Synergy Across Sectors in Pro-Poor Development: Outcomes from a Multi-stakeholder Workshop for Mozambique and Zimbabwe

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Introduction

Background and Context

On 12th and 13th June 2012, a workshop was held in Maputo, Mozambique as part of a Climate and Development Knowledge Network (CDKN) funded project that assesses institutional and governance partnerships for climate compatible development (CCD) in sub-Saharan Africa. CCD is development that seeks to minimise the harm caused by climate change while maximising the human development opportunities presented by a low emissions, more resilient future[1]. Climate finance resources and the voluntary carbon market present a valuable economic opportunity for developing nations. By harnessing these funds, countries can not only mitigate climate change but also potentially deliver significant win-win impacts for adaptation and climate-compatible, pro-poor development.

The few existing practical reflections on CCD case study projects have highlighted that while carbon payments can contribute to rural incomes, trade-offs with other ecosystem services and livelihood impacts and outcomes require careful consideration[2]. In addition, recent research reflecting on the lessons learned from sustainable land management and community-based conservation initiatives stress the importance of building on existing institutional and governance structures and processes[3]. The role of private sector companies and NGOs in developing new opportunities for communities through REDD+ carbon credit schemes has also been identified as vitally important. The workshop examined these issues for Mozambique and Zimbabwe, building on the reflections of multiple stakeholders and informing plans for an ongoing collaborative research programme.

Foreword from Mozambique lead co-investigator:

The workshop had a number of advantages for the Universidade Eduardo Mondlane (UEM) and we were pleased to help facilitate and participate. We were able to develop relationships between UEM and the University of Zimbabwe, as well as with broader stakeholders involved with CCD in Mozambique, such as CleanStar and Envirotrade. Discussions around CCD have led to value being added to our scientific knowledge. In addition to this, the UEM Research Assistants have received good training and practical experience in participatory methods and CCD research.

Foreword from Zimbabwe lead co-investigator and Research Assistants:

We were honoured to attend and be part of the stakeholder workshop in Mozambique. We learnt a lot as students of social ecology from the Centre for Applied Social Studies (CASS) at the University of Zimbabwe. Participating in the workshop and the presentations we did gave us experience and built our confidence as students. As research assistants we received good training that will eventually help during field work and in future research. We learnt a lot about CCD and how organizations can be involved in it. We also learnt from the experiences of organisations involved in CCD from both Zimbabwe and Mozambique. We were able to see and learn from these organisations and the partnerships they had developed as they exchanged experiences and knowledge. By learning from a country neighbouring Zimbabwe, we will eventually benefit from the knowledge especially as Mozambique has CCD projects underway already. All we learnt from the workshop was so relevant to our current studies in social ecology.

Workshop aim & goals

The workshop aimed to highlight a research agenda for assessing institutional and governance partnerships for climate compatible development (CCD) in Mozambique and Zimbabwe. An interactive programme and exercises generated preliminary lessons to explore further during community and project level research. To do this, the workshop had the following core goals:

1. To identify key CCD stakeholders (actors that can influence, or are influenced by CCD projects) in Mozambique and Zimbabwe;
2. To explore current institutional partnership models in CCD and broader natural resource management (NRM) projects in Mozambique and Zimbabwe;
3. To build capacity amongst stakeholder groups through sharing experiences of the challenges and opportunities of different partnership models in Mozambique and Zimbabwe;
4. To identify key partnership lessons from stakeholders that can inform future CCD policy and projects across sub-Saharan Africa.

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Workshop Content

Participants and Represented Projects

The participants provided a broad representation of a number of projects, locations and sectors. Invitations were sent to participants identified through literature review and discussions with in-country partners. In addition, a number of scoping visits to potential case study sites were conducted by project researchers prior to the workshop, and key informant interviews were used to identify invitees. Participants had their travel and accommodation expenses paid by the project in order to reduce any practical barriers to participation. Sixteen participants attended the workshop: a full list of attendees is available in Appendix 1 along with short biographies where provided. Three participants represented the Mozambique government through the Ministry of Environment and the National Institute for Management of Calamities from Mozambique. NGOs were represented from both countries, while private sector participants attended from Mozambique.

Activities

The workshop utilised a range of participatory research methods, including stakeholder mapping and discussion groups, in order to provide a platform for attendees to share their experiences on how they are implementing and managing development, and to consider the extent to which that development is "climate compatible". The workshop programme, the exercises used, and the goals that they sought to address are shown in Appendix 2. All participants were asked to fill out a reflective diary at the end of both days. The questions asked on the diary form were designed to encourage participants to consider what they had learned, how this would be relevant to their own work, and how they might use these lessons.

Data collection and analysis

Data collected at the workshop includes observational notes and the outputs from participatory exercises. The facilitators and research assistants took detailed notes of proceedings and discussions throughout the two days. During focus group discussions, participants were encouraged to produce flipchart summaries of their discussion and present them to the wider group (Figure 1).

Analysis of the data began during the workshop in order to involve participants in the process. During large group discussions, participants were asked to write their summary thoughts on post-it notes. These were then clustered by the facilitators, and emergent categories could be further refined and/or modified through discussion. The minutes and outputs were further analysed to identify key themes and emerging

areas of research priority after the event, and will feed into other outputs from the project, including an academic journal article.

Figure 1 - Pascal Manyakaidze from Shurugwi Partners giving feedback from small group discussions

Key Outcomes

Goal 1: Key stakeholders in CCD

Initially, discussions were held in order to ensure everybody had an understanding of what was meant by CCD. It was agreed that CCD must include aspects of development and wherever possible, CCD efforts should also work towards mitigation of and/or adaptation to climate change. Links were made with sustainable development, as a broader, overlapping concept, as well as with climate-smart agriculture, and the links to Mozambican 'Green Economy' initiative[4] highlighted. Empowering communities was felt to be a vitally important aspect of CCD, as were innovations which could play a role in emissions reduction and energy efficiency. These aspects largely target the development and mitigation facets of CCD. In addition, the importance of institutional arrangements in addressing CCD was discussed.

Stakeholder mapping allowed participants to consider who was important to them or their organisation (both internally and externally) in their projects that relate to CCD (Figure 2). Participants agreed that it was difficult to generalise the nature of stakeholder relationships through quality of interaction or ranking of importance as these variables depend on the objectives and mission of each relationship and can vary over the course of a project. However, participants from Zimbabwe were able to broadly identify key stakeholders and define their potential roles within CCD partnerships (Box 1).

Figure 2 - Developing group stakeholder maps

Goal 2: Institutional partnership models in CCD and natural resource management projects

Discussions on Day 2 began with an exercise to define what constitutes a partner, and with thinking about how we can distinguish 'partners' from 'stakeholders'. Characteristics of partners were agreed to include shared goals and visions and complementary skills and resources. Partnerships need partners with well-defined roles and responsibilities as well as trust, understanding and reciprocity. Participants felt partnerships were needed primarily for achieving goals and outcomes that would not be possible if an organisation is working alone. A variety of partnerships models were presented by participants during the workshop (e.g. Box 2 and 3).

Communities were perceived as key stakeholders by participants. Traditional Authorities were recognised as important in both countries as a point of entry to communities, as well as being stakeholders with the power to lead the community.

Country-level Stakeholder Mapping – Zimbabwe

Zimbabwean participants were able to identify key stakeholders and define their roles within CCD partnerships:

Zimbabwe Government - provide infrastructure, laws and policies for regulation, information and technology transfer

Communities – often beneficiaries. They also provide indigenous knowledge systems which can be used for CCD.

Local NGOs – can input into policy and advocacy

Academic Institutions – provide evidence from research and impart knowledge through teaching students

Private sector – supply new technologies, links to carbon credits, finance, empowerment and employment. Corporate social responsibility (CSR) can also benefit communities through provision of schools, health centres etc.

International NGOs – provide finance and can work in collaboration with other NGOs to share best practices through different experiences and research

International Funding Institutions (donors) – e.g. World Bank and International Monetary Fund. They are essential in providing financial aid and can influence policy at a local level

Multilateral Environmental Agreements – e.g. the Convention on Biological Diversity. They provide international policy formulation which can lead to national policy development. They also provide finance, promote best practices and provide a platform for dialogue and learning from different experiences

Southern African Development Community (SADC) – provides regional policy formulation e.g. in trans-boundary conservancies. They facilitate access to international finance and technical support at the local level and promote dialogue

Box 1 - Country-level stakeholder mapping -Zimbabwe

Partnership Model Example: CleanStar, Mozambique

CleanStar is an integrated food and energy system. Partners include the *communities* who supply the product (cassava) to make the ethanol for cook stoves and are also the end user of the stoves, local and international *research institutions* who generate relevant knowledge for the project, *private sector* partners such as Novozymes who produce enzymes for extraction of ethanol, and *private sector* investors. The *government* are also seen as key players who provide regulatory support such as licences.

Box 2 - Partnership Model Example: CleanStar, Mozambique

Partnership Model Example: Mahenye CBNRM Project: Campfire Association, Zimbabwe

The CAMPFIRE (Community Areas Management Programme for Indigenous Resources) Association is an umbrella organisation for Community Based Natural Resource Management. The Association provides coordination, networking and a collaborative platform. Within CAMPFIRE, the *community* leases their land to the *private sector* which in turn provides financial resources for tourism infrastructure. The *government* provide support through enabling policies and regulation while *NGOs* provide capacity building, monitoring and evaluation. *Donors* supply financial resources and *academic researchers* study, evaluate and disseminate the information.

Box 3 - Partnership Model Example: Campfire Association, Zimbabwe

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Discussions over the role of communities in partnerships revealed that they were often the beneficiaries of projects, although their ability to provide indigenous knowledge was recognised and valued by all. Incentivising communities to participate in natural resource management projects was also discussed. Comparisons were drawn between the carbon payment system of the Envirotrade project in Nhambita, Mozambique and wildlife protection and management through the Campfire Association in Zimbabwe.

Goal 3: Building capacity amongst stakeholder groups through sharing experiences on the challenges and opportunities of different partnership models

The workshop successfully provided a forum for experience sharing. The representation of a range of sectors and projects from both countries meant that the experiences brought together in the workshop were diverse and participants were able to meet others with whom they would not normally interact. Small breakout groups promoted discussions with other participants and everyone was encouraged to contribute to group plenary sessions. Feedback time was set aside for wider group discussions following each breakout group. Posters developed through all exercises were prominently displayed throughout the workshop to invite consideration and comment/ modification from participants. Additionally, all participants were hosted in the same hotel, allowing for more informal discussions over meals and in the evenings.

Workshop evaluation forms suggested that participants had gained an understanding of CCD and found the process of identifying stakeholders, as well as comparing the situation between the two countries, very useful. Participants also found presentations and discussions regarding carbon trading and incentivising communities useful to take back to their projects.

Participants identified many challenges to working in partnerships, such as under-resourced government departments, lack of investment, unwillingness of communities to participate in projects and partners working at different speeds/ over different time frames. In addition, challenges specific to CCD were identified. For example, a lack of policy for REDD and no working definition of forest in Mozambique hinder efforts to develop projects. More broadly, fluctuations in carbon market prices and natural disasters were mentioned as problematic for climate finance projects.

Opportunities were discussed in terms of formalising partnerships through Memorandums of Understanding thereby increasing trust and transparency between partners. The availability of private sector finance through CSR schemes was highlighted as a major opportunity for the future of CCD projects. For example, investment from Bank of America Merrill Lynch is instrumental in the CleanStar initiative.

Box 4 – Capacity building example

Goal 4: Key partnership lessons from stakeholders that can inform future CCD policy and projects across sub-Saharan Africa

Participants identified that well-established CBNRM initiatives such as the Mahenye Campfire Association Project may provide many important lessons for future CCD projects. For example, incorporating traditional governance systems into decision making, and drawing on indigenous knowledge systems, will strengthen and empower communities, helping to facilitate more adaptive management and building greater capacity to respond to shocks and stresses caused by both climate change and other processes.

Participants further recognised that CCD is only a 'useful concept' if it has government backing and is mainstreamed across national economic development plans. As a cross-cutting issue, it is vital that a lead ministry or department is identified to coordinate activities and communication. In Mozambique, the Ministry for the Coordination of Environmental Affairs (MICOA) has been nominated for this role and as such is developing a national climate change strategy

Figure 3 - A participant in the Nhambita Community Carbon Project (Mozambique)

Conclusions: Setting the Agenda for Community and Project Level Case Study Research

Workshop participants acknowledged that further case study research is vital in order to feed project-level partnership experiences into national and international fora.

The emphasis throughout workshop discussions on community engagement, the role of traditional authorities and the challenges and opportunities the present for CCD projects and partnerships, highlighted a clear area for future research. The CDKN project Post-Doctoral Research Assistant and in-country research assistants will spend time in the target communities of each case study project over the coming months. Community meetings, focus groups and in-depth household-level interviews will be used to investigate the aims of the projects, their stakeholders, the ensuing partnerships and the process of engagement and impacts at the community level. The research will consider who has been identified as constituting the local community in each case, how they have been engaged in each project, and the extent to which they are engaged / nature of their engagement.

Box 5 shows the four case study projects, incorporating a variety of partnership models and project aims, chosen for further, in-depth exploration:

Figure 4 - Staff and project partners in the CleanStar project (Mozambique)

- **Nhambita Community Carbon Project (Mozambique) – F**orestry and agroforestry activities are being promoted by Envirotrade in the buffer zone of the Gorongosa National Park in order to enhance sustainable livelihoods, rehabilitate severely degraded forest environments, promote biodiversity and sequester carbon (figure 3).

- **CleanStar (Mozambique) –** An integrated food, energy and forest protection business. CleanStar are currently piloting an ethanol stove in communities around Maputo aiming to reduce indoor pollution as well as the demand for charcoal (figure 4).

- **Mahenye CBNRM Project; Campfire Association (Zimbabwe) –** the Campfire Association's flagship project. Mahenye is a community wildlife conservation and ecotourism project which was established to reduce human-wildlife conflict around the Gonarezhou National Park.

- **Shurugwi Partners CBO (Zimbabwe) –** A grassroots, community-based organisation working towards poverty reduction, economic development and social safety interventions.

Box 5 - case study projects chosen for further, in-depth exploration

Key Workshop Outcomes
- Key CCD stakeholders can be identified in both countries but it is difficult to generalise about relationships as roles and responsibilities vary over time and context
- Partners differ from stakeholders as partners tend to have shared goals and complementary resource bases
- Key lessons such as the involvement of traditional authorities in decision making can be learned from established CBNRM initiatives in Zimbabwe and applied to CCD projects
- CCD needs to be mainstreamed across national economic development plans and a lead Ministry or Department should be identified to coordinate CCD activities.
- Participants gained understanding about CCD and developed new links between organisations and across countries.

In depth discussion of the outcomes from this workshop, the workshop in Zambia, and the wider research will be available in the form of reports and academic papers. For more information on the project and such outputs, please visit: http://www.see.leeds.ac.uk/research/sri/cdkn/

Appendix 1: Participants

Participant	Sector/Organisation	Nature of activities relating to CCD/NRM
		Facilitators
Jen Dyer	University of Leeds	Jen is the Post-Doctoral Research Assistant on the CDKN project. As such, she is carrying out training of the project Research Assistants, community level research and project-level semi-structured interviews with elite stakeholder across the 4 countries as well as leading the organisation of the 2 in-country workshops
Lindsay Stringer	University of Leeds	Lindsay is the Director of the Sustainability Research Institute, and is the CDKN project Principal Investigator. She oversees the whole project and is responsible for the successful execution of project deliverables.
Andy Dougill	University of Leeds	Andy is a Professor of Environmental Sustainability and is a co-Investigator on the CDKN project. He has over 20 years of environmental change research experience from across Southern Africa with specific expertise on developing community-based environmental monitoring systems.
Mario Falcão	Universidade Eduardo Mondlane	Mario Falcão is a senior lecturer at Forest Engineering Department of the Faculty of Agronomy and Forestry Engineering of Eduardo Mondlane University and is the Mozambican in-country co-Investigator on the CDKN project.
		Mozambique Government
Sidonia Muhorro	Ministry for the Coordination of Environmental Affairs (MICOA)/ Universidade Eduardo Mondlane	
Figueiredo Araujo	National Institute for Management of Calamities (INGC)	
		Mozambique NGO
Muino Taquidir	Flora and Fauna	
Richard Dixon	International Union for Conservation of Nature (IUCN)	
		Mozambique Private sector
Aristides Muhate	Envirotrade	Aristedes Muhate has a Degree in Forest Engineering (Licentiate degree), and has been working for Envirotrade since 2008. He works as the Country Carbon Inventory Manager, where his role is to the control all information generated on the operations side in Agro forestry and forest conservation. His role guarantees the compliment of technical specifications, proposing and implementing standards for carbon operations. He also works in the Department of Prevention and Mitigation of the National Institute for Disaster Management, and his work is related to issues concerning early warning and climate change.
Boris Atanassov	CleanStar/Greenlight	Boris Atanassov is the founding director of GreenLight, a Mozambican based research and development organization, focused on the promotion of environmental technology for community advancement. His research interests include: technology diffusion and adoption, climate change adaptation, and renewable energy propagation. Current project involvement ranges from the introduction of ethanol cookstoves in Maputo, sustainable forestry for biomass energy production in Sofala province and the development of a country-wide baseline for energy production and use in Mozambique.
		Mozambique Private-Public Partnership
Micas Cumbane	Mozambique Carbon	

	Initiative	
	Mozambique Academic	
Prof. Valério Macandza	Universidade Eduardo Mondlane	Dr. Valério Macandza is a wildlife ecologist and Head of the Forestry Engineering Department at the Eduardo Mondlane University. He is a lecturer of wildlife ecology and management, conservation biology and protected areas planning and management, at graduate and postgraduate levels. His research interests include the ecology of large mammals, particularly spatial ecology and the interaction between large mammalian herbivores with vegetation; impacts of climate change on domestic and wild herbivores and sustainable wildlife utilization.
Jaime Nhamirre	Universidade Eduardo Mondlane	
Raulina Quetxoaio	Universidade Eduardo Mondlane	Raulina has worked as a secretary for the Department of Forestry Engineering since 2001. She is also studying English Teaching in the Faculty of Arts and Social Sciences. She is very pleased to be involved in the CDKN project as a Research Assistant and Translator.
	Zimbabwe Consultant	
Member Mushongahande	Independent consultant	Mr M. Mushongahande has 17 years of experience working in the Environment sector in which he has specialized in forest health, biodiversity and climate change. Apart from his formal job he is an independent Consultant with interests in climate change, agriculture and forestry. Mr Mushongahande has consulted for the Government of Zimbabwe in Green House Gas inventories in the land Use and Land Use Change and forestry (LULUCF) sector in National Communications. Mr Mushongahande has been involved in this project when he was hired as a Consultant for the Climate Development Knowledge Network (CDKN) to carry out a rapid assessment of forestry and climate change in Zimbabwe.
	Zimbabwe NGO	
Veronica Zano	Zimbabwe Environmental Law Association (ZELA)	Veronica Zano has a bachelor of Laws Honours from the University of Zimbabwe. She is employed by the Zimbabwe Environmental Law Organisation (ZELA) as a legal Officer. ZELA is a public interest environmental law organisation based in Harare that seeks to promote environmental justice, the sustainable and equitable use of natural resources, democracy and good governance in the natural resources sector in Zimbabwe. ZELA is an active member of the Zimbabwe Climate Change Working Group and has been involved in number of advocacy initiatives on lobbying government to implement climate change adaptation and mitigation policies in the country. As a law organisation, ZELA has carried out some research on the need for the promulgation and implementation of laws and policies that will ensure that Zimbabwe as a country addresses the issue of Climate Change. Her interests are mainly working with the poor and marginalised families who in most cases do not have a voice towards issues of environmental management to ensure that they become empowered individuals and communities that can make a difference towards the upliftment of their livelihoods from the environment.
Cecil Machena	Campfire Association Zimbabwe	Cecil is the Coordinator of the Zimbabwe Community Based Natural Resources Management Forum (CBNRM Forum). The Forum is an umbrella body for diverse organisations (Rural District Councils, local and international non-governmental organizations, academic institutions, community based organizations, Government departments and the private sector) involved in and those promoting community based natural resources management activities (CBNRM). CBNRM is the framework for the enhancement of rural livelihoods, community based conservation, and rural development in southern Africa. It also turning out that CBNRM is a framework for climate change mitigation and adaptation.
	Zimbabwe CBO	

Pascal Manyakaidze	Shurugwi Partners	Pascal founded the Community Based Organisation, Shurugwi Partners in 2008. He graduated at the Midlands State University (MSU) in 2009 and was conferred with a first class Bachelor of Science Honours Degree in Geography and Environmental Studies. He is currently studying for a Master of Sciences in Safety Health and Environmental Management programme with MSU again. All his projects are biased towards grassroots community efforts for achieving the Millennium Development goals through food security, poverty reduction, water resource management, climate change and variability. He is also interested in research, ICT, innovative rural technology, wildlife management, project management, local community participation and environmental education and awareness. He has gained vast experience in project management through working with communities, stakeholder coordination, networking and proposal writing.
	Zimbabwe Academic	
Ashley Chinyamakobvu	University of Zimbabwe	Ashley is currently studying for her masters in Social Ecology at the University of Zimbabwe. She is a Research Assistant on the CDKN project representing the University of Zimbabwe's Centre for Applied Social Sciences department. Her research interest is in community based natural resource management with specific interest in the institutions involved in the projects.
Evas Zunza	University of Zimbabwe	Evas is currently undertaking a Masters in Social Ecology at Centre for Applied Social Studies (CASS) at the University of Zimbabwe. Her research interests are focused on the benefits derived from the Communal Areas Management Programme For Indigenous Resources (CAMPFIRE) in Mahenye, Chipinge District, Zimbabwe. She will look at how the lessons learnt can inform the REDD+ initiative. She is also working as a Research Assistant on the CDKN project.

Appendix 2: Workshop Activities

Session	Exercise(s)	Goals addressed
Workshop Introduction	• Words of welcome from workshop leaders • Overview of research and programme	
Participant introductions	• All participants to introduce themselves, their organisations and their links with climate-compatible development	1
Workshop outline	• Participants were asked to write their wishes and expectations for the workshop on post-it notes. • Cluster analysis to identify aims and shape programme.	1,

Individual stakeholder mapping	• Agree on a common definition of climate compatible development
	• List of relevant stakeholders for each participant
	   • Ranking by importance
	   • Types of links
	   • Quality of interaction
	   • Which method best defines your core partnership?
	• Feedback from participants and discussion
		2

Group stakeholder analysis	• Participants to group themselves according to shared characteristics (prompted by stakeholder maps) • Discuss key stakeholders (who and why) • Discuss differences between group members • Feedback from groups	2,3
Plenary	• Group discussion pulling together lessons from the day	1, 2, 3
DAY 2		
Open discussion	• Defining a partner – each participant to write definition of partner of post it notes	4

Exploring partnerships – case studies	• Case study presentations – CleanStar Project (Mozambique), Campfire Association (Zimbabwe) and Mozambique Carbon Initiative covering the following points
	   • What are the aims of the project?
	   • How do you define a partner in your project?
	   • What does each partner bring to the partnership?
	   • How are they engaged?
	   • What are the challenges and opportunities of working with each?
	   • Do you have any solutions for overcoming the challenges?
	• Open discussion
		4

Exploring partnerships – small group discussions	• Mixed groups of 5/6 for discussions to discuss the same points • Feedback and group discussion	4

Plenary	• Revisiting the 'expectations' post-it notes
	• Open discussion
	   • What makes a successful/unsuccessful partnership?
	   • How do power relations impact on the success of a partnership?
	   • Which partnerships work well?
	   • What will you take away from these discussions for current/future partnerships?
	• Reflection on the workshop
	• Report highlighting key similarities and differences with outcomes of Zambia/DRC workshop
		4

In depth discussion of the outcomes from this workshop, the second workshop in Mozambique, and the wider research will be available in the form of reports and academic papers. For more information on the project and such outputs, please visit: http://www.see.leeds.ac.uk/research/sri/cdkn/