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Inception Workshop and 1st Regional Steering Committee Meeting for the GEF/SPC/UNDP Project Entitled: *“Ridge to Reef – Testing the Integration of Water, Land, Forest & Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods in Pacific Island Countries”*

Nadi, Fiji Islands, 10th– 14th October, 2016

GEF RIDGE TO REEF STAKEHOLDER ENGAGEMENT STRATEGY

This document contains highlights of stakeholder engagement in the IWRM and how lessons learned from this are incorporated into the R2R Stakeholder Engagement Strategy. The strategy covers goals and objectives for conducting stakeholder engagement and how it links in with other aspects of the R2R Programme. The approach to stakeholder engagement has been based on the International Association for Public Participation model and is presented in detail as a guideline for project managers to follow when planning stakeholder events. This strategy and the guide within are iterative and will be reviewed upon feedback from country staff.

The Stakeholder Engagement Strategy for the GEF Pacific R2R Programme is presented. The Regional Steering Committee is invited to review and endorse the Stakeholder Engagement Strategy and consider the future needs of this aspect of the project.

Contents

1.	Introduction	3
1.1.	Purpose of the Strategy	3
1.2.	Scope of the Strategy	4
2.	Ridge to Reef Engagement Principles	5
3.	Stakeholder Engagement Goal and Objectives	6
3.1.	Ridge to Reef Stakeholders	6
4.	Stakeholder Engagement: An Overview	7
4.1.	Identifying National Stakeholders	7
4.2.	Gender Mainstreaming	8
4.3.	Barriers to Effective Stakeholder Engagement	8
5.	Ridge to Reef Stakeholder Engagement Approach	9
5.1.	The IAP2 Model of Stakeholder Engagement	9
5.2.	Methods of Stakeholder Engagement in GEF R2R	9
	Appendix One: Effective Stakeholder Engagement - A Practical Guide	10
	Appendix Two: Tools and Resources	18
	Appendix Three: Templates	20

1. Introduction

A strong stakeholder engagement strategy is essential for all of the work that the GEF Pacific Ridge to Reef (R2R) Programme does. Stakeholder engagement is a core aspect of the R2R approach, helping us work with communities, government departments, project partners and the broader community, both regionally and globally.

Stakeholder Engagement is already well embedded into the R2R vision stemming from the success of the GEF Pacific IWRM Project. The report of the IWRM Project evaluation noted that the *“tremendous gains made at the local and regional levels, both in terms of the technologies and practices that have been developed and the local ownership and guidance given to nurturing, demonstrating, advocating and in many cases replicating these technologies and practices”* demonstrates the emphasis the R2R Programme places on effective stakeholder engagement. It was highlighted further that the focus of the GEF Pacific IWRM project in addressing barriers via an emphasis on strengthened cross-sectoral coordination and community participation in project planning and execution was critical in achieving the level of reform and uptake of best practice technologies and measures in the participating countries.

As part of ongoing practice, the R2R Programme engages with stakeholders in a range of ways including:

- Regional Steering Committees
- National Project Steering Committees
- Regional and National Science and Technical Groups
- Community Stakeholder Initiatives
- Individualised Stakeholder Meetings
- Workshops and Trainings
- Focus Groups
- Digital Forums – R2R website, Rugby Tipping Competition, Facebook, newsletters
- Media

Regular discussions and engagement with stakeholders forms the cornerstone of the R2R ideology and workplan. Stakeholder engagement connects the overarching strategic goals of R2R to our operational plan, it is therefore important in supporting our key work areas of:

- Policy and Advocacy
- Environmental Stress Reduction
- Capacity Building
- Research

Whilst the GEF Pacific R2R Programme already engages with its stakeholders, a strategic framework to support our ongoing actions is essential. Working to improve and add value to our stakeholder engagement will help ensure the continued relevance of the GEF Pacific R2R Programme.

1.1. Purpose of the Strategy

The purpose of this strategy is to provide effective and appropriate mechanisms for engagement with stakeholders in the GEF Pacific R2R Programme. Having a clear stakeholder engagement strategy provides the GEF Pacific R2R Programme with a policy structure to conduct its work in. This allows the GEF Pacific R2R Programme needs to have a guide for working with individuals and groups, and for supporting the work that other partners undertake. This is a critical component of the GEF Pacific R2R Programme’s broader policy processes and will ensure that it continues to meet best practice in this area.

Having a strategy and process for engaging with stakeholders has a number of broad benefits including:

- Cooperation with policy development and enhanced community confidence in operations of the R2R Programme
- Creating more targeted services that suit R2R Programme stakeholders
- Improving access to emerging issues
- Legitimising decisions
- Mutual learning
- Higher levels of stakeholder ‘ownership’
- Increasing organisational effectiveness

- Avoiding negative publicity or perceptions by undertaking positive communication and being proactive about communicating with stakeholders
- Developing a culture of innovation
- Effective stakeholder engagement enables better planned and more informed policy, projects and better targeted service delivery.

1.2. Scope of the Strategy

This strategy covers the stakeholder engagement approach adopted by the GEF Pacific R2R Programme and provides a practical guide for completing the Stakeholder Engagement Planning process nationally. The guide includes a number of worksheets and templates that can be used in planning. National R2R IW Projects will follow these guidelines to develop national Stakeholder Engagement Strategies, identifying potential stakeholders, their position on the engagement spectrum and methods of engagement. This guideline is designed to also be used with stakeholder engagement activity planning.

Because each stakeholder engagement activity has a unique purpose and is influenced by several factors, the tools described in this strategy can be adapted to different situations and purposes and flexibly implemented, depending upon the nature and phase of the stakeholder engagement activity. For example if a series of activities have the same participants and goals it may be more efficient to complete a plan for the series rather than individual activities.

This version of the strategy also includes an Excel toolkit for storing stakeholder data and analysis, monitoring data from each engagement activity and analysing trends. In the Tools and Resources section there are links to contemporary resources for engagement methods as well as a guide for data management of the stakeholder engagement process.

Strategically, stakeholder engagement efforts will remain flexible and responsive to on-going demands across the 14 PSIDS, and prioritized to best reflect and support the program goal and objectives, demonstrating the value the program adds to regional and national development. The stakeholder engagement strategy document will be assessed based on monitoring and evaluation outcomes, and updated by the RPCU Adviser accordingly. How this strategy fits into the broader GEF Pacific R2R Programme Strategies is outlined in the table below.

Table 1: Links between R2R Programme strategies

Strategy	Linkages
Communications Strategy	Different stakeholder group/s require different messaging approaches and levels of communication. Identifying stakeholders and their needs and interest will help to guide communication strategies.
Gender Mainstreaming Strategy	The gender mainstreaming strategy details the process for developing a national Gender Action Plan (GAP), this GAP forms part of the national Stakeholder Engagement Strategy. Sex-disaggregated data will be stored and tracked in the stakeholder engagement monitoring toolkit.
Lessons Learned Strategy	The information gathered through stakeholder engagement evaluation (Template 2) can be used for lessons learned and turned into best practice case studies. Lessons learned nationally and regionally in turn will inform stakeholder engagement procedures and methods. Creating a learning loop.
National Stakeholder Engagement Strategies	This document provides a guideline for development, monitoring and evaluation of national Stakeholder Engagement Strategies. National strategies will align with the regional stakeholder engagement objectives.

2. Ridge to Reef Engagement Principles

The GEF Pacific R2R Programme has identified the following principles which outline our approach to engaging with stakeholders:

- **‘Community to Cabinet’ approach** – the Integration of communities, stakeholders, and national governments within a cross-sectoral planning framework
- **Build trust through transparency and responsiveness** - Be clear and open about the process. Meaningful and responsive engagement builds trust and confidence in the projects ability to deliver to people’s needs.
- **Encourage collaboration** - Support and encourage community groups, public and private sectors, government, NGO’s and others to work together to improve project outcomes.
- **Encourage openness and learning** - Create a safe environment to explore new ideas, learn and apply information in ways that generate options collaboratively and make sure engagement is effective and relevant.
- **Set clear expectations** - Set expectations about the purpose of the engagement and how much influence people will have over the outcomes
- **Be inclusive and reflect diversity** - Include a wide range of people, voices, ideas, and information to lay the groundwork for results that reflect the views of all stakeholders.
- **Plan and prepare carefully** - Through adequate and inclusive planning, ensure that engagement serves both a clearly defined purpose and the needs of the participants.

3. Stakeholder Engagement Goal and Objectives

The stakeholder engagement **goal** is to empower Pacific Island nations and communities to adopt climate resilient approaches to integrated land, water, forest and coastal management through strategic planning, capacity building and piloted local actions to sustain livelihoods and preserve ecosystems services. This will be achieved through the reinforcement of national project outcomes, and realizing their benefits in to the future.

The overarching stakeholder engagement **objectives** are to:

1. Build capacity among communities and government in IWRM/ICM planning and delivery
2. Develop meaningful partnerships with community, stakeholders and government
3. Cultivate environmental conservation and management cultures amongst stakeholders

3.1. Ridge to Reef Stakeholders

The R2R Programme has a broad range of clients who use and benefit from our services. Similarly our stakeholders represent a broad and diverse range. The R2R Programme stakeholders include, but are not limited to:

- GEF R2R Programme staff and management (national STAR and IW projects)
- National communities within the R2R pilot demonstration projects
- National youth groups
- National women's groups
- National project Steering Committees
- National Government Agencies
- Private Sector and Industries
- NGO's – IUCN, Live and Learn, Pacific Water and Waste Association, Pacific Islands Association of NGO, Pan-Pacific and Southeast Asia Women's Association, Pacific Islands News Association, Pacific Youth Council
- Academic Organisations – University of the South Pacific, University of Papua New Guinea, University of Hawaii, University of Guam, International Water Centre
- GEF Agencies – UNDP, FAO, UNEP

Refer to Section 6, Target Audience and Segments in the Communications Strategy for a comprehensive analysis of stakeholders.

R2R has a wide stakeholder population that encompasses the above and the broader global environmental and development community. The lessons learnt throughout the R2R Programme will eventually benefit all Small Island Developing States (SIDS) globally. R2R stakeholders can then vary depending on the topic, issue or task.

4. Stakeholder Engagement: An Overview

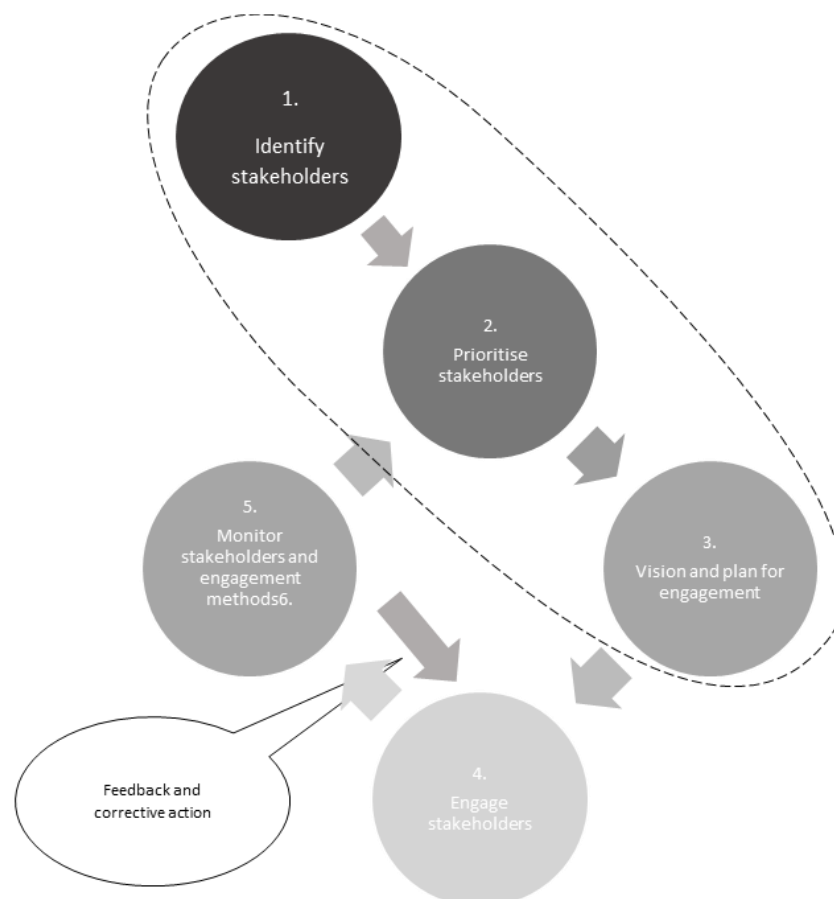
Stakeholders are individuals, organisations or groups who are impacted – both directly and indirectly – by the work that an organisation undertakes. Much of the literature on stakeholder engagement distinguishes between stakeholders and ‘key stakeholders’.

‘Key’ stakeholders are generally referred to as those with significant influence on the R2R Programme or who are most significantly impacted by the work that the Programme undertakes. Key stakeholders are those whose interest and influences are pivotal if the work the R2R Programme undertakes is to be successful.

Stakeholders for the R2R Programme are more broadly the individuals, communities, government departments or groups who are impacted by the work that we do. The R2R Programme’s stakeholders can also be defined as groups, individuals or organisations that have an interest in the outcome of the work that we do.

The GEF Pacific R2R Programme’s position is that stakeholders are both internal and external to the Programme. Stakeholders can be internal: R2R IW and STAR employees and the Regional and National Steering/Project Committees. Consultation with these internal stakeholders is important. However, the key purpose of R2R’s Stakeholder Engagement policy is to consider how R2R will engage with people outside the Programme: the community sector, traditional leaders and groups, government departments, business groups, education and training providers, and other partners.

The effective management of a project’s stakeholders involves a continuous process of analysis and review. People’s attitudes change with time and can be influenced by the project’s communication efforts. The GEF Pacific R2R Programme recognises this cyclical nature of stakeholder and understands that complexities inherent within it. The framework for operating the engagement plans within is describes in the figure below.



4.1. Identifying National Stakeholders

At the inception and mid-term of National IW Pilot Projects, PMU teams are required to identify the unique range of stakeholders for their National project site and activities. The series of Stakeholder Analysis templates in the accompanying Excel toolkit will support PMU teams to identify, categorise and analyse stakeholders. It also contains a register for recording all stakeholder details. Full instructions on how to use these are provided in the guidelines in Appendix One of this document.

4.2. Gender Mainstreaming

As a core Design Principle of the R2R Programme, gender mainstreaming needs will be addressed throughout all stakeholder engagements. The particulars of the Gender Mainstreaming approach are addressed in the Gender Mainstreaming Strategy, yet they are inherent in all stakeholder activities. A national Gender Action Plan will be developed alongside the national Stakeholder Engagement Strategy and will inform all stakeholder activities.

Throughout the entire project cycle, gender-equality and mainstreaming is framed as a core development objective of the GEF Pacific R2R Programme, not an add-on. This can start when engaging stakeholders. Both women and men must enjoy meaningful participation in the project cycle, especially in priority-setting and decision-making.

In the accompanying practical guide there is a Gender Lens Analysis template to be used when planning an engagement activity. This tool can assess the different impacts that a particular project outcome or activity may have on women and men, and allows for identification of gender sensitive options for engagement. Use of this tool will optimise stakeholder engagement for all participants and ensure a greater level of success for project outcomes.

4.3. Barriers to Effective Stakeholder Engagement

Within the Stakeholder Engagement strategy, the R2R Programme recognises that there are always barriers (potential and actual) to effective engagement. Being aware of the potential barriers allows us to ensure that the most appropriate and effective forms of engagement are chosen going forward. Key barriers include:

- Missing opportunities to collaborate with other organisations to benefit from their knowledge and experiences
- Not being clear about the meaning and purpose behind an engagement activity
- Not having adequate opportunities for stakeholders to engage
- Not valuing the contribution made by stakeholders
- Communicating with the 'same groups'
- Missing opportunities for lessons learned (either nationally or from other projects) to inform the stakeholder engagement process

5. Ridge to Reef Stakeholder Engagement Approach

The R2R Programme needs to consider the best approach and process for engaging with stakeholders. By having a clear policy for Stakeholder Engagement, the GEF Pacific R2R Programme will be clear about how, when and why it pursues relationships with stakeholders, rather than conducting engagement in an *ad hoc* or random way.

The R2R Programme’s approach to stakeholder engagement is based on the model designed by the International Association for Public Participation (IAP2). This is an internationally recognised framework and has been adopted by other organisations in government and non-government sectors alike. The model has been designed to assist organisations to select the appropriate level of participation required for different stakeholder groups.

The IAP2 spectrum offers a range of approaches and tools for engagement depending on goals, resources and timeframes within the organisations. This spectrum, therefore matches the principles and values of the R2R Programme. It allows for engagement to be different depending on the National Projects and the needs and interests of the Regional Programme. This model is useful as it allows the R2R Programme to support stakeholders in different ways; it isn’t a ‘one size fits all’ model and will aid in the R2R Programme having a strong policy to underpin its engagement activities.

5.1. The IAP2 Model of Stakeholder Engagement

The IAP2 model perceives stakeholder engagement as a continuum; one that begins at the inform level, moving to collaboration and empowerment.



Under the continuum of stakeholder engagement, the purpose of engagement is critical. This model highlights that need to decide on the purpose of the engagement and what the benefits should be. Having a clear purpose behind the engagement can avoid common problems such as: consultation ‘fatigue’, poor decision making and unrealistic expectations of consultation.

The type of stakeholder engagement chosen will depend on the issue or purpose of the engagement, timing and resources. Deciding on the process of the engagement commits to keeping it on track and managing the expectations of stakeholders.

Stakeholder engagement, however, is not a linear process. It may be necessary on different projects to change the level of engagement over time to allow the right mix of stakeholders, or the right process for your stakeholders. What begins as an information campaign may later require additional consultation or more ‘hands on’ involvement with stakeholders.

5.2. Methods of Stakeholder Engagement in GEF R2R

The Understanding Stakeholder Engagement table below demonstrates different levels of stakeholder engagement, set out through the continuum of stakeholder engagement. This moves from ‘inform’ to ‘empower’. It highlights the different purpose behind each level of engagement and also provides some examples and suggestions of engagement methods that the GEF R2R Programme uses and that Project Management Units can undertake at each level.

Table 2: Understanding stakeholder engagement

Inform	Consult	Involve	Collaborate	Empower
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Stakeholder Engagement Goal	<ul style="list-style-type: none"> • Give stakeholders balanced and objective information • Help stakeholders understand a problem or issue • Present stakeholders with a solution to a problem or issue 	<p>To gain feedback from stakeholders on analysis, alternatives and/or outcomes</p>	<p>To work directly with stakeholders throughout the process to ensure that their concerns and needs are consistently understood and considered</p>	<p>To partner with the stakeholder including the development of alternatives, making decisions and the identification of preferred solutions</p>	<p>To place final decision making in the hands of the stakeholders</p>
Methods of Engagement	<ul style="list-style-type: none"> • Newsletter • Website • Briefing/Presentation • Exhibition • Meeting 	<ul style="list-style-type: none"> • Public comment • Focus groups • Survey • Public meetings 	<ul style="list-style-type: none"> • Workshops • Networking • Digital consultations • Facilitated forums • Trainings 	<ul style="list-style-type: none"> • Inter-ministerial Committees • Science and Technical Working Groups • Pilot project boards • Facilitated consensus building forums • Facilitated events 	<ul style="list-style-type: none"> • Local governance • Joint planning • Facilitated dialogue between stakeholders and government

Appendix One: Effective Stakeholder Engagement - A Practical Guide

This guide will take national Project Managers through a step-by-step process to develop a Stakeholder Engagement Plan for the whole project as well as for individual activities or series of activities such as Project

Board Meetings or Community Workshops. To assist you in developing your Plan a number of worksheets and templates are provided at the end of this document:

- Worksheet 1: Stakeholder Engagement Objective
- Worksheet 2: Stakeholder Engagement Evaluation Plan
- Template 1: Stakeholder Engagement Plan for Activities
- Template 2: Stakeholder Engagement Activity Report

The table below provides an overview of the four key steps associated with stakeholder planning and highlights the supporting templates and worksheets within the guide to assist with the completion of the Stakeholder Engagement Plan. Using the templates and worksheets the R2R Programme staff will be able to logically and methodically work through processes for Stakeholder Engagement. It will also assist teams to decide on the purpose of the engagement activity. Each step is followed by the prompt to complete the appropriate section of the Stakeholder Engagement Planning template provided in the Tools and Resources section of this strategy.

- For each step in the guide there is a corresponding section in the Engagement Plan template
- There are prompts in the guide to fill in the correct section of the Engagement Plan template
- Write your thoughts and ideas on separate paper first
- When finalised, fill in the Engagement Plan and save with a unique file name. Keep a hard copy as well
- Filling in the plan will become routine after you have used it for a while

Table 3: The guide structure

Key Component	Action	Supporting Template or Worksheet
Step 1. What is the purpose	Identify what outputs or outcomes you want to achieve by undertaking stakeholder engagement	Worksheet 1 Template 1
Step 2. Who to engage (this is done at the beginning of the project and the planning of each activity if required)	Stakeholder analysis and mapping	Excel workbook
	Identify relevant stakeholders from Excel sheet	Template 2
Step 3. How to engage	Identify issues to communicate	Template 2
	Define the terms of engagement	
	Select the methods of engagement	
	Consider required capacity	
Step 4. Evaluate	Develop performance measure to evaluate each step of the engagement process	Worksheet 2 Template 2

Identifying Project Stakeholders

It is important to ensure that the process of selecting stakeholders is transparent so that all interested parties may participate and that all stakeholders are provided with equal opportunity to engage and contribute to

outcomes. Particular attention needs to be given to the inclusion of women, youth and other marginalized groups. Stakeholder groups should be supported to self-select representatives where appropriate.

Identify civil society organizations (CSOs), community-based organizations (CBOs), non-governmental organizations (NGOs), and institutions with experience working with coastal and land development initiatives and research. Identify and consult with existing civil society participatory structures at the country level. Verify that the appropriate stakeholders are being represented by consulting with a wide range of related organizations to ensure that a broad spectrum of views is considered.

Conduct a mapping of community organizations, authorities and institutions, including priority issues, rights, needs and desires. Issues of local ownership, competence and expertise, and accountability will be significant features to consider. While traditional leaders are recognized as the higher authorities in their communities, representatives of community organizations may have the skills and knowledge to interact with the technical process and may be able to articulate the views of traditional leaders. Assess the situation to make the most appropriate choice and avoid misrepresentations, as formally approved organizations may not always be representative of the people at large.

ACTION: Complete Identification in Stakeholder Analysis Toolkit

Stakeholder Mapping and Analysis

Stakeholder analysis is an essential step in the process of developing a useful engagement plan. After you have identified the stakeholders it is important to consider the stakeholders expectations and their levels of interest and influence in relation to the issue they are being engaged on.

Use the Stakeholder Analysis worksheet in the Stakeholder Analysis Toolkit (Excel) to map each stakeholder onto a quadrant reflecting their level of influence and interest. This will determine the level of engagement (inform, consult, involve, collaborate, empower) that is required with each stakeholder. Instructions are found in the Toolkit.

ACTION: Complete Assessment Data in Stakeholder Analysis Toolkit

Step One: What is the purpose?

Define the Desired Outcomes

A good consultation and participation process is one that is carefully planned, articulates the objectives and desired outcomes of the consultation. This should be placed in the context of the overall R2R Programme, clarifying why the consultation was considered necessary, how it fits within the broader scope of planned activities, and how the outcomes will be used towards expected R2R Project activities.

It should also be clear what degree of participation will be expected of the stakeholders, e.g. is it a one-way flow of information to keep participants informed and support transparency goals; a two-way consultation resulting in feedback and reactions that may be incorporated in formal outputs; or a joint decision-making consultation resulting in shared control over a decision-based outcome?

If the consultation is part of a longer process or series of consultations, the same stakeholder representatives may need to be available to attend a number of consultations to ensure continuity and effective engagement. This should also be stated clearly as it may have an impact on how stakeholders will select participating representatives, and how monitoring and evaluation is carried out. This should all be understood and agreed upon by stakeholders in advance of the consultation to avoid misinformation and generating unrealistic expectations, and to ensure that trust is maintained.

Stakeholder Engagement Objectives

Worksheet 1: Stakeholder Engagement Objectives will assist you to clarify the purpose of your engagement and establish what you want to achieve. To help you complete Worksheet 1, reflect on the following questions and determine if the stakeholder engagement process provides:

- Better awareness of issues?
- A mechanism for shared responsibility and problem solving?
- Greater understanding of on-the-ground issues?
- Early warning of problems, or affirmation that relevant issues are being addressed?
- Better decision-making based on local knowledge from those who will be impacted by the decision?
- Early identification of potential problems and pitfalls and a forum for comments and suggestions for alternative options?

Worksheet 1: Stakeholder Engagement Objectives

Objective of project aspect	Why engage? Overarching purpose for undertaking engagement process	Outputs	Outcomes
<i>Example: To implement new waste management systems</i>	<i>Example:</i> To ensure stakeholders contribute to <ul style="list-style-type: none"> • Knowledge and understanding • site selection and design of new waste management systems. 	<i>Example:</i> To produce a high quality document outlining options based on shared research	<i>Example:</i> Smoother adoption of new waste management systems. Contamination of environment is limited

ACTION: Complete Box 1 of the Stakeholder Engagement Plan

Step Two: Who to engage?

From the initial stakeholder mapping exercise, and the information in the Excel workbook, identify relevant stakeholders of the current activity.

ACTION: Complete Box 2 of the Stakeholder Engagement Plan

Step Three: How to engage

Identify the Issues to Engage On

The key issues should broadly correspond to the National IW R2R Project components and/or the components of the R2R Regional Programme. Issues for consultation may include (but are not limited to):

- Proposed R2R Project activities;
- Current status of water resources, coastal systems, protected areas, land use;
- Institutional, policy and regulatory frameworks;
- Main causes and drivers of catchment and coastal degradation;
- Past and present policies to halt catchment and coastal degradation, where they have succeeded and where they have not;
- Rights and needs of local communities;
- Type and pattern of land and coastal use by local communities;
- Land rights (user and property rights, traditional, customary), and land tenure systems;
- Inclusive participation in the design and implementation of R2R Project activities and development of procedures and enablers throughout the R2R cycle;
- Economic, social and environmental impacts and risks of the R2R Project and the mitigation and prevention of risks;
- Design of monitoring systems to keep track of GEF Focal Area objectives and indicators
- Issues of governance and mechanisms to ensure full compliance with social and environmental safeguards,
- Role of the private sector.

Considerations for consistent messaging include:

- What can actually change as a result of engagement and what will not change
- Whether stakeholders will be involved in the final decision making or as input only
- Expectations of the level of input required of stakeholders
- How the outcomes of the stakeholder engagement process are to be communicated
- What the benefits are for the stakeholders.

ACTION: Complete Box 3 of the Stakeholder Engagement Plan

Define the Terms of the Engagement

Ideally, any engagement should be guided by a clear elaboration of the process and elements of the consultation. All stakeholders should know how the process will be conducted and how the outcomes of the consultation will be used, including the rights and responsibilities of the different stakeholders. These terms should be understood and agreed upon by all stakeholders and should include information on the following:

- **Timing** – a common understanding of timelines and deadlines should be reached, including the minimum amount of time required to give advance notice of a planned consultation; carry out self-selection processes to identify suitable representatives (where appropriate); provide any required capacity building in advance of the consultation; and make available key documents that may need to be circulated and reviewed in advance of discussions.
- **Agenda** and process for determining consultation outcomes – the agenda of the consultation and how participating stakeholders will contribute to the desired outcomes of the consultation should be stated. If it is a decision-making consultation, it should be clarified how the decision will be reached (e.g., majority, consensus) and which participants have decision-making authority. If the consultation is to solicit opinions and views, clarify how these will be reviewed and incorporated (e.g., whether participants will be able to comment on future drafts).
- **Representation** – decide which stakeholder groups should be represented and the number of representatives that can be accommodated for the purposes of the consultation, noting that self-selection of representatives should be supported (where appropriate). Also clarify what the roles of different representatives are in the context of the consultation’s desired outcome, e.g., if there is a decision-making process as part of the consultation, state which representatives have decision-making authority and which representatives may be acting in an observer capacity only.
- **Capacity building** – develop a shared understanding of capacity needs and steps that will be taken to build capacity in advance of the consultations.
- **Transparency on outcomes** – decide how the outcomes of the consultation will be documented and made publicly available (e.g., R2R and national government websites, written press, national and community radio). Ensure the consultation includes a component for evaluation by the participants.

ACTION: Complete Box 4 of the Stakeholder Engagement Plan

Select the Stakeholder Engagement Method

The most effective consultations are custom-designed to place and purpose, and provide for adequate budgets and human resources, including expert facilitation. A variety of stakeholder engagement methods can be used for consultations to allow for bottom-up participation and ensure that information is rigorously gathered and fairly presented. Refer to Table 2 for suggested ways to engage stakeholder according to the level of engagement (inform, consult, involve, collaborate, empower). The Tools and Resources section has links to online toolkits that outline various methods of engaging with stakeholders.

The stakeholder engagement methods should ensure that adequate and timely information is provided to all stakeholders in an accessible language and style. As the R2R Programme can involve complex, technical issues, information should be carefully synthesized to ensure that it is easily understood. Depending on the target audience and objectives of the consultation, various forms of communication media such as printed materials, electronic media, community radio, and local plays and drama can be used to disseminate information as widely as possible.

The use of community facilitators, depending on the context of the consultation, is encouraged. Facilitators need to be trained in advance to ensure that they manage the consultation and record views appropriately.

ACTION: Complete Box 5 of the Stakeholder Engagement Plan

Stakeholder Capacity

Certain stakeholders may require capacity building or training in advance of a consultation to ensure that their understanding of the issues and ability to contribute are sufficient; this need should be identified in the terms of the consultation (step #4 above). The awareness and capacity of stakeholders to engage with R2R discussions should be assessed with the use of questionnaires, surveys, focus group discussions, and/or workshops. If their existing level of information and knowledge is not sufficient, proper steps should be taken to provide information, prior to the start of the consultations. This should be factored into the timeline.

ACTION: Complete Box 6 of the Stakeholder Engagement Plan

Conduct Stakeholder Engagement

Consultations should be held in accordance with the terms of the consultation as agreed upon under step #4 and any deviations from this should be discussed with and agreed upon by stakeholders. The Tools and Resources section provides links to a range of stakeholder engagement method.

ACTION: Complete Stakeholder Engagement Report at activity

Step Four: Evaluate

The need to assess the effectiveness of the engagement undertaken, and to learn from the experience for the future, is important. For example, evaluation might be used to provide evidence of value for money to potential donors, or it could be used to demonstrate to stakeholders how their participation has been used. Therefore, some form of monitoring and evaluation is an important part of the engagement process and should be considered from the outset

The evaluation process often considers three areas:

1. The success of the engagement. For example, have the aims and objectives of the engagement process been met? (Step #1 above)
2. The process of engagement. Were the methods selected appropriate? Were the costs reasonable? What worked well and less well, and why? What lessons could be learned for future engagement processes?
3. What impact has the process had (on the stakeholders and also on the project)? Have there been any unexpected outcomes?

As well as considering the impacts, the outcomes and the process, it is also important to consider if the engagement fulfilled the aims of the stakeholders, and to take into account their views on the engagement process and its outcomes. This information can be used to improve on future engagement processes.

The Stakeholder Engagement Evaluation template below is designed to help evaluate stakeholder engagement activities; to reflect and revise engagement practices as necessary. This template allows the R2R Programme staff to reflect on the planning process around the engagement; the engagement itself and the outcomes achieved. As such it should be completed during the engagement planning stage. All of these steps will strengthen the way that the R2R Programme engages with stakeholders into the future and improve the practices. Evaluation encompasses reflection on the stakeholder expectations, the commitments the R2R Programme has made to stakeholders, the difference the engagement activity has made and the way feedback can be provided. All of these steps will strengthen engagement practices in the R2R Programme.

Worksheet 2: Stakeholder Engagement Evaluation Plan

What do you want to know?	What evaluations will you use?	How will the evaluation be conducted?
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<p>Planning Process</p>	<p><i>Examples:</i></p> <ul style="list-style-type: none"> • <i>What planning processes worked well?</i> • <i>What could have been improved or done differently?</i> • <i>Was there adequate time and resources for planning?</i> • <i>Did we forget any stakeholders?</i> • <i>Were the stakeholder groups representative?</i> 	<p><i>Example:</i></p> <ul style="list-style-type: none"> • <i>Interviews</i> • <i>Observations and reflections</i> • <i>Online surveys</i> • <i>Feedback sheets</i> • <i>Focus groups</i> • <i>Quantitative data collection</i> 	<p><i>Example:</i></p> <ul style="list-style-type: none"> • <i>Work team to meet one week after conclusion of policy/project to share observations about the engagement process.</i>
<p>Engagement</p>	<p><i>Examples:</i></p> <ul style="list-style-type: none"> • <i>What engagement methods worked well?</i> • <i>What could have been improved or done differently?</i> • <i>Did we have enough time and resources?</i> • <i>Did we adequately identify and manage logistics and risks?</i> • <i>Were the stakeholders supportive/were they adequately engaged?</i> • <i>Were the numbers of stakeholders involved sufficient?</i> 		<ul style="list-style-type: none"> • <i>Project manager to conduct one-on-one interviews with selected stakeholders two weeks after engagement.</i>
<p>Benefits/Outcomes</p>	<p><i>Examples:</i></p> <ul style="list-style-type: none"> • <i>What has changed in terms of policy or project intentions?</i> • <i>How has the quality of services, projects or programs improved?</i> • <i>How did commitment to the wider policy or project change?</i> • <i>How has the relationship with the stakeholder changed?</i> • <i>What is the likely nature of any future relationship with this stakeholder?</i> 		<ul style="list-style-type: none"> • <i>Stakeholders asked to complete feedback sheet immediately following the conclusion of the engagement process.</i> • <i>Stakeholders asked to complete an online survey to assess satisfaction with relationship two weeks after engagement.</i> • <i>Project team to collect and analyse data on number of stakeholders who participated in engagement activities</i>

Evaluation of the consultation should be conducted at the completion of the consultation and/or at a short time afterwards. This can be done through anonymous questionnaires, surveys or informal interviews. The evaluation of consultations should be included in the analysis, providing feedback to stakeholders and others on how they viewed the interaction, as well as establishing if there is a need for further engagement. It will also inform the PMU on what worked well and what needs improving, strengthening future stakeholder engagement and providing lessons learned for the region.

ACTION: Complete Stakeholder Engagement Evaluation Plan

ACTION: Complete Box 7 of the Stakeholder Engagement Plan

Analyse and Disseminate Results

The findings from every engagement should be analysed, reported and discussed with representative stakeholder groups. It is important that the data analysis feeds back into the decision-making process. Providing timely feedback is also important to sustain interest in and commitment to the process.

On completing an engagement: develop a report or findings; acknowledge key issues raised during engagement and respond as appropriate; and describe how the outcomes of the engagement process will be incorporated into the R2R National Project. In addition, the findings of all the consultations should be disclosed through the communication channels agreed upon under the terms of the consultation (step #4).

ACTION: Complete Box 8 of the Stakeholder Engagement Plan

Appendix Two: Tools and Resources

There are a number of organisations and online toolkits that outline some of the different methods for engaging with stakeholders. It's worthwhile keeping up to date with this information or learning about the range of methods and options out there for engaging with stakeholders. Work with your team and stakeholder representatives to decide which are the most appropriate for the task at hand.

Some suggested resources are:

- International Association of Public Participation www.iap2.org.au/
- The Community Engagement Network, "Book 3- The Engagement Toolkit", Department of Sustainability and the Environment Victoria at http://www.dse.vic.gov.au/_data/assets/pdf_file/0003/105825/Book_3_-_The_Engagement_Toolkit.pdf

Data Management

It is important to keep track of what, who and how you are engaging. Do this by keeping clear, logical and consistent electronic and if possible hardcopies of your Stakeholder Engagement Plans.

A suggested filing system is provided below. In the documents folder of your computer, create a folder specifically for stakeholder engagement. This is where you will save all new Engagement Plans and associated planning tools. For each new activity or series of activities create a new folder and name it *SE ddmmyy* changing the dates accordingly. Within the SE ddmmyy folder you will save each document:

Document	filename
Stakeholder Engagement Plan	SE Plan-ddmmyy.doc
Stakeholder Engagement Report	Engagement Report-ddmmyy.doc
Stakeholder Evaluation Report	Evaluation Plan-ddmmyy.doc

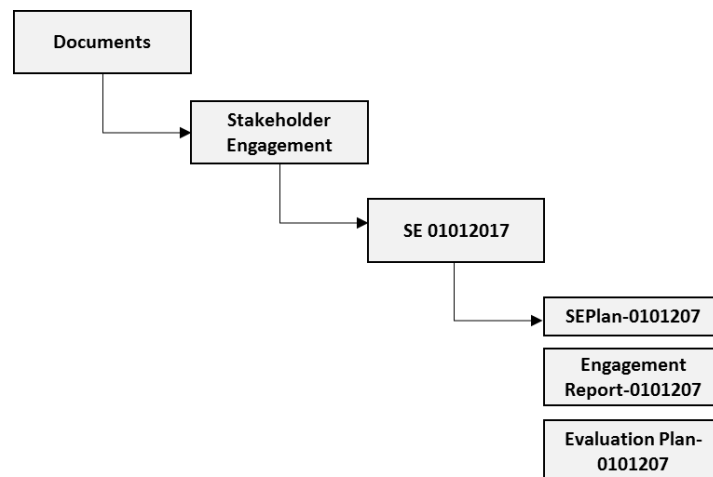


Figure 1: Suggested filing system for stakeholder planning documents

Stakeholder Engagement – Analysis Toolkit (Excel)

This toolkit has been written to support stakeholder analysis during the planning phase as well as keeping a record of stakeholders, their contact details and levels of engagement throughout the life of the project. At writing this toolkit is in development stages and will be tested at the RSC1 October 2016, and review made after feedback from country staff. The spreadsheet includes a number of worksheets including:

- a page of explanatory notes
- a page to store contact, engagement, communication details of stakeholders
- a page to record influence/interest and attitude/activity data
- a page that automatically graphs influence/interest and attitude/activity of stakeholders
- a page to map engagement tools

Stakeholder Engagement – Monitoring Toolkit (Excel)

Template 2: The Stakeholder Engagement Report can be printed and completed on-site at the activity and then transferred into the Excel spreadsheet later. It is important that this is done soon after the activity while events are still fresh in your mind. At this point it is worthwhile thinking about potential lessons learned from the engagement activity. These may be process related, something you learned about the community needs and expectations, or it may be something the community is learning about the project.

We have written the accompanying Excel toolkit (Stakeholder-Engagement-Monitoring-Toolkit.xls) to store, analyse and summarise the data collected during Stakeholder Engagement activities. It is in development and will be tested during the first quarter of 2017 and reviewed/updated as necessary after feedback from country staff. Quantitative data from Template 2 should be filed into this toolkit on a quarterly basis. The spreadsheet includes a number of worksheets including:

- a page of explanatory notes
- a series of pages to store data from repeat activities
- a page that automatically summaries data from the activities
- a page that automatically graphs trends in selected data from the repeat activities

Appendix Three: Templates

Template 1: Stakeholder Engagement Plan

Consultation Title:		Date:
1. Desired Outcomes:		
2. Identified Stakeholders:		
3. Consultation Issues:		
4 Terms of the consultation:		
Timing:		
Agenda:		
Representation:		
Capacity Building:		
Transparency on Outcomes:		
5. Consultation Methods: e.g. workshop, focal group, committee meeting, information session		
Facilitators:		
Resources/Materials:		
6. Prerequisite Capacity: (address in step 4)		
7. Evaluation Methods: e.g. survey, informal interviews, online poll		
8. Analysis and Results:		
Expected date for results:	Recipients:	
What communication channels will be used?		

Template 2: Stakeholder Engagement Report

Consultation Title:		Date:			
		Venue:			
Organised by:	Convened by:		Other partners:		
Engagement Type: (highlight one)	Inform	Consult	Involve	Collaborate	Empower
Engagement Method: e.g. meeting, training, monitoring					
Purpose of engagement:					
Total number of attendees:		Number of Women:		Number of Men:	
		Number of Youth:		Number of Elderly/Disabled:	
Total number of returned attendees: (attended previous event in the series)		Number of Women:		Number of Men:	
		Number of Youth:		Number of Elderly/Disabled:	
Attendee type: (highlight and add amount)	Privately employed	Unemployed	Govn. Minister	Farmer/Gardener	Other
	Academic	Student	Govn. Director	Fisherman	
	NGO	Householder	Public Servant	Gatherer	
Summary of main outcomes:					
Follow up with stakeholders:				Date due:	
Communication channel:				Responsible party:	
Co-Financing: (highlight one and add amount)	Cash	In-kind	Source:	Person/day:	
Consultation Report Filed: (highlight one)	Yes	No	Filename:		

Worksheet 1: Stakeholder Engagement Objectives

Objective of project aspect	Why engage? Overarching purpose for undertaking engagement process	Outputs	Outcomes
<i>Example: To implement new waste management systems</i>	<i>Example:</i> <i>To ensure stakeholders contribute to</i> <ul style="list-style-type: none"> • <i>Knowledge and understanding</i> • <i>site selection and design of new waste management systems.</i> 	<i>Example:</i> <i>To produce a high quality document outlining options based on shared research</i>	<i>Example:</i> <i>Smoother adoption of new waste management systems. Contamination of environment is limited</i>

Worksheet 2: Stakeholder Engagement Evaluation Plan

	What do you want to know?	What evaluations will you use?	How will the evaluation be conducted?
Planning Process			
Engagement			
Benefits/Outcomes			