MODULE 2:

Developing a stakeholder engagement strategy

Stakeholder engagement is essential for every step in the process to create ownership and buy-in for the land-use finance mapping results, and to translate findings into policy recommendations.

OBJECTIVE

Develop an idea about who to engage, why and how often.

The process of mapping financial flows in the land-use sector is often as important, if not more, than the results achieved. Indeed, building the analytical framework for land-use mapping and qualitatively assessing the role of actors or expected impacts of investments requires transparent and participatory discussions across sectors.

The results of these discussions can inform various processes beyond land-use finance mapping and build trust and coordination among actors. Reaching consensus through the continuous engagement of stakeholders is key to ensure both that the land-use finance mapping: (a) provides an accurate and valuable evidence base for policy making; (b) is actually used as an evidence base for policy making and for cross-sectoral dialogue and collaboration; and (c) builds country ownership of the analysis, which will increase its impact on the policy dialogue. Stakeholder engagement is equally essential to help identify sources of data and facilitate access to them.

The project team should develop a stakeholder engagement plan outlining who will be engaged, why, when and how, considering crucial milestones in the project lifecycle. A template is provided here with further information.

KEY QUESTIONS

2.1 Who should be involved and why?

2.2 How and when should stakeholders be engaged?

TEMPLATES

⬇ Download **Template 2 - Identification of Stakeholder Groupings and Engagement Approach**

⬇ Download **Template 3 - Stakeholder Contact List and Log**

2.1 Who should be involved and why?

Depending on the objectives and scope of the land-use finance mapping, key stakeholders may include:

- Domestic public sector actors (federal ministries, local government, public agencies/ enterprises/banks, national funds)
- International public sector actors (bilateral donors, multilateral agency/fund, multilateral/regional/bilateral development finance institution)
- Private sector actors (financial sector, producers/service providers, industry associations, unions)
- Civil society actors (NGO, academic and research centres, religious authorities, local communities)

Different stakeholders have different roles, interests, access to information and networks. Consider the following questions when describing and grouping potential stakeholders.

- ▸ Why is it important to engage this stakeholder (group)? What would their role be?
- ▸ What could be the challenges for engaging this stakeholder (group)? For instance, do they have limited time to engage in such a study? Are there multiple departments within the organisation that need to be consulted together or separately?
- ▸ What is the stakeholder (group)'s main interest? What are the benefits/incentives for each stakeholder (group) to engage and share information and data? For instance, motivations may include publicising their activities, attracting funding or technical assistance, ensuring coherence across sectors or organisations, or ensuring efficiency and impact.
- ▸ How should the stakeholder be engaged, and at what level of seniority? Does the project team have relevant contacts at the right level? For instance, when contacting a ministry, it is often necessary to be introduced (usually at a senior level from another ministry that would ideally be one of the project champions).

Figure 5 shows the different groups of stakeholders to consider, and ways to engage.
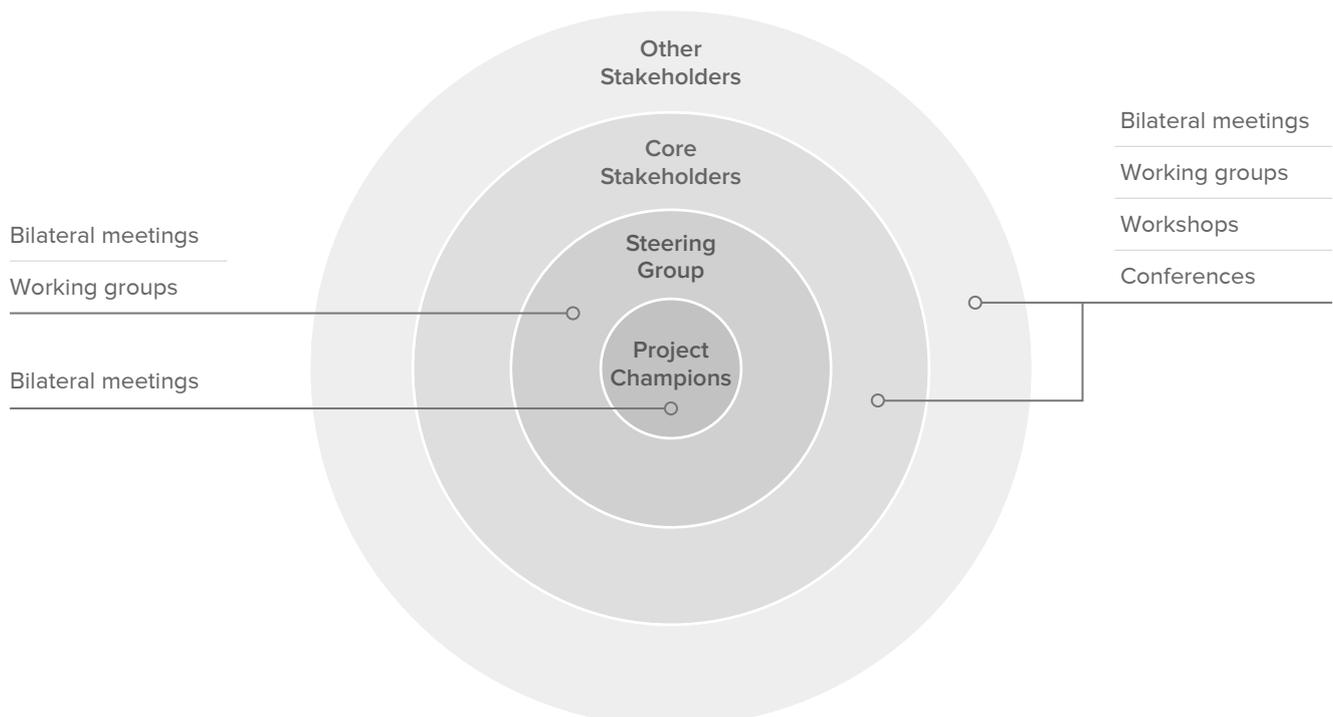

Figure 5: Groups of stakeholders to consider, and options for ways to engage

2.1.1 Project champion

Rationale

The project team should identify one project champion organisation, and a set of individuals within the organisation who have a strong interest in the objective of the land-use finance mapping. The champion may be the funder, or client of the work, or the main counterpart and beneficiary for the project team and funder.

The champion should be well placed to influence relevant policy processes and should be familiar with the policy environment in the region of interest. Ideally, the champion would have a strong network of key contacts and authority within and across government ministries, as well as with donor organisations and the private sector.

Typical champions could be coordinating ministries – like the ministry of finance or budget, the ministry of planning, the President's/the Prime Minister's Cabinet office, or sectoral ministries with a strong interest in the study, such as the ministry of environment. The champion would, in principle, be a government entity to ensure access to public finance data.

Role

The champion will have a leading role in shaping and implementing the project. They will be involved in project decision making (scope, definition building process, development of policy recommendations and so forth), provide guidance and feedback on analysis, support stakeholder engagement and access to data and information, and ensure that the analysis developed is policy-relevant and that the results are considered by the government.

The champion will help drive the project forward politically, provide technical guidance, and assist with data access and engagement with key experts and officials. The champion will take joint ownership of the work, and build interest in the approach and results in their institution.

Challenges

Senior officials will likely have limited time to engage in the process and should be engaged at a high level for input and guidance on key decisions, rather than on technical details. Preferably, senior officials would allocate a dedicated staff member to support the project team on more detailed matters and access to information.

2.1.2 Steering group

Rationale

While we recommend that you identify one main champion in the interests of streamlined decision making, the study team may decide to set up a steering group made up of key organisations. Together with the champion, the steering group members would help build buy-in and country ownership, as well as guide the work of the project team.

The steering group would typically be made up of three to six representatives of key institutions, potentially including coordinating ministries, such as the ministry of finance or budget, the ministry of environment, the ministry of agriculture, the ministry of planning, or the President's/Prime Minister's Cabinet office (including the project champion), a representative of international development partners and a private sector representative. The choice of representatives should also be related to key data sources for the study, as steering committee members would be expected to support data collection and access.

Role

Steering committees can participate in initial objective-setting and scope-setting, as well as interim and final validation of results. The steering committee will ensure that the project is as policy-relevant as possible and increase country ownership.

Validation of results with the steering committee can provide quality control, help interpret data, and increase political relevance of recommendations.

Challenges

Officials and experts will likely have limited time available to engage in the study and ways should be sought to be as sensitive as possible in terms of the time and input requested. Meetings should be scheduled well in advance with clear specification of the feedback requested.

2.1.3 Core stakeholders

Rationale

Core stakeholders will include a broader group of institutions that may have an interest in the objective behind the land-use finance mapping and are influential in relevant policy processes. They will be key sources of information and data for the analysis. They will also have some influence in policy process or project/programme/institutional financing decisions.

They will typically include the ministry of finance or budget, the ministry of planning, the President's/Prime Minister's Cabinet office, the ministry of environment, sectoral ministries (ministry of forestry, energy, industry, water), government agencies including statistics agencies, local government, development partners, financial institutions and funds, SOEs, specialised civil society organisations, and associations that represent the private sector.

Another key core stakeholder group are (often local) experts in land-use policies, practices and finance. Such experts can provide invaluable guidance and support to help identify key contacts and data sources, as well as to help analyse data and draw out policy conclusions. They may provide expertise for particular stages of the analysis or throughout, for example expertise on the country's domestic public budgeting system. They may have been involved in previous land-use finance mapping or analyses upon which the project team should build on.

Role

Core stakeholders should be introduced to, and kept informed on, the results of the analysis. They can also help guide and support data collection and analysis, and interpret the results.

Core stakeholders can also play an important role in the elaboration of the relevant definitions and typology of land-use finance used in the analysis (see Module 3). Multi-stakeholder participation and consensus-building throughout the process is an important element to build ownership of study results, as well as inform various policy processes.

Challenges

Officials and experts will likely have limited time to engage in the study. This should be taken into account in terms of the time and input requested. One option may be to request bilateral meetings that are focused on the institution concerned, as well as regular working group calls for those who would like to be more involved in the process.

Some organisations may initially have limited interest in the study, in which case careful and targeted outreach is required to convey its potential benefits. The project team may also have to enlist the support of other actors to make introductions.

2.1.4 Other stakeholders

Rationale

Other stakeholders who may have an interest in the analysis include NGOs, researchers and producers.

Role

Other stakeholders should be informed of analysis results, as they can disseminate and implement policy recommendations.

2.2 How and when should stakeholders be engaged?

2.2.1 Engagement milestones

Engagement and consultation should be iterative, continuing throughout the process, but there are some crucial milestones in the project lifecycle that require careful planning with regards to the number and kind of stakeholders to be involved as described in Figure 6:

- Kick-off meeting
  - Initial objective setting, definition building and scoping of the analysis
  - Should be country-led to ensure that the analysis created will meet its needs and involves the project champion and the steering committee
- Kick-off event
  - Provide a platform to discuss land-use finance mapping with multiple stakeholders
  - Engage key data providers
- Definition building
  - Consultation is needed to develop and test the definition developed by the team
- Data collection
  - Outreach is needed to gather and understand data
  - Verify the nature of funded activities to support data categorisation
- Data analysis, including interim or draft results sharing
  - Outreach is needed to verify preliminary results and develop policy recommendations
- Using the results, including publication
  - Disseminate final results
- Training
  - Training within the champion organisation and other interested stakeholders to ensure they can use the results to inform policy processes and, if desired, replicate the work in the future

2.2.2 Formats for engagement

Formats for stakeholder engagement can vary from small bilateral or team meetings, to larger working groups or workshops/seminars, depending on the purpose and participants.

Small bilateral or team meetings allow in-depth consultation and discussion. As such, the format is ideal for gathering information, seeking feedback on preliminary results and discussing policy implications. These can be time consuming as multiple meetings are required to reach all relevant stakeholders and gain all the necessary information.

Larger workshops are ideal when a larger and broader set of stakeholders need to be consulted and/or when you wish to encourage dialogue between stakeholders from different organisations on particular topics. Workshops require more organisation and usually resources to cover accommodations, catering and so forth. The format allows for some discussion, but time may be limited unless parallel breakout sessions are organised and the input received is properly documented.
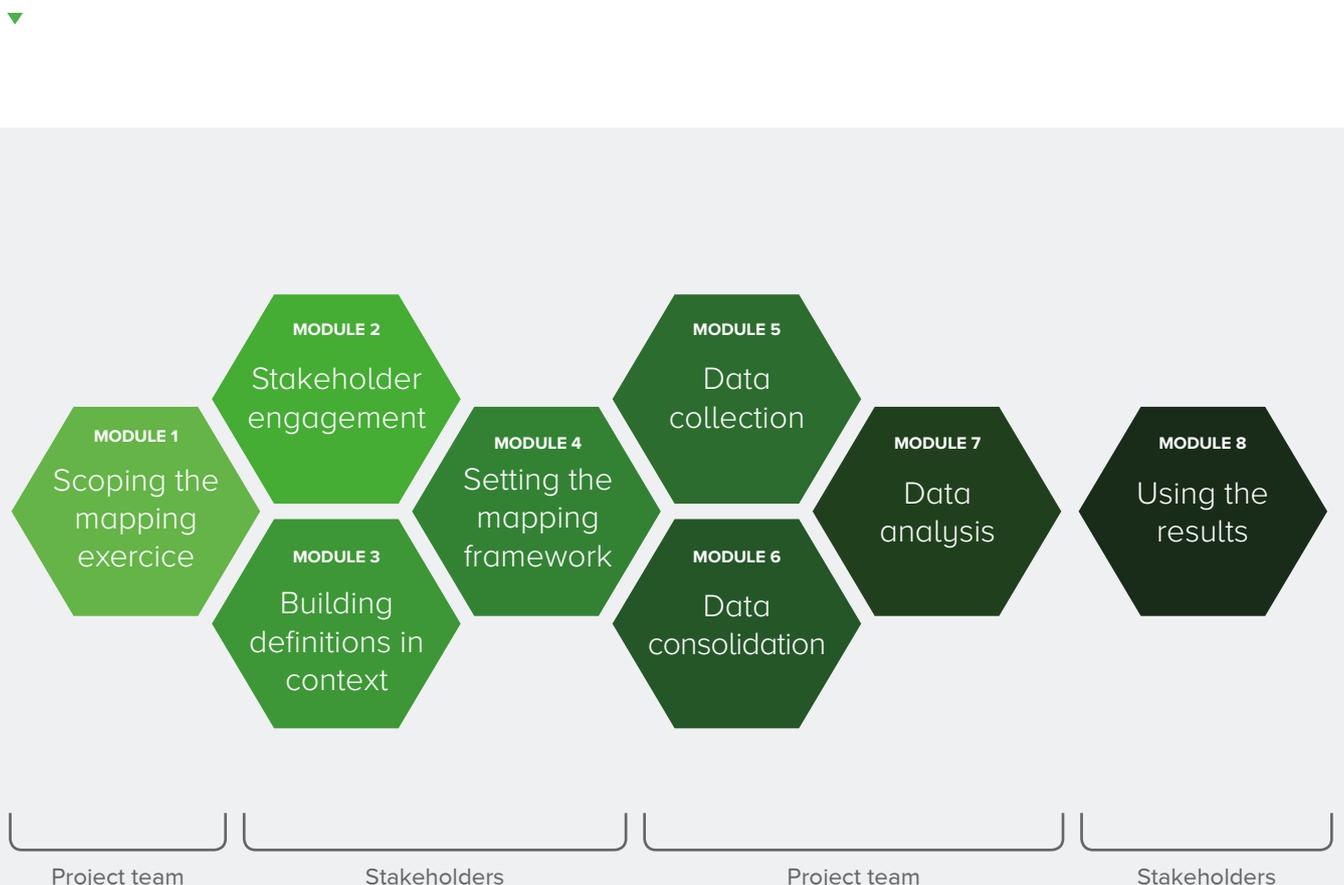
Working groups can be an alternative to bilateral and larger workshops, and allow the study team to efficiently gather a mixed group of experts. The working group could be formed of selected technical experts and officials representing their organisations. Availability permitting, ideally the same members meet on several occasions to provide feedback and guidance to the study team, and act as references and ambassadors for the work in their organisations. In this way, the working group can act as a kind of steering group to guide the direction of the study. This type of arrangements is particularly helpful for detailed technical discussions on definitions and activities when building the typology for the study (see Module 3).

When possible, stakeholder engagement should be pursued through existing participatory structures, for example sectoral working groups, REDD+ committees, REDD+ multi-stakeholder groups, donor coordination groups or industry platforms. This will ensure ownership and use of results beyond the research project.

For less interactive updates, emails, websites and webinars can be used.

It is important to note that stakeholder engagement will be a crucial part of any land-use finance mapping exercise and will require significant amounts of time for coordinating, implementing and monitoring engagement efforts. In addition, the project team might set aside a budget for large events, which would cover location costs, catering, transportation and so forth.

Figure 6: Engagement of stakeholders throughout the modules
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| MODULE 1 | MODULE 2 | MODULE 3 | MODULE 4 | MODULE 5 | MODULE 6 | MODULE 7 | MODULE 8 |
| Scoping the mapping exercice | Stakeholder engagement | Building definitions in context | Setting the mapping framework | Data collection | Data consolidation | Data analysis | Using the results |

Project team | Stakeholders | Project team | Stakeholders

Templates - Stakeholder engagement plan

Stakeholder engagement templates are provided for project teams to adapt and modify depending on their project scope and jurisdictional context.

Template 2 - Identification of Stakeholder Groupings and Engagement Approach

Stakeholder group	Project champion	Steering Group	Core stakeholders	Other stakeholders
Group member organisations	Ministry of finance, ministry of environment, ministry of planning or the Prime Minister's Cabinet office	Ministry of finance, ministry of planning, the Prime Minister's Cabinet office, key sectoral ministry/ies (ministry of environment and/or agriculture) a representative of international development partners, and a private sector representative	Ministry of finance, ministry of environment, ministry of planning or the Prime Minister's Cabinet office, sectoral ministries (ministry of forestry, energy, industry, water, mining, land management, etc.), government agencies, including statistics agencies, local government, development partners, financial institutions and funds, SOEs, industry and private sector associations that represent the private sector, and (local) experts in land-use policies, practices and finance	NGOs, researchers and producers
Role	High-level guidance and support for scoping and implementation of recommendations, data collection and analysis, as well as interpretation of the results	High-level guidance and support for scoping and implementation of recommendations, data collection and analysis, as well as interpretation of the results	Guide and support data collection and analysis, as well as interpretation and implementation of the results. Support typology building	Support dissemination and track/influence implementation of policy recommendations
Challenges	Time Buy-in	Time Buy-in	Time Buy-in	Time Buy-in
Engagement approach	Bilateral meetings, workshop events, etc.	Small group meetings, workshop events, etc. Provided with info via emails, websites, and webinars	Bilateral meetings, workshop events, etc. Provided with info via e-mails, websites, and webinars

Working group meetings | Workshop events etc. Provided with info via e-mails, websites, and webinars |
| **Project phase** | All | All | All from data collection onwards | Dissemination |
| **Frequency timetable** | Very frequent

Bi-weekly | Less frequent

Quarterly/ monthly | Occasional, but likely iterative, to access right people and info | Occasional (in particular at the end of the study) |

Template 3 - Stakeholder Contact List and Log

Stakeholder group	Stakeholder organization name	Key contact point: name, position, contact details	Engagement approach in detail	Record of engagements (dates and key details for follow up)
Project champion/ Steering Group/ Core Stakeholder/ Other	XYZ	XYZ	**1.** Invitation to kick off workshop **2.** Official letter from ministry X requesting introductory in-person meeting **3.** Introductory in-person meeting **4.** Departmental bilateral meetings to discuss categorisation of programmes per study definition	
Project champion/ Steering Group/ Core Stakeholder/ Other	XYZ	XYZ		
Project champion/ Steering Group/ Core Stakeholder/ Other	XYZ	XYZ		
Project champion/ Steering Group/ Core Stakeholder/ Other	XYZ	XYZ		