Creating effective multi-stakeholder partnerships with business for conservation

A BioBiz Exchange / PANORAMA webinar
10 December 2020

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Creating effective multi-stakeholder partnerships with business for conservation

A BioBiz Exchange / PANORAMA webinar
10 December 2020

IUCN Business & Biodiversity Programme
with:

Panorama Solution: Collective Impact: Fisheries and Inter-Sectoral Collaboration, Kanan Kay Alliance
Sharing and scaling up solutions

• PANORAMA is a partnership promoting examples of inspiring, replicable solutions across a range of conservation and development topics and challenges – to enable cross-sectoral learning and upscaling of successes.

• To learn more or contribute your own solution on PANORAMA, please visit the business engagement thematic community [here].
Access all previous BioBiz webinars

IUCN BioBiz Exchange initiative hosts quarterly webinars featuring PANORAMA associates or business engagements.

Partnering with IUCN’s Tony Burek and David Atkinson, IUCN, BioBiz Exchange provides an opportunity to share inspiring stories, lessons and ideas that can be replicated by civil society actors working to influence business and biodiversity outcomes.

Each webinar addresses themes, questions raised by IUCN members and participants, and those engaging with business to make a difference to conservation.

Creating effective multi-stakeholder partnerships for conservation (Bi, Fa, Sp)

How to establish multi-stakeholder partnerships (MSPs) was the top need that emerged from a recent IUCN survey on the conservation community’s needs. The webinars will explore how to engage with business and other stakeholders to understand different perspectives and identify a common agenda for scaling up action to improve outcomes for people and nature.

The next IUCN BioBiz Exchange webinar on the current series on 10 Dec at 14:00 CET will feature Moheeram Bourn, Senior Director on Multi-stakeholder Partnerships at Food Security at Wageningen Centre for Development Innovation, who will present the MSP Guide and resources (available in E, F and S). The webinar will also feature feedback from the previous session and discussions on the next webinar (10 Dec), which is scheduled to discuss the lessons in your own context, multi-stakeholder partnerships and how to build them.

Register HERE

Engaging business at a landscape level: lessons from the Shared Resources, Joint Solutions Programme (September 24, 2020)

In this 2nd PANORAMA webinar, inspired by inspiring stories from Uganda and Berlin on successfully building engagement with support from Food Security, Shared Resources, Joint Solutions Programme, we will also present an overview of the results of the rapid IUCN survey on influencing business in the conservation community to which we received nearly 40 responses.

Agenda

1. **Welcome and introduction** with Nadine McCormick and Ella Diarra, IUCN’s Business and Biodiversity Programme

2. **Presentation: Introduction to the Multi-stakeholder Partnerships (MSP) Guide** with Herman Brouwer from the Wageningen Centre for Development Innovation

3. **Q&A**
Agenda

• Case study: Public-private partnership managing model: An alternative to recover degraded areas and biodiversity conservation for protected natural areas with Jaime Nalvarte Armas from Asociacion para la Investigacion y Desarrollo Integral (AIDER)

• Case study: Project Mediterranean Experience of Ecotourism (MEET) with Carla Danelutti from the IUCN Centre for Mediterranean Cooperation and Project MEET

• Q&A with presenters and participants

• Group discussions/break-out rooms* with participants

• Closing remarks and feedback
Poll #1:
Your type of organisation
Votre type d’organisation
Su tipo de organización

Poll #2:
Your region
Votre region
Su región

Poll #3:
Your experience with multi-stakeholder partnerships?
Votre expérience des partenariats multipartites?
Su experiencia con alianzas multipartidarias
Agenda

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2. Presentation: Introduction to the Multi-stakeholder Partnerships (MSP) Guide with Herman Brouwer from the Wageningen Centre for Development Innovation

3. Q&A
Multi-Stakeholder Partnerships

Engaging business effectively in MSPs for conservation

IUCN BioBiz webinar, 10 December 2020

Herman Brouwer
Wageningen Centre for Development Innovation, the Netherlands; + associated with Collaborative Decision Resources (CDR), Boulder (CO) USA.
The MSP Guide: English, Spanish, French + 60 Tools

www.mspguide.org
Why is engaging with private sector so hard for non-profits or public sector?

- You need to understand the core **business models** that private sector uses.
- You need to understand how companies and investors look at **risk**.
- You need to understand **other value generation motives** in the private sector.
Preconceptions & Assumptions
How sectors typically characterize each other

<table>
<thead>
<tr>
<th>Gov’t</th>
<th>Business</th>
<th>Donors/UN</th>
<th>Research</th>
<th>Community</th>
<th>NGO</th>
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</thead>
<tbody>
<tr>
<td>Bureaucratic</td>
<td>Profit driven</td>
<td>Arrogant</td>
<td>Slow</td>
<td>Demanding</td>
<td>Unprofessional</td>
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<tr>
<td>Buck passing</td>
<td>Quick fix</td>
<td>Latest</td>
<td>Ivory tower</td>
<td>Lazy</td>
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<tr>
<td>Dogmatic</td>
<td>Hard-nosed</td>
<td>‘fad’</td>
<td>No impact</td>
<td>Uneducated</td>
<td>Uneducated</td>
</tr>
<tr>
<td>Short-term</td>
<td>Self-centred</td>
<td>Overpaid</td>
<td>focus</td>
<td>Difficult</td>
<td>Narrow</td>
</tr>
<tr>
<td>Inflexible</td>
<td>Greedy</td>
<td>Wasteful</td>
<td>Always asking more money</td>
<td>Hot-tempered</td>
<td>focus</td>
</tr>
<tr>
<td>Controlling</td>
<td></td>
<td>Imposing</td>
<td></td>
<td>Weak-willed</td>
<td>Unaccountable</td>
</tr>
</tbody>
</table>

If we can’t (and if we can’t persuade others) get beneath stereotypes there is little chance of building genuine partnerships

Adapted from Partnership Brokers Association
Different terms, similar purpose

- Cross-sector partnership
- Collective Impact
- System innovation
- Boundary spanning
- Multi-stakeholder initiative
- Interactive Policy Making
- Multi-stakeholder Processes
- Social Learning
- Participatory planning
- Learning Alliance
- Cross-industry collaboration
- Collaborative Action
- Social Lab
- Multi-actor platforms
- Knowledge co-creation
- Integrated Landscape Initiatives
- PPPs
- Roundtable
The MSP Framework

**WHY**
THE RATIONALE FOR USING MSPs TO TACKLE COMPLEX SUSTAINABILITY CHALLENGES

**WHAT**
4 PHASES THAT GUIDE THE DESIGN OF MSP PROCESSES

**HOW**
7 PRINCIPLES TO FOLLOW THAT HELP MAKE MSPs SUCCESSFUL

**KEY IDEAS FOR EFFECTIVE FACILITATION OF MSPs**

**60 PARTICIPATORY TOOLS THAT ENABLE PEOPLE TO WORK TOGETHER CONSTRUCTIVELY AND CREATIVELY**
The MSP Process Model

INITIATING
- Clarify the reasons
- Initial situation analysis
- Steering body
- Build stakeholder support
- Scope and mandate
- Outline the process

ADAPTIVE PLANNING
- Values, motivations, concerns and interests
- Visions for the future (Theories of change)
- Issues, problems and opportunities
- Future scenarios and feasible options
- Decisions and strategies
- Actions and responsibilities
- Communicate

REFLECTIVE MONITORING
- Learning culture
- Success criteria
- Monitoring mechanisms
- Review progress and identify lessons
- Feed lessons into strategies and implementation procedures

COLLABORATIVE ACTION
- Detailed action plans
- Resources and support
- Capacity of stakeholders
- Management structures
- Manage the implementation
- Maintain stakeholder commitment
7 Principles for Effective MSPs

#1 Embrace systemic change
#2 Transform institutions
#3 Work with power
#4 Deal with conflict
#5 Enable effective communication
#6 Promote collaborative leadership
#7 Foster participatory learning
Seven Principles that make MSPs effective

- **PRINCIPLE 1**: Embrace systemic change
- **PRINCIPLE 2**: Transform institutions
- **PRINCIPLE 3**: Work with power
- **PRINCIPLE 4**: Deal with conflict
- **PRINCIPLE 5**: Communicate effectively
- **PRINCIPLE 6**: Promote collaborative leadership
- **PRINCIPLE 7**: Foster participatory learning
Read more about designing and facilitating multi-stakeholder partnerships?

Available at:

- Your local bookstore
- [www.Amazon.com](http://www.Amazon.com)
- [www.Bookdepository.com](http://www.Bookdepository.com)

Free pdf version, also in Spanish and French, and detailed tool descriptions:

- [www.mspguide.org](http://www.mspguide.org)

Contact our team at:

- herman.brouwer@wur.nl
- [www.wageningenur.nl/cdi](http://www.wageningenur.nl/cdi)
Questions or comments?

Please ask your questions using the chat function.
Agenda

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Modelo de gestión alianza público-privada: Una alternativa para la recuperación de áreas degradadas y conservación de biodiversidad en áreas naturales protegidas
En el 2003, 290 000 ha de bosque se perdían por: Agricultura Migratoria, Cultivos ilícitos, Minería ilegal, Tráfico de tierras.
¿Cómo demostramos que se puede recuperar áreas degradadas, hacer plantaciones para uso comercial, y ser financieramente competitivos, todo al mismo tiempo?

El Reto

Bam
En Posesión de 2,000 ha de tierras degradadas con cero valor económico.

AIDER
Una propuesta innovadora para recuperar áreas degradadas

Ucayali
Apoyo político y financiero

El Objetivo:
Recuperar tierra y plantar especies comerciales que se alinien a las proyecciones económicas y capital financiero
Solución

El Enfoque: Un modelo de co-financiamiento de venta a futuro en una platación comercial.

El Piloto:

Primer Año: recuperar la tierra con especies leguminosas como la guaba (*Inga feuilleei*) y la mucuna (*Mucuna pruriens*) en 100 ha.

Segundo Año: Plantar especies comerciales como el Shihuahuaco, Marupa, Caoba, Tahuari.
Los Pilares

Escalabilidad
Replicabilidad
Alianzas estratégicas
Proyecciones financieras
El Impacto

ANTES

• Se recuperaron y plantaron 1,000 hectáreas con especies forestales nativas.
• Se certificó en estándares VCS y CCB, comercializando bonos de carbono.
• La cosecha a futuro es puesta en la Bolsa de Valores de Lima

DESPUÉS
Cacao Libre de Deforestación

Proyecto “Reducción de la Deforestación y Promoción del Desarrollo Sostenible en Madre de Dios”

Los agricultores se ubican en la zona de amortiguamiento de la RNTAMB desde el Km. 1 al Km. 86 carretera Puerto Maldonado - Cusco y en la zona de influencia del Km. 1 al Km. 86 carretera Puerto Maldonado - Iberia.

<table>
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<th>N°</th>
<th>Descripción</th>
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<td>Hectáreas de cacao fino aromático instaladas bajo sistemas agroforestales</td>
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<td>339</td>
<td>Familias de agricultores beneficiados por el proyecto (agricultores/colonos)</td>
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<tr>
<td>01</td>
<td>Cooperativa conformada por 275 agricultores (COOPASER)</td>
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<td>01</td>
<td>Planta de Proceso Primario de Cacao con capacidad de 200 tn/mes</td>
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<td>Hectáreas que se evitaron deforestar dentro del ANP</td>
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<td>01</td>
<td>Acuerdo de conservación entre COOPASER y RNTAMB</td>
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<td>Licenciamiento de la Marca Aliados de la Conservación de la RNTAMB</td>
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<td>78 Tn</td>
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<td>352 Tn</td>
<td>Comercialización con sellos de Comercio Justo y Certificación Orgánica</td>
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</tbody>
</table>

Aliados:

- FAIRTRADE
- USHA ORGANIC
- ECO

- ONETREEPLANTED

- Foundation en Acción

- One Tree Planted
Panorama Solution: REDUCCIÓN DE LA DEFORESTACIÓN Y PROMOCIÓN DEL DESARROLLO SOSTENIBLE EN MADRE DE DIOS EN BENEFICIOS DE LAS ÁREAS NATURALES PROTEGIDAS
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• **Closing remarks** and feedback
Tourist activities impact fragile habitats and the artificialization of coastal areas. 50% of the Mediterranean coast is urbanized. Mass tourism puts pressures on resources in the MED.

- Tourists use 3-4 times more water than residents.
- Produce twice as much solid waste.
- Contributes to more than 50% of its marine litter.

COVID-19 increased pressure on natural areas for leisure, overcrowding.

Over 600 M tourist arrivals expected by 2030*

info@medecotourism.org  #LearnwithMEET  www.meetnetwork.org
Context and Challenges

Where do Mediterranean Protected Areas Stand?

- Lack of resources, capacity and incentives at PA level to work in tourism development
- Silos and competition everywhere, even within same destination (3S marketing)
- Difficulty in meeting quality and sustainability expectations
- Difficulty in reaching and talking with target markets
- Lack of consistent guidelines and tools for monitoring and improving quality, sustainability, and impact of their offer
Solutions and Impacts

The MEET Network

Support Mediterranean Protected Areas in creating sustainable Tourism Products while creating a niche-market experience and brand in the Mediterranean.
Solutions and Impacts

MEET products are

- Based in and around **protected areas**
- Work with **local communities** and **local service providers**
- Benefit conservation
- Reduce the **ecological footprint** and improve the behaviors of Mediterranean travelers
- Catalyze models of **cooperative tourism** development between parks and private sector
Building Blocks

PRODUCT

A multi-day packaged ecotourism product.

Run by a local operator.

PARTICIPATORY

Not individual stand-alone products - structures an offer.

MARKET ORIENTED

Step-by-step process on how to develop the product

SUSTAINABILITY & QUALITY
Building Blocks

• Have **tangible goals** with clear **economic opportunity**, such as an ecotourism product;

• **Perspective of the private sector** stakeholders has to be included from the beginning in all the steps of development;

• Define **clear business plans** post project, including promotion and sales

• Make sure every voice is heard: **Holistic vision** beyond economic benefit

• Coordinate and look for the **support of regional/national tourism authorities**

• Never forget the core objective of the park: **conservation**!

info@medecotourism.org  www.meetnetwork.org
Thanks & Stay in Touch!

Don’t Forget to register at www.conservationtraining.org

Visit our Website! www.meetnetwork.org

Contact us at info@medecotourism.org

DestiMED PLUS Project

https://destimed-plus.interreg-med.eu/

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MEET Network

Panorama Solutions: MEET Network: Ecotourism Development in Mediterranean Protected Areas

info@medecotourism.org www.meetnetwork.org
Questions or comments?

Please ask your questions using the chat function
Other Panorama Solutions

• **Community-based Conservation at Scale** (Mexico) by Laure Katz, Conservation International

• **Nile River Basin transboundary wetlands conservation** (Uganda) by Leonard Akwany, Nile Basin Initiative

• **Harnessing collective responsibility to address deforestation and protect biodiversity**, (Indonesia) by Leonie Lawrence, Wildlife Conservation Society

To **contribute** a solution in English, French or Spanish, visit: [https://panorama.solutions/en](https://panorama.solutions/en) or send us an email at: biobiz@iucn.org
Group discussion – process and questions

➢ Short and quick introductions
➢ Nominate a note-taker
➢ Discuss the questions
  ➢ What are your main lessons from the presentations?
  ➢ How can you apply them to your own context?
Order of the Groups

1. Spanish
2. French
3. English

Please share one highlight from your group discussion
Next steps

For you...

• Please complete the post-webinar survey using the Google forms
• Consider submitting a solution on PANORAMA
• Join our BioBiz Workplace group here
• Contact us at biobiz@iucn.org if you have any questions

For us...

• Share more resources and advice through BioBiz Exchange resources pages
• Release of an analysis report of the IUCN survey on influencing business
Thank you!

Fishermen working on the "tragedy of commons" using a board game during one of the members assemblies © Jorge Urdapilleta

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