Tools for stakeholder analysis and participation

Approaches to participation and stakeholder involvement

- Right based approach
  - Public participation in decision-making: right to influence decision-making from an early stage (International agreements, (i.e. Aarhus Convention), national and EU legislation
- Pragmatic approach
  - Stakeholder involvement/public participation facilitating and influencing decision-making

Planning effective stakeholder involvement: Why and when?

- A planned process will make participation and communication efforts more efficient, effective, and lasting
- Without participation process design you may get:
  - Ad hoc meetings
  - Lack of clarity about the influence
  - Stakeholders’ fatigue
  - Damaged relationship and reputation
  - Potential to establish conflicts

Contents

- Approaches to participation and stakeholder involvement
- Planning effective stakeholder involvement
- Process design
  - Understanding the situation
  - Planning the process
- Participation Plan
- Identifying stakeholders
- Ways relating to stakeholders
  - Influencing decision-making
  - Social Capital
  - Activities and methods
- The difference participation makes

- Differences
  - Who are targeted and when
  - What role they can play
  - Right to legal recourse
- Overlaps
  - Legal requirements always to be observed
  - Stakeholder involvement may cover the same decision-making stages
  - Public concerned may be same as identified affected stakeholders
- Combination of two approaches gives most advantage

Successful communication and public involvement is ongoing process, not a one-time event

As soon as organization begins planning its objectives and activities, also it has to begin planning ways to communicate and involve the public or intended audience
Tools for stakeholder analysis and participation

Process design
- Understanding the situation
- Planning and designing the process

Understanding the situation
- Purpose
- Outputs
- Outcomes
- People/who should be involved?
- Levels of influence
- Context
- Content
- Information needs

Planning the process
- Key stages of process
- Identification of stakeholders
- Ways of relating them
- Number and timing of events
- Outputs and outcomes
- Who will do what, and when to make it happen
- Capacity (building)
- Event and task planning
- Practicabilities

Participation plan
- Decision-making process
  - For different phases
- Target groups to reach
- PP and communication activities
- Channels to reach out to target groups
- Timing
- Human, financial and time resources

Identifying stakeholders: Key questions
- Who are the people concerned and in what way
  - Direct or indirect influence by planned activities
  - Interest at local, regional, national or international level: general or professional interest?
  - Who has experience or can help regarding the issue/problem?
- Who are the key people who need to be involved in the planning process?
- Who are the people who can contribute through their actions or lack of actions?
- Who are the people who may hinder the process and why? How to overcome this?
- Who can help with the improvement of the plan/activity?

Four ways to relate stakeholders
- Information giving
- Information gathering
- Consultations
- Shared decision-making
**Decision making power**

<table>
<thead>
<tr>
<th>Stakeholders’ influence over outcome</th>
<th>Authority</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information giving</td>
<td>Decides and tells</td>
<td>None</td>
</tr>
<tr>
<td>Information gathering</td>
<td>Asks for information to help make decision</td>
<td>Limited – can influence option or amendments</td>
</tr>
<tr>
<td>Consultation</td>
<td>Decides options, asks for views and decides what to do</td>
<td>Limited – can influence option or amendments</td>
</tr>
<tr>
<td>Shared decision making</td>
<td>Sponsors a process to share decision making</td>
<td>Share decision making</td>
</tr>
</tbody>
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**Tools for stakeholder analysis and participation**

<table>
<thead>
<tr>
<th>Social capital built</th>
<th>Information giving</th>
<th>Least</th>
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</thead>
<tbody>
<tr>
<td>Consultation</td>
<td>Information gathering</td>
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<td>Most</td>
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</table>

**When is best to use**

<table>
<thead>
<tr>
<th>Type of activity</th>
<th>When is best to use</th>
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<tbody>
<tr>
<td>Information giving</td>
<td>* Information is not controversial or good will and trust are established&lt;br&gt;  * The organisation is mandated by stakeholders to make decision&lt;br&gt;  * In an emergency</td>
</tr>
<tr>
<td>Information gathering</td>
<td>* Information is likely to be given willingly and without suspicion&lt;br&gt;  * It is clear how the information will be used</td>
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**When is best to use methods**

<table>
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<tr>
<th>Style of event</th>
<th>Reactive</th>
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<td>Shared decision making</td>
<td>* To resolve tensions and conflicts or when it is vital to stop them escalating in the first place&lt;br&gt;  * Collaboration with wider group is subject specific&lt;br&gt;  * Lack of single problem holder&lt;br&gt;  * The parameters of the debate are wide and outcome open&lt;br&gt;  * Need for ongoing long-term collaboration and partnership</td>
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<td>Information giving</td>
<td>* The stakeholders trust the organisation’s making the decisions</td>
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<td>Information gathering</td>
<td>* There is good social capital and people are likely to behave co-operatively&lt;br&gt;  * No one party/interest will dominate&lt;br&gt;  * The organisation is willing and able to let others influence the outcome&lt;br&gt;  * Issues are complex and need integrating</td>
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The difference participation makes

- Well informed decisions
- Lasting change
- Ownership
- Real problems addressed
- Avoiding or managing conflict

- Reduced Costs
- Changed relationships
- Improved reputation
- Mutual learning
- Good social capital for next challenge

Swift in Attitude

<table>
<thead>
<tr>
<th>Problem</th>
<th>Solution</th>
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<tbody>
<tr>
<td>They are the problem</td>
<td>We are all part of the problem</td>
</tr>
<tr>
<td>They are a drain on resources and get in the way</td>
<td>They are an asset and we need to work together</td>
</tr>
<tr>
<td>Focus on science or technical knowledge needed and used</td>
<td>Listening with an open mind</td>
</tr>
<tr>
<td>Telling others what to do</td>
<td>Push others to change</td>
</tr>
<tr>
<td>Listening with an open mind</td>
<td>Works with others to agree change</td>
</tr>
<tr>
<td>Many forms of knowledge</td>
<td>Informal approaches</td>
</tr>
<tr>
<td>Our ideas</td>
<td>The best ideas</td>
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<tr>
<td>Works with others to agree change</td>
<td>Informal approaches</td>
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<td>Formal approaches</td>
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<td>Our ideas</td>
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<tr>
<td>Experts</td>
<td>Partners</td>
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The best decision making happens when people...

- Trust and understand each other
- Share information
- Respect each other’s input
- Take ideas on merit and not on the status of the person who provided it
- Are willing to find mutually acceptable ways forward

Thank you

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