# ELD CAMPUS

## Module: Communication, outreach and policy impact

## In this module you will learn about:

- *Stakeholder engagement in the ELD process*
    - *The rationale behind stakeholder engagement*
    - *Three steps in stakeholder engagement:*

        *<u>Plan</u>: Identify goals and stakeholders and design the stakeholder engagement process*

        *<u>Act</u>: Stakeholder engagement tools and facilitation of engagement*

        *<u>Reflect</u>: Monitoring and evaluating stakeholder engagement*
- *Use of scenarios to inform political decision-making*
- *Policy briefs: key messages and recommendations for policy impact*

Further information on these topics is provided in the script ("Practitioner's guide"); links are provided at the end of this presentation.

THE ECONOMICS OF
LAND DEGRADATION

## Why engage stakeholders?

- There is urgent need for **action to reverse land degradation**

- The complexity of the challenges requires **collaboration between stakeholders** at different levels, i.e. between
  - scientists
  - technical advisors
  - local communities
  - governmental administration (local, regional, national)
  - private companies
  - NGOs….

- Engaging these stakeholders into the process of an ELD study helps to identify suitable options and pathways to action

- Often, **framework conditions have to change** to allow for **sustainable transformation of agricultural practices!**

## Definitions

> *Stakeholders are those who are affected by or who can affect a decision or issue.*
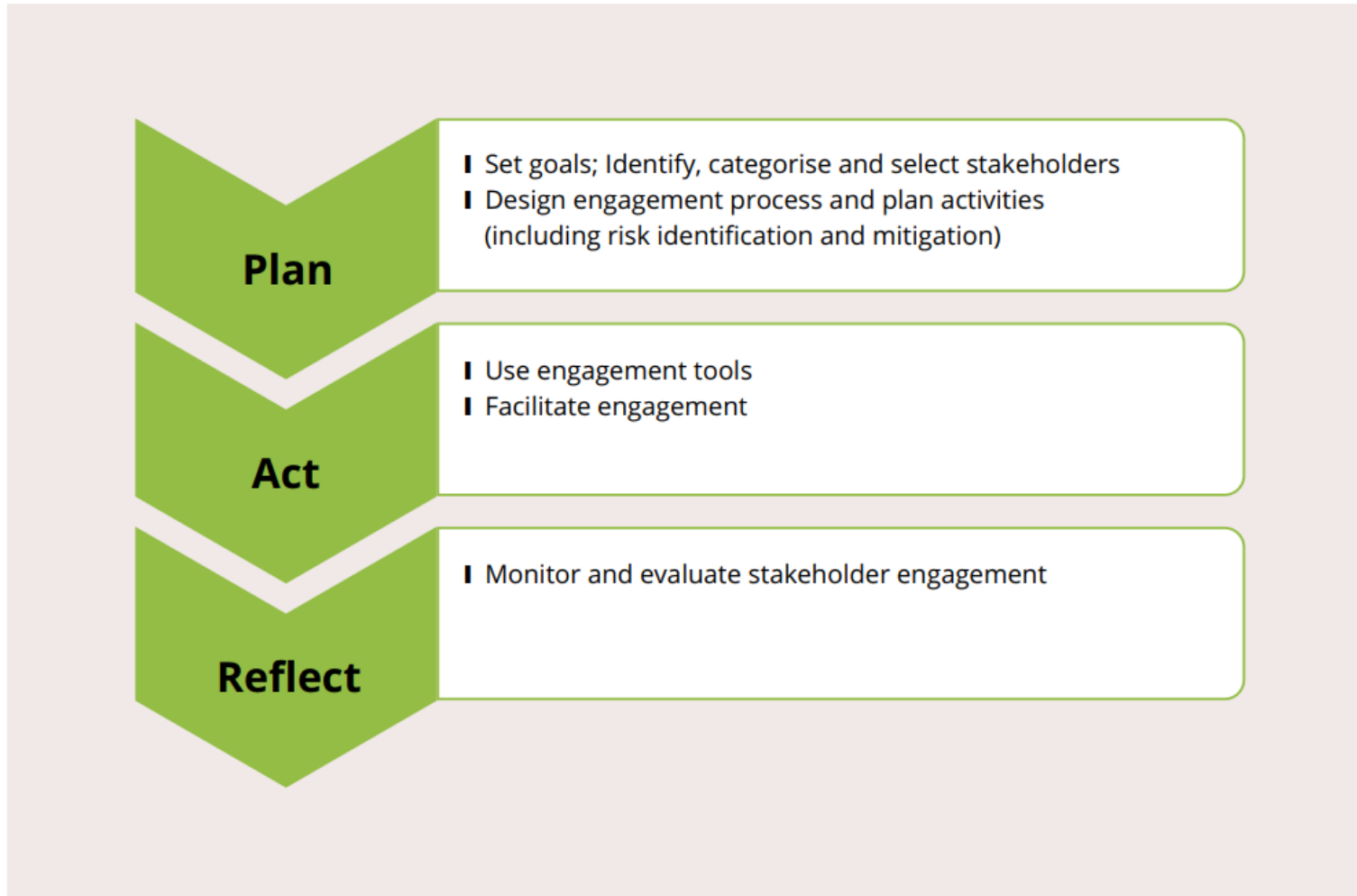> *(Freeman, 1984)*

> *Stakeholder engagement means a process where individuals, groups and organisations choose to take an active role in making decisions that affect them.*
> *(Reed, 2008)*

## How to engage stakeholders?

- The ELD Initiative's "practitioner's guide" (www.eld-initiative.org) explains a variety of techniques to involve stakeholders into studies and action regarding sustainable land management

- It is based on Kolb's experimental learning cycle

# Stakeholder engagement in the ELD process

**Plan**
- Set goals; Identify, categorise and select stakeholders
- Design engagement process and plan activities (including risk identification and mitigation)

**Act**
- Use engagement tools
- Facilitate engagement

**Reflect**
- Monitor and evaluate stakeholder engagement

## Plan: Identify goals and stakeholders

- The first step in an ELD process is **goal setting** (within the inception phase)
- What shall be the outcome of the ELD research/process?
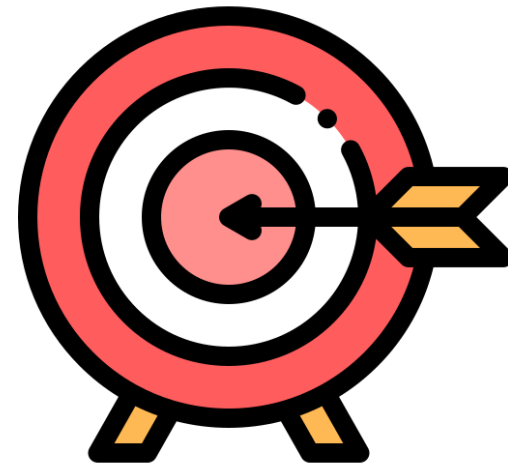- Effective goals are often said to be SMART:

S – Specific (or significant)

M – Measurable (or meaningful)

A  – Attainable (or action-oriented)

R – Relevant (or rewarding)

T – Time-bound (or trackable)

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## Plan: Identify goals and stakeholders

- Questions to identify stakeholders, e.g.:

  - Who will be affected by the research?

  - Will the impacts be local, national or international?

  - Who has the power to influence the outcomes of the research?

  - Who are potential allies and opponents?

  - What coalitions might build around the issues being researched?

  - Are there people whose voices or interests in the issue may not be heard?

  - Who will be responsible for managing the outcome?

  - Who can facilitate or impede the outcome through their participation, nonparticipation or opposition?

  - Who can contribute financial or technical resources towards the research?

## Plan: Identify goals and stakeholders

- Typical stakeholders (land use, -management, -degradation):

  - Land users

  - Private businesses

  - Civil Society

  - Media

  - Research & academic organisations

  - Governments

# Plan: Identify goals and stakeholders

**Example of Interest-Influence Matrix from the case study on economic and ecological efficiency of soil wind erosion control methods: example of Ukrainian Western Polissya.**
*(Team: Warren Priest, Antonia Schraml, Hekuran Koka, Anatoliy Kucher, Lesya Kucher, Iryna Kazakova)*
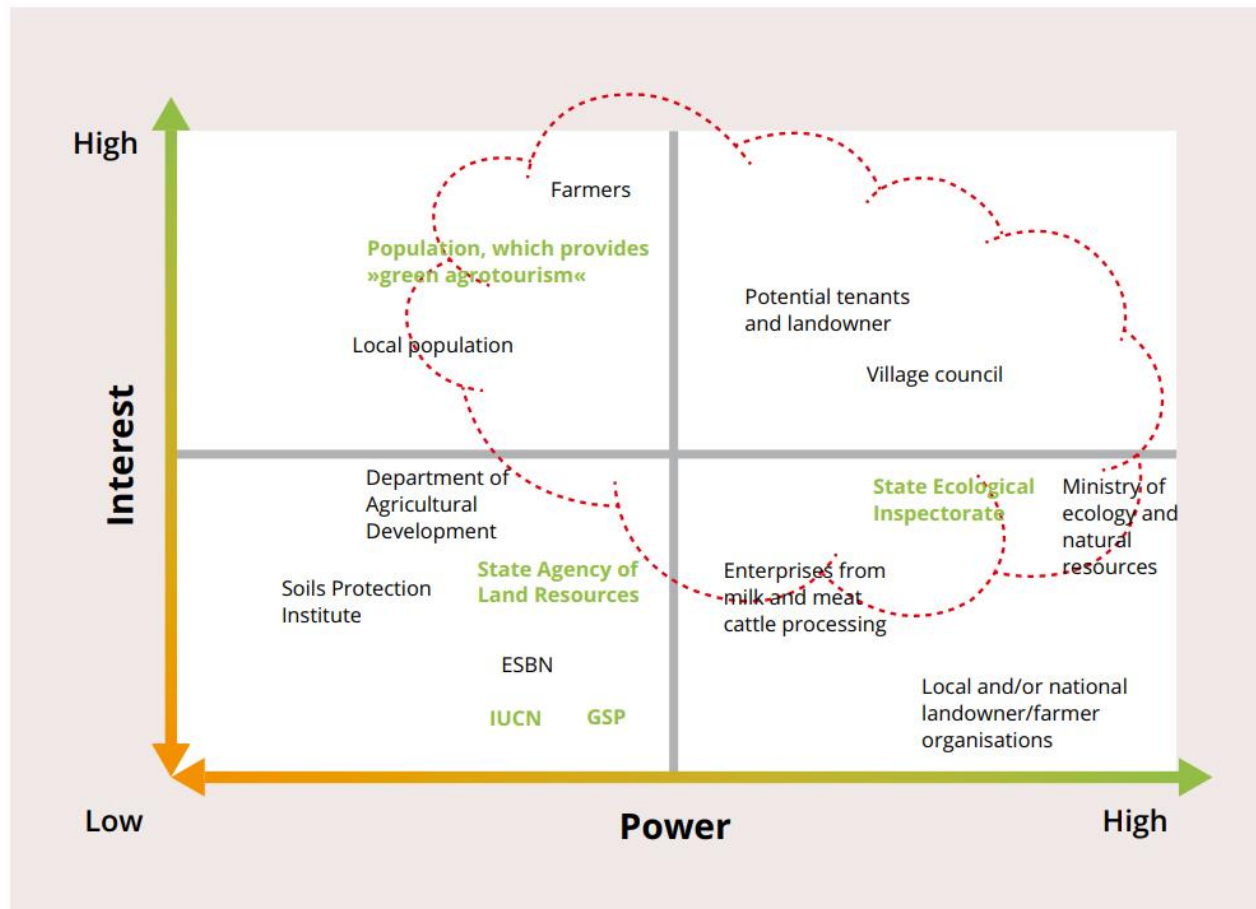


*Stakeholder categorisation according to interests and power*

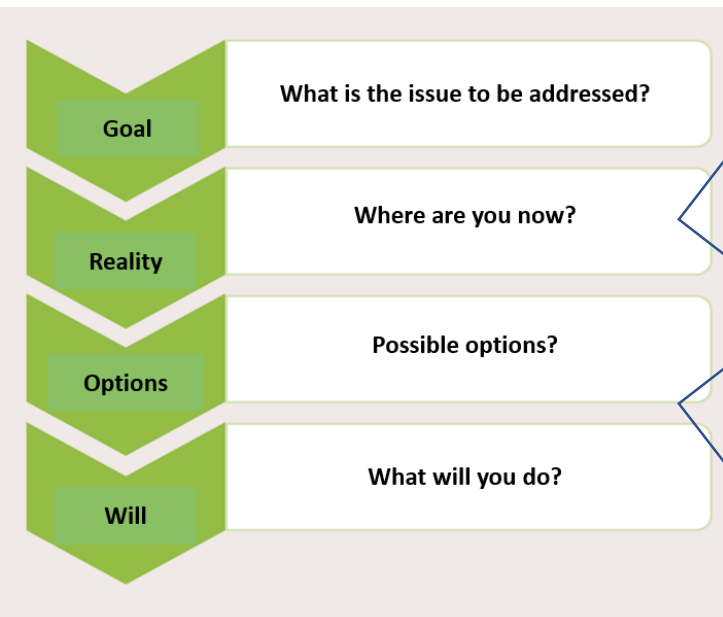## <u>Plan</u>: Design the stakeholder engagement process

*An engagement process is a process through which the identified stakeholders have an opportunity to discuss and provide their perspective over possible options and pathways for action, before decisions are made*

- The process enables stakeholders to address current land use issues affecting them through

    - (i) **identifying more sustainable alternative land management practices**, and

    - (ii) **identifying suitable pathways** to establish alternative land management practices.

## Plan: Design the stakeholder engagement process

- There are many different approaches that can help guide the way you design a stakeholder engagement process (Reed and Attlee, 2015). Two commonly used and complementary techniques are:
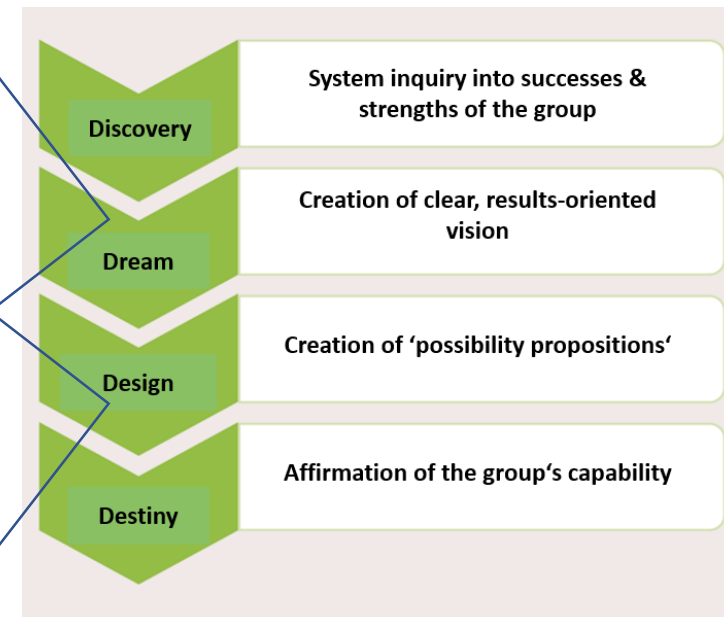
### The GROW Model

| Goal | What is the issue to be addressed? |
| Reality | Where are you now? |
| Options | Possible options? |
| Will | What will you do? |

**Joint key steps:**
1. Opening up and exploring
2. Analysing
3. Closing down and deciding

### Appreciative Inquiry

| Discovery | System inquiry into successes & strengths of the group |
| Dream | Creation of clear, results-oriented vision |
| Design | Creation of 'possibility propositions' |
| Destiny | Affirmation of the group's capability |

## <u>Plan</u>: Different levels of stakeholder engagement

One of the main components of a stakeholder engagement plan is the identification of necessary levels of engagement for each stakeholder.

## Possibilities of engagement:

- **Inform -**  most basic level of engagement
- **Consult -**  specific questions are asked, but stakeholder does not participate in discussion or interaction
- **Involve -**  more opportunity for discussion
- **Collaborate-** involved to some extent in full decision making

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## Act: Stakeholder engagement tools

- Tools for **opening up and exploring** (brainstorming, metaplan, Venn diagrams, carousel technique (groups)

- Tools for **analysing options** (categorisation, mind mapping, problem tree analysis, SWOT analysis, timelines)

- Tools for **closing down and deciding** (voting, ranking, prioritisation, multi-criteria evaluation)

→These tools are integrated into a practical facilitation plan
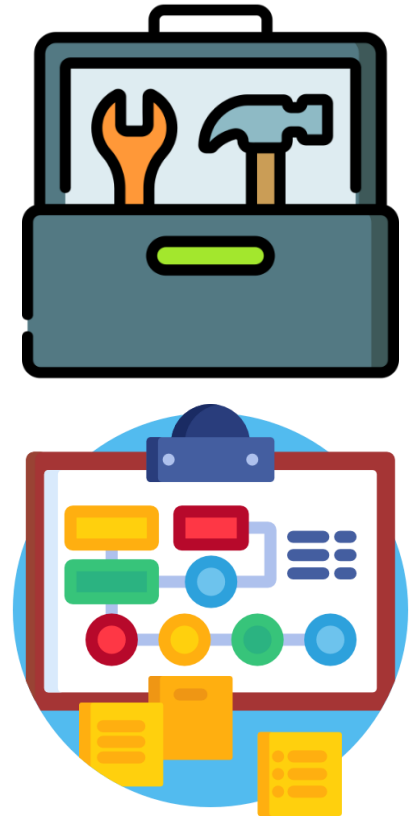
*You can find more details
on the tools in the script!*

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## Act: Facilitation of engagement

Intensive stakeholder engagement processes often require highly **skilled facilitation** to ensure equal participation from all those involved

### Why a facilitator?

- Efficiency
- Impartiality
- Clarity
- A helpful atmosphere
- More people have a say
- No organisation or individual is in control or has the power of veto
- The outcome is open and considered fair by all those involved

### Skills of a facilitator

- Encourage
- Enable
- Exemplify
- Engage



*Find more details and useful facilitation tricks in the script!*

## Reflect: Monitoring and evaluating stakeholder engagement

- Decide what you need to monitor and evaluate:

1. Do you want to **monitor and/or evaluate the process or the outcomes of the process**?

2. Do you want to carry out the monitoring and evaluation with or without **participation** from those who are meant to benefit from engagement?

3. Do you want to take formative or summative approaches?

## Reflect: Monitoring and evaluating stakeholder engagement

- **Indicators**

  are a powerful tool to monitor progress and evaluate your process and outcomes, because a good indicator provides you with cost-effective, timely and accurate information with minimum effort.

Indicators should also be SMART:

S – Specific (or significant)

M – Measurable (or meaningful)

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## Reflect: Monitoring and evaluating stakeholder engagement

- In the context of land degradation (or any other environmental issue for that matter), it may be useful to **identify indicators for social, economic and environmental outcomes**.
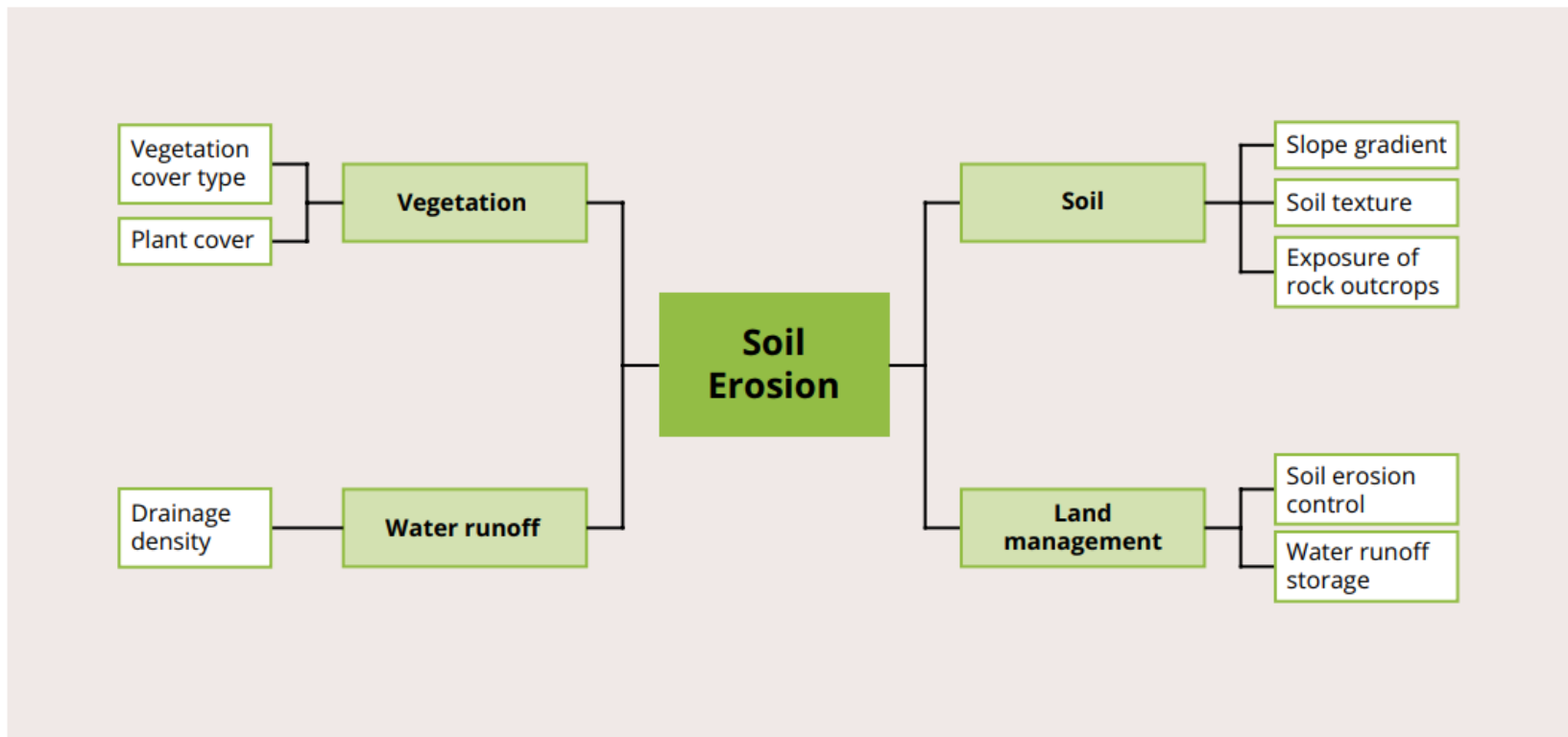
*Example indicators (process monitoring)*

- Conceptual outcomes, e.g. changes in understanding, new ways of thinking

- Instrumental outcomes, e.g. better quality decisions > improvement in ecological health

- Capacity building outcomes, e.g. new skills, access to new resources

- Social outcomes, e.g. empowerment & ownership of engagement process & its outcomes, increased equality between participants

# Reflect: Monitoring and evaluating stakeholder engagement

*Example indicators (outcome monitoring)*

**Important indicators identified in the study field sites of the DESIRE project affecting degree of soil erosion[1]**



Source: http://www.desire-his.eu/index.php/en/component/search/?searchword=indicators&ordering=&searchphrase=all

# Reflect: Monitoring and evaluating stakeholder engagement

*Example indicators of a combined outcome- and process based evaluation* (soil wind erosion control methods)

| Objective | Success criteria & measure |
|---|---|
| Raising the level of financial and political awareness | • All relevant **government stakeholders get engaged** in workshops<br>• 5 **media talk shows** engaging politicians and donors are carried out<br>• **Amount of subsidies** (support by local government population and farmers in new business) |
| Formation of real interest and motives for exercise of soil protection activities and implementation of SLM | • All **participants actively propose soil protection activities**, or interact and respond to other proposals<br>• Interviews with stakeholders on motives and perceptions |
| Changing use of pasture | • **60% of inhabitants participate** at meetings; 90% are reached by project team at home or other places<br>• **Field observations and data** obtained from farmers/reporting |

## Use of scenarios to inform political decision making

- A thorough understanding of the economic drivers of land degradation, stakeholder needs, and suitable SLM practices can support better decision-making.

- The ELD approach allows the stakeholders to compare the trade-offs of alternative future options or **scenarios:**

  - Business-as-usual scenario

  - Action scenario(s)

- Economic values are used as objective metrics to show losses and benefits

- This leads to **awareness on the value of nature** and the economic losses that result from degradation

- The **benefits of action, i.e. investments into SLM, are shown**

## Policy briefs:
## Key messages and recommendations for policy impact

- Creating awareness and **bringing soil and land degradation issues on to the national political agenda** is crucial to achieve a sustainable impact.

- Policy makers need to understand the importance of addressing land degradation and how they can take action to prevent it.

- A policy brief presents shortly a research project's results and implications to political decision-makers.

Watch lectures developed by ELD partners:

→ Challenges in bringing soil degradation into policies.

→ Tutorial: How to develop a policy brief

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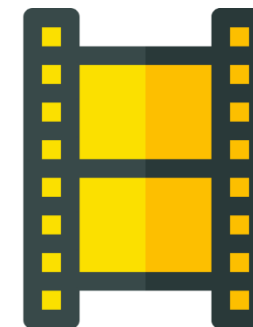
# How to develop a policy brief – preparatory steps

What to consider before starting?

- Identify national barriers that can hinder land and soil issues from becoming policy

- Specify the policy audience that should be reached

- Define the focus and purpose of your policy brief

# How to develop a policy brief - structure

1. Executive summary

2. Introduction

3. Method and results

4. Conclusion

5. Implications and Options

*Find more details and further information in the ELD Handout!*

## How to develop a policy brief - layout

- Ideal layout leads through the policy brief
  → highlighting most important parts

- Policy brief should cover between **2** and **4 pages** maximum

- Titles provide a reference point; sub-titles break up text and should entice readers

- Verbs should make titles and subtitles more active, or ask questions (need to be answered!)

- Attention to be drawn through:
  - Callouts
  - Side bars
  - Bullet lists

# How to develop a policy brief

### **Test your policy brief!**

✓ Test it on your colleagues, family or friends, asking them how it could be more user friendly

✓ Is it full of buzzwords and jargon or is it for anyone understandable?

✓ Have you blinded them with statistics?

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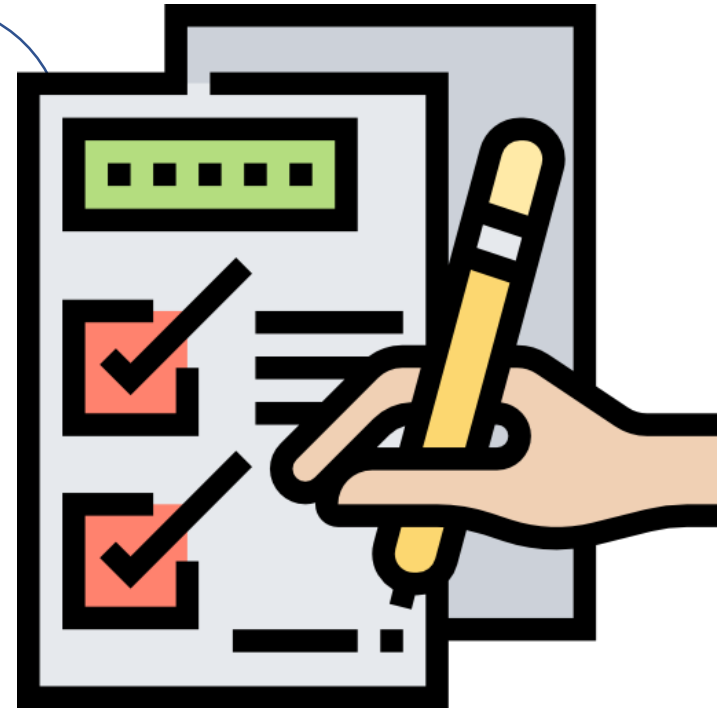
# Further information and reading:

**Script for this module**

Practioner's Guide – Pathways and Options for Action and

Stakeholder Engagement

**Further resources**

*Scripts from the 2015 ELD MOOC:*

Options and pathways for action and stakeholder engagement

Basics on stakeholder analysis

Setting up effective communicaton

Stakeholder engagement plan

Conditions and skills required for 'successful' stakeholder engagement

Measures of stakeholder engagement success – M&E

**Handout:**

How to develop a policy brief

**Quizzes:**

Effective communication

Stakeholder engagement plan

Conditions and skills

Stakeholder engagement measures for success

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If you have questions, please contact us:
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You can find further information on our website:
www.eld-initiative.org

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