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The MSP Guide: Stakeholder Collaboration for Social Innovation. Designing and Facilitating Multi-stakeholder Processes

Jim Woodhill, Simone van Vugt, Jouwert van Geene, Karèn Verhoosel

Why this guide?

Climate change; poverty and inequality; environmental degradation; religious and ethnic divides. Tackling these and the many other issues affecting the wellbeing of people and of our planet requires deep and fundamental changes in our societies. Increasingly it is recognised that these issues can't be dealt with by governments alone. Government, citizens, civil society organisations (NGOs) and the private sector all need to learn and work together.

Despite the proliferation of various forms of MSPs their success is far from assured. Due to insufficient understanding and limited capacities they are often initiated, designed and facilitated in sub-optimal ways. This risks not only the success of a specific MSP but, then, calls into question the whole idea of stakeholder collaboration. Further, poorly conceived and facilitated processes may even make things worse by, for example, inflaming conflict, ignoring inequitable power relations or being naïve about political realities.

Yet, much is known about the principles and practices that lead to success and there are many positive examples to be found. This Guide draws on this knowledge and experience. It offers a set of ideas, principles, methodologies and tools to help practitioners design and facilitate successful MSPs. This is all packaged around what we call the **MSP Framework.** The guide does not offer any sort of blue-print, standard steps or overarching methodology. Rather, the focus is on how to create flexible and dynamic processes that are unique and responsive to each unique situation. To do this well requires a good conceptual understanding of change processes combined with a rich tool bag of practical approaches, methods and tools.
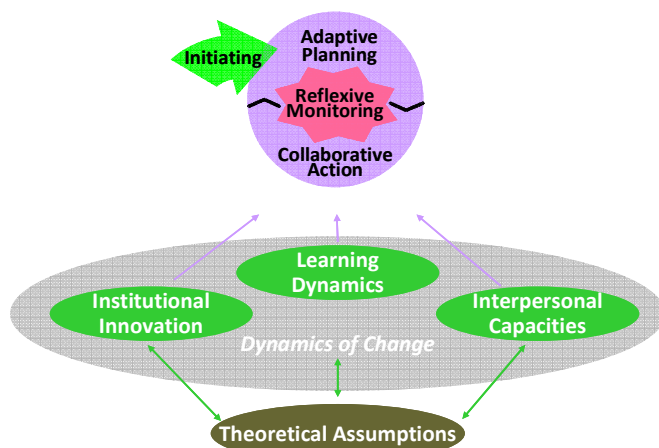
1.1 MSP framework

Content

This guide is intended to provide a deeper understanding of the core concepts of Multi Stakeholder Processes and the facilitation of these processes for improved collaboration between stakeholders. To realize this, a balance has been struck between providing core concepts and very practical guidelines and advice. Consequently it is structured as follows:

Chapter One "Introduction" develops a general framework for understanding and analysing MSPs. The four main areas of required competence for the design, management and facilitation of MSPs are: Theoretical assumptions, Learning Processes, Institutional Dynamics and Human Dynamics

Chapter Two "MSPs – A deeper rationale" provides more background around the changes in the political, economic and societal arena and link these with the growing awareness that improved participation of al sectors, via MSPs, really leads to societal change.

Chapter Three "Theoretical Assumptions" gives more detail on the basic theoretical and ethical foundations that underpin and justify a particular MSP approach. Learning, Participation & Power, Complexity and Systems thinking are the main key concepts.

Chapter Four "Institutional Innovation" focuses on the role of MSPs in institutional change processes on one hand and on the other hand analyses the institutional setting in which MSPs function.

Chapter Five "Interpersonal Capacities" analyses the interpersonal competences for individuals, stakeholder leaders and facilitators to effectively engage in an interactive process.

Chapter Six "Learning Dynamics" shows the competences needed to design and adapt MS processes by drawing on, integrating and modifying a wide range of interactive learning, mediation and conflict management and analytical methodologies and tools.

Chapter Seven "Process design - The Core Process Model" works through each of the 4 phases of the core process model explaining a range of tools that can be used and gives more detail on how to design and facilitate Multi Stakeholder Processes.

Chapter Eight "Detailed description of Case studies" gives detailed descriptions of MSPs on different levels, in different sectors and countries and along different phases.