

Stakeholder Participation.

Diana Pound BSc MSc MIEEM (IUCN Commissioner)

dialogue matters

Specialists in designing and facilitating co-operative decision making for the natural environment

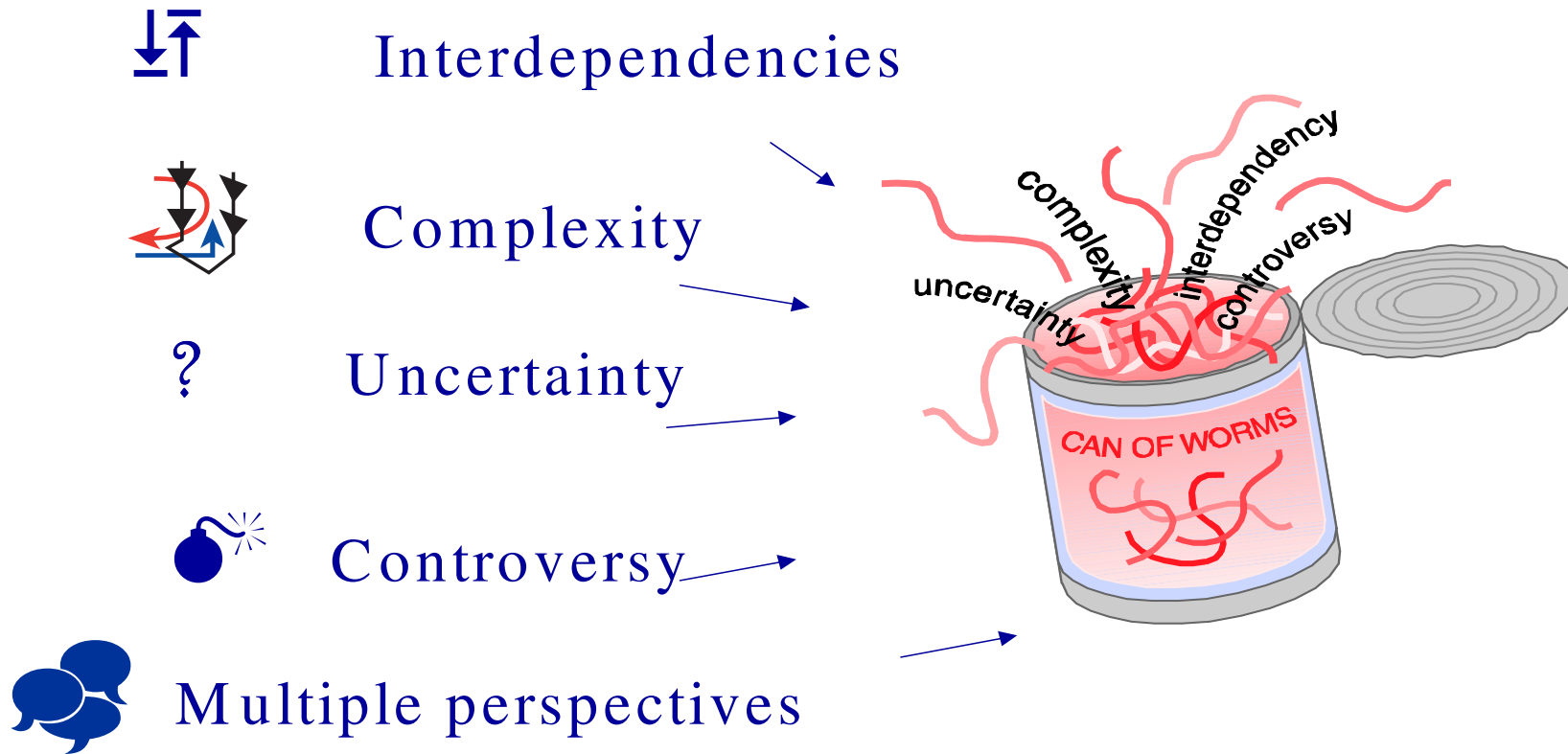
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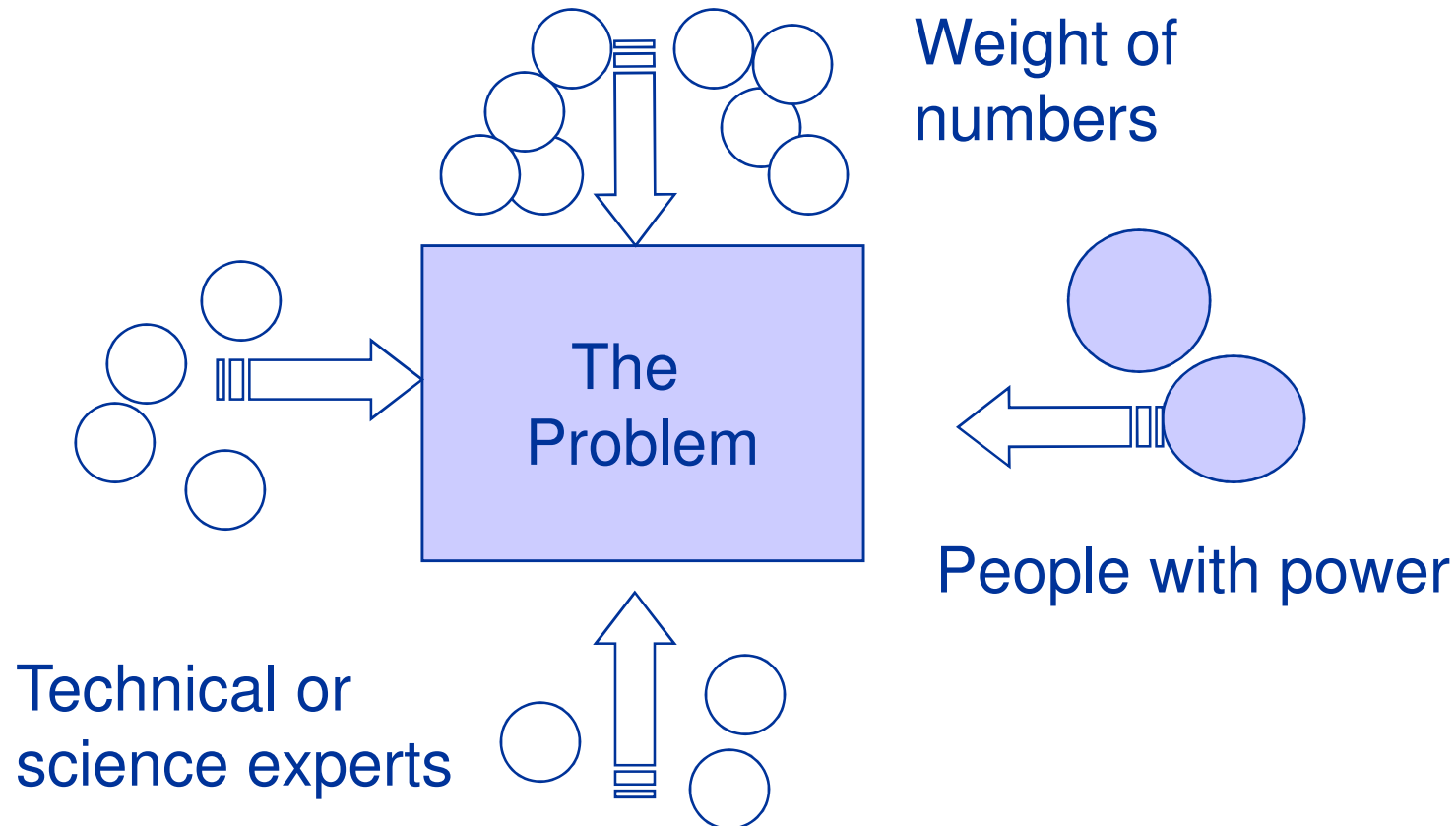


- Challenges
- Shift in Approach
- Involvement and participation

Environmental management 'wicked' problems



The way decisions are made



Environmental Science - can't decide

Best available science and technical knowledge is crucial for good decision making, but....

- Science is not impartial but based on framing assumptions that influence the results
- Different science tells us different things
- Science offers probabilities and uncertainties, likely scenarios, levels of confidence
- Science can 't make decisions
- Science is based on a reductionist approach

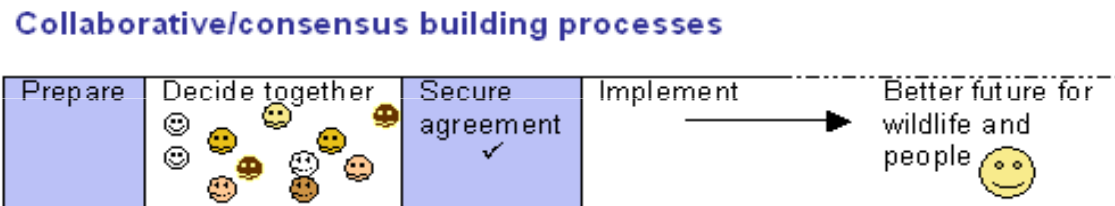
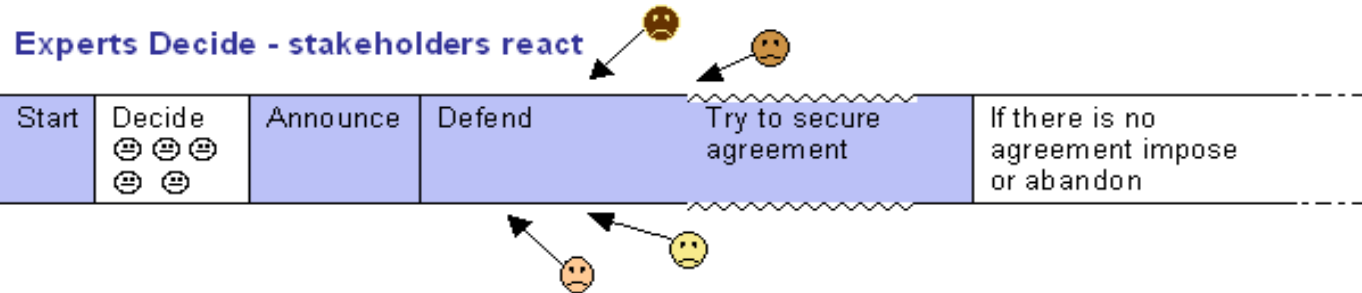


To decide which outcome society wants, debate and deliberation is required.

Need a change in attitudes

They are the problem	We are all part of the problem – and part of the solution
They are a drain on resources and get in the way	They are an asset and we need to work together
Focus on science or technical knowledge	Many forms of knowledge needed and used
Telling others what to do	Listening with an open mind
Pushing others to change	Working with others to agree change
Formal approaches	Informal approaches
Our ideas	The best ideas
Experts	Partners

Old approach /New approach



Different Levels of Participation


Levels of influence

	Stakeholders influence over outcome	
	Power holders	others
Information giving to raise awareness	Decides and tells	No influence
Information gathering to develop own understanding	Asks for information to help make decision	provide info but no influence over how used
Consultation to be open to influence	Decides options, asks for views and decides what to do	Can influence option or amendments
Shared decision making	Sponsors a process to share decision making	Share decision making

Reactive versus Interactive

	Reactive	Interactive
Information giving	Press release Newsletters Adverts Displays	Open days Exhibition
Information gathering	Questionnaires Surveys Focus groups	Facilitated workshops Quality of life capital
Consultation	Comment on a proposal Exhibition Public meetings	Facilitated workshops
Shared decision making	Designed process with facilitated workshops : <ul style="list-style-type: none"> • Bounded dialogue / Open dialogue 	

What helps to create social capital?

	Social capital built
Information giving	Least  Most & leads to cooperation and collective action
Information gathering	
Consultation	
Shared decision making	

Social Capital

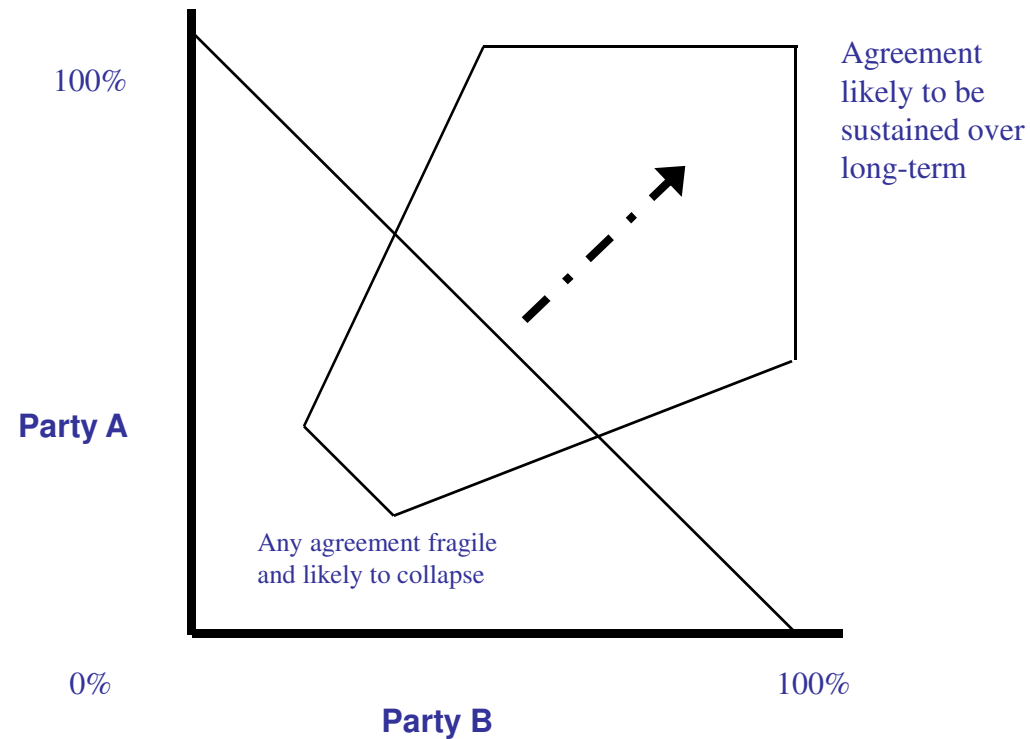
Social capital is the sum of:

- Trust
- Good will
- Exchange of time and effort
- Common rules and norms
- Connectedness, networks and groups

High social capital results in cooperation and collective action

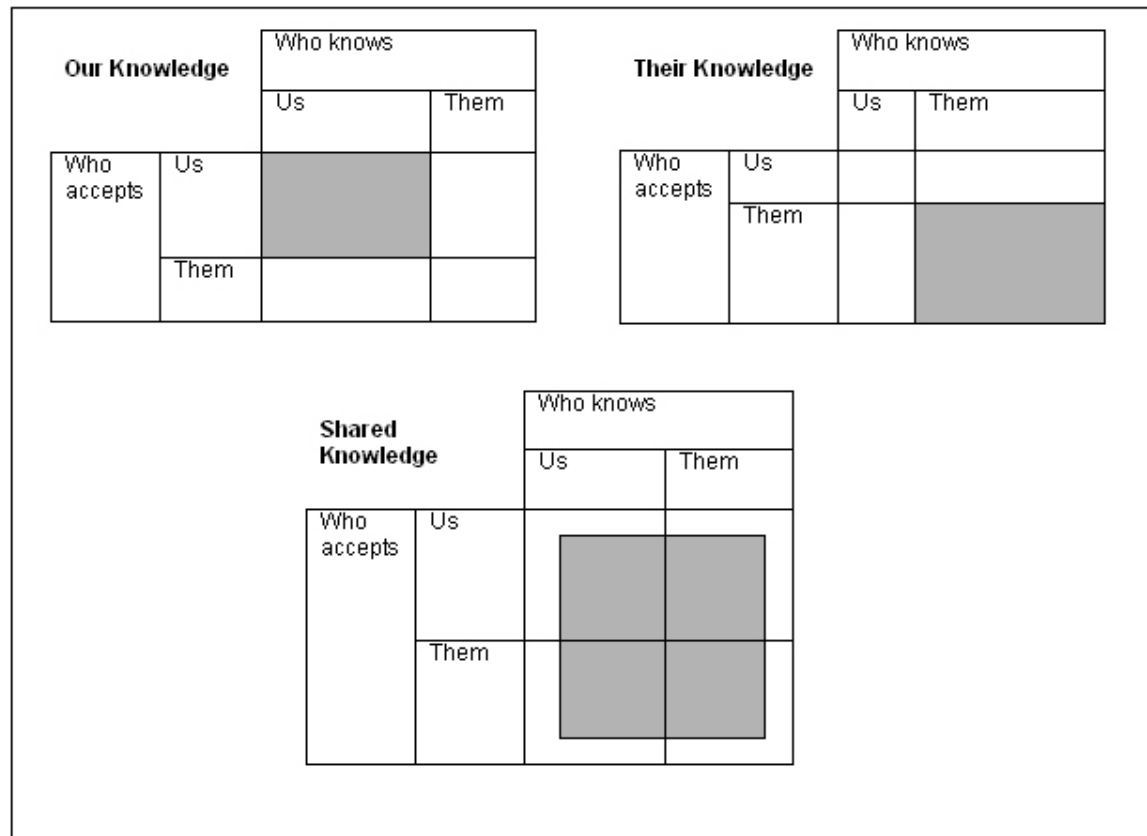
Positional v Principled Negotiation

Getting Beyond compromise



Adapted from R. Harris

Whose knowledge Counts?



Good Practice is essential

- A planned decision making process with a coherent design
- Designed and facilitated by an impartial third party
- Stakeholders involved at an early stage when options are open and they can make a genuine difference
- Events use tools and techniques that encourage co-operation

The difference it makes

- Well informed decisions
- Lasting change
- Ownership
- Real problems addressed
- Avoiding or managing conflict
- Reduced Costs
- Changed relationships
- Improved reputation
- Mutual learning

The Ecosystem Management Cycle

- integrated thinking and participation needed at every step





Integrated and equitable management

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