

## Lecture and Practical Exercise on Stakeholder Involvement and Tool Application

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A SYSTEM APPROACH FRAMEWORK FOR COASTAL RESEARCH & MANAGEMENT



BONUS-BaltCoast received funding from BONUS (Art 185), funded jointly by the EU and Baltic Sea national funding institutions



## Systems Approach Framework

Supporting tools





## Systems Approach Framework



Supporting tools

**Stakeholder Preference Tool** 

**Stakeholder Preference Tool** 



### 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



### Different levels or typologies of participation based on





Nature of information based on direction of communication flow



(Based on Creighton, 2005 & Reed, 2008)



## 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

# O 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**





## **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"



- affected by solution
- affected by doing nothing





# 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

High	<ul> <li>Involve/Consult</li> <li>Ensure needs and concerns are understood and considered</li> <li>Obtain feedback on alternatives and/or decisions</li> </ul>	<ul> <li>Collaborate/Empower</li> <li>Partner with on each aspect of the decision</li> <li>Potential decision making authority</li> <li>Co-design/Co-production</li> </ul>	State of Victoria (Department of Education and Early Childhood Development) (2011)
Level of in	<ul> <li>Inform</li> <li>Provide balanced and objective information</li> <li>Limited monitoring and management</li> </ul>	Consult <ul> <li>Obtain feedback on alternatives <ul> <li>and/or decisions</li> </ul> </li> </ul>	
	Level of		
Lov	V	High	-

# O Levels & Methods of Stakeholder Engagement

	Inform	Consult	Involve	Collaborate	Empower
Stakenolder 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 stakenolders	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> <li>Fact sheets</li> <li>Open houses</li> <li>Newsletters, bulletins, circulars</li> <li>Websites, external and edugate</li> </ul>	<ul> <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> <li>Workshops</li> <li>Deliberative polling</li> <li>Web 2.0 tools</li> <li>Forums</li> </ul>	<ul> <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> <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>

Source: adapted from the International Association for Public Participation (IAP2) spectrum www.iap2.org (2007)

# O Levels & Methods of Stakeholder Engagement

Method	Benefits	Limitations	Notes
Survey A quantitative research method to gauge views, experiences and behaviours.	<ul> <li>Straightforward</li> <li>Forcussed and specific</li> <li>Can gauge a large number of opinions</li> <li>Easily adapted</li> </ul>	<ul> <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.
Workshops Facilitated events designed to enable stakeholders to work actively and collaboratively on a common problem or task.	<ul> <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.
Expert panel Used to gather concentrated opinions from a range of experts on a particular issue.	<ul> <li>Focus intently on a specific subject</li> <li>Produce in-depth analysis</li> <li>Experts can often be objective</li> </ul>	<ul> <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> <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>		
Interviews Intensive face-to-face meetings, telephone conversations.	<ul> <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> <li>Necessitates sensitivity</li> <li>Large numbers are required to ensure accurate results</li> <li>Careful preparation necessary</li> </ul>	

Consult

# 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



- 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







X Y		Enviro Qu	nmental ality	Econ	omics	Social W	/ell-Being	Gov	ernance	
										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
Total		8	.00	1.	87	7	.33		7.33	1.00
Total (Check)		1	.00	1.	00	1	.00		1.00	

#### Legend for the Weighting System of the Categories

	Category Y		Category Y COMPARED TO		Categ	jory X	IS	
le	ess impo	rtant	÷		$\rightarrow$	more	importa	nt
mu	ich	more	slightly	equal	slightly	more	mı	ıch
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** 

Slightly less important (1/3) IS



## Application within BONUS BaltCoast



### German CCS



Ueckermünde October 21, 2015

### Polish CCS



Tolkmico, October 26, 2015

# Assessment of current state and future vision



## Application within BONUS BaltCoast

## BaltCoast



Przegląd czterech filarów zrównoważonego rozwoju oraz kategorii wspomagających razem z krótkim podsumowaniem użytych wskaźników

#### zanieczy Zarządza Zerządza



<sup>88</sup> Übersicht zu den vier Nachhaltigkeitssäulen und den zugehörigen Unterkriterien, sowie <sub>#2</sub> kurzer Zusammenfassung der darin abgefragten Indikatoren

		1. Umweltverschmutzung						
		Luft-, L8rm und Uchtverschmutzung						
		2. Wesserwirtschaft						
		Wasserspar- und Abwasseraufbereitungsmaßnahmen; Badewasserqualität; Wasserverschmutzung						
		3. Blaue Flaggen & Strände						
		Zertifizierte Badestellen und Sportboothäfen (Blaue Flagge)						
-		4. Nachhaltige Mobilität						
	5	Umweitschonende und alternative Transportsysteme: Autofreizonen im Stadtgebiet: Alternative						
- 5	3	Krwftstoffe						
9		5. Abfallwirtschaft & Recycling						
1		Müllvermeidung, -trennung und -verwertung						
1		6. Energie & Klimaschutz						
		Energieeinsparung und Energiegewinnung aus regenerativen Energiequellen						
		7. Küstenveränderung & Anpassung						
		Umgang mit Klimawandel und Küstenerosion, Küstenschutz						
		8. Biodiversität & Naturschutz						
		Naturgebiete, rechtlich geschützten Gebieten (inkl. Meeresschutz), Marine Biodiversität						
rtschaft	9. Wirtschaftliche Chancen							
	Beschäftigungsstruktur, Arbeitslosenanteil, Bruttowertschöpfung und Salsonalität im Tourismus;							
		Unterstützung von lokalen Unternehmen und fahrem Handel						
	5	10. Gewerbe & Tourismus						
	3	Nachhaltigkeit im Tourismus, Systeme zur Vermeidung negativer Auswirkungen durch den Tourismus						
5		auf Natur- und Kulturgüter und die lokale Bevölkerung						
2		11. Gastfreundlichkeit & Zufriedenheit						
		Zufriedenheit der Gäste und lokalen Bevölkerung mit touristischen Entwicklung						
	-	12. Lokale Identität & Tradition						
	ē	Präsenz und Schutz von Denkmälern, historischen, archäologischen, spirituellen und kulturellen						
2	P	Stätten; Museen und Kunst; Regionale Produkte; Bildungsstand der Bevölkerung						
	e fi	13. Freiheit & Gerechtigkeit						
2	ā.	Armut, Eigentumsschutz, Schutz vor Ausbeutung und Belästigung, Zugang der lokalen Bevölkerung zu						
X.	÷	Kulturstätten						
	ž	14. Gesundheit & Sicherheit						
	1	Gesunde und sichere Lebensumwelt und Maßnahmen diese zu schützen						
		15. Politik/Strategien für Nachhaltigkeit						
		Berücksichtigung von Nachhaltigkeitsaspekten (inkl. Küsten- und Meeresbezug) in der Lokal- und						
		Regionalpolitik						
2		16. Monitoringinstrumente für Nachhaltigkeit						
		Nachhaltigkeitsziele wurden festgelegt und werden regelmäßig überwacht (einschließlich						
		Kietengebietej						
		17. Humane Ressourcen und Leistungskapazitäten						
		Kapazitäten und Kompetenzen der lokalen/regionalen Behörden für Nachhaltigkeitsfragen						
		18. Umsetzung von Management Praktiken						
÷.		Kontaktstellen, Instrumente, Finanzierung für Nachhaltigkeitsfragen						
		19. Einbeziehung von Jokalen Akteuren (Stakeholdern) & Beteiligung der Öffentlichkeit						
		Beteiligung lokaler Akteure und der Öffentlichkeit, Partnerschaften zwischen Lokalbehörden und						

Gemeinden in Bezug auf Nachhaltigkeitsaspekte



Vergleich der übergeordne Region Stettiner Haff

Bitte vervollständigen Sie die folgende Stettiner Haff, wie er von Ihnen wahrg

A.1. Für die Region Stettiner Haff ist Viel Etwas

unwichtiger	unwichtiger	unwicht
0	0	0

A.2. Für die Region Stettiner Haff ist Wohlbefinden

viel		Etwas
unwichtiger	unwichtiger	unwichtig
0	0	ΟĽ

#### A.3. Für die Region Stettiner Haff ist

Regierungsi	unrung (Gove	ernancej
Viel		Etwas
unwichtiger	unwichtiger	unwichti
0	0	0

#### A.4. Für die Region Stettiner Haff ist Wohlbefinden

Viel		Etwas
unwichtiger	unwichtiger	unwichtig
0	0	0

#### A.5. Für die Region Stettiner Haff ist

Regierungsführung (Governance)					
Viel		Etwas			
unwichtiger	unwichtiger	unwichtig			
0	0	0			

#### A.6. Für die Region Stettiner Haff ist





### 🚫 BaltCoast



Porównanie filarów zrównoważonego rozwoju dla Zalewu Wiślanego (Wizja przyszłości)

Proszę wypełnić poniższe rubryki określające przyszły stan Zalewu Wislanego według Pani/Pana oceny przez zaznaczenie odpowiedniego okienka.

B.1. I	<b>)la</b> Zalewu	Wiślanego	Jakość	Środowiska	w porówi	ianiu do Go	spodarki
b	oędzie/pow	inna być:					
Niewa	izna Mn	iej Ni	eco	Tak samo	Nieco	Bardziej	Najważniej

Niewazna	ważna	mniej ważna	ważna	bardziej ważna	ważna	Najwazniejsz

### B.2. Dla Zalewu Wiślanego Jakość Środowiska w porównaniu do Dobrostanu społecznego będzie/powinna być:

Nieważna	Mniej ważna	Nieco mniej ważna	Tak samo ważna	Nieco bardziej ważna	Bardziej ważna	Najważniejsza

#### B.3. Dla Zalewu Wiślanego Jakość Środowiska w porównaniu do Zarządzania bedzie/powinna być:

s ig	Nieważna	Mniej ważna	Nieco mniej ważna	Tak samo ważna	Nieco bardziej ważna	Bardziej ważna	Najważniejsza

#### **B.4.** Dla Zalewu Wiślanego Gospodarka w porównaniu do Dobrostanu społecznego bedzie/powinna być:

lieważna	Mniej ważna	Nieco mniej	Tak samo ważna	Nieco bardziej	Bardziej ważna	Najważniejsz
		wazna		wazna		

#### B.5. Dla Zalewu Wiślanego Gospodarka w porównaniu do Zarządzania bedzie/nowinna być

beuzie/powinia byc.							
Nieważna	Mniej ważna	Nieco mniej ważna	Tak samo ważna	Nieco bardziej ważna	Bardziej ważna	Najważniejsza	

#### B.6. Dla Zalewu Wiślanego Dobrostan społeczny w porównaniu do Zarządzania

będzie	/powinien	i byc:				
Nieważny	Mniej ważny	Nieco mniej ważny	Tak samo ważny	Nieco bardziej ważny	Bardziej ważny	Najważniejszy

	2. Zarządza	
2	Oszczędzan	
2	3. Niebiesk	Ū
8	Zefiyintowa	ku
<b>T</b>	Province d	-
2	5.1 Gospoda	
00	Zabezpieci	
-00	6. Energia i	
1 <u>2</u> 1	Oszczędza	
a	7. Zmiany v	
	Adaptacja	
	8. Bioróżna	
	Obszary n	
9	9. Okazje i i	
Ť	STUITURE 2	
8	10. Biznes I	
2	Zulaviniava	
5	kulturowe	
8	11. Gościnn	
	Satystakoj	
	12. Lokalna	
들 >	Stopleri oc	
畿둰	duchoweg	
ĕ S	13. Womos	
āð	dostep do	
88	14. Zdrowie	
	Zdrowe i b	
	15. Instrum	
	Włączenie	
	16. Narzędz	
9	Istnieją ci	
E	17, Tworze	
2	Potencjał	
ĕ	18. WORA24	
2	Punkty k	
28	Tananatu Tananatu	
	Zaangaz(	
	To sampling	



## **Application within BONUS BaltCoast**



Discussion of results with stakeholder group and selection of criteria





- 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**





## **Application within SAF Steps**



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

# O Definition and weighting of success criteria



# O Definition and weighting of success criteria





## Application within SAF Steps



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

- Assess if criteria of success are still relevant and how stakeholders' perception changes over time
- Evaluate how different scenarios contribute to the success criteria

# Scenarios' contributions to success criteria



# Scenarios' contributions to success criteria

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



### Outcome

- $\rightarrow$  Suitability of scenarios to fulfil each success criterion
- $\rightarrow$  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



### Accessible via the BONUS BaltCoast website

http://www.baltcoast.net/participation.html

### Contact

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# Practical Exercise on Stakeholder Involvement

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



- > 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)



- 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



- 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 inhabintants 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.

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