



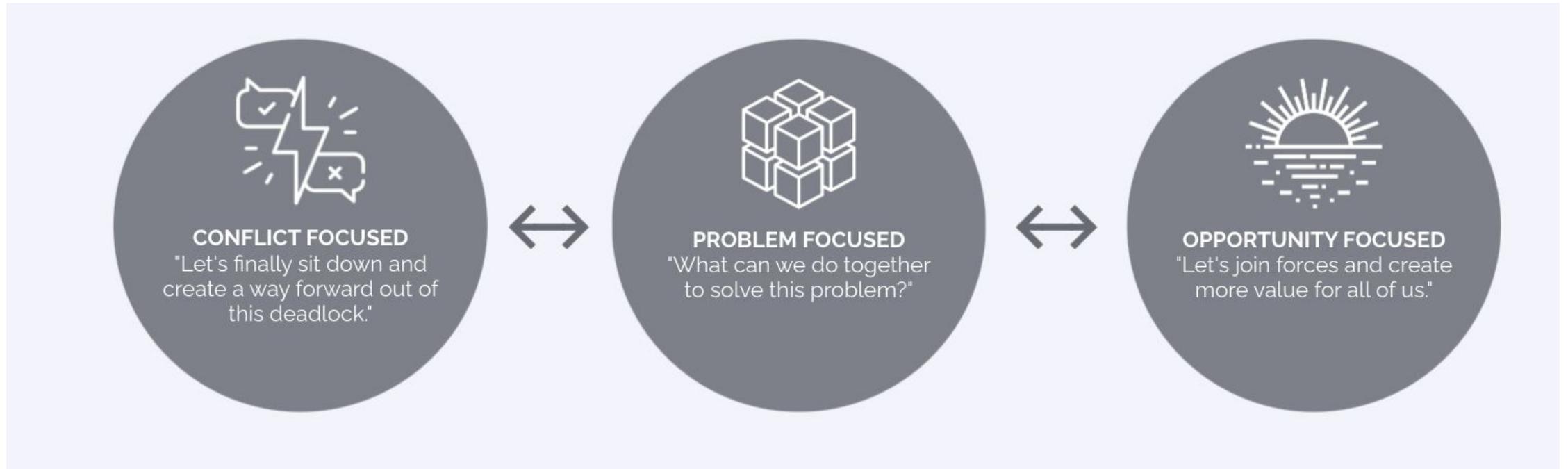
Global
Landscapes
Forum

Facilitating Change in Multistakeholder Landscapes

What is an MSP?

A multi-stakeholder partnership (MSP) is a cooperation arrangement between a variety of actors that jointly engage in a process of dialogue and action to solve a specific problem.

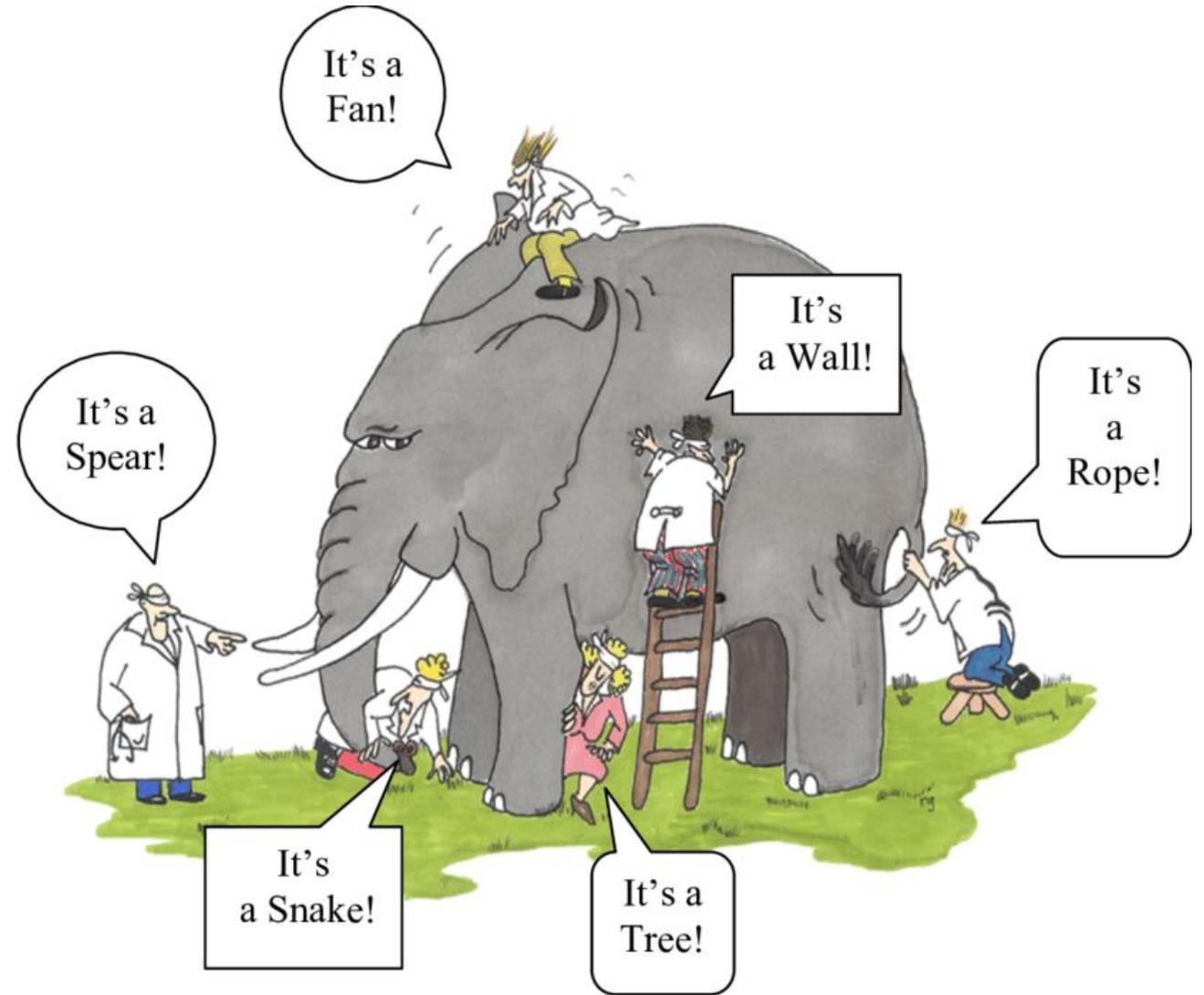
Partnerships can be built for numerous purposes:



What do you see?

What does this image mean to you?

How can you apply it to your landscapes?



Mapping stakeholders!

The first step to facilitating change in your landscapes begins with mapping your stakeholders.

Consider the landscapes that you work in, who are the stakeholders around you?

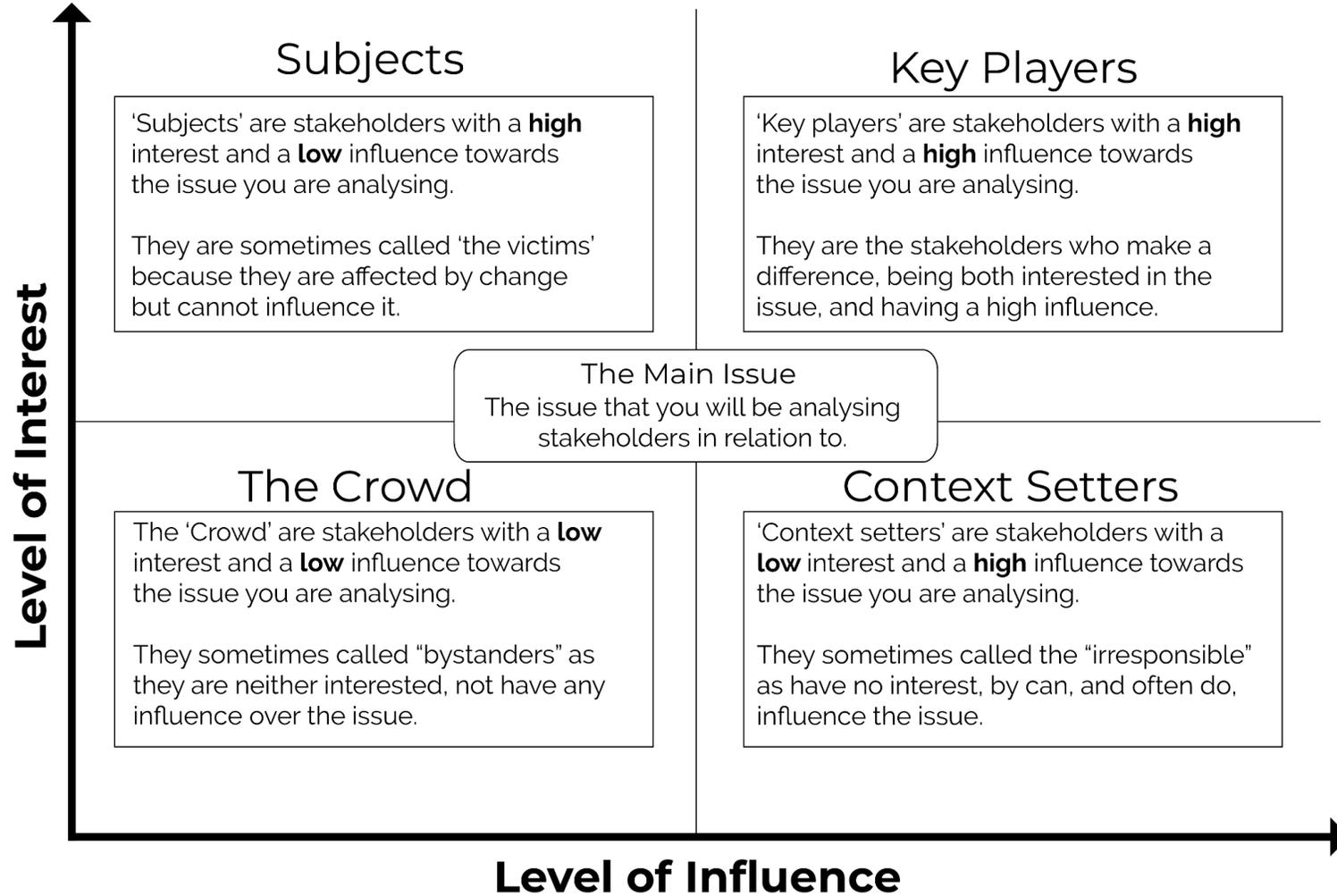
What roles do they play in the landscape?

What are the power dynamics that exist between them?

Who has more interest in landscape issues, and who has more influence?



Introducing the Matrix:



Who are your stakeholders?

1. What sort of land uses can you see here?
2. Who are the stakeholders associated with each?



The 7 MSP Principles

There are 7 principles to creating an effective multi-stakeholder partnership:

1. Embrace systemic change
2. Transform Institutions
3. Work With Power
4. Deal with Conflict
5. Communicate Effectively
6. Promote Collaborative Leadership
7. Foster Participatory Learning

Without one, another cannot exist. For example, you cannot deal with conflict without communicating, and you cannot transform institutions without working with power.



Power, Conflict, and Communication

Photo by [Justin Lane](#) on [Unsplash](#)

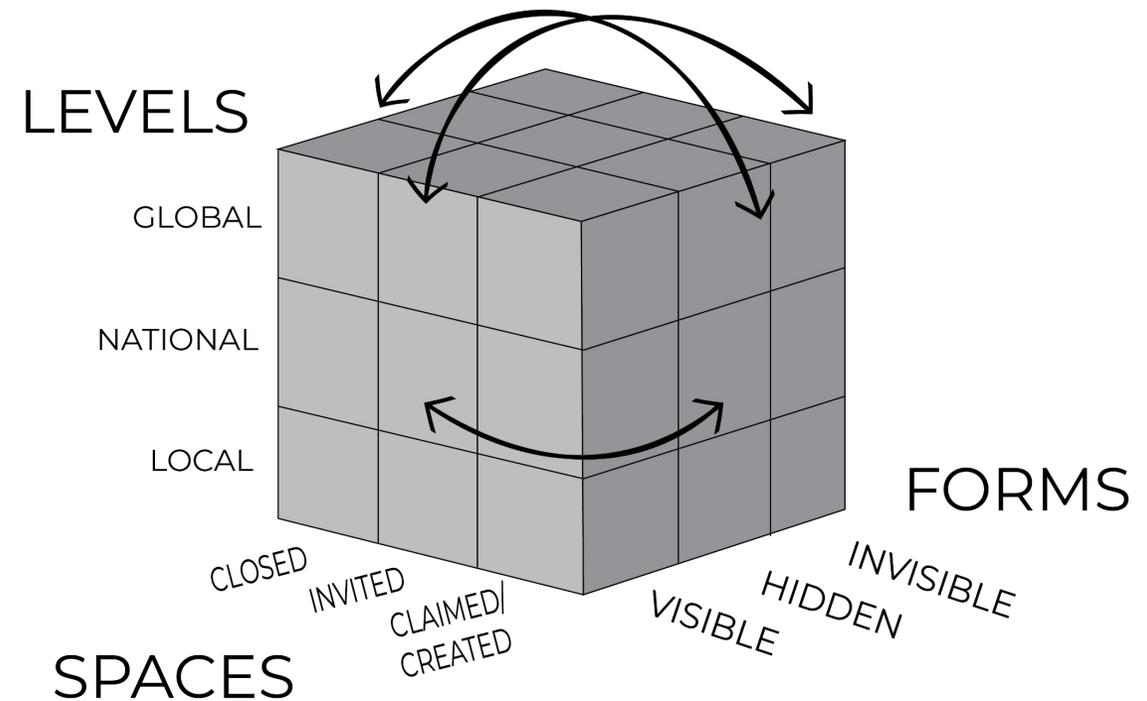


Power

- Is power positive or negative?
- How would you define “negative” power?

The power cube

The power cube is a great way to visualise the different levels of power, and also a great way to begin to understand how to work with power.



Working with Power

FORMS

Address the hidden and invisible forms of power at all levels and spaces, and make them visible through lobbying and advocacy.

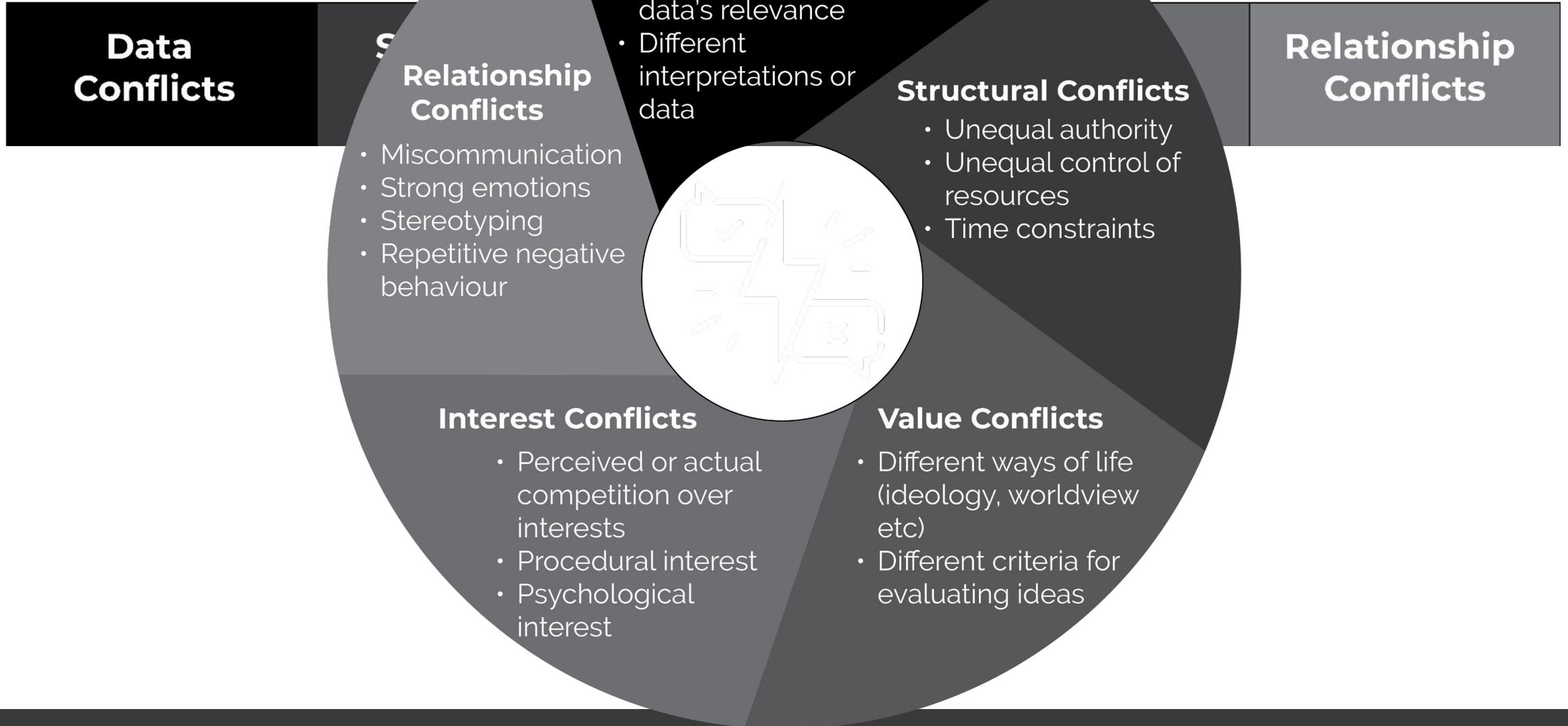
SPACES

Strengthen formal and informal institutions and connect them horizontally by building chains of accountability.

LEVELS

Mobilise capacities at global, national, and local levels and connect them vertically by building alliances and networks.

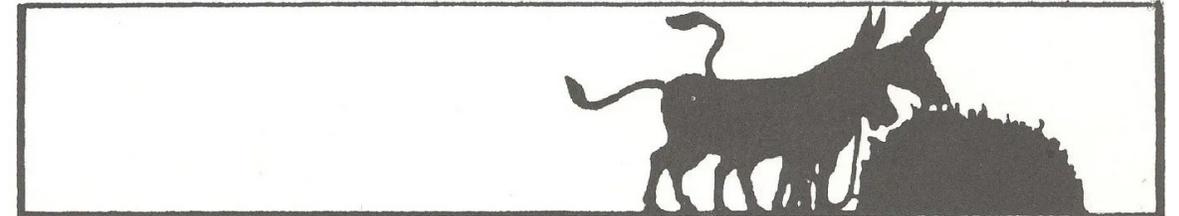
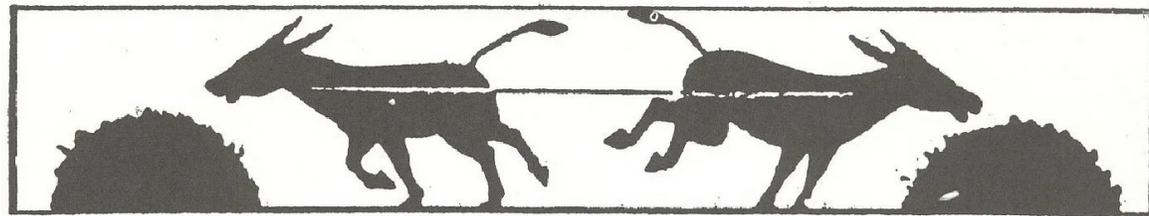
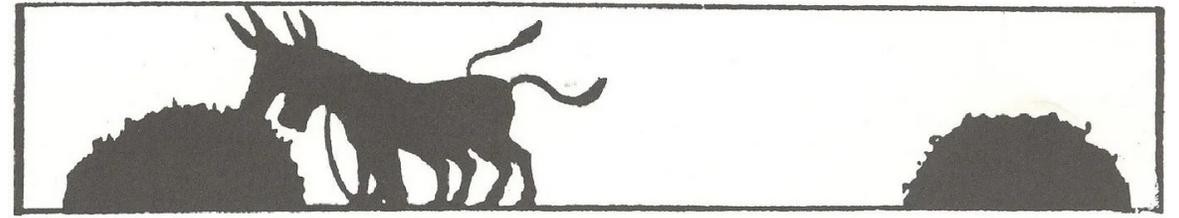
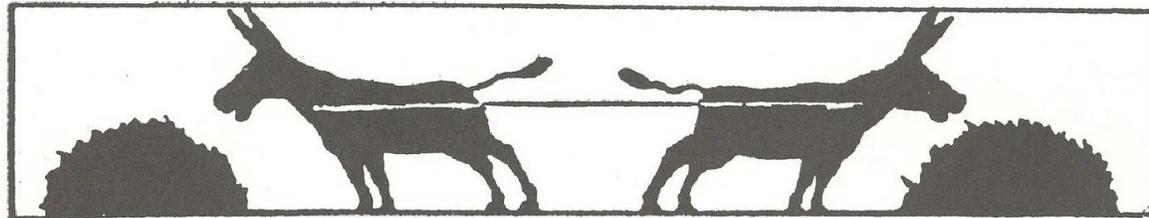
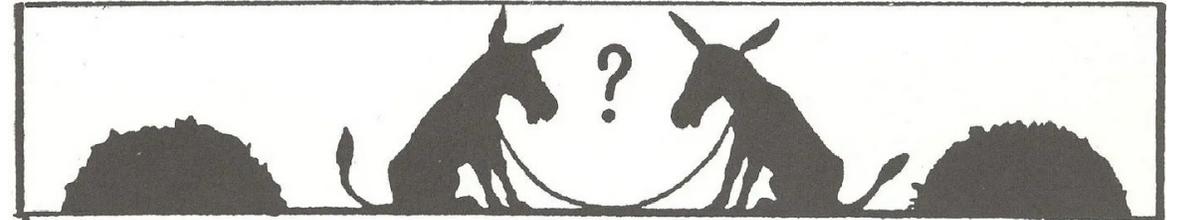
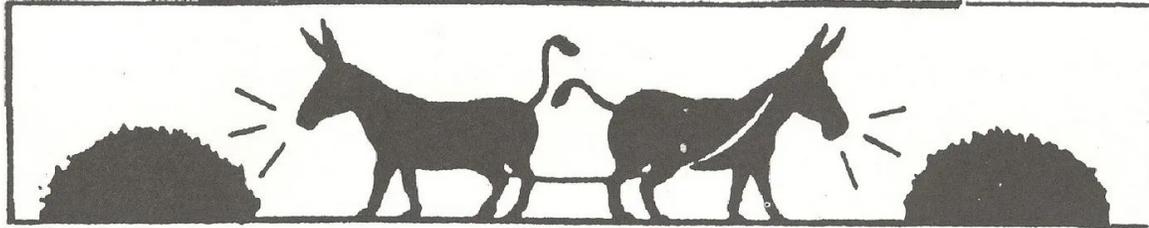
Conflict



Addressing Conflict

Data Conflicts	Structural Conflicts	Value Conflicts	Interest Conflicts	Relationship Conflicts
<ul style="list-style-type: none">• Agree on what data is important• Agree on a process for gathering information• Develop common criteria to address data• Get outside opinions from independent experts.	<ul style="list-style-type: none">• Redress control and distribution of resources.• Devise fairer and mutually agreed decision-making processes.• Try to get the time needed.	<ul style="list-style-type: none">• Allow people to agree to disagree.• Search for common ground to build on.	<ul style="list-style-type: none">• Try to concentrate on interests, not positions.• Look for ways to address and increase the options available.• Develop a set of trade-offs to satisfy people, taking into consideration the way in which people have been treated.	<ul style="list-style-type: none">• Use procedures and ground rules to control the way emotions are expressed.• Improve communication.• Find ways to encourage and reinforce positive behaviour.• Provide a way for people to express their feelings and allow for dialogue.

Negotiation

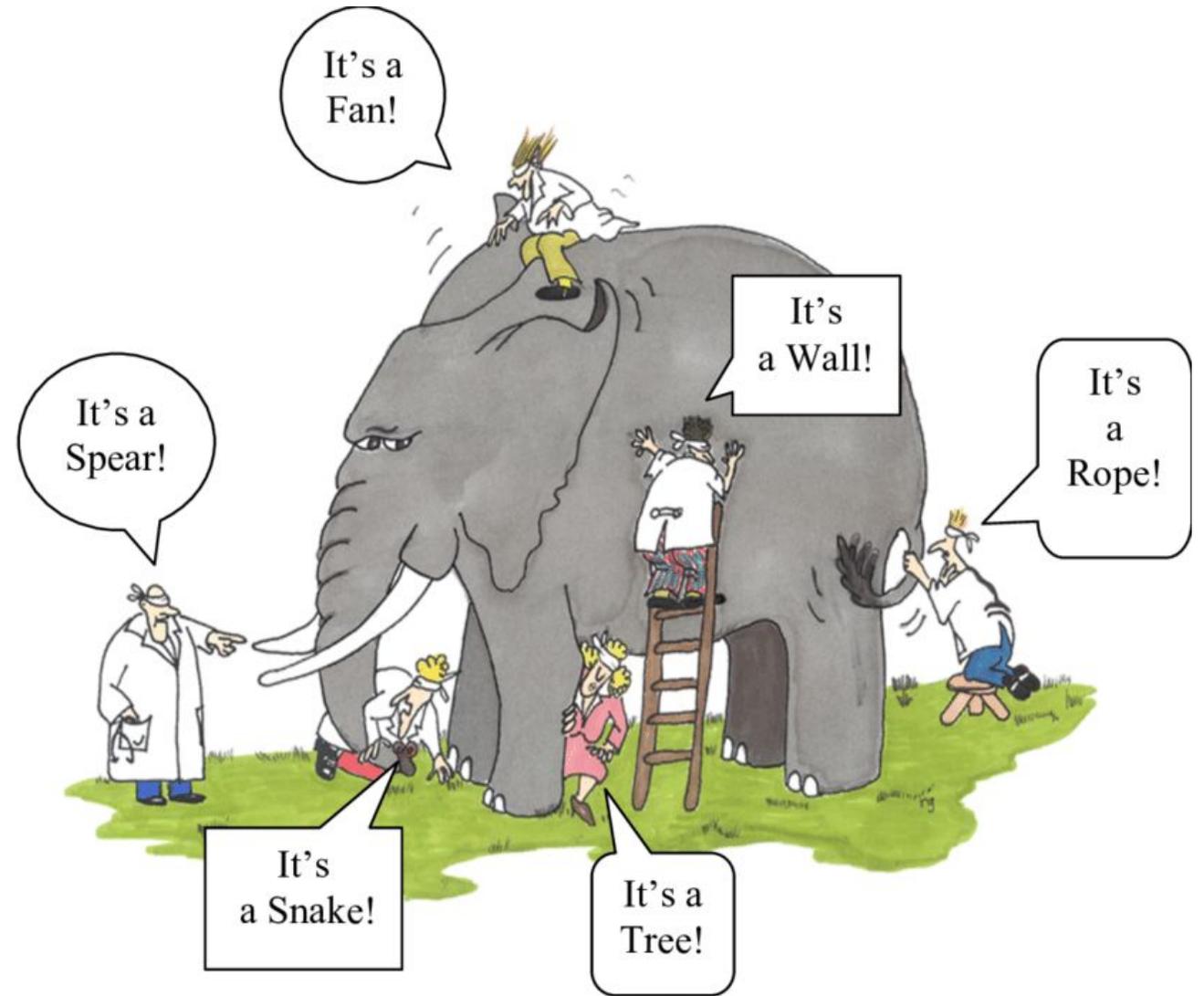


Communication and Dialogue

What do you think is the difference between dialogue and discussion?

Now that we've done this, let's revisit this image.

Taking into account what we previously discussed, what are some obstacles to communication that you could see happening across landscapes?



**So how does this
bring people
together?**



Remember...

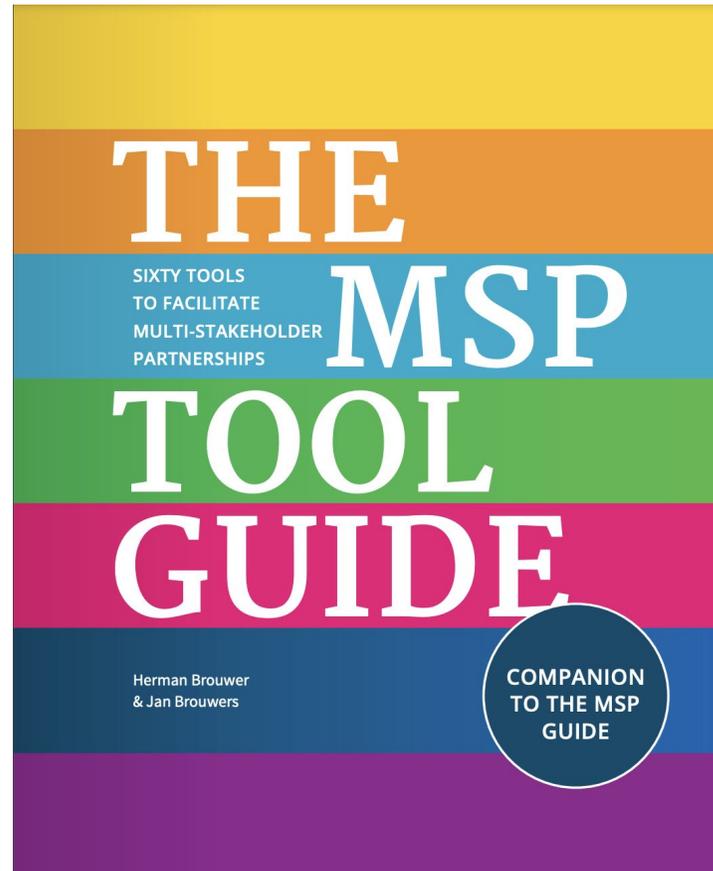
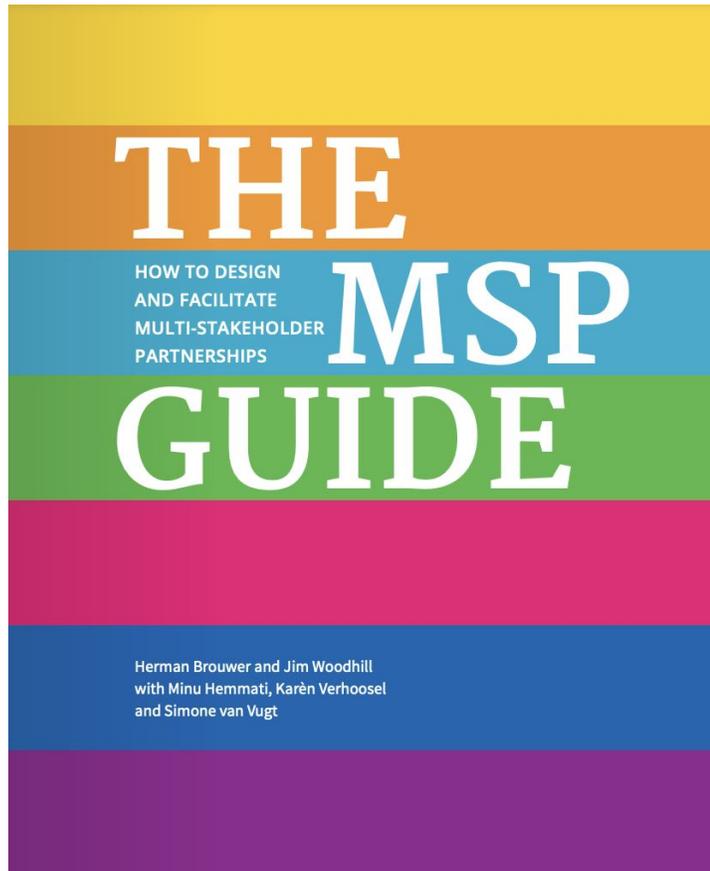
Remember that the very purpose of MSPs are to jointly engage in a process of dialogue and action to solve a specific problem.

While you may face conflict, and have trouble working with power. Only by bringing together numerous stakeholders, who each have different perspectives, can you begin to bring about change in your landscapes.

I've given you just an insight into how to work with power, manage conflict, negotiate, and communicate.

Moving forward, remember that there are some great tools you can use that are always available to you!

Some tools you can use:



Professional Certificate in Sustainable & Inclusive Landscapes

Key Resources

1. Understanding Power – The Power Cube: <https://www.powercube.net/>
2. The Blind Men and the Elephant Poem:
<https://web.augsburg.edu/~erickson/edc490/minnbeliefs/poem.html>
3. The Blind Men and the Elephant Stories:
<https://sites.pitt.edu/~dash/type1317.html>