

FACILITATION GUIDE

Stakeholder Mapping, Analysis, and Engagement (online)

In this online 2-hour training, participants learn about the process of inclusive stakeholder mapping, analysis, and engagement. They are introduced to different tools to map key stakeholders in a landscape, learn about different engagement methods for diverse stakeholders in the landscape, and understand the steps to design a stakeholder engagement strategy. Participants should be landscape practitioners and leaders already used to online meetings and sessions. This training is dynamic and encourages interaction. It is a 2-hour session on Zoom (or a similar platform). The ideal number of participants is 8-12.

Break / Introduction / Closure
 Theory
 Discussion/Debriefing
 Exercise

Time	Length	Title	Description	Additional Info
Introductions				
00:00	1m	Introduction	Slide 1 - Make participants feel welcomed	[Share Screen] [Ask permission to start recording session] [Start recording] [Welcome everybody, encourage people to say hi in the chat.]
00:01	1m	Program Outline	Slide 2 - Provide a program and highlight what topic is being covered today	[If you are offering a whole training series (and not just a one-off, individual training session on one of these topics), include this slide to show participants where they are on their training journey. Use the yellow bubble to show them where they are.] [Quickly mention previous session as well as where we are today]
00:02	1m	Rules & roles for a Welcoming Environment	Slide 3 - Create clarity around the rules of the meeting and expectations of engagement	<i>Online learning is tough - there is a lot less space for interaction than in-person workshops and a much bigger chance that people "zone out" and lose focus, especially when there's too much text on the slides, or the presenter is going on and on for too long.</i> <i>We are aware of this challenge, and we want to shake it up as much as possible to make sure you all get the most out of our time together. We are committed to making the sessions as interactive as possible, with breaks for discussions, activities, questions,</i>

quizzes, and more. Please feel free to email us with any suggestions for how we can do that! If you know of any apps we can use or have any icebreakers or energizers to suggest, we would love to include them.

And to make this a more dynamic space, we need your help too. **We need to feel that you are engaged and that you want to participate too** - this has to be reciprocal!

[Read out and speak to each of the bullets on the slide]

- We suggest that you always try to find a quiet space with no distractions and good internet connectivity to participate in the sessions
- We ask that you always keep your video on unless you need a brief pause. We understand, of course, that if you don't have good connectivity, you may need to keep your cameras off, but that also speaks to the first point - as much as possible try your best to be in a place that has good internet, so that you can keep your video on and participate fully
- Please keep yourself on mute unless you are speaking to avoid distractions for others
- "Raise your hand" when you'd like to speak. Does everybody know how to do that?

[Facilitator should hover over "raise hand" function so that everyone knows where it is]

- Please feel free to use the chat function! Post questions, comments, observations, and share experiences. This is a great space to share your thoughts, learnings, and experiences with other participants. Take advantage of this time together to bond and strengthen these relationships.
- Expect to interact. We welcome questions, we welcome critical observations, and we encourage you to make this training your own. And, if you have questions, it's likely that someone else does too!

[If the participants come from different countries, flag sensitivity toward different languages]

- Finally, let's remember that we have a very diverse group here with us, and speak many different languages! Let's make sure we speak slowly and clearly so everyone can understand. And if anyone doesn't understand anything, please don't feel shy about asking questions, or asking us to repeat anything

[Ask participants if they have suggestions to add to the list]

00:03	2m	Meet the Team	Slide 4 - Introduce team members so participants start to get to know the team	[Post links to bios in chat box] [Introduce facilitation team] [Ask participants where they are calling from and their time zones] Materials: Link to the facilitation team's bios that will be sent in the Zoom chat
00:05	2m	Objectives	Slide 5 - Establish goals of what will be learned during the session today and highlight that	<i>We would like to share with you the expectations of today.</i> [read out objectives]

			there is more to be learned after this	
00:07	1m	Agenda	Slide 6 - Participants understand the plan for the day	[Read out agenda points]
00:08	10m	Session Recap	Slide 7 - Transition into today's topic	[Recap topics covered in previous session up until this point, and make connections if applicable]
Introduction to the stakeholder concept				
00:18	1m	What	Slide 8 - Frame the coming slides as information that will set some basic concepts in the topic	Hello everyone!! I am very happy to be with you today! Thank you very much for being here with us! To understand what Stakeholder Identification and Engagement is, I would like to build this understanding together with you!
00:19	5m	What words or phrases come to mind when you think of...	Slide 9 - Have participants reflect on how they define inclusive stakeholder identification and get a sense of what people know about the subject.	[We recommend using Mentimeter for these prompts and sharing that screen] [Send question and Mentimeter link into Zoom chat] [Narrate words that come in] [Speak to the results in the word cloud/Mentimeter] <i>What words and phrases come to your mind when you think of Inclusive Stakeholder Identification and engagement?</i> <i>It is great that you have a lot of experience with the Multi Stakeholder Platform (MSP) approach! It is like the Integrated Landscape Management (ILM) approach. So today we will be talking about Stakeholder Identification and Engagement, sharing our experiences with this topic, and exploring concepts and tools that can support us in this process.</i> <i>Let's write it down in Mentimeter/Word Cloud. And discuss a bit here!</i> [Return shared screen to display Slide deck] Materials: Create a Mentimeter link using the following prompt: "What words and phrases come to your mind when you think of Inclusive Stakeholder Identification and engagement?"
00:24	1m	What is a Stakeholder?	Slide 10 - Introduce the next topic as defining	To start together from the very beginning: What is a Stakeholder?

			what a stakeholder is	
00:25	3m	Stakeholder	Slide 11 - Introduce the definition of a stakeholder	What is a stakeholder? Feel free to raise your hands or comment in the chat box. Stakeholders are relevant players who might affect or be affected by the landscape. You may see a stakeholder as a person or an institution that is somehow involved in the supply chain of certain products. Is that right? In the ILM approach, we consider a wider range of actors in the system, so we try to understand and have a perspective over the “whole” system, not single parts of it. The idea is that landscapes are complex systems, so we must have a perspective of it all to recognize patterns and create effective solutions to challenges - by understanding and approaching problems from a systems perspective to the landscape. To make the concepts clear, stakeholders can be defined as: • Those whose interests are affected by the landscape or those whose activities strongly affect the landscape; • Those who possess resources of all kinds (financial, influence, expertise) needed to address the issues in the landscape; • Those who control relevant implementation “instruments” (usually the public sector). I would like to hear from you! Tell me about some of the stakeholders of your landscape! [Finish this slide by listening to their experience within their landscape.]
00:28	1m	However, these characteristics have different expressions...	Slide 12 - Highlight some different types of stakeholders	This image presents different types of stakeholders in a landscape. Stakeholders can be from multiple sectors and organizations: they can be local stakeholders as well as those who are physically distant but have legitimate interests in the landscape (e.g. investors, or multinational companies that source from the landscape, research institutions, international buyers, and others). [read out some answers from the chat]
00:29	3m	Can anyone share experiences of Stakeholder Identification	Slide 13 - Engage participants and learn more about previous experience they may have with stakeholder identification	So now we have discussed a bit about stakeholders and who they might be in your landscape. Now, I would like to listen to your experience with Stakeholder Identification. Have you done this process in your landscape? [allow participants to answer using the chat or the raise hand function]
Stakeholder identification and mapping				
00:32	1m	Stakeholder Identification	Slide 14 - Connect Stakeholder	Stakeholder Identification is asking the question: Who are the relevant stakeholders of your landscape?

		Identification to the ILM approach	It is part of Element 1 of the Integrated Landscape Management (ILM) approach - Landscape Partnership. The ILM approach consists of 5 elements, and now we are talking about the first one. Landscape Partnership is the beginning of the ILM cycle, and a very important moment for creating a diverse, inclusive, and effective partnership!
00:33	3m	Stakeholder Identification and Mapping	Slide 15 - Introduce what stakeholder identification and mapping is and the process Stakeholder identification and mapping is about identifying people, groups of people, and organizations who are interested, are affected, or affect the landscape. The process provides valuable insights about the relationship between people and organizations and their interdependencies in the landscape. One sentence that I love in this context is from a World Resources International (WRI) paper (Mapping Social Landscapes): "People are the heart of landscapes" (WRI, 2018). The process of Stakeholder identification normally consists of three main steps: - Brainstorming; - Stakeholder Mapping; - Stakeholder Analysis. 1. Brainstorming Brainstorming is a common technique that can be used to identify and create a list of stakeholders. We try to answer the question: Who are the relevant stakeholders of your landscape? Having interviews with key players can also be used to identify and create a first list of stakeholders. Also, quick research can bring good information to start! A good place to start is a brainstorming session. These questions may help you to start the process of Brainstorming: ● Who is affected by the landscape activities? ● Who will be able to influence the outcomes of the LP? ● Whose voices or interest on the subject might not be heard 2. Stakeholder Mapping The process of stakeholder mapping is a tool that consists of organizing a list of the stakeholders and clustering them into groups (common groupings may include: government, donors, international NGOs, local NGOs, private sector, local community, etc.). It is also possible to develop a mind map template, which can help to organize thoughts or information in a logical and visually appealing manner. Mind map templates often include elements like boxes or circles to represent ideas or concepts, connecting lines to show relationships, and sometimes even color and icons for more clarity. While mapping it is common that you begin to see clusters (a group of similar organizations or individuals that are close together around an issue or objective), as well as entities or individuals with limited or no connections to other parts of the network. 3. Stakeholder analysis We will come to this topic soon!

00:36	2m	Stakeholder Identification & Mapping	Slide 16 - Explain how stakeholder mapping works and what tools are used to perform stakeholder mapping	The image presents the Stakeholder mapping tool, from the Rikolto MSP Guide. To develop this mind map, we can use online mind mapping tools, such as Miro, Coggle, Mural, etc. By mapping together, the LP will gather new information. It will of course still be incomplete, as it's impossible to map complex systems completely in this way as they are dynamic and ever-changing, but they will be a better resource and foundation to work with than starting from a place where everyone can only see their part of the system. As you build the physical map, it will bring new perspectives that you may not have seen before. This is an opportunity to investigate the interconnectedness of your landscape; the relationship between people and organizations, for example.
00:38	1m	Table	Slide 17 - Show a table that can be used as a tool for stakeholder identification	This would be another possible result for a stakeholder identification process - a table listing the actors, their groups (such as private sector, local community, donors, etc.), and more details about the stakeholder (could be a description of each one and the relevance for the landscape). Do you guys have any other tool for Stakeholder Identification and Mapping that you would like to share here?
00:39	1m	Stakeholder Identification & Mapping	Slide 18 - Provide supplemental resources that can help participants shape their stakeholder identification and mapping process.	I would like to share with you some additional resources for Stakeholder Identification and Mapping. The publications: • Public-private-civic partnerships for sustainable landscapes (IDH and Eco Agriculture Partners). • A Practical Guide to Integrated Landscape Management (1000 Landscapes for 1 Billion People). The tools: Mapping Social Landscapes - A Guide to Identifying the Networks, Priorities, and Values of Restoration Actors is very valuable to understanding the connectivity of individuals and organizations in the landscape and mapping actors' priorities and values. Also the tool Stakeholder Characteristics and Roles Matrix from The MSP Tool Guide, Wageningen University and Research - helps to analyze the most important stakeholders in a partnership by focusing on their characteristics and roles. There are many more tools available from a diverse range of sources! [Send links in the chat box: Public-private-civic partnerships for sustainable landscapes (IDH and Eco Agriculture Partners, 2017). A Practical Guide to Integrated Landscape Management (1000 Landscapes for 1 Billion People, 2022). Materials: Links to send in chat box
00:40	2m	Q&A	Slide 19 - Check in on participants' comprehension of the subject matter and answer any	Thank you! Does anybody have any questions, or comments? [Stop screen share when answering questions]

questions they may have.

Case Study Lake Naivasha and group exercise				
00:42	1m	Time for practice!	Slide 20 - Transition into the case study	<i>Let's dive into a Case Study together!</i>
00:43	1m	Case Study: Lake Naivasha Kenya	Slide 21 - Introduce the case study location for this activity	<i>Case Study: Lake Naivasha - Kenya. The Naivasha Landscape, in Kenya, offers a useful context for examining concepts of ILM and the practice of Stakeholder identification and mapping. Do you know this landscape?</i>
00:44	1m	Case Study: Lake Naivasha Kenya	Slide 22 - Outline the landscape and environment of the case study	<i>The landscape consists mainly of the Lake Naivasha watershed or catchment basin - an area known for its high biological diversity and a source of livelihood for many people around the landscape. A surge in the human population in recent decades has led to severe environmental impacts and unsustainable natural resource utilization. Urban development as well as commercial and small-scale farming have led to unsustainable water abstraction around Lake Naivasha.</i>
00:45	3m	Case Study: Lake Naivasha Kenya (Video)	Slide 23 - Provide more context about the landscape	Watch the video of Lake Naivasha from the United Nations Environment Program. [Watch: 0 - 1:20 4:09 - 4:49 5:47 - end.] <i>We will also send you more resources for our case study through the chat box.</i> [Share the other resources for the case study in the chat More resources for the case study: • Landscape Profile: <https://peoplefoodandnature.org/landscape/naivasha-landscape/> • Shared risk and opportunity in water resources - Seeking a sustainable future for Lake Naivasha. <https://awsassets.panda.org/downloads/navaisha_final_08_12_lr.pdf> • Lake Naivasha Basin Landscape Association (LANABLA): <https://lanabla.org/> • Financing Strategies for Integrated Landscape Investment: Case Study of Lake Naivasha, Kenya: <https://peoplefoodandnature.org/wp-content/uploads/2014/04/Financing-Strategies-for-Integrated-Landscape-Investment-Case-Study-Imarisha-Naivasha-Lake-Naivasha-Kenya.pdf>] Materials: Link to resources to be sent in the chat
00:48	17m	Breakout Groups	Slide 24 - Allow participants to talk through their	[15 mins for activity]

			understanding of the case study and apply what they've just learned about stakeholder identification and mapping	After watching the video, I would like to share with you some links for you to explore the Lake Naivasha Case Study: Each group has to brainstorm together and discuss about who are the relevant stakeholders of the Lake Naivasha Landscape. The idea is that you come up with either a list of the stakeholders or a mind map exploring who are the main actors of the landscape and which group they represent. If you want to develop a mind map or brainstorm together, you can explore the Miro Tool - have you ever used it? It is very simple and dynamic. <https://miro.com/> [Do not enter breakout rooms just let participants talk amongst themselves] [POST questions in chat: 15 minutes to discuss: Who is affected by the landscape activities? Who will be able to influence the outcomes of the LP? Whose voices or interest on the subject might not be heard?] Materials: Create and manage breakout rooms Link to Miro Tool to send in the chat: https://miro.com/
01:05	5m	Coffee Break	Slide 25 - Let participant rest and reset before resuming	We're going to stop now for a 5-minute break for everyone to get some coffee, stretch your legs, jump around a bit, and get our blood flowing again. Back in 5 mins starting now [Pause Recording] [5 mins] [Restart Recording] Welcome back, everybody. How's everyone feeling? Is everyone still awake?
01:10	15m	Time for Sharing	Slide 26 - Participants engage and apply the information they've learned thus far in the presentation and facilitators check for comprehension	[Consider around 3 mins for each group] [If we don't have time for sharing, we ask only 2 groups to share their insights (6 min) or they don't share at this point.] Now we will share with the whole group our main findings! Which stakeholders did you list? Why? Who wants to start?

Stakeholder Analysis				
01:25	1m	Stakeholder Analysis	Slide 27 - Define stakeholder analysis	<i>Stakeholder Analysis is the process that follows stakeholder identification and mapping. The objective is that we go deeper into understanding the characteristics of each stakeholder and their “connection” within the landscape and other actors.</i> <i>So, then you can develop a strategy for engagement and prioritize certain stakeholders to get involved in the partnership.</i>
01:26	7m	Stakeholder Analysis (Video)	Slide 28 - Provide context for understanding what stakeholder analysis is	[If you need to cut the video: 0 - 1: 12 + 4:06 - end). It would be great to watch it all] <i>This is a video on Stakeholder Analysis, from the Landscape Academy: a collaboration between Global Landscapes Forum, Wageningen University, and UN Environment.</i>
01:33	2m	Importance & Influence of Stakeholders	Slide 29 - Ensure participants understand the video and concept of stakeholder analysis	<i>Any questions? Did you like the video?</i> <i>I personally really like this video and I think it is very clear and instructive.</i> Importance and Influence Matrix - Adapted from Wageningen University Center for Development Innovation. <i>the video presents, Stakeholder analysis is also a very important step to understand who are the stakeholders of the landscape in more detail.</i> The Importance/Influence Matrix (or interest/influence) aims to capture the degree of influence and level of importance of each stakeholder over the relevant issues or possible objectives of the LP. So, then we can include each one of them into one quadrant of the matrix. <i>To make the matrix more clear, we define the level of importance as the priority given to satisfying the needs and interests of each stakeholder. The level of influence is defined as the power a stakeholder has to facilitate or impede the achievement of an activity’s objective.</i> <i>Based on this analysis, the LP can develop a consultation and awareness-raising strategy to help secure their engagement. The matrix on the next slide provides more information on the position of each stakeholder and what would that indicate.</i>
01:35	3m	Interest & Influence of Stakeholders	Slide 30 - Provide a tool that will help with stakeholder analysis	This Interest and Influence Matrix is a Tool from the Rikolto MSP Guide, and the purpose of the tool is to understand the level of influence and interest of key stakeholders and strategies for higher engagement. GUIDING QUESTIONS: • How can we strengthen the dynamics between those actors with high interest and high influence (collaborate)? • How can we empower those stakeholders with high interest but low influence (consult/empower)? • What could be the reasons why some stakeholders with high influence, but low interest, may want to hinder our initiative? • How to deal with them? How to bring them in? Of course, it is very important to make clear that this matrix is very “conventional” and the process of stakeholder analysis is far more complex and dynamic, as you know! <i>But it can provide good insights for us. So, we use it as a reference as much as it is useful.</i>

01:38	2m	Q & A	Slide 31 - Check in and make sure participants understand stakeholder identification, mapping, and analysis	<i>Does anybody have any questions or comments?</i>
Stakeholder engagement				
01:40	1m	What is Engagement?	Slide 32 - Transition into the next topic...Stakeholder Engagement	<i>We talked about stakeholder identification, mapping, and analysis, and now we will discuss about ENGAGEMENT.</i>
01:41	5m	What words or phrases come to mind when you think of "Engagement"?	Slide 33 - Have participants reflect on their thoughts about engagement and get a sense of what people know about the subject.	[We recommend using Mentimeter for these prompts and sharing that screen] [Send question and Mentimeter link into Zoom chat] [Narrate words that come in] [Speak to the results in the word cloud/mentimeter] <i>What words or phrases come to your mind when you think of Stakeholder Engagement?</i> [Return to shared screen to display Slide deck] Materials: Create a Mentimeter link using the following prompt: "What words or phrases come to mind when you think of "engagement?"")
01:46	2m	Stakeholder Engagement	Slide 34 - Define stakeholder engagement	<i>Stakeholder engagement is the process of including stakeholders in an action or decision-making process. (USAID, 2018)</i> <i>There are many definitions for Stakeholder Engagement, here we share another one from UNDP:</i> <i>What is essential to understand regarding this phase, is that every stakeholder group is different, therefore the strategy (format/method/process) will be different for each one.</i>
01:48	1m	Participation	Slide 35 - Participants understand the importance of participation when it comes to	<i>Very important aspects of Stakeholder engagement are participation and power.</i> <i>So, I would like to share some key contributions of the Rikolto MSP Guide with you!</i>

			stakeholder engagement.	
01:49	5m	Power	Slide 36 - Participants understand the importance of power when it comes to stakeholder engagement.	<i>Power</i> <i>Also using the Rikolto MSP Guide as a reference, Usually, we tend to focus on how certain actors exercise their capacity to influence reality and access to resources over other actors (power over dynamics). However, we need to identify other ways in which power can be used. As you learn to use your power to empower others, you open the door to more democratic relationships between different stakeholders. That means that it is very common to have power disparities inside the partnership, but it is possible to use power to empower other stakeholders to be engaged and be an active voice for decision-making.</i>
01:54	3m	Why is engagement important?	Slide 37 - Participants understand why engagement is important	<i>We first listen to the audience here. Then we share a few reasons and discuss with them.</i> <i>Stakeholder engagement is important in the ILM process for many reasons, some of them include:</i> <i>I would like to highlight:</i> ● <i>Raise awareness of the landscape partnership;</i> ● <i>Gain trust and improve working relationships, form new partnerships, create new networks;</i> ● <i>Encourage a sense of 'ownership' of the project;</i> ● <i>Taking a broad spectrum of ideas and thoughts on board enables the adoption of a more holistic approach to addressing potential problems, limitations, or conflicts;</i> ● <i>Development of a transparent decision-making process and ensure policy decisions can be based upon stakeholder views;</i> ● <i>Create new (or improved) communication channels.</i> ● <i>Better understand the diverse landscape values, the needs of other land users, and the impact of various activities on land users,</i> ● <i>Share knowledge and collect data that will inform decision-making and jointly plan and integrate activities so that impact can be minimized.</i>
Case study about stakeholder engagement				
01:57	1m	Case Study: Produce, Conserve, Include (PCI)	Slide 38 - Introduce a case study where participants can understand via an example how stakeholder engagement works and its importance	<i>The Produce, Conserve, and Include (PCI) case study is based in Brazil (Mato Grosso) and presents a very interesting example to understand more about stakeholder engagement.</i> <i>The idea is to understand why this partnership (or MSP) was so successful in terms of engaging different actors and making effective impact in the region.</i> <i>The region is considered larger than what we normally consider a landscape - but its multi-stakeholder approach and effectiveness for engagement and action will be used here as an example for us in our Integrated Landscape Management training Program.</i>

01:58	3m	Case Study: Produce, Conserve, Include (PCI)	Slide 39 - Outline key features of the case study's landscape	<i>Here we have the landscape boundaries and its map. Mato Grosso lies at the intersection of the Amazon rainforest, the Cerrado (tropical savannah), and the Pantanal wetlands and is known as a deforestation hotspot in Brazil.</i> <i>It is a coalition primarily built by the public sector, with a strong governance system that includes its own institute. With the support of private companies, NGOs, and other civic sector entities, the partnership creates a structure of high relevance and impact on public policies, with substantial capacity for raising funds and effective management for the region.</i> <i>Mato Grosso state is the largest agricultural exporter state in Brazil, as well as the largest national producer of cereals and leader in beef production.</i> <i>The context of the region: suffers from crop and pasture expansion -vast amounts of forest have made way to agricultural lands, which are mostly used for the production of soy and beef, since the turn of the century. From 1988 to 2018, Brazil's National Institute for Space Research (INPE) estimates that 14.5 million ha of natural forests in the Amazonia biome in Mato Grosso have been clear-cut.</i>
02:01	2m	Effective Engagement Strategy	Slide 40 - Participants understand the key factors needed to make an engagement strategy successful	<i>Why the engagement process was so effective?</i> <i>I would like to highlight a few reasons why this project was so successful in engaging different actors and having a substantial impact on Mato Grosso.</i> • Different sectors to the table - encouraging dialogue among various stakeholders; • The involvement of pioneer actors with substantial financial influence; • Political will demonstrated by the state government was fundamental; • Engagement in collective and participatory construction. <i>Any concerns?</i> <i>In MT there are a lot of Indigenous communities, and I would like to share with you my concern about local and traditional communities in this case study. I know that they were invited to participate, but they are not being empowered to take part in the decision-making process of the initiative.</i> <i>When we talk about engagement - <u>it must be inclusive!</u></i>
02:03	5m	Inclusive Stakeholder Engagement	Slide 41 - Offer tips on how to be inclusive	Equitable and inclusive stakeholder engagement is essential in the process of building a partnership and cooperation. - Landscape Partnerships are more likely to achieve positive and lasting results when they are co-designed with Indigenous Peoples and local communities as much as possible. - Integrating scientific and technical knowledge with practical, local, traditional, and/or other ways of knowing to improve the scientific basis of decision-making. - Remove Barriers to Engagement. What do you think can be barriers to engagement? Any idea? Present a few examples: • For example, when setting up in-person meetings it is very important to make sure everyone has transportation to participate. If a meeting is remote, it is very important to make sure that all actors have access to the internet and smartphones.

				• Another example could be language - when working with groups that speak different languages, we have to ensure that project documents and communications are translated for everyone, especially local communities and traditional peoples. • Time of the day: Provide participants with opportunities to engage at different times of day to accommodate schedules and work/home demands. • Transportation: If stakeholders are asked to travel to participate in the project or to attend in-person meetings, provide transportation for those who need it. • Communications and technology access: If stakeholders are asked to participate remotely, provide other means of participation if internet and smartphone access are significant barriers. • Language: When working with groups that speak different languages, ensure that communications and project documents are translated into these languages. This will allow stakeholders to better understand the content and messaging. • Demands on time: In many cases, some stakeholders will have other commitments that limit their opportunities to engage, including jobs, medical issues, and childcare. Provide multiple methods of participation and offer childcare when possible. Also, demonstrate how stakeholder's time is valued by providing compensation in the form of stipends, gift cards, meals, etc. • Information presentation: Break down complex issues and concepts so those who are new to the topic(s) don't feel the subject matter is either "over their head," "too scientific," or that they are being "talked down to." • Freedom of expression: Certain groups may not be comfortable expressing their needs and opinions due to a lack of influence, empowerment, or visibility within society. Project managers must identify these groups and provide safe spaces for them to communicate, such as separate meetings or options for anonymous input (UNECE, 2021).
02:08	10m	Reflection Time	Slide 42 - Offer participants time to apply these learnings to their own personal preferences, so they further contextualize how to think about engagement	When being consulted or engaged with a new project, what formats/processes do I most engage with? (Interviews, grabbing a coffee, presentation, survey, storytelling, casual walk, being on the land. etc.) [If we have time we will have group discussion.] Understanding engagement types / forms of engagement Be as honest as you can, recognizing that there is no 'right or wrong' answer. Everyone is different. Share your reflections. Ask each other questions, try to be as explicit as you can be when describing your 'type of engagement'.
Wrap-up and closure				
02:18	2m	Homework	Slide 43 - Highlight empowerment and promotion of leadership livelihoods as necessary tools to close gaps.	We have a homework assignment that you can do after this session [read out homework prompts]
02:20	0m	Next Session	Slide 44 - Let participants know	[Briefly highlight what will be discussed next session]

			what is coming next and how it connects to today's session	
02:20	0m	Thank You!	Slide 45 - Make participants feel as though their time and participation is valued	
02:20	0m	Contact info	Slide 46 - Give participants means to contact facilitators for any additional questions	[Closing remarks]

02:20

TOTAL LENGTH: 2h 20m

Materials:

- Create a Mentimeter link using the following prompt: "What words and phrases come to your mind when you think of Inclusive Stakeholder Identification and engagement?" in [What words or phrases come to mind when you think of...](#)
- Create a Mentimeter link using the following prompt: "What words or phrases come to mind when you think of "engagement?" in [What words or phrases come to mind when you think of "Engagement"?](#)
- Link to resources to be sent in the chat in [Case Study: Lake Naivasha Kenya \(Video\)](#)
- Link to facilitation team's bios that will be sent in the zoom chat in [Meet the Team](#)
- Create and manage breakout rooms in [Breakout Groups](#)
- Link to Miro Tool to send in the chat: <https://miro.com/> in [Breakout Groups](#)
- Links to send in chat box in [Stakeholder Identification & Mapping](#)

Feedback from facilitators

Take your time to fill in [this feedback form](#) after the session. That way we can better understand how we can improve the session for other people like yourself. It takes about 20-30 minutes to complete.

