





SUPPLEMENTARY MATERIAL

Stakeholder engagement and participation in integrated river basin management: Individual perspectives in Malaysia

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Table S1. Summary of responses to the survey questionnaires

Factor impacting stakeholder engagement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Pre-engagement					
Proper planning	189	57	2	1	1
Credible and legitimate	165	83	1	0	1
Flexible arrangement for conducting engagement	154	90	4	1	1
Identifying relevant key stakeholders:					
Inclusive of all relevant and interested stakeholders	161	83	5	0	1
Stakeholders consist of multi-discipline	188	61	0	1	0
Have experience in IWRM	102	134	9	2	3
Have experience in IRBM	164	70	11	2	3
Ability to access and comprehend technical information	78	144	21	6	1
Local population within the river basin	141	102	6	1	0
Purpose of the engagement:					
Enhance the IRBM plan	178	67	5	0	0
Fulfil the TOR of the IRBM study	146	88	13	3	0
FFulfil water policy and legislation requirements	131	100	15	4	0
For formality	120	61	25	44	0
Contribute expertise and experience	160	81	9	0	0
Effective communication:					
Clear and concise TOR	178	66	6	0	0
Transparent of organiser	181	65	4	0	0
Trust between stakeholders and the organiser	179	65	6	0	0

Factor impacting stakeholder engagement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Competency:					
Facilitators/consultants are independent and certified	100	121	27	2	0
Suitable duration of the stakeholder engagement/workshop:					
Two days	46	130	46	24	4
Three days	108	51	50	33	8
Inclusion of ESG	150	96	3	0	1
During engagement					
Characteristics of the stakeholders:					
Willing to compromise	44	133	43	28	2
Willing to seek amicable solutions acceptable to all parties	157	68	18	6	1
Free from political interference	131	99	13	6	1
Collaboration and coordination among all levels of the sectors	153	79	15	2	1
Recognising cultural and religious values:					
Cultural respect	144	87	17	2	0
Religious tolerance and respect	148	69	26	7	0
Leadership role in engagement:					
Organiser	175	74	1	0	0
Management of the workshop:					
Structured and orderly manner	173	71	5	1	0
Productive discussion on a level playing field	170	74	5	1	0
Resolve any conflict that arises	174	66	8	2	0
Accommodate multiple views	171	69	8	2	0
The whole of government and society approach	152	80	15	3	0
Post engagement					
The organiser is fully committed to implementing the outcome	186	60	2	2	0
The outcome is used to formulate the IRBM plan	177	65	8	0	0
A mechanism to monitor the effectiveness of stakeholder engagement	170	70	10	0	0

Explanations: IWRM = integrated water resources management, IRBM = integrated river basin management, TOR = terms of reference, ESG = environmental, social, and governance elements.

Source: own study.