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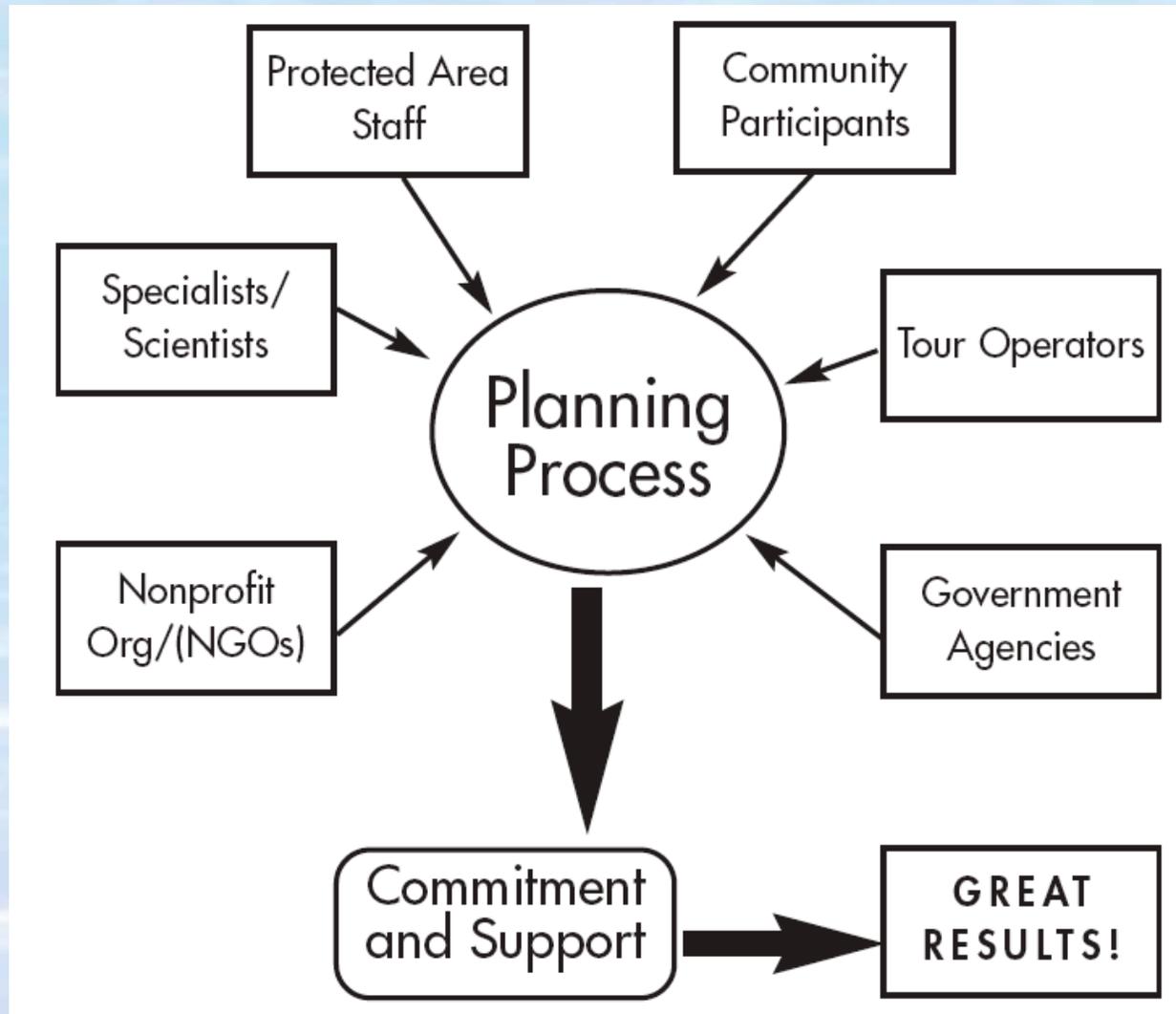
# Eastern Tropical Pacific Seascape Training

## Module 5:

# STAKEHOLDER PARTICIPATION



# The need to involve stakeholders



# Who are the stakeholders?

## **Stakeholder:**

Any people or groups who an interest (a stake) in decisions being made by a management agency.

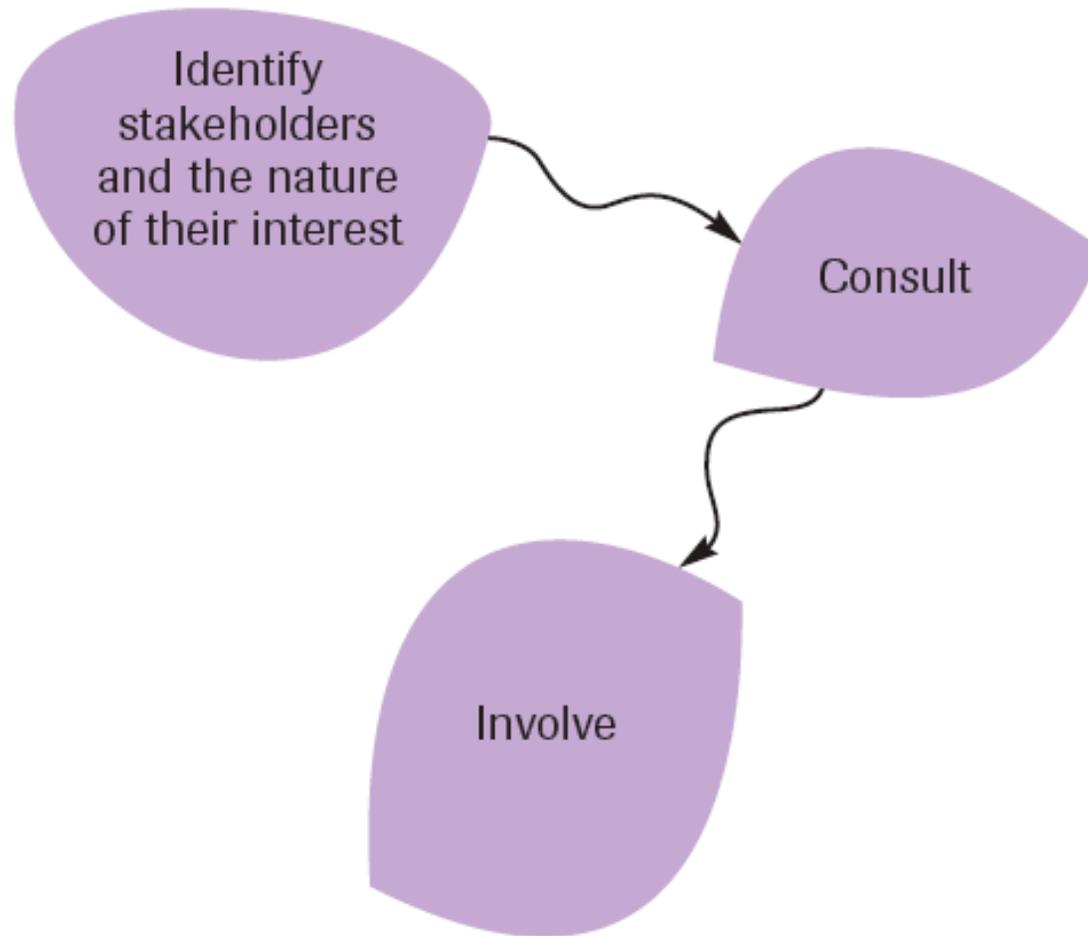
In MPA decision-making, stakeholders include any individuals or groups involved, interested in, or affected (positively or negatively) by coastal and marine resources and their uses.

# Examples of stakeholders



Source: *Steps to Sustainable Tourism*, 2004

# Including stakeholders



# Including stakeholders

Possible participants for a working group



# Definition of a community

- Characteristics of a community
- Definition and principles of community organizing
- Approaches to community organizing
- Partnership formation
- Long term objectives of community organizing

# Understanding the Local Community

The local community is a diverse group:  
different economic classes  
different religions & ethnic groups  
different business interests

If they are excluded, local residents can undermine conservation efforts.

If they are included, local residents can support and participate in conservation efforts.

## **Four steps to community involvement:**

- 1. Identify stakeholders & form partnerships**
- 2. Community organization**
- 3. Involve community in planning**
- 4. Ongoing information, education & communication**

# Community Organizing

- Characteristics of a community
- Definition and principles of community organizing
- Long term objectives of community organizing
- Approaches to community organizing

# Community organizing

What is it?

- A process
- Deliberate
- Rooted in in the local indigenous leadership

What is it about?

- Bringing people together
- Empowerment with knowledge, skills and attitudes
- Cooperation

What is important?

- Common concerns and problemas
- Pursue common aspirations and goals
- Outsiders are merely facilitators

# Objectives

Agbayani and Siar (1994)

- Empowerment
- Access to, and control over resources
- Provide opportunities and means of production
- Develop skills and capability for selfmanaged organizational processes and projects
- Ownership of values and promotion awareness and a proper attitude towards environmental conservation
- Rediscover and implement appropriate indigenous and innovative technologies
- Fully capable to design and implement sustainable alternative livelihood projects

## Key considerations

- Retrain/reorient MPA staff to respect community
- Conduct participatory assessments
- Be aware of gender issues
- Use rapid assessments if necessary, but...
- Cross-check with independent information
- Take advantage of all tools:
  - interviews, mapping, focus groups, surveys, etc.
- Pay attention to community boundaries
- Remember that community members often have good ideas!

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# Case study: Tanga, Tanzania



## Case study: Tanga, Tanzania

### Some lessons learned from Tanga:

- Trading user/access rights for management responsibility
- Allowing ample time for building trust & rapport

# The role of the community in sustainable tourism

## Direct roles:

- Renting land to developers
- Employees of hotels, tour operators, etc.
- Direct providers of food, lodging, etc.
- Guides
- Operators of independent tour programs

## Indirect roles

- Informal interactions with tourists
- Land use by landowners near MPAs

# Benefits & costs of sustainable tourism for local communities

## Discussion:

1. In a large group, brainstorm benefits & costs
2. Discuss - how can benefits be maximized and costs minimized?
3. Compare to benefits & costs from MPA's perspective

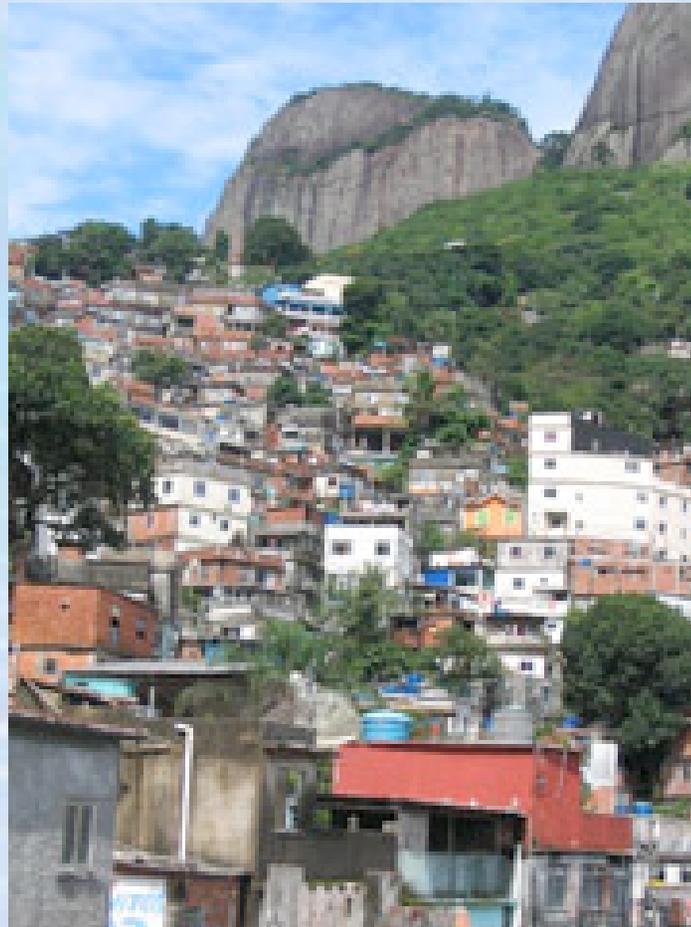
# Key considerations

- **Create partnerships - with MPA managers, with hotels, etc.**
- **Avoid putting all eggs in the "tourism basket"**
- **Link benefits to conservation**

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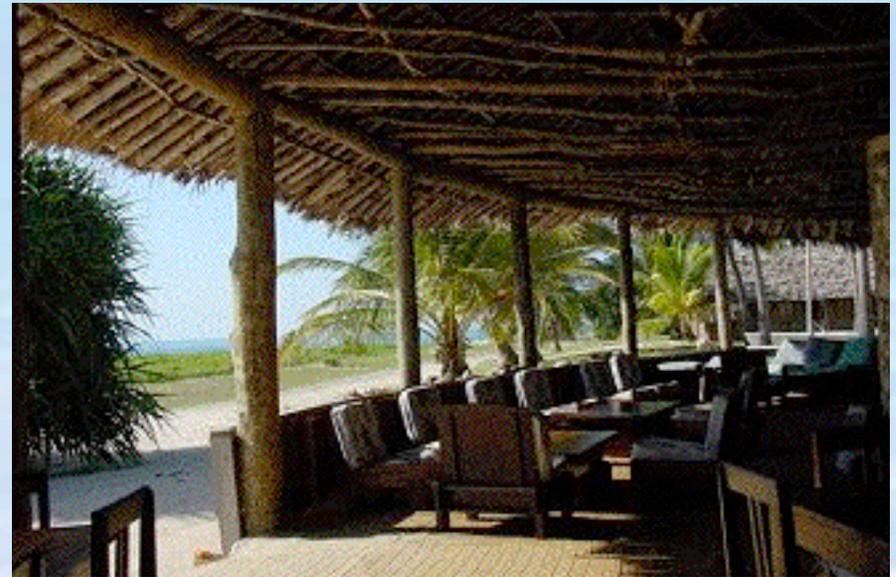
# Case Study: Job-seekers in Bahia, Brazil



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# Case Study: Partnering with hotels



# The role of government

## National government:

- Laws & regulations (e.g., zoning, EISs)
- Infrastructure
- Economic instruments (loans, etc.)
- Standard for health & safety
- Protected areas
- Taxes & allocation of tax revenue

## Local government

- Policy
- Laws & regulations
- Enforcement

# The role of NGO's

- Conservation organizations
- International development organizations
- Tourism, trade & travel organizations
- Local community-based organizations

*NGOs are often a good source of information, training, funding, and coordination - especially during initial planning stages.*

# The role of the tourism industry

**Outbound operators** - in tourist's own country

**Inbound operators** - in destination country

**Local service providers** - hotels, tour operators, etc.

## **Benefits of including tour operators in planning:**

- Information about potential market & competition
- Advice on visitor preferences
- Assistance in marketing
- Services for visitor access & appreciation
- Training of guides & local business
- Potential investment in local tourism operations
- Potential direct operation of a tourism operation

# How does the tourism industry usually develop a new destination?

- 1. Local team formation**  
investors, land owners, resort builders & developers
- 2. Seek outside investors**
- 3. Seek governmental support**  
infrastructure  
flexible land-use regulations  
tax breaks & incentives  
attractive public land/parks
- 4. Construction of facilities**

## The role of the tourist

**The tourist makes the final decision - whether or not to visit your area. You can influence this decision by:**

1. Communicating to tourists that the MPA exists and what its attractions are.
2. Encouraging tourists to patronize sustainable tourism sites rather than unsustainable sites
  - many tourists are willing to pay up to 5% more (of total trip budget) to support sustainable tourism

# EXERCISE

- Participants will be given a small basket with several items
- Participants will be divided into three groups.
- The basket shall be given to group number one; the instructions are don't open the basket and write the contents of the basket on a flip chart visible to all
- Instructions for group number two: each person can feel but not look into the basket and write the contents of the basket on a flip chart visible to all
- Instructions for the group number three: open, touch and see the items and write the contents of the basket on the flip chart
- Instructions to all participants: review the lists

## **Exercise: Identifying your stakeholders**

- 1. Draw your classroom on a paper**
- 2. Discuss & identify the resources in your MPA, & review your tourism vision.**
- 3. Identify as many stakeholder groups as possible. Are they different?, Why are they different?, Identify characteristics of each group**
- 4. Use colored circles to represent stakeholder groups**
- 5. Glue circles to flip chart**
- 6. Present to group.**

# Obtaining information: Focus groups

Focus group: semi-structured interview of 10-15 people

Who would you invite to a community focus group?

What would you ask them?

Exercise: Mock Focus Group

# Obtaining information: Resident surveys

Who will you survey?

How many people?

How will you contact them?

Why will they want to fill out your survey?

How can you be sure all groups are represented?

Designing a survey:

- Avoid "leading" questions

- Not too long

- Consider how results will be analyzed

*Exercise: Design a resident survey for your MPA*

# Community Mapping

Meet with stakeholders around a large map of the area

Ask stakeholders to mark on the map the locations of tourism resources & infrastructure



# Community-Based Management

## Three Management Approaches:

**Top-down** - integrated coastal management

**Bottom-up** - community-based management

**Combination approach** - co-management

Allows combination of scientific/technical expertise  
with local traditional/practical knowledge

# Participatory Techniques

**Informal interviews**

**Focus groups**

**Semi-structured interviews**

**Brainstorming sessions**

**Observational walks & boat trips**

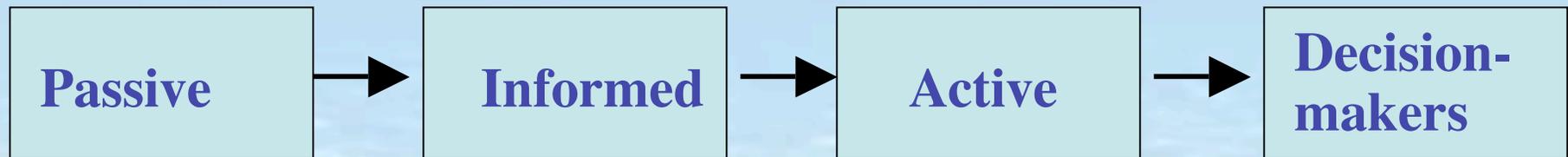
**Participatory mapping**

**Venn diagrams**

**Gender analyses**



# Levels of Community Involvement



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**Example: Community members giving suggestions for turtle conservation at community meetings**



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# Review & Next Steps

