

Excerpt from: The Nature Conservancy. 2009. Protected Area Management Planning. A Target-based approach. A practitioner's guidance. Unpublished draft February 2009.

ii. Deciding who is involved, how and when

In the past, management plans were often written by consultants or by a few people directly involved in the protected area's management. Increasingly there is an emphasis on including multiple groups of people with diverse interests and backgrounds into the planning process. Participation will be influenced by national laws and policies, local social conditions and the needs and desires of both protected area managers and stakeholder groups. Maintaining transparency is particularly important; if stakeholders contribute their time to be involved in protected area planning and management, they need to know the expectations, and also the limits of their contribution.

✓ Identify core management planning team

Members typically include protected area management staff as well as other key internal and external partners. The core team will be able to work most effectively together if there is an identified project leader and clearly defined roles and responsibilities for each member depending on skills and available time to input into the process.

✓ Identify other participants crucial for successful management planning

Stakeholders should have opportunities and clear mechanisms to participate in the design of the plan, its implementation and its reviews. Participatory approaches are easy to conceptualize but difficult to achieve in practice. It is impossible to involve everybody who might be affected by the management plan, but the process does need to try to integrate key stakeholders and to consider as many views as possible. Undertaking a stakeholder analysis can help ensure the right people are involved in the right stages of the management planning process. When deciding how to manage stakeholder participation it is important to bear in mind the timeframe and budget available.

There are three steps to consider when undertaking a stakeholder analysis in this initial stage:

a. Identify stakeholders

Establishing a balanced, representative and productive mix of stakeholders is important to the success of the process. Stakeholder groups can be divided along many different lines, some of which may intersect, including:

- ✓ *By geographical locations:* people living inside the protected areas, in buffer zones, local communities and mobile people;
- ✓ *By users of the protected area:* for subsistence purposes, to make money, as international tourists, as national visitors, for some cultural reason;
- ✓ *By relationship to the protected area targets:* those groups that influence (positively or negatively) the targets, their threats and opportunities;
- ✓ *By ethnicity and background:* people from different ethnic groups, tribes, belief systems, indigenous groups;
- ✓ *By gender:* men and women often have different viewpoints and, depending on gender relations, in some societies may need to be treated as separate stakeholder groups; and
- ✓ *By status:* land-owners, managers, government officials, people with traditional management rights, those with tenure rights.

Box #: General principles to consider when deciding whom to involve in management planning

- Avoid relying on the same people; diversify the pool of stakeholders

- Include some people who have already been through successful management planning processes and who can share their experiences
- Include experts from both natural and social sciences
- Select people who are viewed by various parts of the community as influential or as opinion leaders
- Be transparent in selecting participants
- Include a variety of participatory approaches
- Be sure to include participation mechanisms that are readily accessible and culturally appropriate
- Facilitate the participation of groups with less resources
- Focus on vulnerable groups to ensure that they have access to the process
- Ensure that culturally appropriate 'incentives' are provided

b. Prioritize stakeholders

It is likely that the initial list of stakeholders developed will be very long; it is therefore important to try to prioritize those who are most important to involve. This can be done by assessing stakeholder's likely influence over the management of the protected area, and the likely impact of protected area management decisions upon them. A matrix, such as the one given in figure #, can help in thinking through this process.

	← Impact		
	HIGH		LOW
↑ Influence	Group A: Stakeholders who stand to lose or gain significantly from the protected area and whose actions can affect the manager's ability to meet their objectives	Group B: Stakeholders who stand to lose or gain significantly from the protected area but whose actions cannot affect the manager's ability to meet their objectives	
	Group C: Stakeholders whose actions can affect the protected areas ability to meet its objectives but who do not stand to lose or gain much from protected area management	Group D: Stakeholders who do not stand to lose or gain much from the protected area and whose actions cannot affect the manager's ability to meet their objectives	

Figure #: **Prioritizing stakeholders by influence and impact**

Group A will generally represent the **collaborators** in the planning process, since their involvement in the planning process and strategies developed will play a key role in ensuring the plan's success. Group B will be very interested in the development of the management plan, but have less influence on its successful implementation. Nonetheless, they should be **involved**, and where necessary **empowered** to participate in the process, before decisions are made to ensure that their needs are met and their participation is meaningful. Stakeholders in Group C will tend not to be very interested in the plan's development, but they can be influential and thus need to be **consulted** of the processes developments and have their views acknowledged. The final group (Group D) are unlikely to be closely involved in the process, although they could be **informed** of developments and results, e.g., through a public website recording the planning process.

c. Involve stakeholders

Once you have determined which of the stakeholders are most important to the successful implementation of the management plan it is useful to identify and document who they are, how they will be involved in the process and at what stage. Table # provides a suggested template for how involvement can be recorded, with individual stakeholders or stakeholder groups being listed in the appropriate boxes depending on their level of

involvement and the stage/s of the planning process they should be involved in.

Table #: Matrix for recording those involved in the management planning process

Stage \ Process	Inform	Consult	Involve	Collaborate	Empower
Coordination and facilitation of planning process					
Basic information collection					
Identification and assessment of targets					
Identification and assessment of pressures, opportunities and stakeholders					
Strategy development					
Monitoring and evaluation of management effectiveness					

Table # below, provides some guidance on the sort of participation which the protected area planning team should aim to have with these different levels of involvement.

(Less) ----> Increasing Level of Stakeholder Impact ----> (More)

Participation Goal	Inform	Consult	Involve	Collaborate	Empower
Participation Goal	To provide stakeholders with balanced and objective information to assist them in understanding the problem(s), strategies, opportunities and/or solutions.	To obtain stakeholder feedback on analysis, strategies and or/decisions	To work directly with stakeholders throughout the process to ensure that stakeholder concerns and aspirations are consistently understood and considered.	To partner with stakeholders in each aspect of the decision including the development of strategies and the identification of collaboratively preferred strategies or approaches.	To place final decision-making in the hands of the stakeholders.
Promise to Stakeholders	We will keep you informed	We will keep you informed, listen to and acknowledge concerns and aspirations and provide feedback on how stakeholder input influenced the decisions.	We will work with you to ensure that your concerns and aspirations are directly reflected in the strategies and approaches developed and provide feedback on how public input influenced the decisions.	We will look to you for advice and innovating in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement - or the final implementation will be - what you decide.
Example Techniques	Fact Sheets Web Sites Open Houses	Public Comment Focus Groups Suveys Public Meetings	Workshops Deliberative Polling	Stakeholder Advisory Committees Consensus Building Activities	Citizen Juries Ballots Delegated Decision Making