


CIVITAS
Cleaner and better transport in cities

VANGUARD

Training Stakeholder consultation & citizen engagement
18 and 19 November 2009
Ghent, Belgium
Magda Toth Nagy, The Regional Environmental Center





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Tools for stakeholder analysis and participation

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

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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

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Approaches to participation and stakeholder involvement

- 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

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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



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Planning effective stakeholder involvement: Why and when?

- Successful communication and public involvement is ongoing process, not a one-time event
- Set of steps you need to go through to achieve the ultimate goal
- 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



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Tools for stakeholder analysis and participation

Process design

- Understanding the situation
- Planning and designing the process



Tools for stakeholder analysis and participation

Understanding the situation

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



Tools for stakeholder analysis and participation

Planning the process

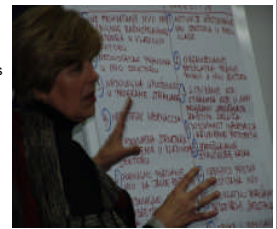
- Key stages of process
- Identification of stakeholders
- Ways of relating them
- Number and timing of events
- Outputs and outcomes
- Who will do what, and when to make it happen
- Capacity (building)
- Event and task planning
- Practicalities



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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



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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?



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Four ways to relate stakeholders

- Information giving
- Information gathering
- Consultations
- Shared decision-making



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Decision making power

	Stakeholders' influence over outcome	
	Authority	Others
Information giving	Decides and tells	None
Information gathering	Asks for information to help make decision	None
Consultation	Decides options, asks for views and decides what to do	Limited – can influence option or amendments
Shared decision making	Sponsors a process to share decision making	Share decision making

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Tools for stakeholder analysis and participation

	Social capital built
Information giving	Least
Information gathering	↓
Consultation	
Shared decision making	Most
	↓
	Co-operation and collective action

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When is best to use

Type of activity	When is best to use
Information giving	<ul style="list-style-type: none"> Information is not controversial or good will and trust are established The organisation is mandated by stakeholders to make decision In an emergency
Information gathering	<ul style="list-style-type: none"> Information is likely to be given willingly and without suspicion It is clear how the information will be used

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When is best to use

Type of activity	When is best to use
Consultation	<ul style="list-style-type: none"> The stakeholders trust the organisation/s making the decisions
Shared decision-making	<ul style="list-style-type: none"> There is good social capital and people are likely to behave co-operatively No one party/interest will dominate The organisation is willing and able to let others influence the outcome Issues are complex and need integrating

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When is best to use

Type of activity	When is best to use
Shared decision-making	<ul style="list-style-type: none"> To resolve tensions and conflicts or when it is vital to stop them escalating in the first place Collaboration with wider group is subject specific Lack of single problem holder The parameters of the debate are wide and outcome open Need for ongoing long-term collaboration and partnership

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When is best to use methods



	Style of event	
	Reactive	Interactive
Information giving	Press release, Internet Newsletters Adverts Displays	Open days Site visits Volunteer work
Information gathering	Questionnaires Surveys Focus groups	Facilitated workshops Public meetings Community maps
Consultation	Comment on a proposal Exhibition Public meetings	Facilitated workshops Public hearings Consensus Conference
Shared decision-making	Designed process with facilitated workshops: <ul style="list-style-type: none"> Open dialogue Negotiation Mediation 	

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The difference participation makes

- Well informed decisions
- Reduced Costs
- Lasting change
- Changed relationships
- Ownership
- Improved reputation
- Real problems addressed
- Mutual learning
- Avoiding or managing conflict
- Good social capital for next challenge

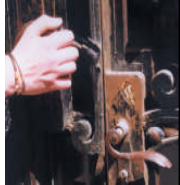




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Swift in Attitude

They are the problem	We are all part of the problem
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
Push others to change	Works with others to agree change
Formal approaches	Informal approaches
Our ideas	The best ideas
Experts	Partners






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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

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Thank you

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