

#4

BIODEV2030  
MAINSTREAMING  
BIODIVERSITY

## CO-CONSTRUCTING VOLUNTARY COMMITMENTS FOR BIODIVERSITY:

FACILITATING SECTORAL  
DIALOGUE BY ENSURING  
THE INFORMED  
PARTICIPATION OF  
STAKEHOLDERS

ambition for biodiversity

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2030





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## WHAT IS IT?

Practical guide for conducting sectoral dialogue in order to catalyse voluntary commitments to reduce the impact of production practices on biodiversity

## WHO IS IT FOR?

Governments, development banks and NGOs or any other organisation wishing to follow a similar mainstreaming approach

## HOW?

Lessons were drawn from the experience in the 16 countries that tested the BIODEV2030 method between 2019 and 2022.

The IPBES<sup>1</sup> makes it clear in its latest report: the erosion of biodiversity requires transformative change. **Conservation and sustainable use of nature can be achieved through the deployment of voluntary commitments that effectively mobilise individual and collective action.** These profound changes in practices require that the whole of society, and economic actors in particular, work together, strengthen their cooperation and commit to a series of measures related to and based on the current state of scientific knowledge.

**The BIODEV2030 project proposes a participatory and inclusive science-based approach to mainstream biodiversity into economic sectors and consequently halt its decline by 2030.**

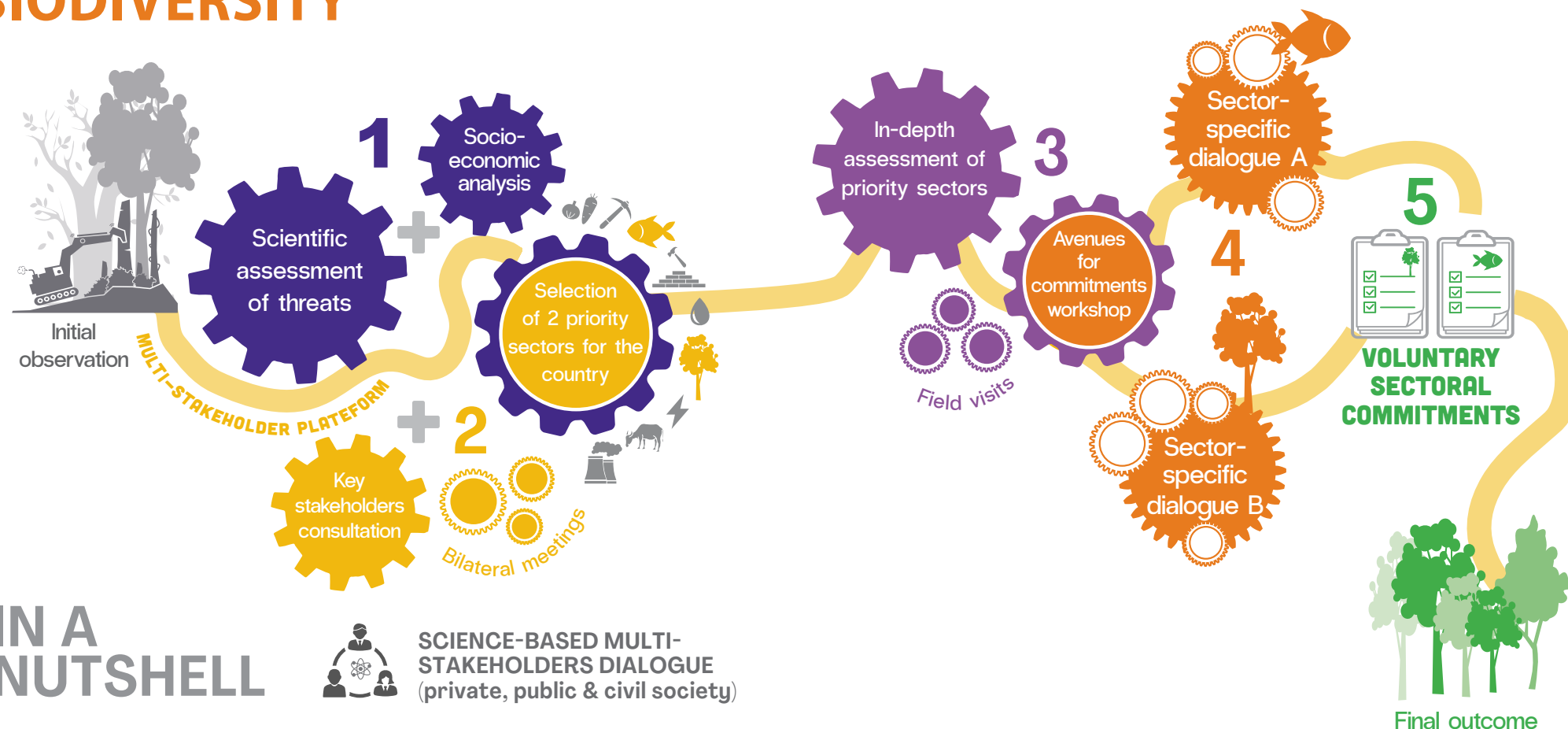
Drawing lessons from project implementation in the 16 countries that tested the BIODEV2030 method between 2019 and 2022, we have identified two main factors to ensure the emergence of ambitious and realistic voluntary sectoral commitments in favour of biodiversity:

- 1. Define the relevant strategy and approach for a dialogue** allowing the collective emergence of voluntary sectoral commitments to reduce pressures in a sustainable way at the territorial scale identified as pertinent.
- 2. Bring together all relevant sectoral stakeholders** at the right level of responsibility and ensure that they share a common understanding of biodiversity issues and the concept of voluntary commitment.

Drawing on lessons learned from implementation of the project, we offer this practical guide for governments, development banks and NGOs or any other organisation wishing to follow a similar mainstreaming approach.

*Over a period of three years, BIODEV2030 has tested a method to provide governments with the means to identify and initiate, together with the private sector, profound changes in the economic sectors that have a strategic impact on both development and biodiversity. It is based on three steps: scientific assessments, multi-stakeholder dialogue and voluntary commitments.*

# BIODEV2030 METHOD TO MAINSTREAM BIODIVERSITY



## IN A NUTSHELL



SCIENCE-BASED MULTI-STAKEHOLDERS DIALOGUE  
(private, public & civil society)

Identify economic sectors



Threat assessment

Multi-stakeholder dialogue

Elaborate sectoral action plans



Sector assessment

Sector-specific dialogue



Voluntary sectoral commitments

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## RESOURCES



## STRUCTURE THE SECTORAL DIALOGUE FOR THE MAINSTREAMING OF BIODIVERSITY

The dialogue for biodiversity mainstreaming takes place within multi-stakeholder dialogue platforms. These platforms are places to discuss biodiversity mainstreaming between private actors representing the economic sectors (agriculture, forestry, fisheries, etc.), public actors (supervisory ministries and ministry of the environment) and civil society. They take form in all the meetings and exchanges between the stakeholders. The aim of these exchanges is to reach an agreement committing the stakeholders to implement a set of actions promoting more biodiversity-friendly ways of producing and consuming.

### THE DIALOGUE TAKES PLACE IN TWO PHASES.

**The first phase of the dialogue** is fueled with the scientific assessment of the threats to biodiversity. First, it must raise awareness of the links between production activities and biodiversity, both their impacts on it and their dependence on it. Stakeholders can then prioritise the strategic sectors (due to their impact on both the biodiversity and the development of countries) to be mobilised to mainstream biodiversity into their production practices.

**The second phase of the dialogue**, presented in this guide, takes the previous exchanges a step further by involving the stakeholders from the priority sectors. The aim is to agree on a set of actions to be implemented to achieve a positive and measurable change in biodiversity. This sectoral dialogue is based on the results of the in-depth analysis of the sectors and on voluntary commitment scenarios. To facilitate the exchanges, it is imperative that these scenarios be sufficiently defined (pressures addressed, recommended responses, expected effects or impacts).

Good governance and in particular the inclusive nature (i.e. the recognition of the multiple interests and values) of the process of constructing voluntary commitments is as important as its content. The involvement and effective participation of all the stakeholders concerned will reinforce the opportunities for good appropriation of the commitments, which will increase the success of their implementation. The issues, objectives, means and consequences of the commitments undertaken must be understood and appropriated by each stakeholder.



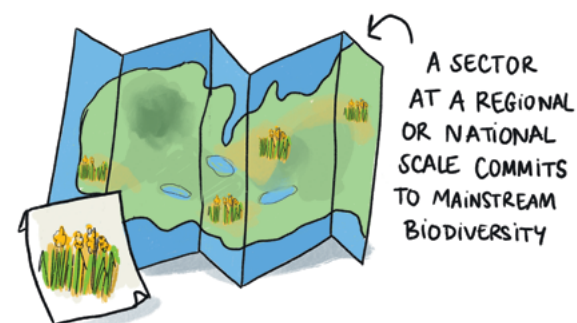
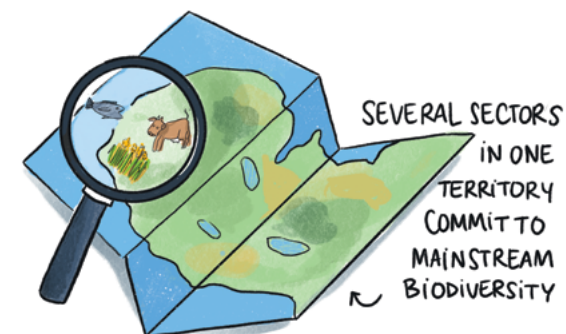
# SUCCESS CRITERIA 1

DEFINE THE RELEVANT  
STRATEGY AND APPROACH  
FOR A DIALOGUE THAT  
ALLOWS TO TACKLE THE  
PRIORITY ISSUES

**OBJECTIVES:** depending on the national and sectoral contexts, define the relevant territorial scale and the methods for facilitating the collective emergence of voluntary commitments for each priority sector.

## MONO-SECTORAL DIALOGUE VS INTERSECTORAL DIALOGUE

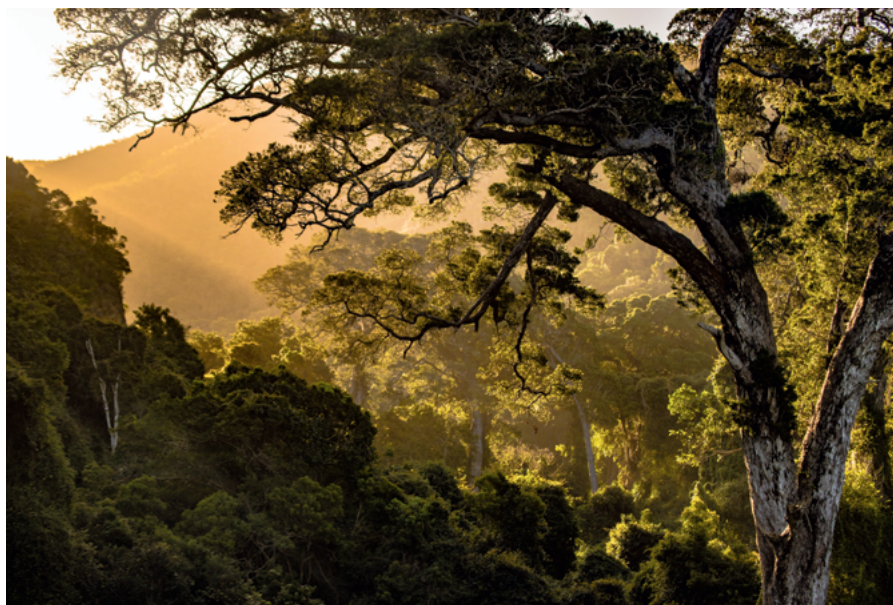
Depending on the priority issues, the countries have chosen to organise the co-construction dialogue in different ways: either sector by sector, on a regional or national scale, or on a cross-sectoral basis on a territorial scale.



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- The majority of countries opted for a mono-sectoral dialogue: the dialogue workshops on the voluntary commitments were conducted in the territories most representative of its production and/or in the capital city. For example, in Uganda and in Fiji, workshops were held at regional scale to focus on the issues faced by the actors on the ground. As a second step, a national feedback workshop was organised in order to provide feedback from the ground with the aim of involving other regions later on.
- Ethiopia, Kenya and Senegal opted for an intersectoral dialogue at territorial scale. This choice follows the decision of the stakeholders to work on the mainstreaming of biodiversity in territories that are particularly rich in biodiversity and subject to significant sectoral pressures. The dialogue workshops then brought together the 3 to 4 sectors identified as priority in the region under study, leading to voluntary cross-commitments by the actors in question.



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# 1

## STEP 1

### ADAPT THE DIALOGUE TO THE SPECIFICITIES OF THE SECTORS AND ACTORS

The approaches developed in the 16 BIODIV2030 countries to guarantee the emergence of the voluntary sector commitments have successfully adapted to the national specificities (political context, structuring of sectors, the actors' way of operating, decision-making process, etc.). An in-depth analysis of the sectors allowed to target the relevant territorial scale, while the stakeholder mobilisation strategy allowed to consider the form, number and sequencing of the meetings and dialogue workshops. The countries proved agile in adapting to the problems encountered, including times and actor availability. They learned from their exchanges with stakeholders and also from their experience with other countries.



#### INDIVIDUAL COACHING OF VIETNAMESE COMPANIES TO ENSURE THE EMERGENCE OF THE VOLUNTARY COMMITMENTS

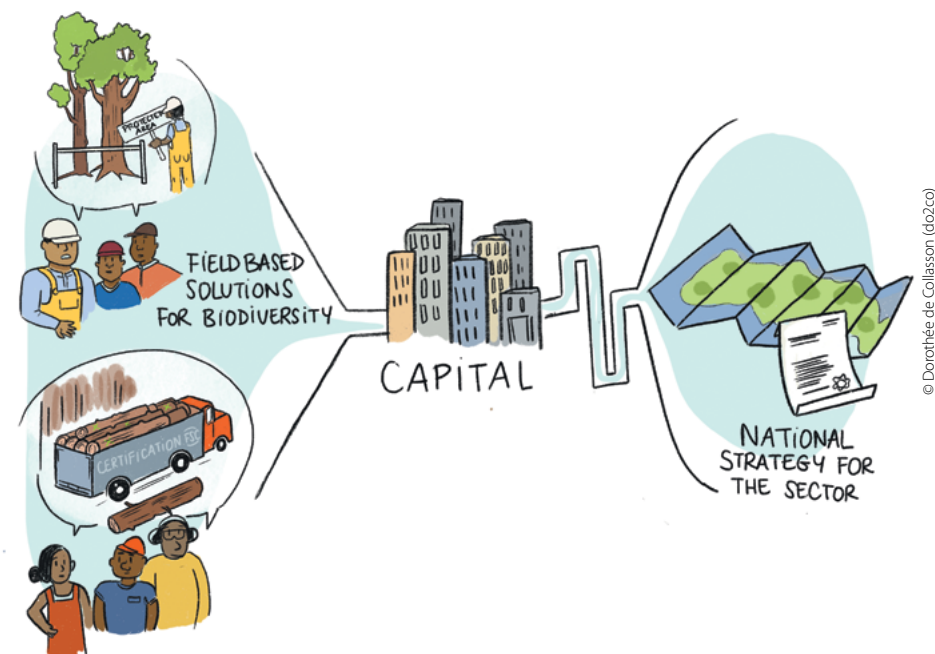
*"In Vietnam, the initial dialogue approach took the form of bilateral meetings with volunteer companies followed by a sector workshop for all stakeholders to share their positions and agree on ambitious and realistic commitments. This is what we did with the aquaculture sector, which also led us to identifying the need to invite representatives of the banking sector to speak at the workshop to present their sustainable development financing strategies. However, during the workshop we realised that the actors had not appropriated the approach in the same way during the bilateral meetings: the participants' expectations were not the same. We therefore changed our strategy to organise the dialogue with stakeholders from the forestry sector. First of all we presented the approach, the commitment scenarios and expectations at a workshop bringing together all sectoral actors before individually accompanying the volunteer companies in forming their action plans."*

**Chien Vuong Quoc - BIODIV2030 project manager in Vietnam**



# 2 STEP 2 FEED THE DIALOGUE WITH THE REALITIES ON THE GROUND

To be successful, the discussions on the voluntary commitments to be undertaken must reflect the (productive, economic, legislative, etc.) realities of the sectors as faithfully as possible. Indeed, the voluntary commitments are the responses of sector actors to the erosion of biodiversity as a result of their production practices. Thus, regionalising the workshops as close as possible to the actors (or, failing that, making field visits) was the right course of action in some cases to bring out solutions from the ground or to involve small-scale producers and the territorial branches of the state bodies in the development of the commitments. This promotes their alignment with the voluntary commitments and will facilitate their future implementation.



## ESTABLISH A CONTINUOUS DIALOGUE BETWEEN THE TERRITORIES AND THE CAPITAL

Whether the workshops are conducted in the capital city or in the territories, exchanges between these two levels are essential. Indeed, the voluntary sectoral commitments are intended to be implemented on the field but also to be integrated in the national biodiversity strategies and action plans (NBSAP).



## REGIONAL WORKSHOPS IN MOZAMBIQUE: TERRITORIAL ANCHORING, NATIONAL SCOPE

*"In Mozambique, we have organised specific workshops for each sector in order to outline the key priorities for the voluntary commitments. Thus, for three sectors we decided to bring together the actors in the region (in Gurué for soya and in Quelimane for mineral sands and fishing) to encourage the presence of companies and producers associations from these sectors. The idea will then be to capitalise on the commitments undertaken by a company to extend them to other regions. The dialogue on voluntary commitments was facilitated by Dr Ntumi, author of the threat assessment, who produced a report entitled "Conceptual models for voluntary sectoral commitments in Mozambique<sup>2</sup>", summarising the biodiversity issues and sectoral issues and the priority actions to be considered for commitments with a positive impact on biodiversity, the Sustainable Development Goals and trade."*

**Maria Matediane - BIODEV2030 project manager in Mozambique**

*"With BIODEV2030 we have understood that dialogue with other stakeholders, in this case the local populations, is a sine qua non condition for the preservation of biodiversity. This is an action that must be stepped up"*

**Ibrahim Djabarou Head of Lama Forest Management Unit, National Timber Board (ONAB)**



(2) UICN (2022). Modelos Conceptuais de Compromissos Voluntários Sectoriais para Moçambique - Integrando a biodiversidade nos sectores económicos. BIODEV2030. Maputo. 36p



# 3 STEP 3 DEPLOY TOOLS TO CATALYSE THE VOLUNTARY COMMITMENTS

The emergence of voluntary sectoral commitments in favour of biodiversity requires increased collaboration on the part of stakeholders. It is essential that everyone can speak, that all speeches are taken into account and that the participants understand the added value such a commitment entails. Depending on the means and time available, the facilitators deployed a number of mechanisms (interactive tools, visits, meetings, talks, serious games) to gather proposals from stakeholders and catalyse commitments. They also benefited from the presence of the CBD\* focal point, high-level policy makers, sectoral experts and/or “champions” supporting the facilitation and drafting of the voluntary commitments.



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## RESOURCE

Watch out the testimonies of « champion » companies that implement good practices for biodiversity in Mozambique



\* National focal point to the Convention on Biological Diversity



## A STRUCTURED FRAMEWORK FOR HARMONISING PROPOSALS FOR VOLUNTARY COMMITMENTS IN UGANDA

*“In Uganda, we structured the content required of the voluntary commitments using a grid to be filled in by sector stakeholders. Thus, during the workshops, each participant was invited to draft their commitment proposal based on this precise framework, which had to contain a description of the problem, a description of the action envisaged, the quantified objectives, the actions to be implemented, the tracking criteria, the time milestones, the focal point responsible for the action, the necessary financial resources, the potential sources of funding and the implementing partners. In total, 16 actors from the farming sector and 19 from the biomass sector proposed (and sometimes signed) commitments in favour of biodiversity on this basis. But the content of the commitments between public actors (national or local), the private sector (business associations, farmers or companies) and representatives of indigenous populations is still heterogeneous. Review and harmonisation of the grids by the consultant is necessary to have a clear vision of the aims and feasibility of these commitments.”*

Francis Alynio – BIODEV2030 project manager in Uganda



## “SERIOUS GAMES” TO COMMIT SENEGALESE ACTORS TO RECONCILING BIODIVERSITY AND DEVELOPMENT

*“In Senegal, we used an innovative and tailored approach to mobilisation and dialogue based on serious games, led by a consortium of national and international consultants\*. This facilitation technique is entirely based on a participative approach that works on collective intelligence. Through games, the participants become aware of and discuss the environmental problems they encounter and their causes. They can then explore new solutions to a given problem and imagine their impact on biodiversity. This approach allows participants to collectively and individually make voluntary commitments according to their level of responsibility and the possible actions available to them while seeing the outcome.*

\* Experts consortium led by LEAF Inspiring Change. The national consultants are Enda Pronat, l'Ecole Nationale Supérieure d'Agriculture and Harmony group. The international consultants are Cirad and JulienChupin. For more information, contact Florence Curet, Senior project officer at IUCN: [florence.curet@iucn.org](mailto:florence.curet@iucn.org)



5 sessions of multi-actor and inter-sectoral serious games were organised in 5 localities of the Thiès region, broadly mobilising all the sectoral actors (local authorities, women's groups, administrative authorities, local businesses, farmers, breeders, fishermen, market gardeners, civil society, deconcentrated technical services, etc.). The game's design and calibration process took the perspectives of the different stakeholders into account (obtained in prior interviews) so that it would be adapted to the context to ensure the emergence of solutions and good practices.

The serious game sessions allowed the stakeholders attending to identify the collective strategy they considered would be most effective in reducing their sector's pressures on biodiversity. Together they shaped and then detailed very precise and operational voluntary commitments, in terms of both the actions and behaviours to be changed and the distribution of the responsibilities for achieving them. The games also created a collective dynamic between the actors gathered: they planned to pursue the commitments together in an autonomous way, in terms of both tracking the implementation of their commitments and obtaining others from actors not yet mobilised.

Lastly, a session was organised with the national authorities and the deciders for them to participate in this strategy game. This reproduced the results of the local sessions at a high level and enabled priorities to be defined at national level in order to feed cross-sectoral biodiversity conservation policies."

**Amadou Touré – BIODEV2030 project manager in Senegal**





# SUCCESS CRITERIA 2

BRING TOGETHER  
KEY SECTOR ACTORS  
AND PROMOTE THEIR  
APPROPRIATION OF  
BIODIVERSITY  
MAINSTREAMING  
CHALLENGES

**OBJECTIVES:** to use the mobilisation strategy to ensure that sector stakeholders participate in the dialogue workshops in a voluntary and informed manner.

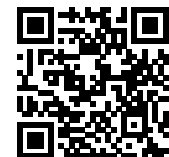
*"BIODEV2030 provides with the means to engage stakeholders at all levels and in all sectors. Everyone at their own level, whether a direct or indirect actor, can thus have as a compass the commitment in the preservation and sustainable management of biodiversity."*

Mikaelou Dicko – Association for the promotion of livestock in the Sahel and Savannah (Burkina Faso)



## RESOURCE

See our recommendations for mapping stakeholders and setting up a mobilisation strategy



## SUCCESS CRITERIA 2

### 4 STEP 4 CAPITALISE ON THE CONVERSATIONS ALREADY HELD WITH THE STAKEHOLDERS

The sectoral dialogue to discuss the voluntary commitments to be undertaken to preserve biodiversity must be fueled by an in-depth sector analysis. The various interviews conducted during the scientific assessments with sector stakeholders (umbrella organisations, producers' associations, inter-professional organisations, suppliers, companies, central or local public administrations, etc.) as well as the bilateral meetings that were held with certain target actors had three major benefits in terms of the co-construction of voluntary commitments:

1. Better understanding stakeholders' needs, expectations and limitations;
2. Exploring the most promising avenues for voluntary commitments to be discussed;
3. Creating an atmosphere of active listening and trust to reassure stakeholders.

### 5 STEP 5 INVITE THE STAKEHOLDERS TO PARTICIPATE IN THE SECTORAL DIALOGUE

The stakeholder mappings carried out for each priority sector during the in-depth analysis of the sectors allowed to identify new sectoral stakeholders to invite to give concrete expression to the voluntary commitment scenarios. In order to achieve relevant and realistic commitments, it is essential to combine technical workshops (with actors who have a local perspective on the issues) and more strategic discussions (with decision-makers and on a national scale). The secretariats of the dialogue platforms were able to build on the drawing power of figures like the national CBD focal point, ministers or directors-general of relevant sectoral ministries, representatives of umbrella organisations or traditional leaders to maximise the attendance of those invited.

To ensure the transparency of the process, the team must keep all the stakeholders informed and publish the list of persons invited, present and excused



*"In Burkina Faso, for each of the three sectors (gold, livestock and cotton) we organised two successive dialogue workshops gathering twenty or so people from the ministry of environment and sectoral ministries and representing private interests. We wanted the same people to be invited to and present at the sectoral workshops for each sector. Indeed, in the formal discussions or during breaks, participants get to know and trust each other. This is important for building a common language, drawing up common objectives and above all creating accountability between all the actors involved."*

**Amadé Ouedraougo – BIODIV2030 project manager in Burkina Faso**



#### GIVE PLENTY OF NOTICE WHEN ANNOUNCING WORKSHOPS

The multi-stakeholder dialogue workshops gather a great many participants who are not always available due to their professional commitments. The venue and duration of the workshops must be considered to best fit in with the obligations and practices of the stakeholders. The dates must be communicated well in advance to the participants and any travel expenses reimbursed.



*"Private sector actors can sometimes be refractory. It is essential to establish permanent contact with them and accompany them step by step in their understanding, especially by going back over the basics. It is by discussing and building their reasoning and position on biodiversity issues with them that we can achieve ambitious voluntary commitments."*

**Luc Mayet – BIODIV2030 project manager in the Congo**





## SUCCESS CRITERIA 2



### GENERATE PRIDE AND DEMONSTRATE THE ADDED VALUE OF VOLUNTARY COMMITMENTS FOR EACH STAKEHOLDER

During the initial exchanges with the stakeholders invited to take part in the sectoral dialogue, it is important to present it as an opportunity for each to express their fears and interests and to identify the conditions attached to their commitment to biodiversity in relation to those of others (enabling conditions, for example). Other benefits can be highlighted such as the anticipation of risks (physical, financial, reputational, economic or regulatory) linked to the erosion of biodiversity or access to new markets.

*"The facilitation of voluntary commitments for the preservation of biodiversity requires the support of the public authorities. This must be done in the context of a relationship of trust."*

Private stakeholder in Benin\*



\* Quote from the survey on perception and satisfaction of the BIODEV2030 project

## 6 STEP 6

### PREPARE TO LEAD THE MULTI-STAKEHOLDER SECTORAL DIALOGUE TO CO-CONSTRUCT THE VOLUNTARY COMMITMENTS

The workshops should be prepared based on the stakeholder mobilisation strategy implemented previously and take into account the national and sectoral contexts. This is a key stage in providing participants with a framework for exchange and active listening where everyone feels free to express themselves and thus in supporting them in the development of their voluntary commitments.

In some countries, the teams used adapted facilitation techniques, sometimes supported by professional facilitators. The workshops' facilitators being an authority considered neutral and also expert had the benefit of de-escalating the exchanges. In some other countries, the consultants who carried out the in-depth sector analysis prepared and facilitated the various sector workshops with the support of the BIODEV2030 team. **The workshops should be designed to catalyse the emergence of voluntary commitments in favour of biodiversity from private actors, with the support of public actors and via the provision of enabling conditions.** To do this, the facilitators used the scenarios proposed beforehand to get the discussion going.

#### RESOURCE



See our recommendations for organising and facilitating a multi-stakeholder dialogue in platforms adapted to the national context



## STEP 7

**MAKE SURE THAT ALL STAKEHOLDERS SHARE THE SAME LEVEL OF INFORMATION**

To ensure that the dialogue is constructive and effectively leads to the formulation of voluntary commitments, the context of this voluntary biodiversity mainstreaming approach and its objectives must be presented to all stakeholders involved. Although the actors participating in the dialogue were not the same from one workshop to another, the leaders made sure to explain the BIODIV2030 method and the challenges of changing production practices in favour of biodiversity again, emphasising the participatory and inclusive space for dialogue offered and referring to the conclusions of the studies conducted. They were supported by the CBD focal point and sometimes also by representatives of sectoral ministries to explain how the results of this process should contribute to the implementation of the post-2020 global framework and the National Biodiversity Strategies and Action Plans (NBSAP).

**ENSURE A COMMON UNDERSTANDING OF THE DEFINITION AND CHARACTERISTICS OF A VOLUNTARY COMMITMENT**

The concept of private sector voluntary commitment is a relatively new approach for many actors who do not grasp its spirit and intent. It is essential to take the time to explain this concept so that all stakeholders share a common understanding. To avoid an accusatory discourse that could be counter-productive, it is recommended to reassure stakeholders and promote the benefits of their participation. For example, they can establish what latitude they have as well as the means and conditions necessary for the implementation of their voluntary commitments.

**RESOURCE**

See our recommendations for quality voluntary commitments

**EDUCATE AND TAKE THE TIME NECESSARY TO ENSURE A COMMON UNDERSTANDING OF THE RESULTS**

The stakeholders invited to take part in the sectoral dialogue do not all share the same prior knowledge about biodiversity or the same commitment. To encourage the involvement of stakeholders who are less familiar with the concept of biodiversity, it is recommended that additional time be taken to go back over the basic concepts, re-explain the relationships between impacts and dependencies and help them understand the results of the studies. These “refresher sessions” save precious time to be used to discuss and define the voluntary commitments to be made in full knowledge of the facts.



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**STRENGTHEN THE CAPACITY OF THE TUNISIAN MEDIA TO COMMUNICATE ON BIODIVERSITY ISSUES AND GOOD PRACTICES**

*“In Tunisia, we have identified the media as actors who can play a major role in the emergence of a common vision on biodiversity issues. We therefore organised a 4-day training course for 10 journalists from the print, broadcast and digital media. We first visited a series of maritime and forest sites (Ghar el Melh lagoon, Oued Ezzen national park, Tabarka port, Ain wildlife sanctuary) to meet local actors before working on the role of the media in biodiversity conservation. At the end, the journalists expressed the need to repeat these trainings, by theme, and to set up a professional network to share data and information on biodiversity in Tunisia.”*

**Yosr Nehdi – BIODIV2030 project manager in Tunisia**



# 3 YEARS PROJECT

**OUR MISSION :**  
To foster sectoral commitments in favor of biodiversity

**OUR SOLUTION :**  
Through a science-based multi-stakeholder dialogue

**7**  
**ECONOMIC SECTORS OF ACTION**

- Agriculture
- Livestock breeding
- Extractive sector
- Fisheries
- Forestry
- Energy
- Infrastructures

**+650**  
**STAKEHOLDERS INVOLVED**

- State actors
- Private sector
- Civil society organisations
- Indigenous people
- Local communities

Tunisia

Senegal

Guyana

Burkina Faso

Guinea

Benin

Gabon

Cameroon

Uganda

Congo

Mozambique

Madagascar

Ethiopia

Kenya

Vietnam

Fiji



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FUNDING



COORDINATION



IMPLEMENTATION

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