

# Global good practice in stakeholder engagement.

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**dialogue matters**

Specialists in designing and facilitating co-operative decision making for the natural environment

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# Why bother - what stakeholders say?



Thanet Coast England - Ecosystem Approach

- *“This allowed a wide range of individual interests to have an integrated discussion”*
- *“It was wonderful to have the opportunity to express and exchange views and concerns”*
- *“I enjoyed taking part in a set of workshops that had a positive structure and direction”*
- *“Great opportunity to contribute to the plan and to the work of others”*



# Research method

# Research and evidence base



Conservation of the Red Sea and Gulf of Aden

- **Natural England wanted evidence of what works to inform the Marine Conservation Zone projects.**
- **Our task was** *“To identify good practice in stakeholder engagement in conservation planning throughout the world”*
- **Evidence came from:**
  - 27 success stories from 17 countries in 8 regions of the world
  - Codes, protocols, and agreements
  - The views from 130 conference delegates
  - Academic literature
  - Our own principles of good practice and experience

**(Photos are from the success stories or our own work)**

# Success Stories

	Country	Marine	Land/river	Total
<b>1. Europe</b>	UK (8) Switzerland	5	6	11
<b>2. Africa</b>	South Africa (2). Tanzania	1	2	3
<b>3. Asia and SE Asia</b>	India (3), Philippines, Indonesia	2	3	5
<b>4. North America</b>	Canada,	1		1
<b>5. Caribbean</b>	Trinidad and Tobago, Montserrat		2	2
<b>6. South America</b>	Mexico,	1		1
<b>7. Australia and NZ</b>	Australia, New Zealand,	2		2
<b>8. South Pacific</b>	Vanuatu	1		1
<b>Various</b>	(Mexico, Africa, Australia)	1		1
		<u>14</u>	<u>13</u>	<u>27</u>

# Participation codes and guidance

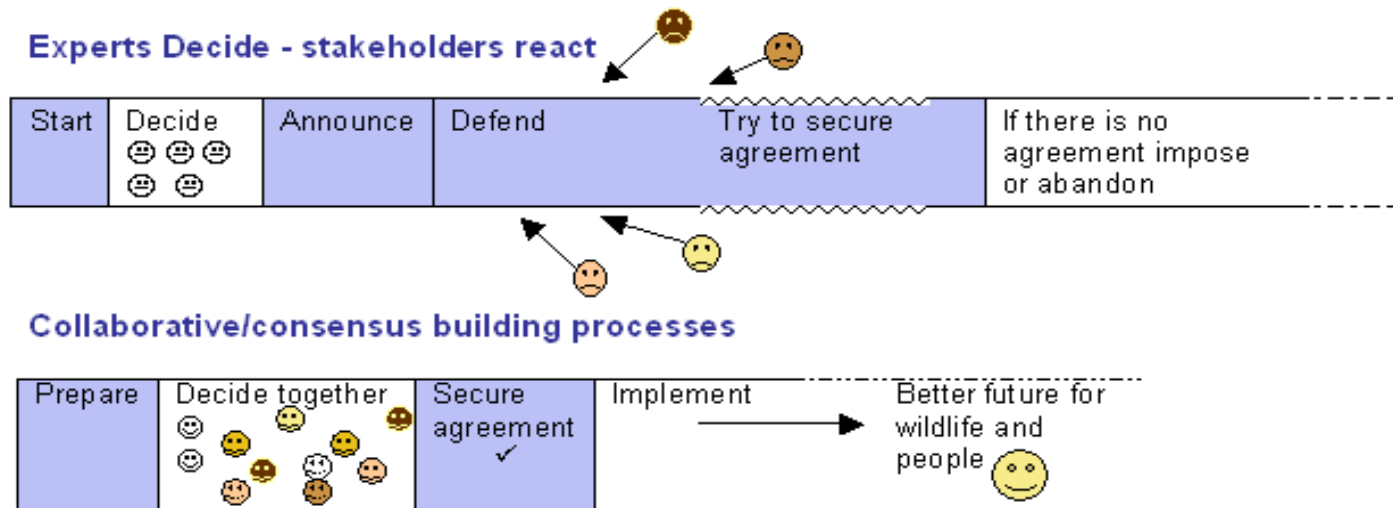
<b>International Agreements</b>	<ul style="list-style-type: none"> <li>▪ Aarhus Convention and the Participation Directive 2003/35/EC</li> <li>▪ The UN Brisbane Declaration 2005</li> </ul>
<b>CSR practice</b>	<ul style="list-style-type: none"> <li>▪ AA1000SES Stakeholder Engagement Standard</li> </ul>
<b>UK Government Guidance</b>	<ul style="list-style-type: none"> <li>▪ Code of Practice on Consultation, revised and re-released 2008</li> </ul>
<b>Academia</b>	<ul style="list-style-type: none"> <li>▪ Macaulay Institute</li> <li>▪ Reed 2008</li> </ul>
<b>Practitioner Codes</b>	<ul style="list-style-type: none"> <li>▪ International Association for Public Participation (IAP2): Core Values</li> <li>▪ Involve: Deliberative Public Engagement – Nine Principles (July 2008)</li> <li>▪ Environment Council</li> </ul>
<b>International Conservation</b>	<ul style="list-style-type: none"> <li>▪ IUCN: Achieving Environmental Objectives (2004)</li> </ul>

# Good Practice



Africa – systems thinking - integrated river basin management

# Old approach / New approach



# Prepare for participation



Thanet Coast (UK) N2000 management plan

- **Organisational support and understanding of this approach** - work towards institutionalising it
- **Develop understanding of good practice** - the different nature and ethics of this approach
- **Recognise this means relinquishing full control and being open to the outcome**
- **Develop guiding principles and ethics**
- **Prepare and train staff in key skills**
- **Provide adequate timeframes and resources** - funds and staff to support the process

# Stakeholders



Trinidad & Tabago – National Park management planning

- **Respect for stakeholders underpins all actions**
- **Systematic stakeholder analysis and balancing** - who is at the heart of the process deliberating and who is involved in other ways.
- **Stakeholders involved at an early stage** when options are open and they can make a genuine difference
- **Stakeholders are provided with clarity about what is up for negotiation and what they can influence**

# Skilful design and project planning



Africa – resource management

- **Skilled and trained process designer who can see the process through**
- **Designer impartial, non aligned, can act independently of all parties**
- **Project planning so the process is:**
  - Tailored to the situation
  - Coherent– all parts work together
  - Clear structure, sequence, stages, and levels of involvement
  - Workshops are seen as one part of the overall process
- **Avoid ad hoc workshops and other activities**

# Characteristics of the process



- **Deliberative process:** *“There is sufficient and credible information for dialogue, choice and decisions, and space to weigh options, develop common understandings and to appreciate respective roles and responsibilities” ( UN Brisbane Declaration)*
- **Impartial and skilled workshop designers and facilitators who** can help groups work cooperatively
- **Workshops:**
  - Use facilitation tools and techniques that foster co-operation
  - based on principled negotiation and consensus building



Isle of Scilly England – Integrated landscape management

# Quality Discussion



England - Sustainable Upland Management.

1. Develop a shared vision
2. Develop a shared understanding of the need
3. Value all forms of knowledge (not just science or technical)
4. Thoroughly scope the situation – use systems thinking
5. Collaborative identification of information needs and provision

# Quality Discussion



Philippines - Marine Protected Area

6. Take an 'appreciative' or 'asset based' approach wherever possible
7. Creative solutions finding
8. Principled negotiation
6. Consensus decisions (not weak compromise)
7. Quality decisions - technically sound, well informed, implementable

# The difference good practice makes



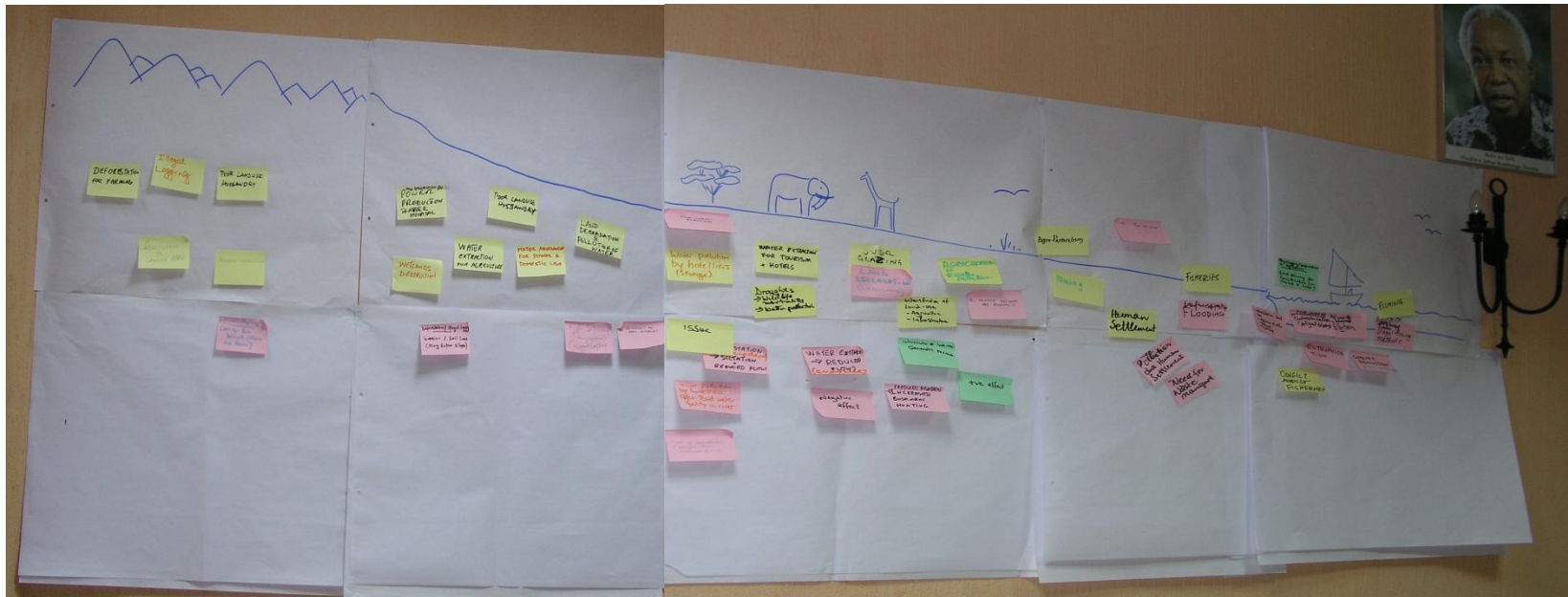
- Mutual learning
- Changed relationships
- Real problems addressed
- Conflict managed or avoided
- Well informed and technically sound decisions
- Support or acceptance for implementation
- Lasting change



Trinidad and N Wales – similar approach

Pound, Diana., 2009. **Adopting effective stakeholder engagement processes to deliver regional Marine Protected Area (MPA) networks.**

Natural England Commissioned Report, Number 008.



Africa - Integrated management of the Mara River Basin

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