Transformative Change for Biodiversity & Equity Project

Stakeholder analysis guideline

GUIDANCE for TC*for*BE STAKEHOLDER ANALYSIS

Contents

- Criteria for stakeholder identification

- Selecting TCforBE stakeholders

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- Engagement

GUIDANCE for TC*for*BE STAKEHOLDER ANALYSIS

Aims

It is important to understand who the stakeholders of the project are, who are the audiences the project is trying to reach, and how best to communicate with them. Stakeholders from governments, academia, NGOs, research institutions, environmental organisations, the media, and a range of actors within food systems, for example, may have an interest in the project and will require a range of tailored messages and engagement strategies.

The preliminary **list of stakeholders** link is being developed with contributions from all project partners. We then need to identify and prioritise the main categories/types of stakeholders with whom we aim to engage and their information needs. To define the different interests of the identified target audiences in relation to the project and to ensure that all groups concerned with the project's research, findings and outcomes are included, the following questions will be explored:

- Who has an interest in our research?

- Who can contribute to our work?

- Who is interested in our project findings?

- Who is directly affected by the outcomes of our research?

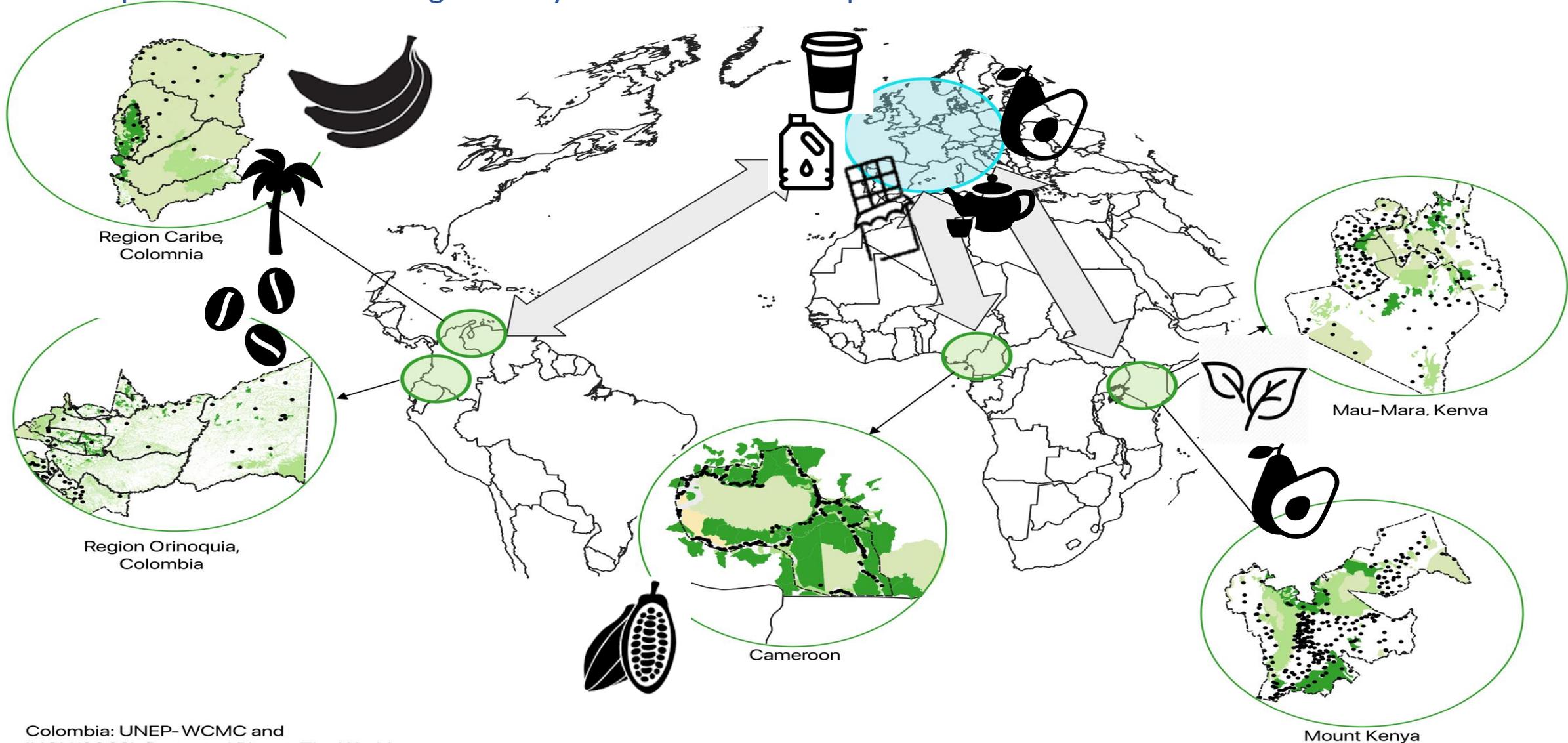- Who is not directly involved, but could have influence elsewhere?

STAKEHOLDER IDENTIFICATION

TC*for*BE stakeholders on four main scales:

Global

European

National
(Kenya, Colombia, Cameroon)

Landscape

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STAKEHOLDER IDENTIFICATION

Telecoupled stakeholders in agrifood systems in biodiverse producer and consumer countries:

Region Caribe, Colomnia

Region Orinoquia, Colombia

Cameroon

Mau-Mara, Kenva

Mount Kenya

Colombia: UNEP-WCMC and IUCN(2023), Protected Planet: The World

CRITERIA FOR STAKEHOLDER IDENTIFICATION

Global

- Global level actors in selected **agri-food value chains** (e.g. associations, platforms, networks)

- Actors **governing agrifood value chains** (global level government, private sector, standards organisations, collective action orgs (eg consumers, trade unions), CSOs, INGOs, policy, research etc....)

- Active/involved/interested or affected by **protecting, using or benefiting from biodiversity** globally

- Power/influence for **transformative change and equity/justice** at global level

CRITERIA FOR STAKEHOLDER IDENTIFICATION

European*

- Direct & indirect actors in selected telecoupled **agri-food value chains** (from Colombia, Cameroon or Kenya) in EU e.g. consumers (individuals, industrial), private sector, finance

- Actors **governing agrifood value chains** (EC/ EU organisations, private sector orgs, voluntary standards organisations, EU level collective action orgs eg consumers, trade unions....)

- Active/involved/interested or affected in EU member state or regional EU level in **protecting, using or benefiting from biodiversity** in EU or origin countries

- Power/influence for **transformative change and equity/justice** at EU level

European includes UK*

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CRITERIA FOR STAKEHOLDER IDENTIFICATION

National
(Kenya,
Colombia,
Cameroon)

- Direct & indirect actors in an **agri-food value chain** telecoupled to Europe from Colombia (palm oil, coffee, cocoa), Cameroon (cocoa, NTFP) or Kenya (tea, horticulture) e.g. producers (individuals, private sector, associations), finance, suppliers

- Actors **governing the value chain and/or landscape** (state – trade agricultural, environment/forest, private sector orgs, collective action orgs eg farmers, consumers, trade unions....

- Active/involved/interested or affected at national level **protecting, using or benefiting from biodiversity** from one of the origin countries

- Power/influence for **transformative change and equity/justice** at national level

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CRITERIA FOR STAKEHOLDER IDENTIFICATION

Landscape

- Direct & indirect actors in an **agri-food value chain** telecoupled to Europe from the landscape in Colombia (palm oil, coffee, cocoa), Cameroon (cocoa, NTFP) or Kenya (tea, horticulture) e.g. producers (individuals, private sector, associations), finance, suppliers

- Actors **governing value chain and/or landscape** (state – trade agricultural/environment/forest, private sector orgs, collective action orgs eg farmers, consumers, trade unions, communities....

- Active/involved/interested or affected at landscape level **protecting, using or benefiting from biodiversity**

- Power/influence for **transformative change and equity/justice** at landscape level

- Involved in a **Landscape initiative** in one of our **Innovation landscapes**

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SELECTING TC4BE STAKEHOLDERS

Use a matrix to identify & select stakeholders

Stakeholder	Power /Agency* Decision making power, rights, responsibilities	Influence	Care	Interest	Knowledge
A			LOW MEDIUM HIGH		
B					
C etc					

The matrix can help to identify and select (types of) stakeholders for TCforBE:

- *Primary* **high-involvement stakeholders'** with **direct impact** on the landscape/agrifood VC biodiversity & equity (e.g. employees, customers, producers, governors), significant interest and significantly impacted in terms of equity, significant impacts on biodiversity
- *Secondary stakeholders* **indirect impact** on the landscape/agrifood VC biodiversity & equity (e.g. shareholders, financers).
- *Tertiary stakeholders* **potential impact** on landscape/agrifood VC biodiversity & equity (e.g. industry experts).
- **Medium-involvement stakeholders** some interest but not as invested as high-involvement stakeholders.
- **Low-involvement stakeholders** little interest and not likely to be affected /to affect equity and/or biodiversity
- *Quarterny stakeholders* **no direct impact** but may be interested/influence success or failure of biodiversity & equity (e.g. media).

Enqvist, West, Masterson, Tengö (2018) Stewardship as a boundary object for sustainability research: Linking care, knowledge and agency
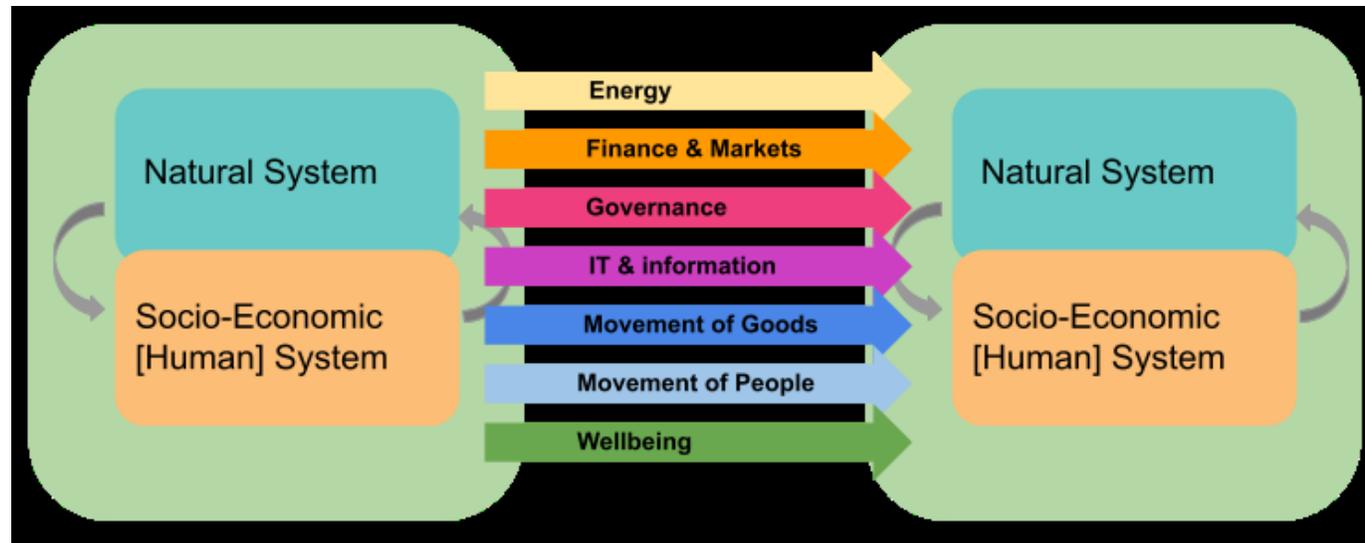
MAPPING STAKEHOLDERS

Then map relationships between stakeholders (social network analysis using telecoupling principles)

Stakeholders in the producer landscapes are telecoupled in "networks" or "systems" that are connected by different flows: material (physical products), immaterial (including services and finance), energy, matter, information or knowledge (i.e. social capital) or the impacts of, or on a system


Hermans et al 2023

MAPPING STAKEHOLDERS

Mapping relationships between stakeholders (social network analysis using telecoupling principles)

Mapping is a process of **visual representation** of **all** actors who should be directly and indirectly involved, as well as their interactions, that answers the question "Who are the most relevant people and organizations for TC*for*BE?"

Aims to understand the relationships, interests, and influence of stakeholders in order to effectively engage with them and manage their expectations.

Helps in identifying key stakeholders who can significantly impact TC*for*BE and Transformation Change in telecoupled agrifood chains and landscapes, and those who might be affected by it.
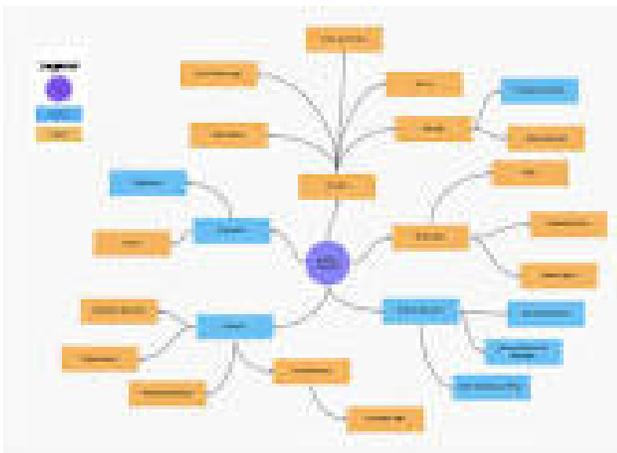
Key : Connections
---- material (physical products),
---- immaterial (including services and finance),
*** energy, matter
XXX information or knowledge or values (i.e. social capital)
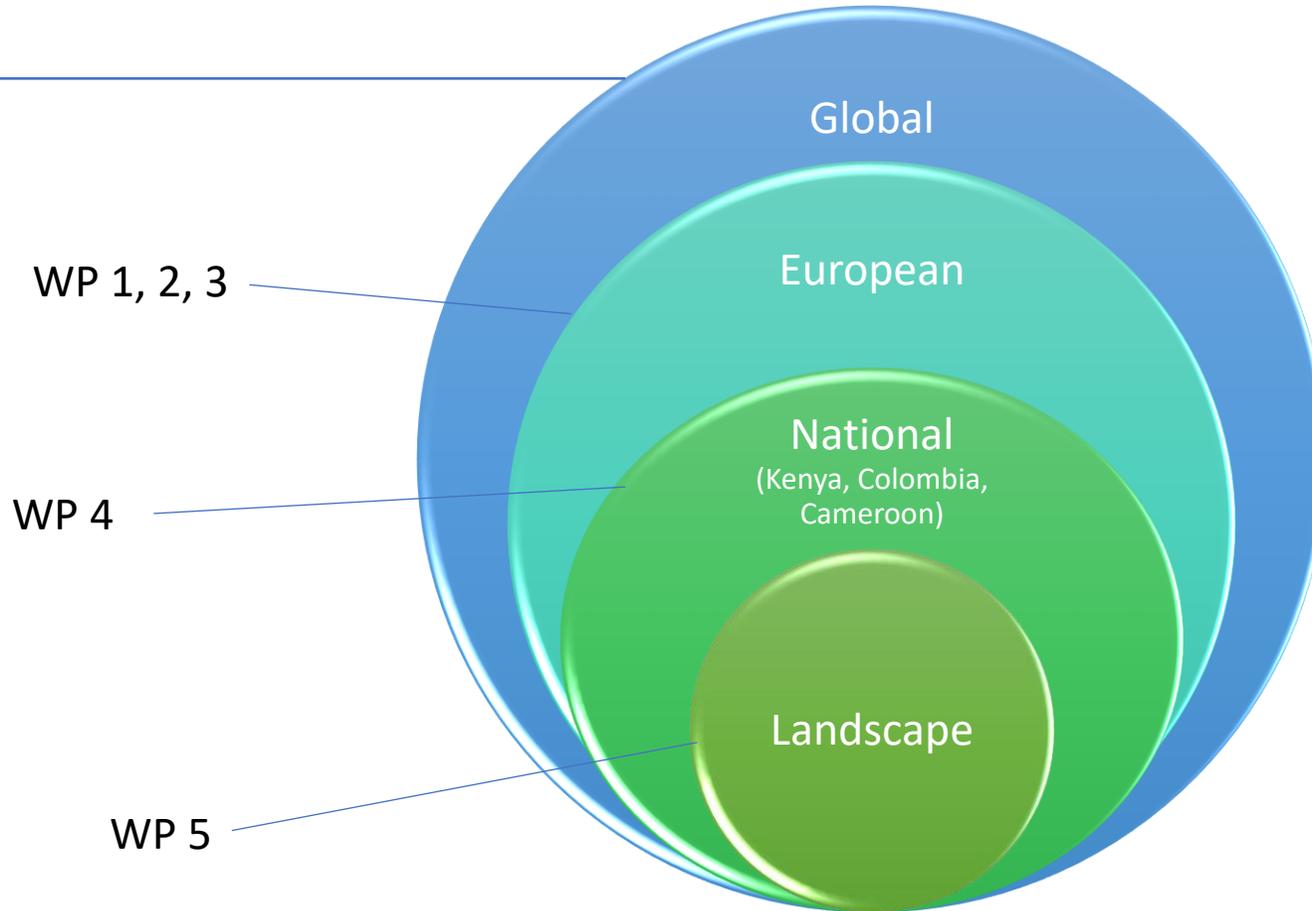---- Biodiversity impacts of, or on a system

Online mapping tools https://app.mural.co/ or https://kumu.io/

ENGAGEMENT

Engagement will happen in different WPs

WP 6

WP 1, 2, 3

WP 4

WP 5

Global

European

National
(Kenya, Colombia, Cameroon)

Landscape

- Learning cycles
- Dialogues between scales

ENGAGEMENT

Opportunities

- *Friends in high pl*aces: highly influential and supportive actors of the outcome you are trying to achieve that will become a key ally to the project.

- *Popular support*: actors that support the project's outcome, but have had little power to help achieve it. Find ways to build their capacity to have more influence in their community and 'keep informed' so that they can also contribute.

- *Critical relationship building*: find simple wins eg actors who are positive and have influence, but may not be connected. Facilitating relationships building between key actors may prove beneficial.

- *Tap into under-utilized support*: actors who are positive about changes, but who have no agency, are excluded or insufficient voice. Engagement gives voice and empower them to play a more central role.

- *Building networks*: Potential for coalition building to raise the voice, equity and influence of those who are positive about the biodiversity positive and equitable changes, via partnerships, dialogues, events, participation in social learning

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ENGAGEMENT

Risks

Spoilers: powerful actors that are against the outcome and will cause problems for the project. Consider finding others actors that might influence spoilers to shift their opinion, such as community leaders.

Quiet Saboteurs: actors that are against the outcome but do not have a lot of power to derail the TCs. Take steps to mitigate risks they could have to the project. Early engagement could help change opinions. If it is not possible to change their behaviour, monitor closely and address if they start to pose challenges to project success.

Dependency: Networks may be highly dependent on a single actor or a funding source, which can create bottlenecks and sustainability concerns. Consider a partnering approach that fosters relationship-building and coordination between actors to reduce dependence on a single actor.

Dysfunctional / conflicting relationships: broken relationships which impede the entire network. New actors or interventions can introduce conflict for resources or control. Apply a Do No Harm approach that focuses on the commonalities between actors rather than the dividers.

Marginalization: Certain actors or groups of people may be excluded or marginalized within the network ie owing to gender, ethnicity, status, income, or other factors. plan assessments and interventions to include marginalized groups.

Disincentives for change: Certain actors may have disincentives to support the proposed change and may try to actively oppose it. Develop engagement strategies to shift their opinion.

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