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:

- **CONFLICT FOCUSED**
  "Let’s finally sit down and create a way forward out of this deadlock."

- **PROBLEM FOCUSED**
  "What can we do together to solve this problem?"

- **OPPORTUNITY FOCUSED**
  "Let’s join forces and create more value for all of us."
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:

**Level of Interest**

**Subjects**
- ‘Subjects’ are stakeholders with a **high** interest and a **low** influence towards the issue you are analysing.
- They are sometimes called ‘the victims’ because they are affected by change but cannot influence it.

**Key Players**
- ‘Key players’ are stakeholders with a **high** interest and a **high** influence towards the issue you are analysing.
- They are the stakeholders who make a difference, being both interested in the issue, and having a high influence.

**Level of Influence**

**The Crowd**
- The ‘Crowd’ are stakeholders with a **low** interest and a **low** influence towards the issue you are analysing.
- They are sometimes called “bystanders” as they are neither interested, nor have any influence over the issue.

**Context Setters**
- ‘Context setters’ are stakeholders with a **low** interest and a **high** influence towards the issue you are analysing.
- They sometimes called the “irresponsible” as have no interest, but can, and often do, influence the issue.

**The Main Issue**
- The issue that you will be analysing stakeholders in relation to.
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
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

Data Conflicts
- Lack of information
- Misinformation
- Differing views on data's relevance
- Different interpretations or data

Structural Conflicts
- Unequal authority
- Unequal control of resources
- Time constraints

Relationship Conflicts
- Miscommunication
- Strong emotions
- Stereotyping
- Repetitive negative behaviour

Interest Conflicts
- Perceived or actual competition over interests
- Procedural interest
- Psychological interest

Value Conflicts
- Different ways of life (ideology, worldview etc)
- Different criteria for evaluating ideas
## Addressing Conflict

<table>
<thead>
<tr>
<th>Data Conflicts</th>
<th>Structural Conflicts</th>
<th>Value Conflicts</th>
<th>Interest Conflicts</th>
<th>Relationship Conflicts</th>
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<tbody>
<tr>
<td>Agree on what data is important</td>
<td>Redress control and distribution of resources.</td>
<td>Allow people to agree to disagree.</td>
<td>Try to concentrate on interests, not positions.</td>
<td>Use procedures and ground rules to control the way</td>
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<td>Agree on a process for gathering</td>
<td>Devise fairer and mutually agreed decision-making</td>
<td>Search for common ground to build on.</td>
<td>Look for ways to address and increase the options</td>
<td>emotions are expressed.</td>
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<td>information</td>
<td>processes.</td>
<td></td>
<td>available.</td>
<td>Improve communication.</td>
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<td>Develop common criteria to address</td>
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<td>Develop a set of trade-offs to satisfy people, taking</td>
<td>Find ways to encourage and reinforce positive</td>
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<td>data</td>
<td></td>
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<td>into consideration the way in which people have</td>
<td>behaviour.</td>
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<td>Get outside opinions from</td>
<td></td>
<td></td>
<td>been treated.</td>
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<td>independent experts.</td>
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*Source: Global Landscapes Forum*
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:
Key Resources

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