

Stakeholder participation – good practice and C-Scope

Diana Pound BSc MSc CEnv MIEEM (IUCN Commissioner)

dialogue matters

Specialists in designing and facilitating stakeholder processes

www.dialoguematters.co.uk

Contents



- Stakeholder dialogue
- 10 lessons

My perspective



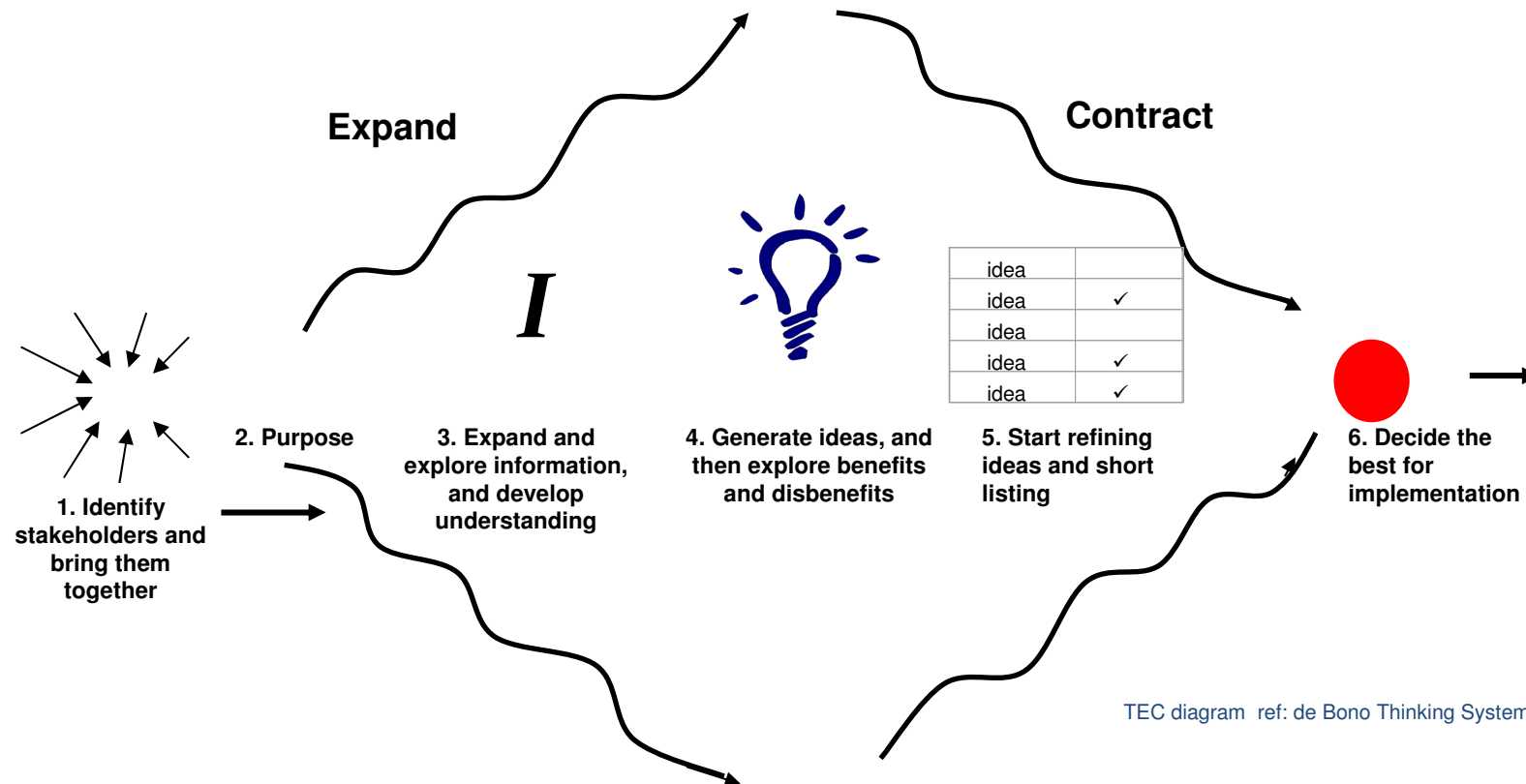
- 70 stakeholder processes (100 workshops)
- 19 processes with a coastal/marine focus: local to regional sea scale, UK, Croatia, Middle East
- Trained: 900 people
- Work with leading researchers on participation and knowledge exchange
- Done research into good practice for NE

Stakeholder dialogue

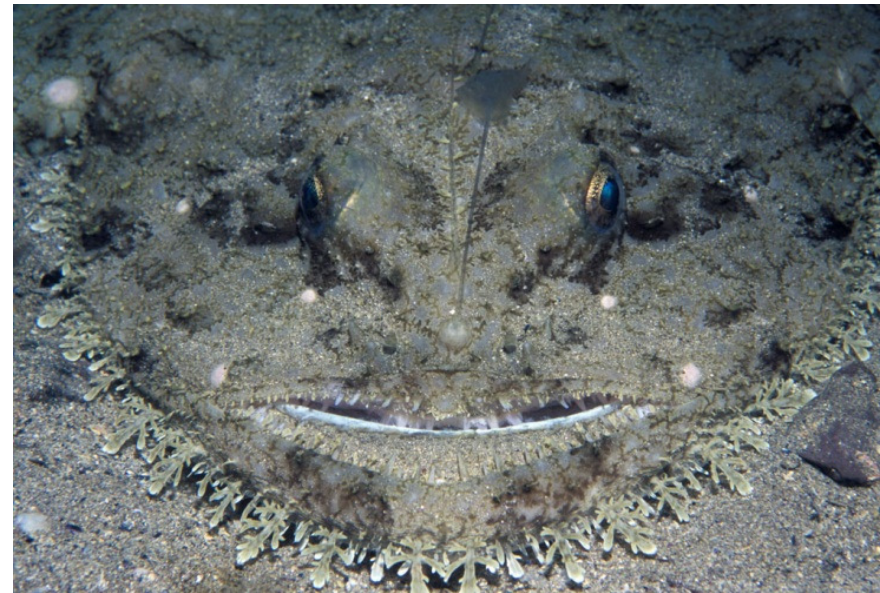


- A good practice approach
- Respect for stakeholders underpins all actions
- Designed and facilitated by a skilled third party
- Emphasis on process design
- Roots in consensus building
- Shifts people from adversarial negotiation (win/lose) to principled negotiation (win/win)

The overall process



Lessons for the marine planning element of C-SCOPE



1. Core values



Good practice: Respect for stakeholder underpins every action.

Dorset: “All are treated equally” (DCF strategy).

Belgium: Principle of all treated equally – but meeting style meant some voices could dominate.

Recommend: Ensure core values and sound understanding of good practice are embedded in the sponsoring organisation .

2. Stakeholder influence



Good practice: Clarity - are stakeholders providing information, influencing or deciding?

Dorset: Group decided plan contents – but influence now uncertain (due to external changes : Act, MMO, MSP)

Belgium: Stakeholders provided views and priorities. Aimed for consensus but not reached.

Recommend: Be clear on outputs, who will use them, when, how and what for? Who makes final decisions? Who implements?
If context changes - share the problem with the participants.

Participation can mean many things

	Power holders	Others
Information giving to raise awareness	Decide and tell	No influence
Information gathering to develop own understanding	Ask for information to help them make decisions	Provide info but no influence over how used
Consultation to be open to influence	Decide options, ask for views and decide what to do	Can influence options or amendments
Shared decision making (in designed facilitation process)	Sponsor a process to share decision making	Share decision making

What works best

	Social Capital	Knowledge shared	Decisions better informed	Integrated solutions	Commitment to implementation
Information giving to raise awareness	Least	Least	Least	Least	Least
Information gathering to develop own understanding					
Consultation to be open to influence					
Shared decision making (in designed facilitated process)	Most	Most	Most	Most	Most

cooperative and collective action

3. Stakeholder identification



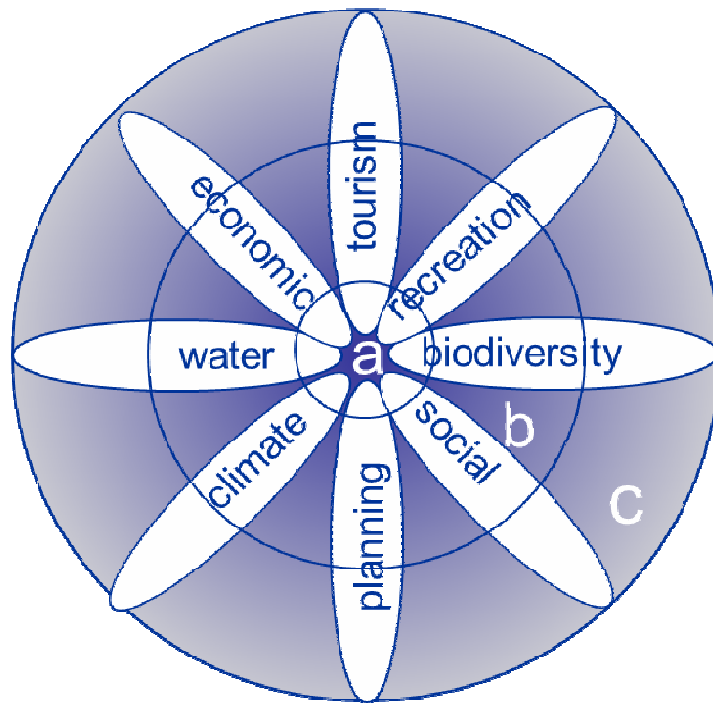
Good practice: Systematic review of who deliberates - so group is balanced, equitable and seen as legitimate.

Dorset: No stakeholder identification – open invite to forum with gaps filled by invite.

Belgium: Informal stakeholder identification .

Recommend: Systematic review to ensure equity in decision making .

Who's who



a,	Deliberative group of stakeholders	45	Make decisions collaboratively
b,	Wider stakeholders	100s	Influence decision makers
c,	Wider Public	1000's	Inform decisions

4. Build relationships/social capital

Good practice: Process deliberately designed to build trust respect and cooperation.

Dorset: High social capital existed and maintained during the process – could have been strained if this was a statutory plan.

Belgium: New groups formed - but a long history of tensions between some interests.

Recommend: A process deliberately designed (by a specialist) to follow key stages in negotiation & move people from adversarial to principled negotiation.



5. Independent designer/facilitators



Good practice: Experienced, trained, skilled designer/facilitator - working on behalf of all stakeholders (third party role).

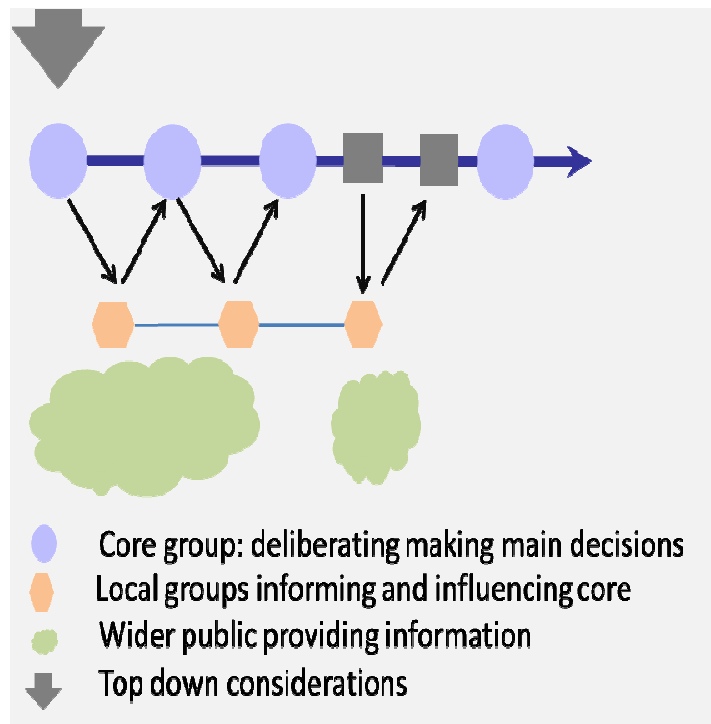
Dorset: DCF staff trained and acted as neutral facilitators in early meetings - latter meetings chaired informally.

Belgium: Meetings chaired in an informal style.

Recommend: If the organisation is accepted as neutral, train the team (with ongoing professional support).

If organisation not neutral and /or situation complex and tense, bring in professional designer/facilitator.

6. Process and event design



Good practice: Deliberate design and architecture – so cohesive – all parts work as one

Dorset: Process had clear overall direction. Team trained but not design specialists so adapted as went along.

Belgium: Process had clear purpose. Design done by the team.

Recommend: Using a specialist to design the architecture of a cohesive process and either deliver core, or mentor/guide a neutral trained team to do so.

7. Facilitation Techniques



Good practice: Techniques used to make workshops more efficient, equitable and build consensus.

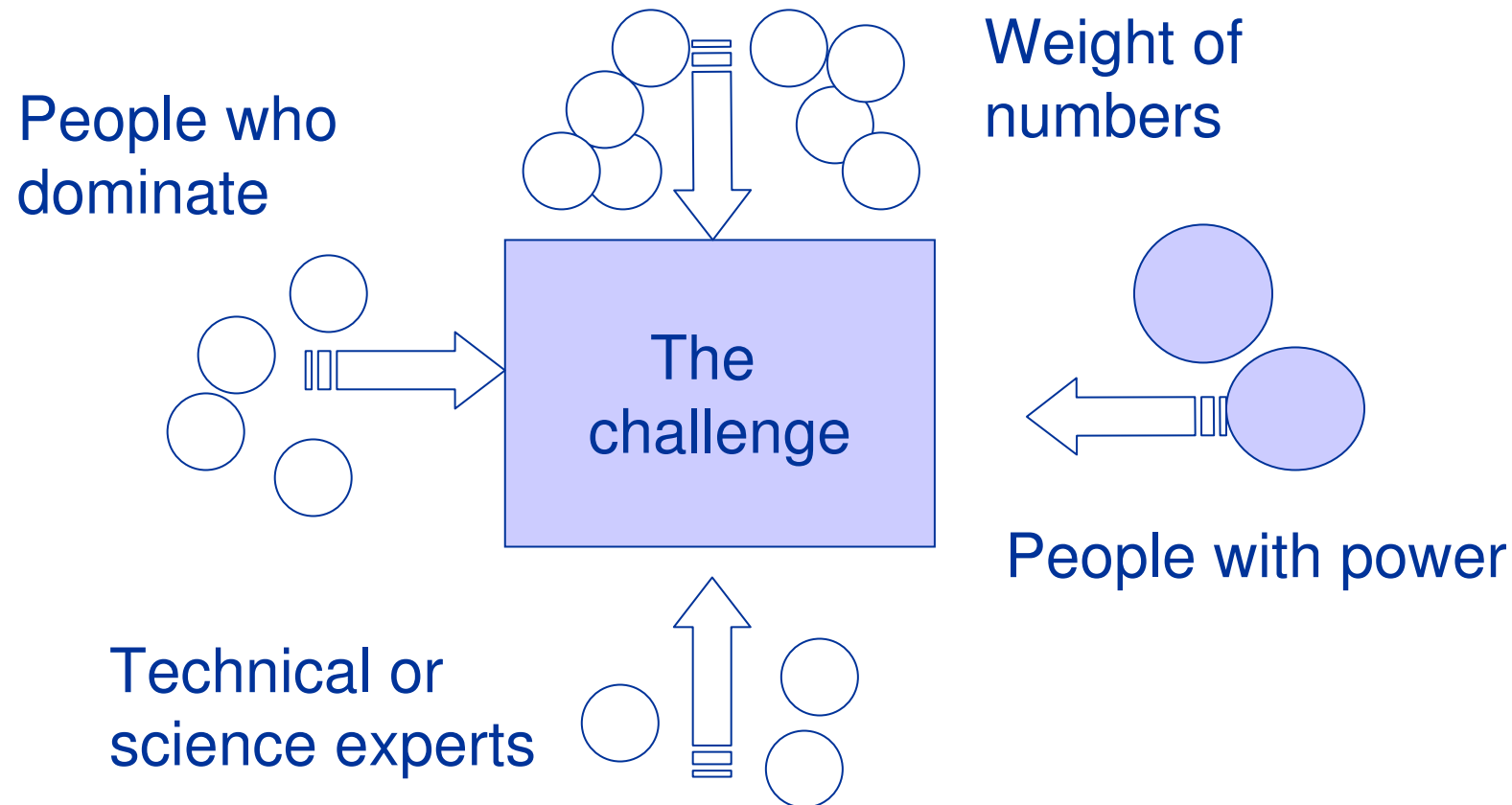
Dorset: Variety of techniques used in plan development workshops and road shows. Informal chair for later meetings.

Belgium: Techniques used to develop the long term vision.

Recommend: Wise use of techniques to enhance quality, depth, breadth and structure of dialogue.

Consensus techniques used to handle tension/conflict and make decisions.

The way decisions tend to be made



8. Timeframes



- Good practice: Sufficient timeframes for people to form, build social capital, deliberate and reach conclusions .
- Dorset: Time frames over 3 years were fine.
- Belgium: Three years was needed but considered too long for some.
- Recommend: Sufficient time frames - (designed deliberations need time but take less than ad hoc)
- For longer processes use a process map to help participants have a sense of direction.

9. Information and data



Good practice: All forms of knowledge and information used and shared .

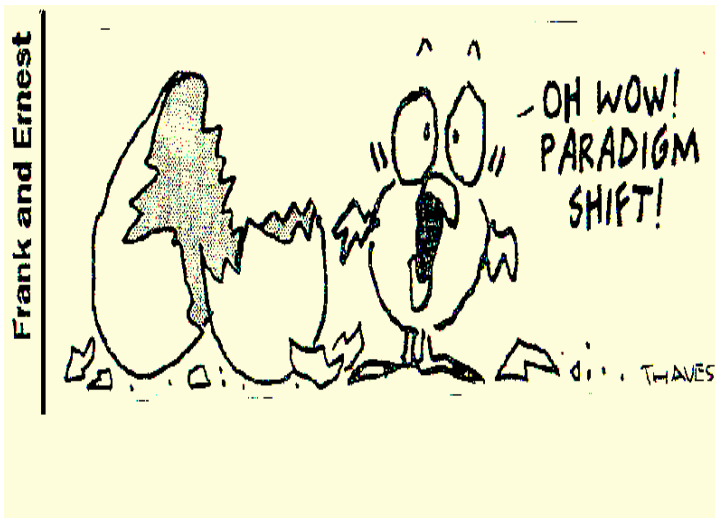
Dorset: All forms of knowledge respected and used.

Belgium: As above but difficult to get economic data which led to reactions with stakeholders.

Recommend: Value best available data but beware of scientism/economism. Value know how, experience and wisdom too.

Co-produce knowledge - ie stakeholders identify what they need and help provide it. Beware imposing overwhelming information.

Different paradigms



Science/economic world view

- Decision making based on: data + rational analysis = decision.
- Knowledge transfer
- Modern
- Data is fixed and can be packaged
- *'critical rationalist paradigm'*

Participation/dialogue world view

- Decision making is a negotiation process and peoples preferences dynamic
- Knowledge exchange
- Post modern
- Knowledge is contextual and dynamic
- *'social psychological paradigm'*

Recommend: People behind the scenes are well briefed on how consensus processes work.

10. Cake



Good practice: Provide Cake!

Dorset:

Gave them lots of cake – and comfortable surroundings. Relax together.

Treats: boat trip, Fishy Fishy meal & T shirt!

Belgium:

Always coastal location, good sandwiches and a glass of wine! (Though difficult to find a time which suited all stakeholders.)

Recommend:

People work best with good food and good surroundings.

Thank you for listening



diana.pound@dialoguematters.co.uk