

# Lecture and Practical Exercise on Stakeholder Involvement and Tool Application

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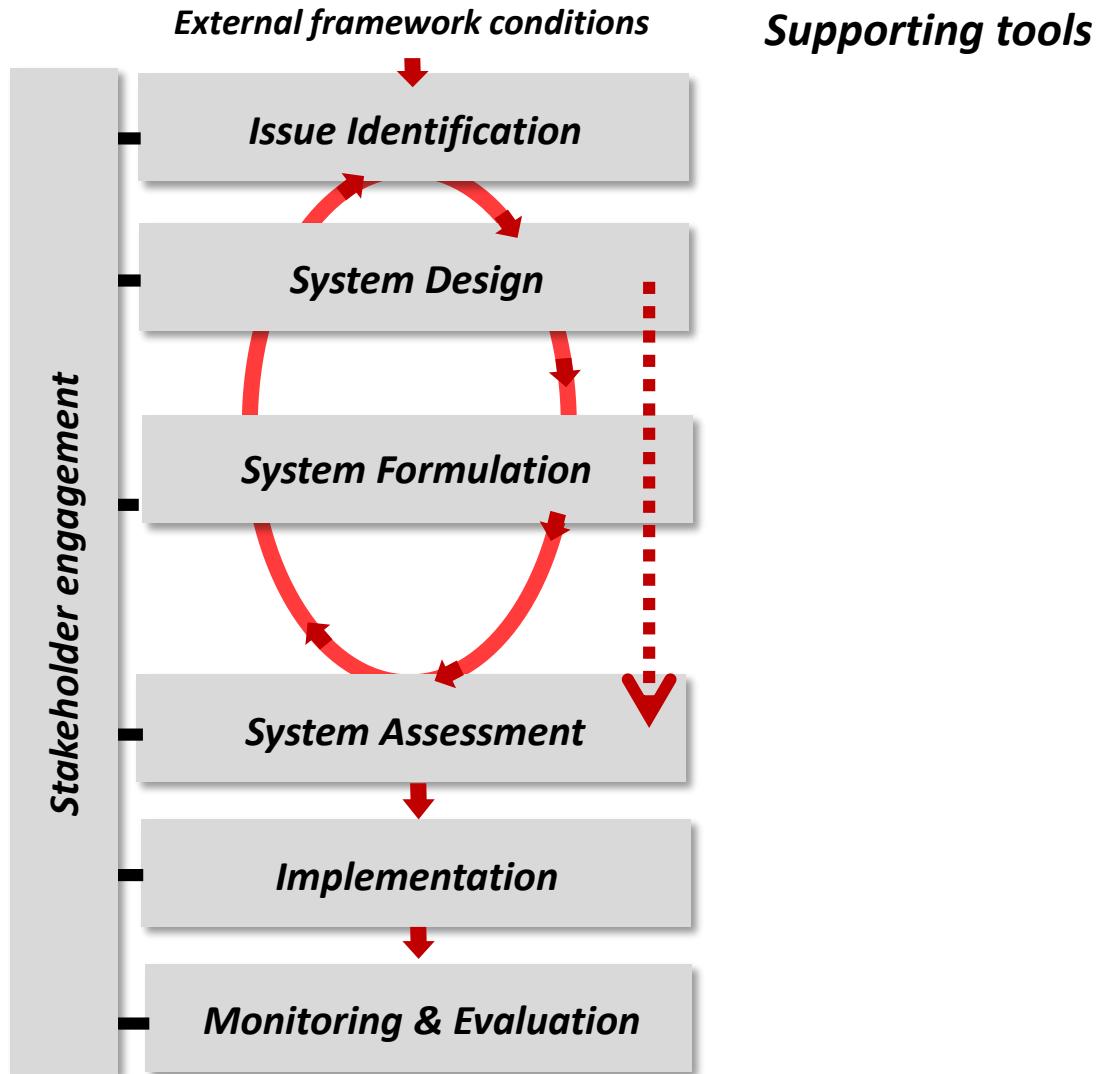
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**A SYSTEM APPROACH FRAMEWORK FOR  
COASTAL RESEARCH & MANAGEMENT**

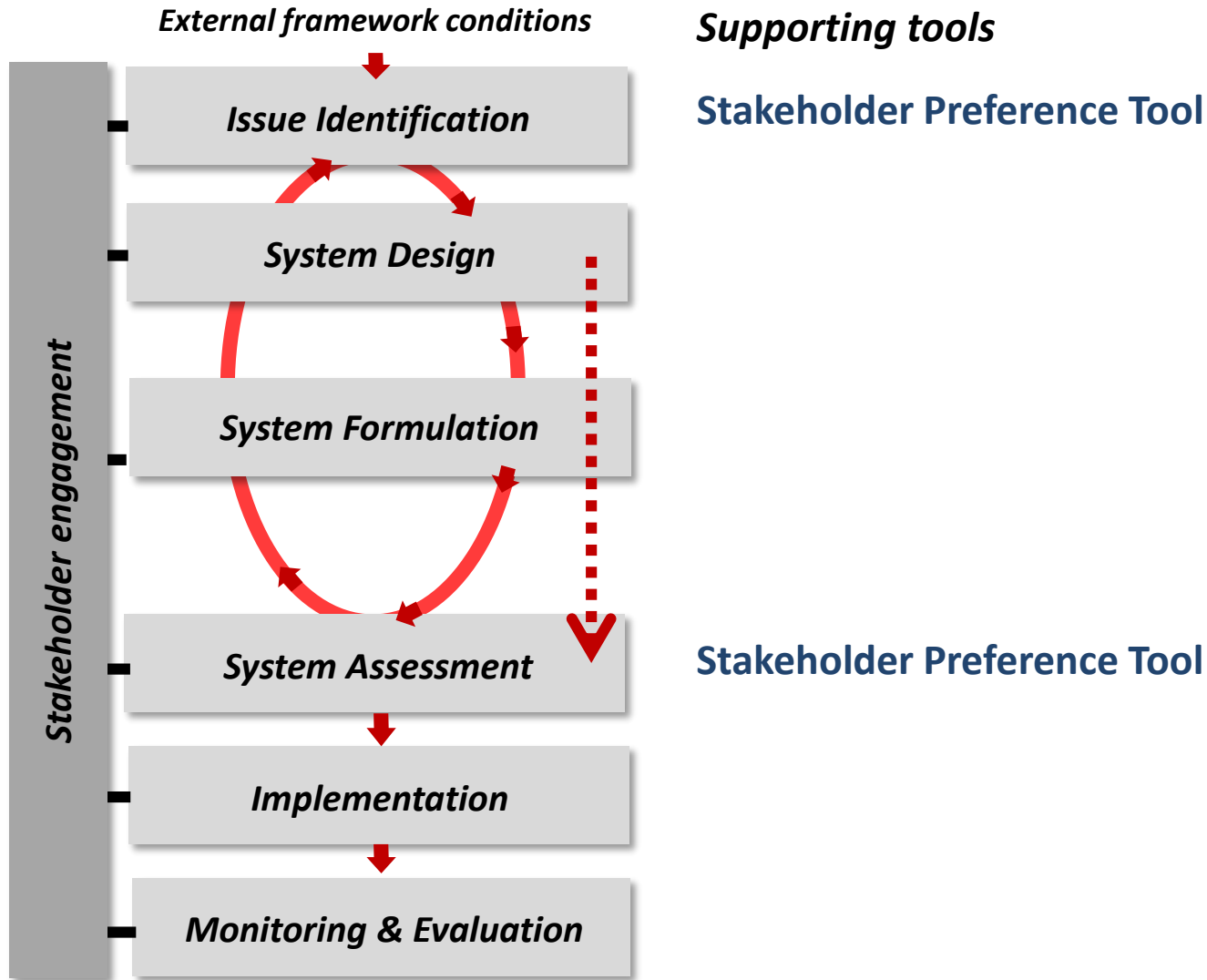


# Systems Approach Framework





# Systems Approach Framework





# Defining participation

## What is *public/stakeholder participation/involvement*?

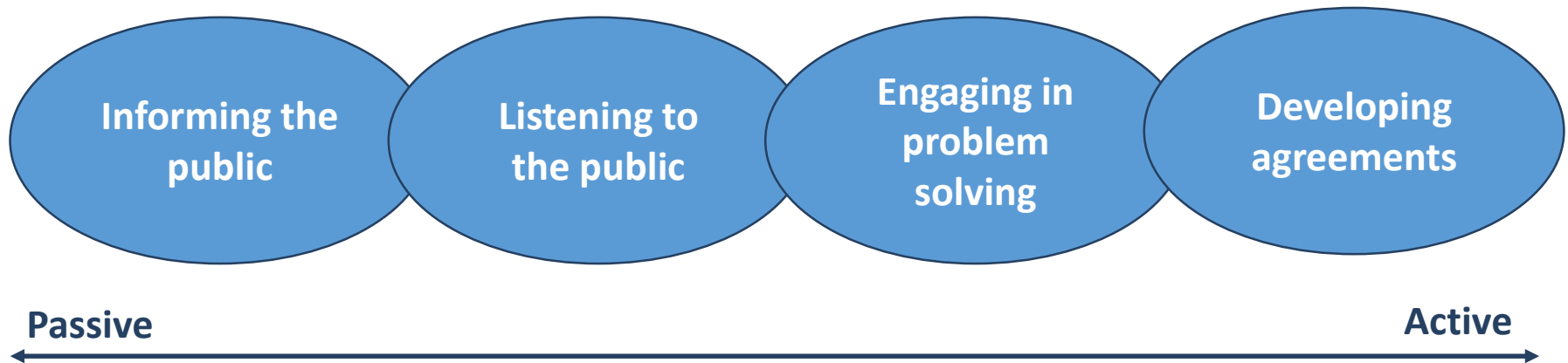
- Process in which the **concerns, needs and values of the public are incorporated into decision-making**
- It is based on a **two way communication and interaction** between the authority/organization/company making the decision and the people that want to participate
- The overall goal is to reach **decisions that are supported** by the public
- It is an **organized process**
- Participants have **some level of influence or impact** on the decision



# Defining participation

## Different levels or typologies of participation based on

- Degree or Level of participation based on a continuum

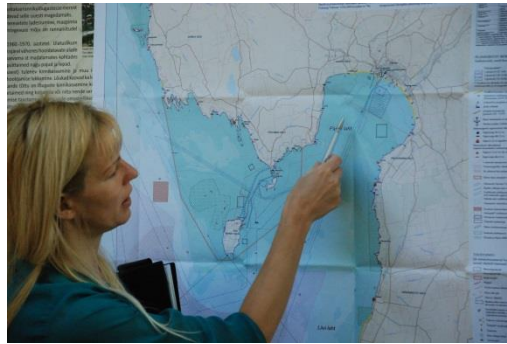


- Nature of information based on direction of communication flow





# Benefits of stakeholder involvement



- Contribution of local knowledge, professional experience and political realities
  - Resolving/reduce/avoiding conflicts (between stakeholders)
- Development of shared perception of problems
- Building of trust and increased the acceptance and satisfaction of decision
- Increase public understanding and social learning

Benefits for the organization

Benefits for the stakeholders

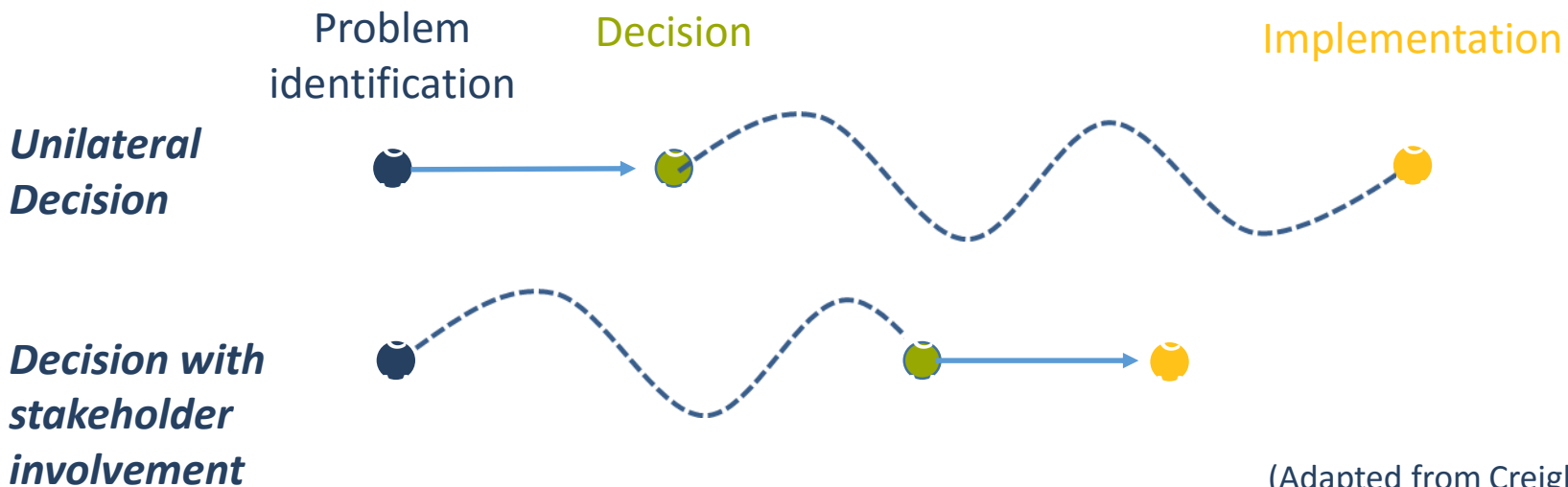


# Challenges in stakeholder involvement

- Costly
- Time-consuming
- Labour-intensive
- Can ultimately delay decision-making
- Can create new conflicts and escalate existing ones

*Does it make sense to involve stakeholders?*

Comparison of Length of time from Problem identification to Implementation of measures



(Adapted from Creighton, 2005)



# Defining stakeholders

Who is a stakeholder?

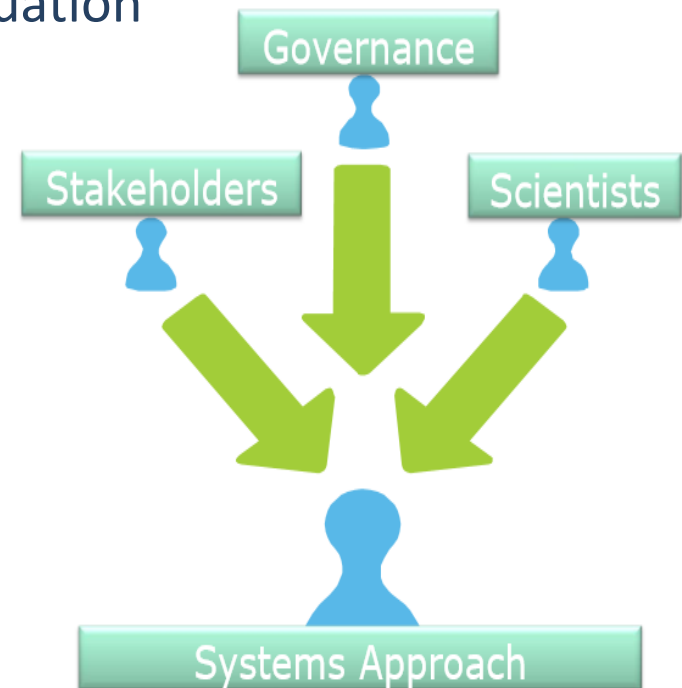
???

“anybody who wants to be”

“those who have an interest in or are affected by a decision”

“those who have influence or power in a situation”

- cause of problem
- affected by problem
- affected by solution
- affected by doing nothing







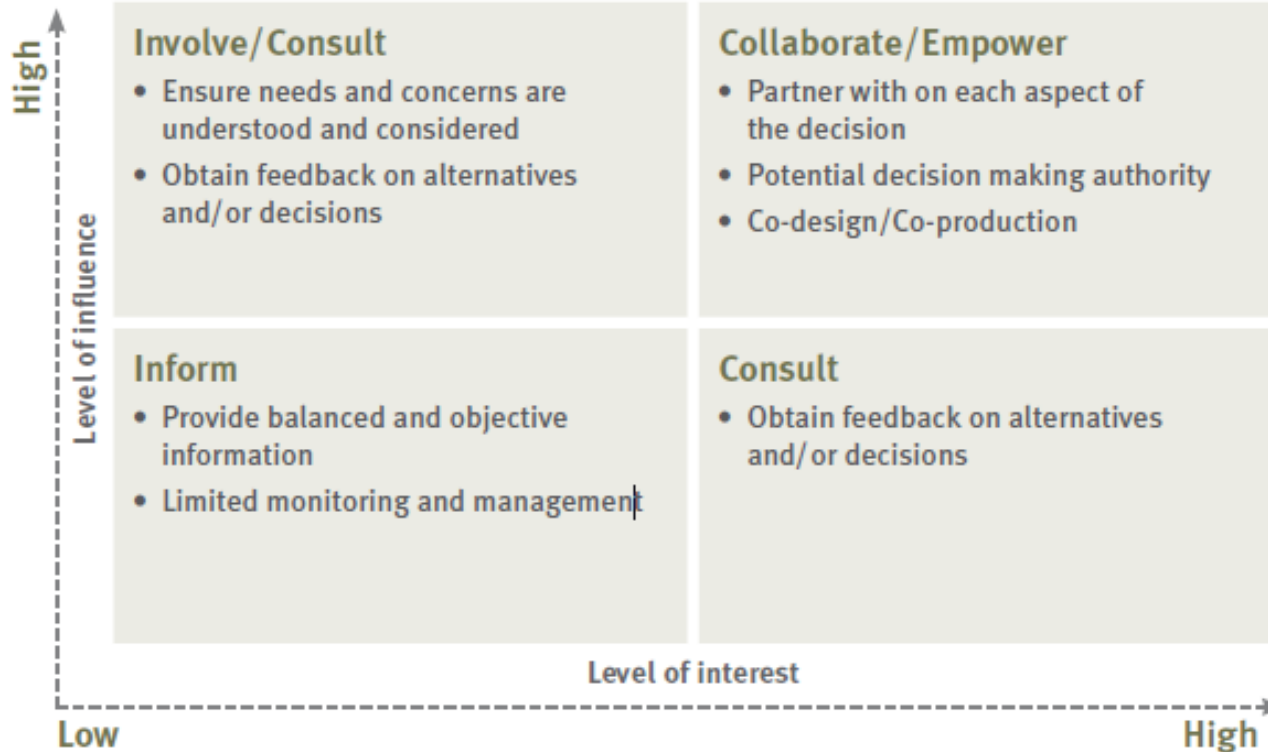
# Identifying and Mapping Stakeholders

**To map your list of identified stakeholders the following questions need to be considered:**

- What stake or interest does the stakeholder have in the policy, project or service?
- How will the stakeholder be impacted by the policy or project?
- What influence does the stakeholder have regarding the policy, project or service?
- How much 'noise' would they make if their views/concerns were not taken seriously?
- What is the existing relationship with the stakeholder like?



# Identifying and Mapping Stakeholders



State of Victoria (Department of Education and Early Childhood Development) (2011)



# Levels & Methods of Stakeholder Engagement

	Inform	Consult	Involve	Collaborate	Empower
Stakeholder engagement goals	To provide balanced, objective, accurate and consistent information to assist stakeholders to understand the problem, alternatives, opportunities and/or solutions.	To obtain feedback from stakeholders on analysis, alternatives and/or outcomes.	To work directly with stakeholders throughout the process to ensure that their concerns and needs are consistently understood and considered.	To partner with the stakeholder including the development of alternatives, making decisions and the identification of preferred solutions.	To place final decision-making in the hands of the stakeholder. Stakeholders are enabled/equipped to actively contribute to the achievement of outcomes.
Promise to stakeholders	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how stakeholder input influenced the outcome.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how stakeholder input influenced the outcome.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the outcomes to the maximum extent possible.	We will implement what you decide. We will support and complement your actions.
Methods of engagement	<ul style="list-style-type: none"> <li>• Fact sheets</li> <li>• Open houses</li> <li>• Newsletters, bulletins, circulars</li> <li>• Websites, external and edugate</li> </ul>	<ul style="list-style-type: none"> <li>• Public comment</li> <li>• Focus groups</li> <li>• Surveys</li> <li>• Public meetings</li> <li>• Ultranet</li> <li>• Web 2.0 tools</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Deliberative polling</li> <li>• Web 2.0 tools</li> <li>• Forums</li> </ul>	<ul style="list-style-type: none"> <li>• Web 2.0 tools</li> <li>• Reference groups</li> <li>• Facilitated consensus building forums for deliberation and decision-making</li> <li>• Experimental projects</li> </ul>	<ul style="list-style-type: none"> <li>• Dialogue with Government</li> <li>• Local governance</li> <li>• Joint planning</li> <li>• Provision of data</li> <li>• Shared projects</li> <li>• Capacity building</li> </ul>

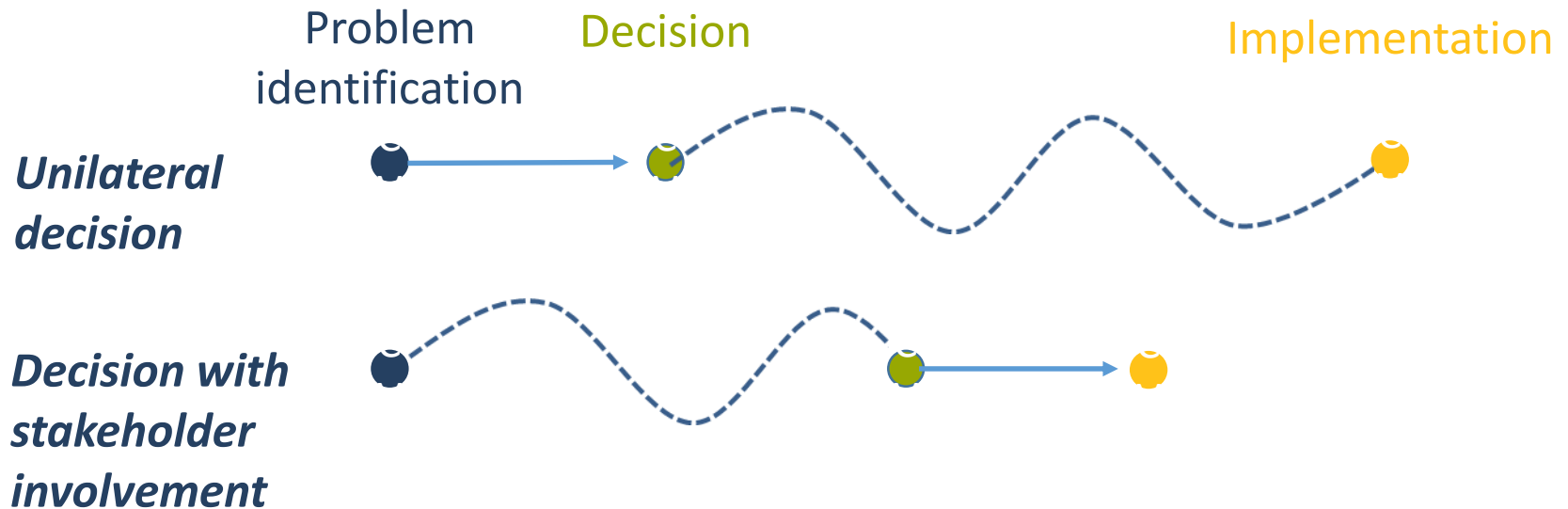


# Levels & Methods of Stakeholder Engagement

	Method	Benefits	Limitations	Notes
Consult	<b>Survey</b> A quantitative research method to gauge views, experiences and behaviours.	<ul style="list-style-type: none"> <li>• Straightforward</li> <li>• Focussed and specific</li> <li>• Can gauge a large number of opinions</li> <li>• Easily adapted</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult to gather qualitative information</li> <li>• Answers may be irrelevant</li> <li>• Delivery methods can affect results</li> </ul>	Always include open-ended questions and space for fuller comments.
	<b>Workshops</b> Facilitated events designed to enable stakeholders to work actively and collaboratively on a common problem or task.	<ul style="list-style-type: none"> <li>• Discussing complex issues, analysing competing options and generating ideas</li> <li>• Encourages joint working and problem solving</li> <li>• Builds ownership of results</li> </ul>		Facilitation is crucial.
	<b>Expert panel</b> Used to gather concentrated opinions from a range of experts on a particular issue.	<ul style="list-style-type: none"> <li>• Focus intently on a specific subject</li> <li>• Produce in-depth analysis</li> <li>• Experts can often be objective</li> </ul>	<ul style="list-style-type: none"> <li>• The process needs to be carefully focussed</li> <li>• Breadth may be limited</li> <li>• May be too 'exclusive'</li> </ul>	If the group is large, facilitation will be necessary.
	<b>Public meetings</b> A meeting open to all interested, rather than those specifically invited.	<ul style="list-style-type: none"> <li>• Opportunity for stakeholders to raise issues and ask questions</li> <li>• Opportunity to gather support for new ideas and build relationships</li> <li>• Communicate with large groups</li> </ul>		
	<b>Interviews</b> Intensive face-to-face meetings, telephone conversations.	<ul style="list-style-type: none"> <li>• Best way to obtain qualitative information from an individual</li> <li>• Can produce highly accurate results</li> <li>• Adds a personal dimension</li> </ul>	<ul style="list-style-type: none"> <li>• Necessitates sensitivity</li> <li>• Large numbers are required to ensure accurate results</li> <li>• Careful preparation necessary</li> </ul>	



# Stakeholder Involvement in Baltic ICM Practice



## Weaknesses in participation procedure

- Late and unbalanced involvement of stakeholder groups
- Lacking experiences
- Lacking tools that support and guide the participation process and allow a more systematic and thematically focused stakeholder involvement process



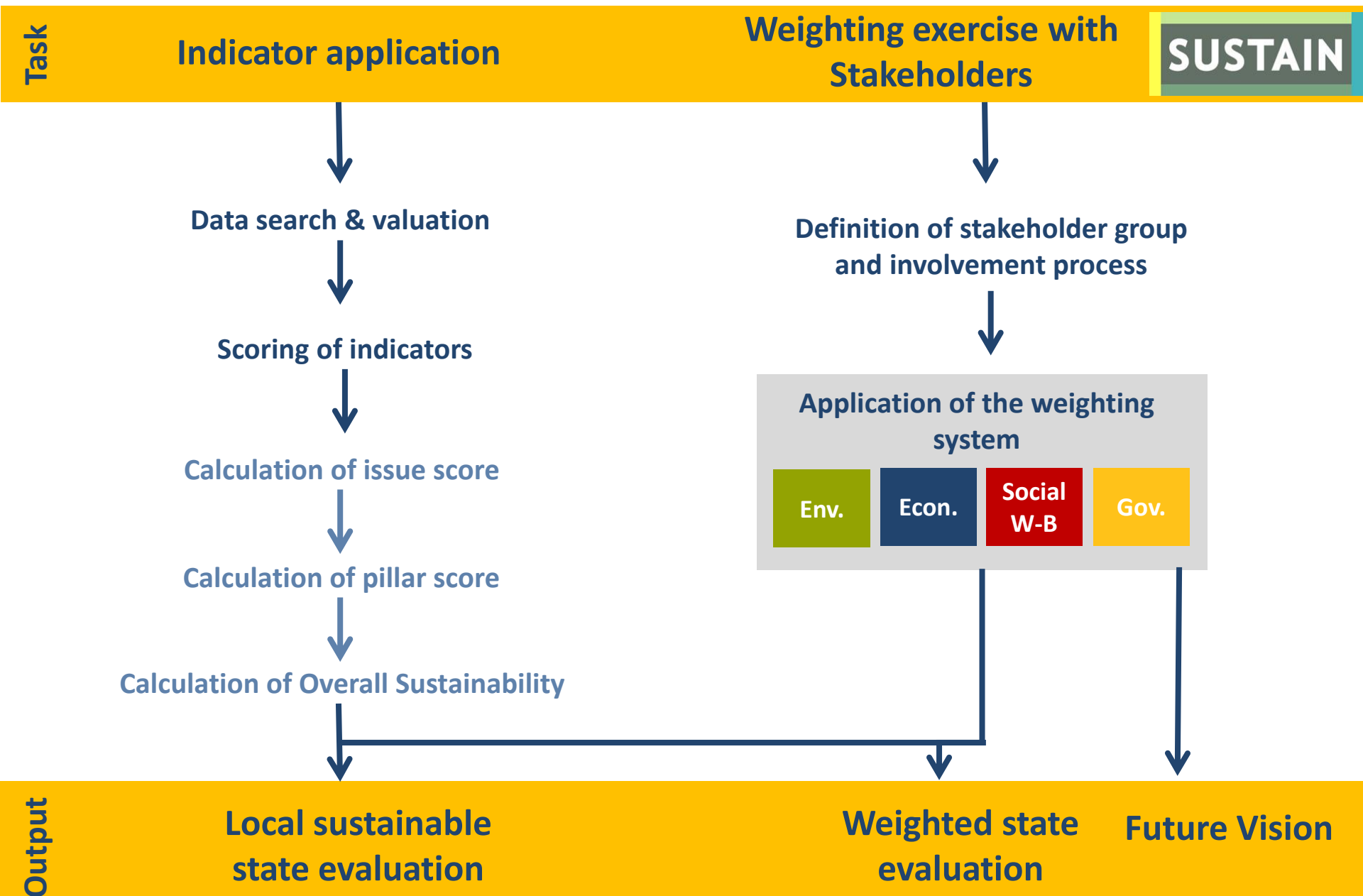
# Objective within BaltCoast

- Provide a user-friendly tool that allows for a systematic involvement of stakeholders and assessment of stakeholder preferences
- Further-development of the DeCyDe-for-Sustainability System



# DeCyDe-for-Sustainability System

(By Loizidou XI, & Loizides MI Isotech Ltd. Limassol, Cyprus)





# Weighting System: Pillar Level

**SUSTAIN**

X \ Y		Environmental Quality		Economics		Social Well-Being		Governance		Weighting Coefficient
		Score		Score		Score		Score		
Environmental Quality		1	0.13	1/3	0.18	1	0.14	1/3	0.05	0.12
Economics		3	0.38	1	0.54	5	0.68	3	0.41	0.50
Social Well-Being		1	0.13	1/5	0.11	1	0.14	3	0.41	0.19
Governance		3	0.38	1/3	0.18	1/3	0.05	1	0.14	0.18
<b>Total</b>		8.00		1.87		7.33		7.33		1.00
<b>Total (Check)</b>		1.00		1.00		1.00		1.00		

## Legend for the Weighting System of the Categories

Category Y		COMPARED TO			Category X		IS
less important ←					→ more important		
much	more	slightly	equal	slightly	more	much	
1/7	1/5	1/3	1	3	5	7	

(Based on Loizidou XI, & Loizides MI Isotech Ltd. Limassol, Cyprus)

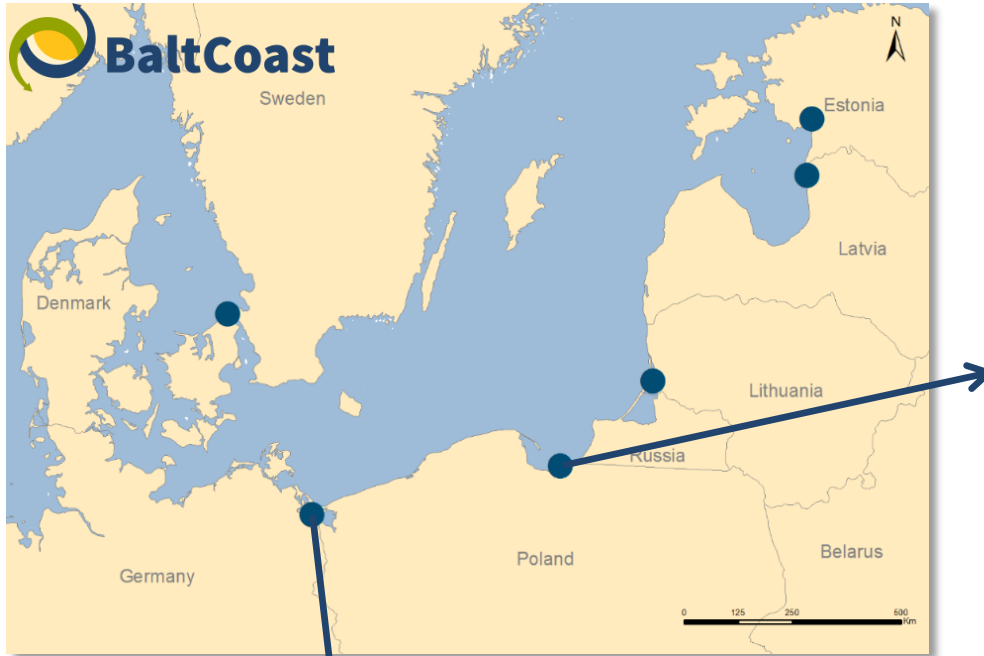
Example:

Environmental Quality	COMPARED TO	Economics	IS	Slightly less important (1/3)
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# Application within BONUS BaltCoast



## Polish CCS



Tolkmico, October 26, 2015

## German CCS



Ueckermünde  
October 21, 2015

**Assessment of current state and  
future vision**





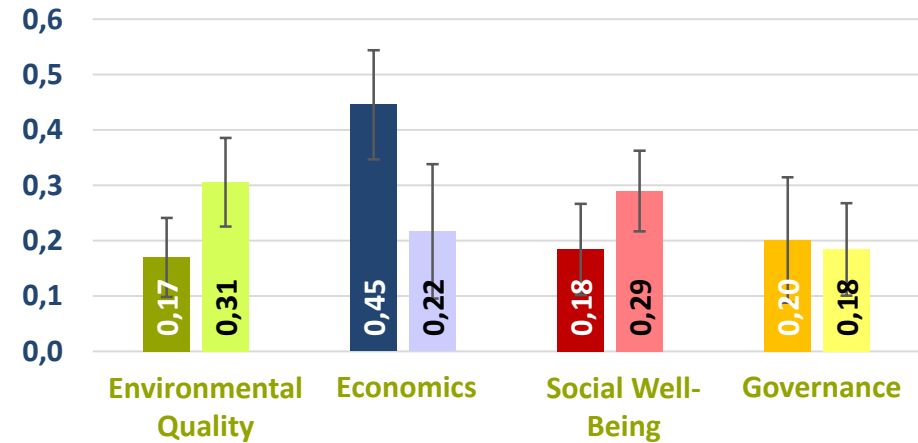
# Application within BONUS BaltCoast



**Discussion of results with stakeholder group and selection of criteria**



**Current state (left) and future vision (right)**



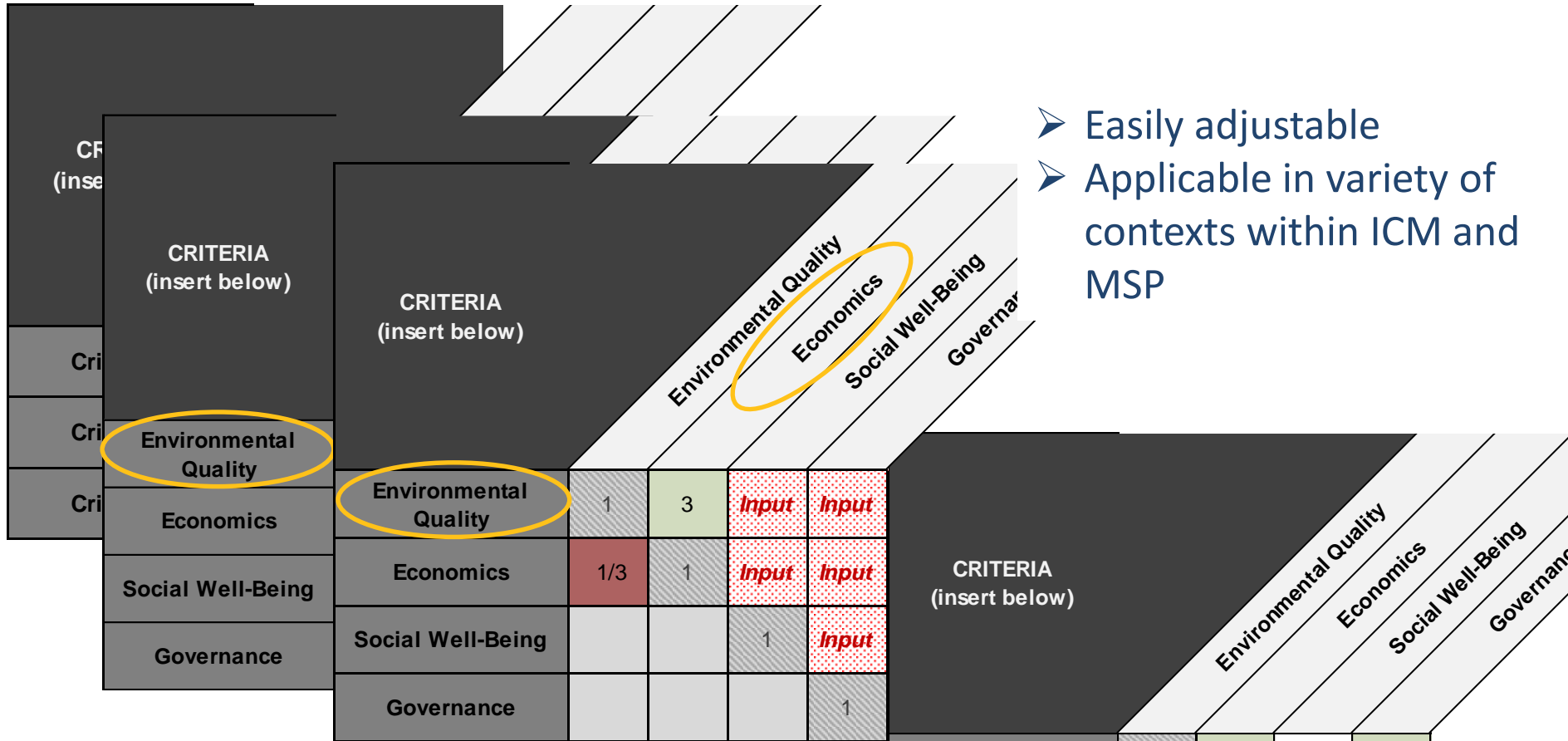
- **raises awareness about sustainability** without having to deal with the indicator set
- **allows to express a future development vision** and to compare it with the present state

**→ Needs to be broadened to serve as a tool for SAF**





# Modified Stakeholder Preference Tool



- Easily adjustable
- Applicable in variety of contexts within ICM and MSP

Legend for the Weighting System of the Criteria

Criteria Y		COMPARED TO			Criteria X		IS
less important ←				→	more important		
much	more	slightly	equal	slightly	more	much	
1/7	1/5	1/3	1	3	5	7	

0,36

0,12

0,41

0,11

Environmental Quality	1	3	1	3
Economics	1/3	1	1/3	1
Social Well-Being	1	3	1	5
Governance	1/3	1	1/5	1



# Application within SAF Steps

*External framework conditions*

*Issue Identification*

*System Design*

*System Formulation*

*System Assessment*

*Consultation*

*Implementation*

*Monitoring & Evaluation*



- Generate a common understanding of an issue
- Define criteria of success



# Definition and weighting of success criteria

COEF	CRITERIA (insert below) ↓	Criteria				
		Increase Municipality's Attractivity	Reduced Seasonality	No/Low environmental impacts	Low economic costs	Inhabitant Satisfaction
	Increase Municipality's Attractivity	1	Input	Input	Input	Input
	Reduced Seasonality		1	Input	Input	Input
	No/Low environmental impacts			1		
	Low economic costs				1	
	Inhabitant Satisfaction					1

Criteria Y	COMPARED TO			Criteria X	IS
less important ←			→ more important		
much less	less	slightly less	equal	slightly more	more
1/7	1/5	1/3	1	3	5
					7

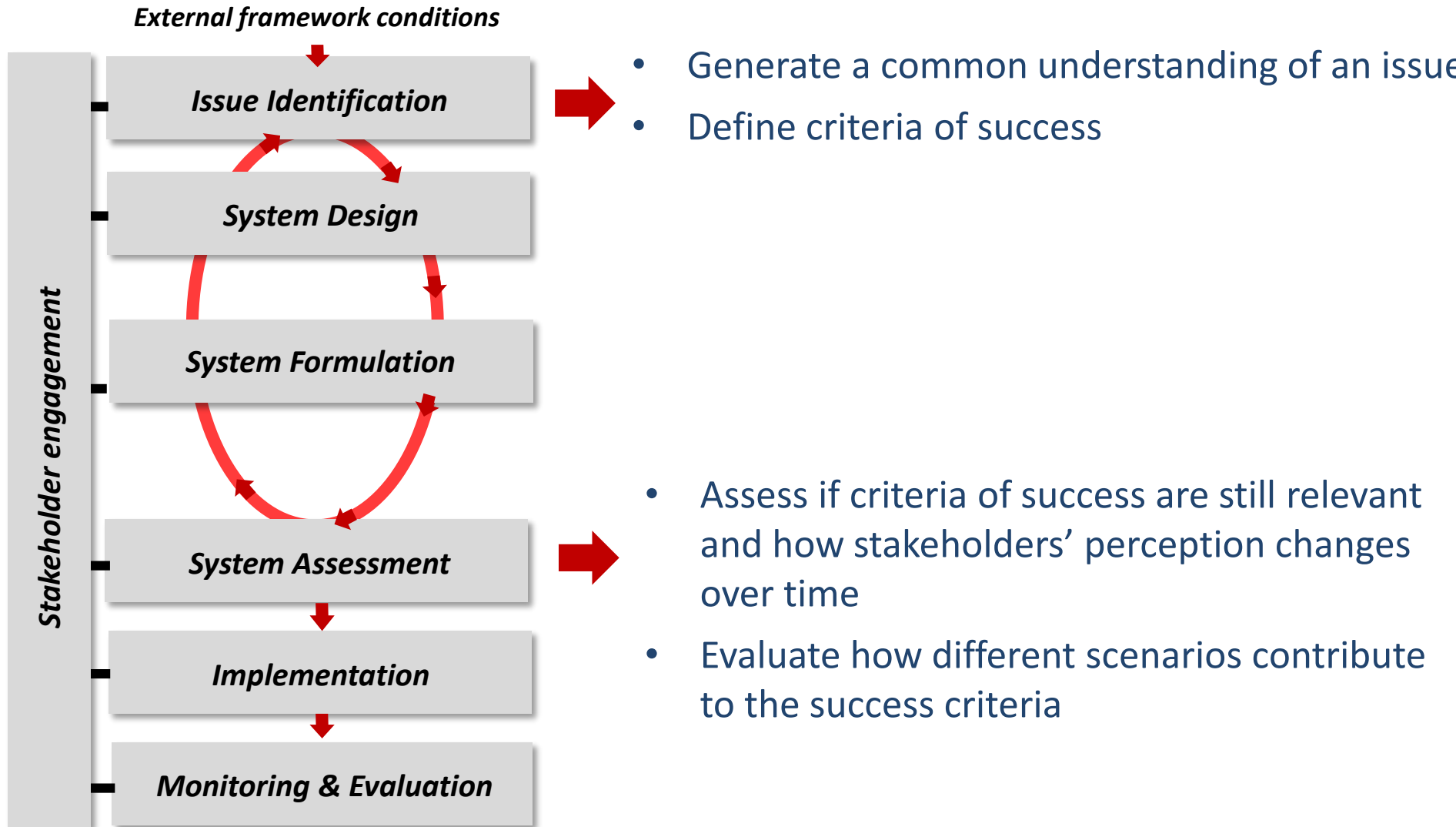


# Definition and weighting of success criteria

COEF	CRITERIA (insert below)					
		Increase Municipality's Attractivity	Reduced Seasonality	No/Low environmental impacts	Low economic costs	Inhabitant Satisfaction
0,09	Increase Municipality's Attractivity	1	1/5	3	1/3	1/5
0,34	Reduced Seasonality	5	1	5	3	1
0,12	No/Low environmental impacts	1/3	1/5	1	3	1/5
0,15	Low economic costs	3	1/3	1/3	1	1
0,30	Inhabitant Satisfaction	5	1	5	1	1



# Application within SAF Steps







# Scenarios' contributions to success criteria

## Criterion:

Reduction of tourism seasonality

Legend for the Weighting System of the Criteria

Scenario Y		COMPARED TO			Scenario X		IS
less suitable		←		→	more suitable		
<b>much less</b>	<b>less</b>	<b>slightly less</b>	<b>equal</b>	<b>slightly more</b>	<b>more</b>	<b>much more</b>	
1/7	1/5	1/3	1	3	5	7	

KRITERIUM  
(insert below)



COEF

0,66

Scenario 1

1

5

3

0,16

Scenario 2

1/5

1

1

0,19

Scenario 3

1/3

1

1

Scenario 1

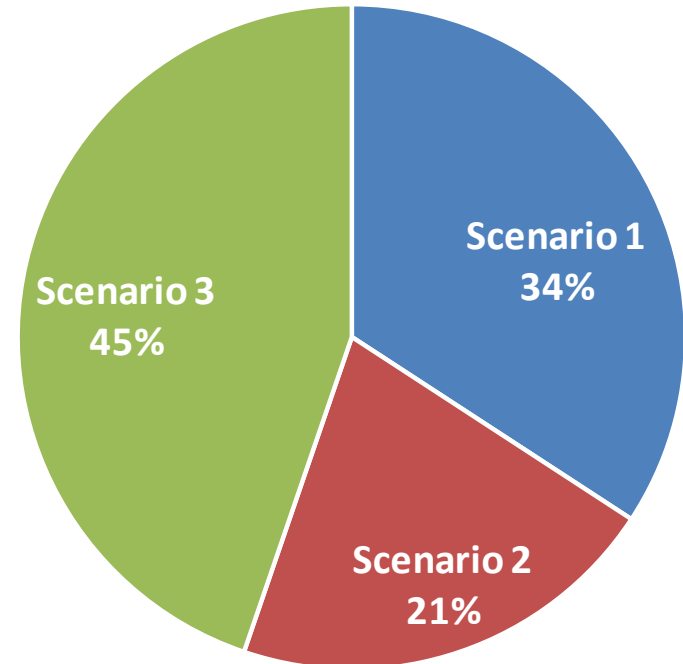
Scenario 2

Scenario 3



# Scenarios' contributions to success criteria

Criterion	Weight Coef.	Scenario	Weight Coef.	Final Score
Increase Municipality's Attractivity	0,09	Scenario 1	0,66	0,06
		Scenario 2	0,16	0,01
		Scenario 3	0,19	0,02
Reduced Seasonality	0,34	Scenario 1	0,50	0,17
		Scenario 2	0,31	0,11
		Scenario 3	0,19	0,06
Low environmental impacts	0,12	Scenario 1	0,07	0,01
		Scenario 2	0,28	0,03
		Scenario 3	0,64	0,08
Low costs	0,15	Scenario 1	0,08	0,01
		Scenario 2	0,19	0,03
		Scenario 3	0,72	0,11
Inhabitant Satisfaction	0,30	Scenario 1	0,30	0,09
		Scenario 2	0,09	0,03
		Scenario 3	0,61	0,18



## Outcome

- Suitability of scenarios to fulfil each success criterion
- Suitability of each scenario to fulfil stakeholder preferences



# Summary

## Stakeholder Preference Tool

- Can be used to
  - Raise awareness about sustainability
  - Gain a common understanding of an issue
  - Define criteria of success
  - Assess if stakeholder preferences change over time
- Supports the stakeholder involvement process within SAF and can systematically guide a discussion
- Easily applicable
- Adjustable to other needs: Ranking of issues, assessing conflicts
- Requires good preparations and moderation skills
- Good practical tool to teach about stakeholder involvement and stakeholder group dynamics



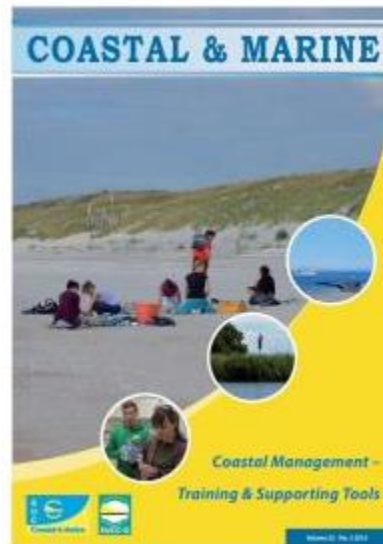


# Thank you for your attention!

**Accessible via the BONUS BaltCoast website**  
<http://www.baltcoast.net/participation.html>

## **Contact**

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# Literature on Stakeholder Involvement

Creighton, J. L. (2005). *The public participation handbook: Making better decisions through citizen involvement*. John Wiley & Sons.

NOAA Coastal Services Center (2007) *Introduction to Stakeholder Participation*. Charleston. [Retrieved from <https://coast.noaa.gov/data/digitalcoast/pdf/stakeholder-participation.pdf>]

Reed, M. S. (2008). *Stakeholder participation for environmental management: a literature review*. *Biological conservation*, 141(10), 2417-2431.

State of Victoria (Department of Education and Early Childhood Development) (2011) *Stakeholder Engagement Framework*. Melbourne [Retrieved from <http://www.education.vic.gov.au/Documents/about/programs/partnerships/stakeholderengagement11.pdf>]

# Practical Exercise on Stakeholder Involvement

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**A SYSTEM APPROACH FRAMEWORK FOR  
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# Aim of the exercise

- Get familiar with the Stakeholder Preference Tool and its application within SAF
- Learn about stakeholder group dynamics
- Train moderation and discussion skills



# The situation

- You are invited to a stakeholder meeting in Nida
- You are aware about the situation and the idea about potential measures to make inner water bathing sites in Nida more attractive
- In the stakeholder meeting, stakeholder preferences for future development shall be assessed (Issue Identification) and different measures evaluated (System Assessment)





# Your task

- Within the whole group define 5 success criteria (environmental, economic and social aspects) for the presented issue
- Form 2 Groups of (11 persons each)
- Decide on one moderator per group
- Distribute stakeholder roles to all other participants

## **Moderator:**

- Get familiar with the Stakeholder preference tool
- Decide how you want to come to a consensus
- Determine the relative importance of the success criteria
- Evaluate the scenarios potential to contribute to the success criteria
- Present the final outcome to the whole group

## **Stakeholders:**

- Think about your role and attitude towards the issue
- Attend the stakeholder meeting and get involved in the discussions



# The stakeholders

- Mayor of Neringa Municipality
- Local Tourism association
- Representative of Neringa National Park / World Heritage Site
- Representative of the Infrastructure and Development Department
- Representative of Local inhabitants council
- Environmental Protection NGO
- Fishermen association
- Academia (Natural Scientist of Klaipeda University)
- Regular visitor/tourist of Neringa Municipality

**Thank you!**

Thanks to all BONUS BaltCoast who have contributed to the further development of the SAF.

**A SYSTEM APPROACH FRAMEWORK FOR  
COASTAL RESEARCH & MANAGEMENT**