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**Plenary of the Intergovernmental Science-Policy  
Platform on Biodiversity and Ecosystem Services  
Second session**

Antalya, Turkey, 9–14 December 2013  
Item 7 (b) of the provisional agenda\*

**Communications and stakeholder engagement:  
stakeholder engagement strategy**

**Draft stakeholder engagement strategy for supporting the  
implementation of the Platform's work programme**

**Note by the secretariat**

1. In decision IPBES/1/2, the Plenary of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services invited the International Union for Conservation of Nature (IUCN) and the International Council for Science (ICSU) to work with relevant stakeholders, including indigenous peoples and local communities and the private sector, and with the secretariat, to prepare, in consultation with the Bureau and the Multidisciplinary Expert Panel, a draft stakeholder engagement strategy for supporting the implementation of the work programme, and requested the secretariat to open a widely publicized process of consultation on the draft engagement strategy and to present a revised version for consideration at the second session of the Plenary.
2. At the request of the Plenary, IUCN and ICSU worked in collaboration with the secretariat and with relevant and interested stakeholders to prepare the first draft of a stakeholder engagement strategy. This was achieved through a process designed to be open and transparent, and included:
  - (a) A call for input sent to a broad set of stakeholders (with 314 submissions received in response to 1,500 invitations);
  - (b) A physical workshop to produce a preliminary draft (29–30 April 2013, Paris);
  - (c) Review of the preliminary draft by all invited participants to the workshop, including those unable to participate (55 invitations, 23 reviews, 180 comments);
  - (d) Revision of the preliminary draft to take account of the comments received, followed by submission to the Bureau and the Multidisciplinary Expert Panel.

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\* IPBES/2/1.

3. The resulting document was reviewed by members of the Bureau and the Multidisciplinary Expert Panel at their first meeting in June 2013 and revised during that meeting. Subsequently, pursuant to decision IPBES/1/2, the document was made available by the secretariat for an open online review (17 June–28 July 2013; 81 comments received). Comments received during the online review were subsequently incorporated by the secretariat, IUCN and ICSU into the current revised document, for consideration by the Bureau and the Multidisciplinary Expert Panel at their meetings in August 2013, before the document was finalized. The draft stakeholder engagement strategy is set out in the annex to the present note for consideration by the Plenary at its second session.

4. While recognizing that the document sets out a strategy for engaging stakeholders to support the implementation of the work programme, comments received during the online review process highlighted many linkages between this activity and stakeholder engagement in developing the work programme, communicating its deliverables, and in other decision-making processes of the Platform, including on the following issues:

- (a) Organization of stakeholders in preparation for sessions of the Plenary;
- (b) Processes for interaction between stakeholders and the various bodies of the Platform;
- (c) Necessary synergies between the stakeholder engagement strategy and the communication strategy of the Platform;
- (d) Establishment of any strategic partnerships that could have implications for the implementation of the stakeholder engagement strategy.

5. The draft stakeholder engagement strategy should be considered also in the context of the draft communications and outreach strategy (IPBES/2/12) and the draft guidance on the development of strategic partnerships (IPBES/2/14).

## Annex

### Draft stakeholder engagement strategy

#### I. Objectives of the stakeholder engagement strategy

1. Stakeholder engagement has been identified as a key element for the relevance, effectiveness, credibility and overall success of the Platform. In line with decision IPBES/1/2, and with the four functions of the Platform and its operating principles and institutional arrangements, the overall goal of this strategy is to support the implementation of the Platform work programme in a participatory, inclusive and transparent manner.
2. To reach this goal, this strategy is designed to promote and facilitate the active, effective and long-term engagement of stakeholders in implementing the work programme, both as contributors to and users of the Platform, with special attention paid to stakeholders under-represented in international forums and to ensuring that the four functions of the Platform are supported in a balanced manner.
3. This strategy aims at identifying:
  - (a) Guiding principles for stakeholder engagement in the implementation of the work programme, building on and adding value to relevant initiatives of stakeholders;
  - (b) Strategic approaches that might be employed in increasing the engagement of stakeholders in activities relevant to their interests;
  - (c) Modalities and processes to enable effective stakeholder engagement in the activities of the work programme spanning the four functions of the Platform.
4. This stakeholder engagement strategy may need to be further reviewed and updated as appropriate, once the implementation of the Platform's work programme proceeds.

#### II. Definition of stakeholders

5. In the context of the implementation of the work programme, stakeholders are institutions, organizations or groups that could:
  - (a) Contribute to the activities of the work programme through their experience, expertise, knowledge, data and information;
  - (b) Use or benefit from the outcomes of the work programme;
  - (c) Encourage, facilitate and support the participation of relevant individuals in Platform activities.

#### III. Guiding principles

6. Stakeholder engagement should:
  - (a) Help to support the Platform in promoting and facilitating full adherence to its operating principles during implementation of the work programme;
  - (b) Be inclusive and embrace the diversity of knowledge systems, disciplines and perspectives, as well as social and cultural diversity, including gender dimensions, noting that stakeholders have different ways of engaging and require a diversity of approaches involving multiple and flexible modalities for engagement;
  - (c) Be transparent, including the obligation to declare any potential conflicts of interest in line with the Platform's conflict of interest policy and procedures;
  - (d) Take into consideration the relevant experiences of other organizations and processes, and build on existing initiatives and frameworks; and
  - (e) Ensure balanced representativeness in participation among the different stakeholders.

## IV. Strategic approaches

7. Stakeholder engagement should involve the following elements in delivering the work programme and addressing the four functions of the Platform:
  - (a) Proactively identifying relevant stakeholders for each activity and process undertaken by the Platform in line with criteria such as those defined in annex I to the present strategy (stakeholder identification);
  - (b) Developing targeted approaches to address the needs of specific stakeholders and facilitate their contributions;
  - (c) Building common understanding on how improved knowledge of biodiversity and ecosystem services will support an effective science-policy interface through communication and outreach activities;
  - (d) Ensuring the active and effective participation of stakeholders to help foster their ownership of the Platform, and to ensure that the Platform benefits from their expertise and experience;
  - (e) Seeking innovative ways to enhance stakeholder engagement through best practices and innovative communication approaches;
  - (f) Encouraging stakeholders actively and independently to engage in the Platform;
  - (g) Identifying and communicating benefits for stakeholder engagement in implementing the Platform programme of work;
  - (h) Developing strategic partnerships where this is identified as necessary and appropriate (see separate guidance document on the development of strategic partnerships).

## V. Implementation

8. Activities undertaken to implement the Platform work programme will need the engagement of a broad and diverse range of stakeholders, and it will be necessary to put in place various processes to reach out to, notify, engage and involve different stakeholders, which are to be identified on the basis of such criteria as those set out in annex I to the present strategy (stakeholder identification), in order to ensure that all relevant stakeholders have adequate opportunities to participate.
9. An implementation plan will be developed to operationalize this stakeholder engagement strategy. It will include a set of specific action items, which will be regularly reviewed and updated as the implementation of the work programme progresses. Some possible elements of an implementation plan are identified in annex II to the present strategy.
10. The implementation plan will include, among other elements:
  - (a) Activities related to the encouragement and facilitation of stakeholder involvement such as through international networks or regional or national structures, building upon existing initiatives;
  - (b) An appropriate budget to support implementation of the stakeholder engagement strategy.
11. In addition, the following general considerations should be taken into account with respect to the Platform's stakeholder engagement:
  - (a) Procedures and working practices adopted by the Platform should be consistent with the stakeholder engagement strategy;
  - (b) Communication and outreach strategies adopted by the Platform should include explicit links to the stakeholder engagement strategy to ensure synergies between these strategies;
  - (c) It should be recognized that effective stakeholder engagement may require specific capacity-building activities, and even empowerment as appropriate, in order to ensure adequate participation and the necessary access to and sharing of skills and resources;
  - (d) Reviews of the Platform's efficiency and effectiveness should include consideration of the contribution of stakeholders and of the implementation of the stakeholder engagement strategy.

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12. The following organizational considerations are proposed for the development and operation of the stakeholder engagement strategy:

- (a) Options for overseeing the development, operation and implementation of the stakeholder engagement strategy:
  - (i) Option 1: The development and operation of the stakeholder engagement strategy is overseen by the secretariat, under the supervision of the Bureau, and the Plenary, and with support from the Multidisciplinary Expert Panel and interested stakeholders;
  - (ii) Option 2: The development and operationalization of the stakeholder engagement strategy is overseen by an advisory or steering committee, task force or other body, working virtually, comprising representatives of both the Platform's members and other stakeholders, representing the diversity of stakeholders, and working in collaboration with the secretariat;
- (b) Clear lines of responsibility and coordination mechanisms for the development and operation of the strategy should be established;
- (c) Clear responsibilities could also be established for specific activities under the strategy;
- (d) Potential strategic partners should be considered for the implementation of the strategy, and in particular to support implementation of the work programme at regional scales.

## Annex I

### Stakeholder identification

1. Stakeholder identification should be open, flexible, inclusive, based on expertise, contributor- and user-oriented and accountable.
2. Stakeholder identification might involve the following criteria, noting that they are not mutually exclusive:
  - (a) Relevant rights, knowledge, skills, experience and qualifications;
  - (b) Capacity to take action (e.g., generating knowledge, developing policies);
  - (c) Geographical scales at which stakeholders are working and the language that they use;
  - (d) Interest of stakeholders in the work programme or their willingness to engage with its implementation;
  - (e) Emphasis placed on the involvement of relevant underrepresented stakeholders;
  - (f) Relationship of stakeholders to biodiversity and ecosystem services.
3. The range of stakeholders involved in supporting the implementation of the work programme may therefore include, but is not limited to (in alphabetical order, categories may overlap):
  - (a) Academic education communities;
  - (b) Businesses and industries (including small and medium-sized enterprises, investors, financial organizations, trade organizations);
  - (c) Consumer organizations;
  - (d) Foundations and trust funds;
  - (e) Government agencies and organizations working in relevant fields such as environment, development, planning, investment and finance, health, agriculture;
  - (f) Humanitarian and development organizations (in such fields as social justice and equity);
  - (g) Indigenous peoples;
  - (h) Intergovernmental organizations working in relevant fields;
  - (i) Landowners;
  - (j) Local authorities;
  - (k) Local communities;
  - (l) Media and communication (e.g., mass media, social media, translators for different audiences);
  - (m) Multilateral environment agreements;
  - (n) Non-governmental organizations working in relevant fields;
  - (o) Networks and secretariats of relevant initiatives working in relevant fields, such as the Sub-Global Assessment Network;
  - (p) Non-profit organizations working in relevant fields;
  - (q) Organizations related to agriculture, aquaculture, fisheries (e.g., farmers, fishermen, herders, foresters);
  - (r) Scientific and technological organizations;
  - (s) United Nations agencies or programmes;
  - (t) Women;
  - (u) Workers and unions;
  - (v) Young people and children.

## Annex II

### Indicative elements of an implementation plan

1. An implementation plan should be developed based on the strategy for stakeholder engagement in the implementation of the work programme.
2. The table below presents a list of indicative elements for a stakeholder engagement implementation plan. This list was developed during the workshop in Paris on the stakeholder engagement strategy convened by IUCN and ICSU (29–30 April 2013), and completed with propositions received during an open consultation (17 June–28 July 2013).
3. Clear responsibilities for the implementation of the strategy should be identified among the Platform's bodies and partners, i.e., the Bureau, the Multidisciplinary Expert Panel, the secretariat, strategic partners and potential stakeholder advisory committees or steering groups.

Related IPBES activities	Indicative actions	Indicative responsibility (to be completed)
Stakeholder identification	Develop a transparent process to identify stakeholders (as users or providers) for each activity of the work programme.	
	Establish and publish an open registry of involved stakeholders.	
	Propose strategic partnerships for specific activities in the implementation of the work programme.	
Communication	Identify potential incentives and disincentives for participation among specific stakeholder groups, and designing and implementing approaches to address these, within the Platform's processes and through wider promotion of good practice as appropriate.	
	Proactively identify relevant stakeholders, particularly those who are not already involved in similar processes, by: <ol style="list-style-type: none"> <li>(a) Running a subscription page asking each subscriber to nominate colleagues or partner organizations to be invited;</li> <li>(b) Using existing forums and international networks with local, national or regional hubs.</li> </ol>	
	Build upon experiences of stakeholder engagement at various geographical scales by: <ol style="list-style-type: none"> <li>(a) Supporting the outreach activities organized at these different scales;</li> <li>(b) Suggesting practices and guidelines for organizing national and regional consultations.</li> </ol>	
	Ensure timely communication of calls for participation and other input opportunities, by: <ol style="list-style-type: none"> <li>(a) Using the dissemination channels used by other science-policy processes and identifying new ones;</li> <li>(b) Inviting the Platform's stakeholders to publicize links to the Platform's website;</li> <li>(c) Producing e-newsletters (which provide stakeholders across the world with information on the Platform's activities and events and call for comments, etc., but which could also include contributions from specific stakeholders to encourage them to be proactive) and other targeted communication products to be disseminated to the stakeholder community;</li> <li>(d) Producing a document to showcase the benefits of engaging in the Platform's activities;</li> <li>(e) Encouraging and adding value to dissemination undertaken by the Platform's members.</li> </ol>	

<b>Related IPBES activities</b>	<b>Indicative actions</b>	<b>Indicative responsibility (to be completed)</b>
	Initiate participation of relevant stakeholders across geographical scales (e.g., national to national, national to regional, regional to regional, regional to local) by establishing and maintaining a list of activities undertaken at these levels, by publicizing them, and by providing arenas for exchanges on them where appropriate.	
	Actively promote subglobal networking activities by, among other measures, developing and maintaining connections with existing and emerging networks and processes.	
	Making full use of social media in support of stakeholder engagement activities.	
Requests, inputs and suggestions	Facilitate participation of stakeholders in the emergence of requests, inputs and suggestions to be submitted to the Platform, by: (a) Encouraging Governments to set up a national stakeholder consultation in their request formulation process, to be published and shared as appropriate; (b) Promoting and supporting ways to participate in the regional to global coordination processes that may result in joint consultations or submissions.	
Scoping	Facilitate scoping processes by inviting existing and emerging entities (e.g., programmes, platforms, networks, forums) to bring relevant knowledge to the attention of the Platform, and design tools to include different types of knowledge.	
Assessments	Facilitate identification of existing knowledge of different types and languages, data, practices and innovation, held by stakeholders themselves, including grey literature and citizen science.	
	Widely publicize opportunities to participate in peer-review processes.	
Knowledge generation catalysis	Facilitate awareness of the research community, research funding agencies, observation community and other groups producing new knowledge about knowledge gaps identified by the Platform.	
	Facilitate engagement of relevant knowledge producers to address these knowledge gaps.	
Capacity-building	Invite stakeholders to submit views on their own capacity needs in the context of the activities of the Platform's work programme as well as on capacity-building needs to improve the science-policy interface at appropriate levels.	
	Invite stakeholders to identify and share existing effective capacity-building experiences.	
	Share the experience of building the capacities of specific groups and encourage other stakeholders to act similarly.	
	Collect expressions of need from stakeholders regarding access to and usage of tools provided by the Platform, in order to plan training or education kits or programmes.	
	Collect success stories, lessons learned and tools to support mutual learning among different stakeholders.	



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<b>Related IPBES activities</b>	<b>Indicative actions</b>	<b>Indicative responsibility (to be completed)</b>
	Encourage the attribution of grants for generating new knowledge to the Platform's stakeholders, for instance by inviting them to the match-making dialogues that might be organized.	
Policy support	Compile an indicative list of existing decision-making tools for topics identified in the work programme, and invite stakeholders to complement, discuss and potentially test them.	

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