

Short course

Multistakeholder collaboration for equitable and climate-resilient landscapes

OVERVIEW

Access the course here:

<https://span-s-school-7faa.thinkific.com/>

Funded by



UK Research
and Innovation



Photo | Birgit Ottermann, ASSAR



ARUA-CD

Centre of Excellence
Climate and Development

About the course

This [course](#) responds to the real needs of early-career researchers working in landscape management and governance, and fills clear gaps in current training and curricula on this topic.

The aim of this free, open-access course is to boost the understanding and capacity of students, researchers and practitioners to engage in meaningful and effective landscape collaboration processes.

Using a social justice lens throughout, and centred on nine key insights from research on landscape governance and management in Africa (presented by Favretto et al. 2021; see next page), the course summarises theoretical content and provides practical guidance. More specifically:

- **Module 1** provides the theoretical and conceptual context and framing for the importance of multistakeholder collaboration in landscape approaches.
- **Module 2** looks more deeply into the theoretical basis of some of the more 'social' principles for successful stakeholder engagement.
- **Module 3** outlines the importance of contextual landscape assessments and stakeholder mapping exercises, and details various techniques for both.
- **Module 4** takes a more pragmatic approach, focusing on skills not typically covered in academic training, namely: designing, preparing for, planning, and facilitating multistakeholder engagements.

This course was developed by the Supporting Partnerships and Networks Project (SPaN), through the ARUA Centre of Excellence on Climate and Development (ARUA-CD).

arua-cd.org



BROADLY APPLICABLE

While the course focuses on the landscape context, it is equally applicable to engaged or transdisciplinary research contexts where the objective is to collaborate with relevant stakeholders to understand and seek solutions to complex sustainability problems.

HIGHLY FLEXIBLE

The course can be used for any non-commercial purpose:

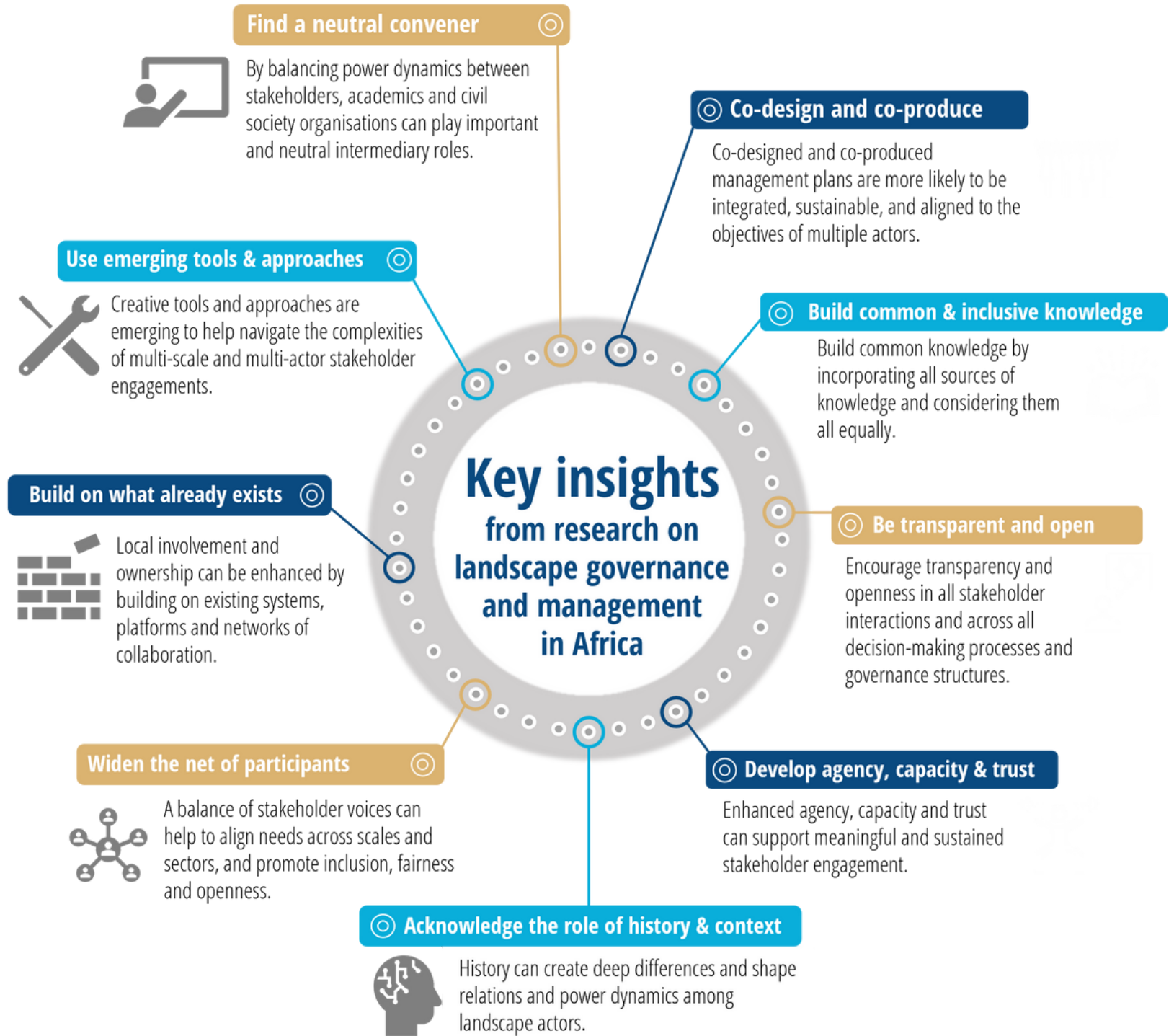
- Interested students, researchers or practitioners can take the course in their own time and at their own pace.
- Course material can be viewed online, or can be downloaded and viewed offline.
- Lecturers can download some or all elements from the course to use in their own lectures.
- The course may also be used as it stands as a module in the formal curriculum with contact sessions organised by lecturers to discuss the content with students.

CITATION

Shackleton, S., Hoffman, T.S., Cullis, R., Elliot-Wong, N., Favretto, N., Forbes, C.J., Hoffman, M., Kathambi, M.B.E., O'Keefe, L., Stadler, L. & Gordon, C. 2023. Short course. "Multistakeholder collaboration for equitable and climate-resilient landscapes". Supporting Partnerships and Networks Project, part of ARUA Centre of Excellence in Climate and Development. Arua-cd.org.

The course is centred on nine key insights from research on landscape governance and management in Africa, as presented in:

Favretto N., Shackleton S., Sallu S.M., & Hoffman T. 2021. Editorial for Special Issue: 'Collaboration and multi-stakeholder engagement in landscape governance and management in Africa: lessons from practice'. *Land* 10: 285. <https://doi.org/10.3390/land10030285>.



Module 1

TIME
ESTIMATE



1 HOUR

LESSON 1.1

UNDERSTANDING THE LANDSCAPE APPROACH

Nicola Favretto

This lesson introduces the concept of landscapes, explains why landscapes are important in human-environmental research, describes the holistic approaches being used to address the landscape concept, and introduces the key principles of the landscape approach.

10 minute video

LESSON 1.2

WHY MULTISTAKEHOLDER ENGAGEMENT?

Nicola Favretto

This lesson describes the key benefits of multistakeholder engagement. Through an interview with Aliyu Barau, it then details a real-world example of how multistakeholder engagement approaches can be put into practice, the challenges that exist, and how these can be overcome.

12 minute video

LESSON 1.3

IDENTIFYING BEST PRACTICE PRINCIPLES FOR MULTISTAKEHOLDER COLLABORATION

Nicola Favretto

This lesson details the collaborative and multistakeholder governance and landscape management approaches that are increasingly being pursued in the African context to create pathways to more equitable and resilient landscapes.

9 minute video

LESSON 1.4

EVALUATING THE EFFECTIVENESS OF STAKEHOLDER COLLABORATION

Lucy O'Keefe

This lesson introduces the concept of monitoring and evaluation, detailing why it is important, and describing some basic terminology.

16 minute read

QUIZ 1

10 minutes

Module 2

TIME
ESTIMATE



1 HOUR

LESSON 2.1

ENSURING EQUITY AND SOCIAL JUSTICE

Sheona Shackleton

This lesson highlights the importance of focusing on equity and social justice in multistakeholder engagement processes, and provides some frameworks and guidance for how to do this.

11 minute read

EXTRA RESOURCES

2.1a Considering social equity in the design, planning and implementation of nature-based solutions

Petra Holden

16 minute video

2.1b Justice as fairness

John Rawls

6 minute video

LESSON 2.2

UNDERSTANDING AND MANAGING POWER DYNAMICS

Cherié Janine Forbes

This lesson describes different expressions and dimensions of power, details tools for understanding and managing power dynamics, and highlights key challenges that exist.

14 minute read

LESSON 2.3

INCORPORATING INDIGENOUS AND LOCAL KNOWLEDGE AND PRACTICES

Sheona Shackleton

This lesson highlights the importance of including Indigenous and local people in landscape collaboration approaches. It also emphasises the importance of providing space and respect for local and Indigenous knowledge and practices when working to achieve equitable landscape management and governance.

11 minute read

EXTRA RESOURCE

2.3a Integrating local and Indigenous knowledge in fire management

Glynis Humphrey

7 minute video

LESSON 2.4

FACILITATING SOCIAL LEARNING FOR KNOWLEDGE CO-PRODUCTION

Leigh Stadler

This lesson explores how people can come together to learn and create new ways of responding to complex sustainability problems.

10 minute read

QUIZ 2

10 minutes

Module 3

TIME
ESTIMATE



30 MINS

LESSON 3.1

ASSESSING THE LANDSCAPE CONTEXT

Nicola Favretto and Bessy Kathambi

This lesson highlights the importance of understanding the landscape context and introduces some tools and methods that can be used in landscape assessments.

11 minute read

LESSON 3.2

UNDERTAKING A STAKEHOLDER MAPPING EXERCISE

Nicola Favretto

This lesson details the importance of carefully and comprehensively mapping and selecting stakeholders, and uses a case study to reveal practical insights and considerations related to stakeholder mapping.

12 minute video

QUIZ 3

10 minutes

Module 4

TIME
ESTIMATE



1.5 HOURS

LESSON 4.1

EXPLORING APPROACHES TO MULTISTAKEHOLDER COLLABORATION

Nicola Elliot-Wong

This lesson details different approaches to successful collaboration with stakeholders.

11 minute read

EXTRA RESOURCES

4.1a Arts-based methods

[Nadia Sitas](#)

12 minute video

4.1b Participatory spatial tools

[Mirjam Ros-Tonen, Jane Aggrey, Kwabena Asubonteng, Eric Bayala, and Freddie Siangulube](#)

20 minute video

LESSON 4.2

ORGANISING A MULTISTAKEHOLDER WORKSHOP

Lucy O'Keefe

This lesson takes a practical look at how to organise a multistakeholder workshop, focusing on the work that needs to happen before the event for your engagement to achieve its outcomes in an effective, inclusive way.

11 minute read

LESSON 4.3

CHOOSING ENGAGEMENT TOOLS

Rebecca Cullis

This lesson considers tools that can be used at different stages and helps you to purposefully sift through those tools to create a context appropriate engagement process.

11 minute read

EXTRA RESOURCE

4.3a ACCRA's resilience game

[Africa Climate Change Resilience Alliance](#)

5 minute video

LESSON 4.4

BEING A FACILITATOR

Lucy O'Keefe

This lesson explores the role of the facilitator, and the types of skills needed to promote shared understanding and learning, inclusive participation, and collaboration.

20 minute video

LESSON 4.5

MANAGING CONFLICT

Lucy O'Keefe

This lesson focuses on how to lay the groundwork for collaboration in a way that makes space for healthy, productive conflict, and make it less likely that destructive conflict will derail your engagement process. It also provides practical guidance on how to manage conflict when it does arise.

16 minute read

QUIZ 4

10 minutes

Course contributors

**SHEONA
SHACKLETON**

**COURSE
CONVENER**



Author | Editor | Content oversight

Prof Sheona Shackleton is a lecturer and researcher in the sphere of human-environment interactions focusing on natural resource management, livelihoods, vulnerability and adaptation in a changing world. Her areas of specialisation include: rural livelihoods and vulnerability, natural resource management, conservation and development, climate change adaptation, natural resources and poverty, natural resource commercialisation, non-timber forest products, ecosystem services and livelihoods, transdisciplinarity, and knowledge co-production.

**TALI
HOFFMAN**

**COURSE
DESIGNER**



Project manager | Editor | Designer | Facilitator

Through a decade of working as a science communicator, Dr Tali Hoffman has honed her ability to make science more relatable and accessible to diverse audiences. She focuses on both the big picture and the finer detail, developing and implementing science communication strategies that target key audiences, and boost the impact, use, and value of research. Tali's natural teaching abilities also allow her to effectively strengthen the science communication capacities of others.

Course contributors

**REBECCA
CULLIS**



Editor | Designer | Author

Rebecca Cullis is a freelance researcher, writer and communications specialist, with experience working for environmental and development projects in southern Africa, including climate change related projects.

**NICOLA
ELLIOT-WONG**



Author

Nicola Elliott-Wong is an instructional designer and teacher based in Cape Town, South Africa. Nicola holds a Master's degree in Drama from Rhodes University (2010), and has worked in education, performance and communication for 15 years. She is experienced in working with groups diverse in age (from babies to adults) and context (including South Africa, Germany and China in informal and formal settings).

**NICOLA
FAVRETTO**



Author

Dr Nicola Favretto is an interdisciplinary social scientist based at the University of York, School of Environment and Geography. He has a PhD in Environmental Sustainability and experience in mixed-method research addressing environmental, economic and policy dimensions of sustainable development across dryland sub-Saharan Africa and Latin America. Nicola has undertaken research and managerial roles across a range of international organisations (United Nations University, United Nations Development Programme, European Commission). His research in developing regions focuses on climate-resilient development, sustainable livelihoods and environmental governance.

Course contributors

**CHERIÉ JANINE
FORBES**



Author

Dr Cherié Forbes is an applied palaeoecologist (MSc and PhD) and has used mixed methods including palaeo, multistakeholder engagement and system dynamics modelling to understand changes in ecosystem services within complexity-based socio-ecological systems over decadal-centennial-millennial timescales. She has worked on an array of sustainable development, climate change adaptation and Ecosystem-based Adaptation projects with local communities in South Africa.

**MICHELLE
HOFFMAN**



Video producer

Michelle Hoffman has over 25 years of experience in team development, and has inspired hundreds of leaders and teams to achieve high-energy and excellence. Michelle has a deep understanding of what it takes to drive change and elevate leadership behavior and team performance. Her core strengths lie in creating safe and trusting spaces for people at all levels of an organisation, allowing them to achieve sustainable change at both personal and business levels.

**BESSY
KATHAMBI**



Author

Dr Bessy Kathambi's drive in the environmental sphere is focused on enhancing the green concept which takes on the fundamentals of environmental sustainability, and which is further fostered in the implementation of the Sustainable Development Goals.

Course contributors

**LUCY
O'KEEFE**



Author | Facilitator

Lucy O'Keefe is a highly-skilled facilitator and coach with over 20 years experience working with NGOs, community structures, government, national and international donors, and academic institutions. Her facilitation style combines energy, creativity, warmth and humour to create a conducive environment for co-creation. Lucy has significant experience of designing and facilitating multistakeholder co-production processes, as well as developing training for collaborative transdisciplinary research, and developing and providing training for safeguarding (preventing harm) in research for international development.

**LEIGH
STADLER**



Author

Leigh Stadler works within the broad field of climate change, specialising in curriculum design, programme evaluation, capacity needs assessments, and facilitated learning processes with multiple stakeholders.

**CHRISTOPHER
GORDON**



Editor | Content oversight

Prof Christopher Gordon is a renowned and experienced environmental scientist. Since 2009 he has led the development of the the Ghana National Climate Change Policy Framework and the 2013 National Climate Change Policy. He has played an active role in biodiversity conservation and ecosystem management initiatives, and has been involved in project design and activity review for several international organisations. Chris is noted for his innovative approaches and solutions, and his ability to rapidly synthesise disparate data and information into coherent documents. In recognition of his vision and drive, he has been invited to serve as an expert for many Institutions, projects and think tanks.



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Institutional partners



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