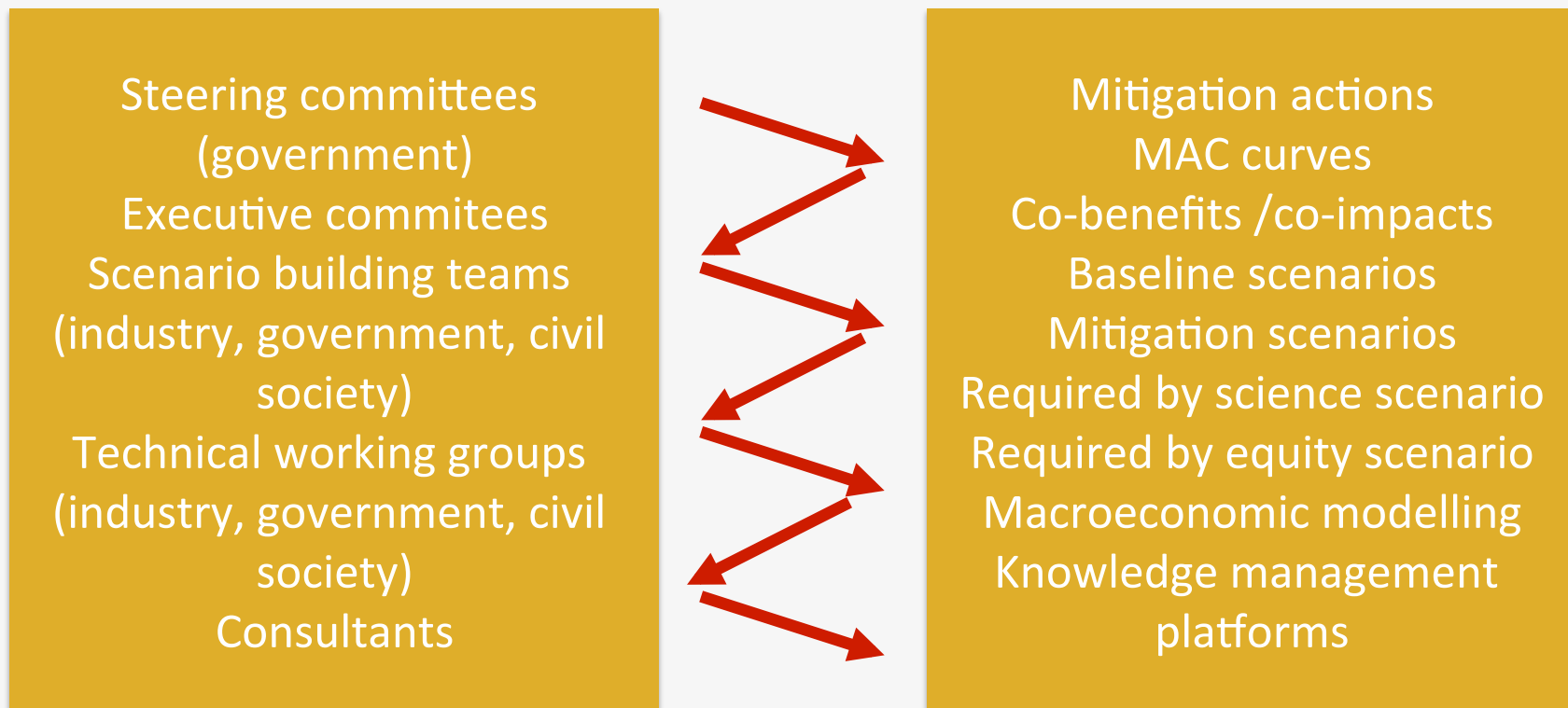
Credible and Relevant evidence and options to policy makers

MAPS Process

Governmental Steering Committee (mandate)



Form of Stakeholder engagement



MAPS Approach

APPROACH NOT METHODOLOGY

Country specific, responsive not prescriptive

COUNTRY LED

Multi-ministerial mandate, legitimate

CO-PRODUCTION OF KNOWLEDGE

Country: stakeholders, researchers. Collaboration: input

FACILITATED PROCESS

Consultative, multiple viewpoints, relevance

SOUTHERN COMMUNITY

Local researchers, development focus, credible

COLLABORATION & SUPPORT

Capacity building within country and community

EVIDENCE

Informed targets and decisions. More viable implementation, achievable targets.

INNOVATION

Evolving best practice, learning by doing, out the box

Thank You

www.mapsprogramme.org

Who Supports MAPS



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra



Climate & Development
Knowledge Network

STEPS IN A STAKEHOLDER ENGAGEMENT PROCESS

Main Steps

1. Getting a **mandate**
2. Building up a **team**
3. Defining and implementing **governance** structure
4. Identifying and gathering **stakeholders**
- 5. Rules** of the game
- 6. Designing** a process
7. Preventing and managing **conflicts**
- 8. Evaluating**

Mandate

- Why? What for?
- How?
- Who?

There must be a high-level demand - sense of ownership- of what we are doing and of the eventual results.



Building up a team

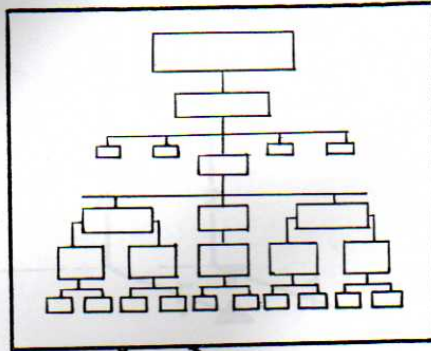
- We cannot give what we don't have...
- There is an undeniable relationship between the "micro" and the "macro".



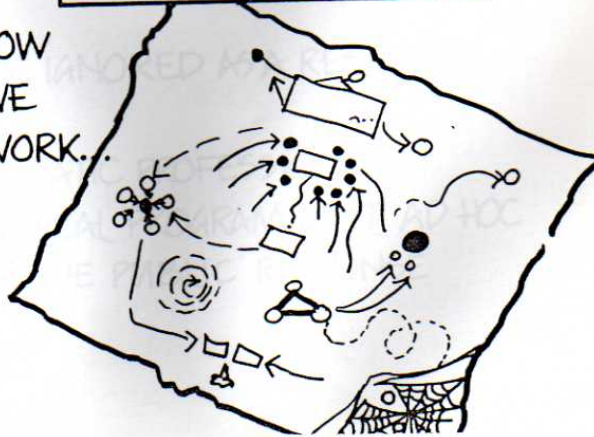
It is fundamental to have a good "team spirit" with a reasonable capacity to prevent and manage internal conflicts.

GOD BLESS OUR ORGANIZATION!

HOW WE LOOK...



HOW WE WORK..

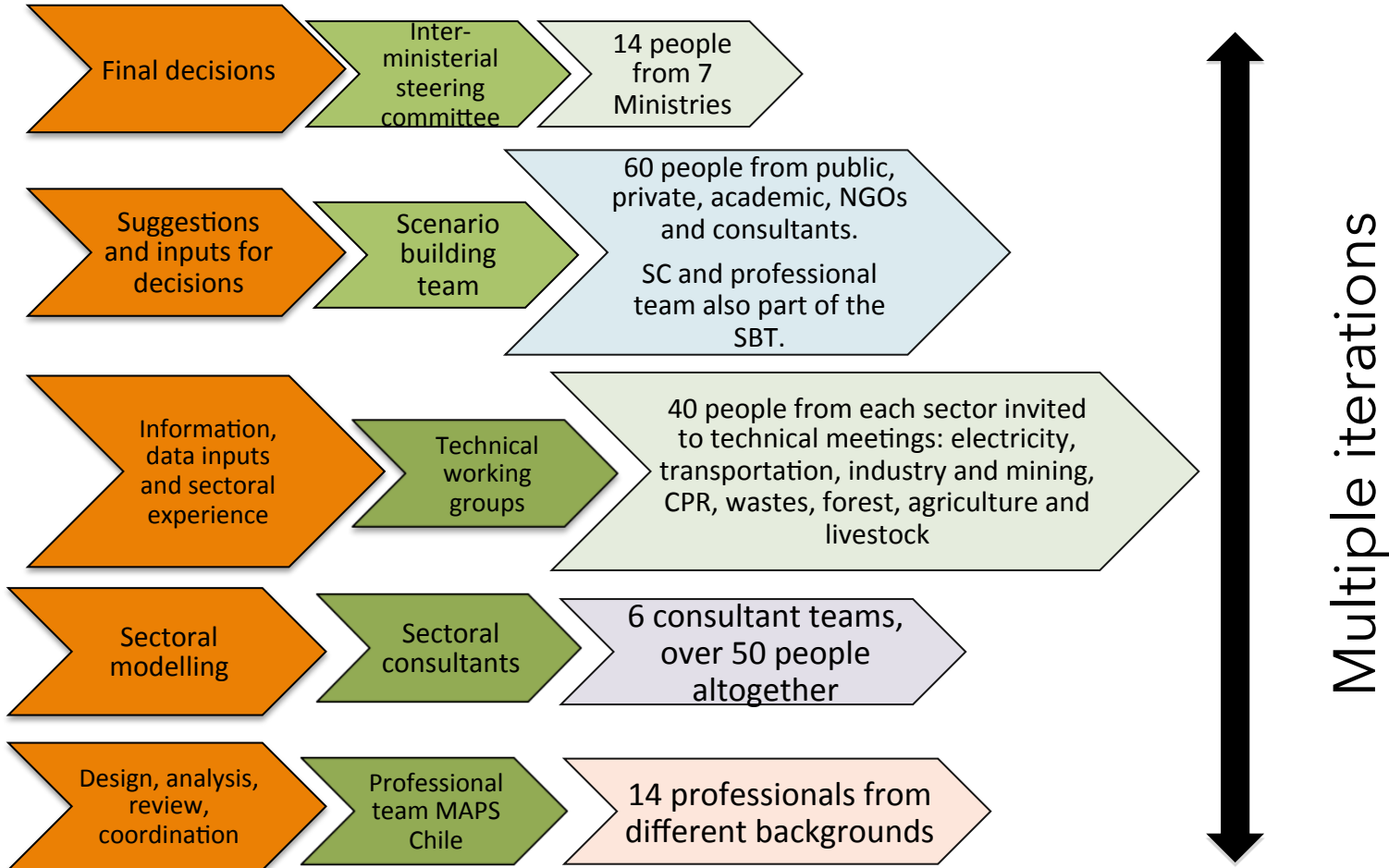


Governance

- Many actors
- Most of the time poor inter-institutional coordination/communication
- Competition; not good history of cross-ministerial collaboration
- Anticipate issues; eg change in Administration...

Governance must be agreed upon as early as possible with all main actors. Roles have to be as explicit as possible.

MAPS Chile



Stakeholders

- Who in the room - selection
 - Who decides
 - Criteria; various ways
 - Who invites
- What “format”: advisory group, expert group, technical groups, steering committee...
- Many challenges: people not in the room; trust; competing interests, costs / payments?, etc.
- Civil society participation

Personal contact with each participant is important right from the beginning; each of them need to have a perception that there are concrete benefits of participating.

Exercise

- For the selected LEDS initiatives, in your table:
 - Identify a list of **key stakeholder groups**
 - Think of possible **risks** of involving each group in the context of the LEDS initiative under analysis
 - List this in a table
- 15 min

Rules of the game

- To define roles, rights and duties
- To anticipate complicated issues and ways forward
- Examples: membership, decision-making, the media, confidentiality, publications, etc.
- In MAPS Chile we had rules of the game defined and agreed for:
 - Steering committee
 - Scenario building team
 - Technical working groups

Important that all actors know the rules of the game, and ideally approve them.

Designing a process...

- A good blend of information/data (thinking), interactions (feeling) and procedures (will).
- A sense of rhythm (frequency)
- Process must be designed collectively by research and process teams: process has to be at the service of the research and vice versa.

We need to combine an important effort to have a comprehensive plan/design with a flexible attitude to modify it as required. In this sense, the design has to be "organic".

Preventing and managing conflicts

- Differences and conflicts

thinking

Aspect	Excess	Lack
Contents Quality of ideas and information		
Interaction Capacity to cooperate and listen		
Procedure Ordered, chaotic		

feeling

willing

Preventing and managing conflicts

- Differences and conflicts

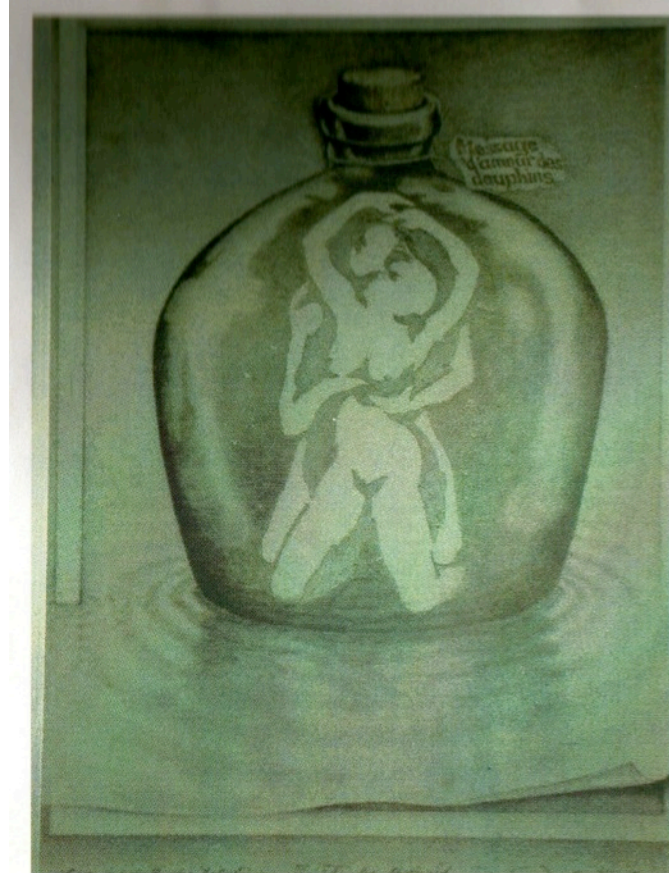
Aspect	Excess	Lack
Contents Quality of ideas and information	Trees don't let us see the forest	Speculation, arbitrariness, lack of credibility
Interaction Capacity to cooperate and listen	Emociones desbordadas, excesiva polaridad, ineficiencia	Not alive, poor creativity
Procedure Ordered, chaotic	Rígido, hiper sistemático, inflexible, burocrático	Without direction; going in circles

thinking

feeling

willing

Barriers to constructive participation and conflict prevention/management - our distorted perceptions



Quick exercise

<i>A stakeholder says the following:</i>	<i>A. Data</i>	<i>B. Value</i>	<i>C. Interest</i>
<i>1. My trucking business will suffer if you impose a carbon constraint on the sector</i>			
<i>2. I don't believe in climate change and oppose your attempt to constrain my business</i>			
<i>3. The cost of solar isn't that low, its far more expensive and not practical for this industry</i>			
<i>4. Nuclear energy stinks and should not under any circumstances be part of the energy mix</i>			
<i>5. I think the oil price will go back to \$100pb</i>			
<i>7. At a price of \$0,60 for a unit of fuel, we go out of business, so a carbon tax that increases the cost to that level will be lethal</i>			

Evaluating

- How was the information/data, the contents
- How was the interaction, the relationships
- How were the procedures, methods and tools used

Evaluation should be done at all levels and right from the beginning (no need to wait until the end!).

In essence what is it that we are doing...

A Process of Change

- ✓ Gradual
- ✓ Organized
- ✓ Transparent
- ✓ Informed
- ✓ Creative
- ✓ Respectful
- ✓ Inclusive

*How do we change?
What are our essential
human faculties crucial in
processes of change?*

- ✓ *Our thinking: contents,
data (information)*
- ✓ *Our feeling: interaction,
relationships (values)*
- ✓ *Our will: procedures
(interests)*

A perception must exist that we give AND receive something valuable... a trust-building relationship