

Overview of the stakeholder involvement process

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What we want to know?

1. What is participation?
2. Why participation?
3. Who should we involve?
4. When should we involve them?
5. How do we involve them?
6. Evaluation and Reporting
7. Factors of influence

1. What Is “Public Participation”?

„public participation”

is a general umbrella term irrespective of who that public are, how they are represented, and how and what they are being involved in

„public/stakeholder involvement”

abandons the „we vs. them” type of relations and treats stakeholders as an equal party, and that the issues so discussed are greater in detail, yet smaller in scope

„public engagement”

is include participation, consultation and communication

What Is “Public Participation”?

Public participation is not necessarily about:

- *Everybody joining*: be selective with actors, do a stakeholder analysis;
- *Everybody deciding*: make clear what everybody's responsibilities are;
- *Losing control*: participation cannot work if the outcome is completely predetermined, yet organise it well;
- *Achieving consensus at all expense*: make clear that it will be impossible to satisfy all wishes hundred percent.

2. Why public participation?

Theoretical Arguments for Public Participation

- Public participation strengthens democracy, because it delegates power to the people.
- Through public participation, the various members of society may be granted equal rights to influence decisions.
- The participatory process may enhance society's knowledge and improve its awareness.
- Deliberation facilitates the formulation of the collective will.
- Democracy is best learnt by taking part in it.

Why public participation?

Theoretical Arguments for Public Participation

- Participation also contributes to citizens' personal and social development.
- Participation will enable people to represent and protect their own interests.
- People themselves are the best judge of their own interests.
- In order to make legitimate decisions, public discourse must be ensured.
- In a democracy, voicing one's opinion is a fundamental right.

Practical reasons of the initiator

Can they contribute to decision-making?

Participation to improve the quality of plans and projects

Are they needed for implementation? Can they block decision-making or implementation?

Participation to improve implementation of plans and prevent litigation and (costly) delays

Are they affected by or do they have an interest in the issues at stake?

Participation for “moral” reasons, to complement representative democracy

Is participation legally required?

Participation to meet legal requirements

Is there a gap between the citizens and politicians?

Participation to promote active citizenship

General principles

- **Openness**

The initiator adopts an open attitude and does not take unilateral decisions. Other stakeholders must have the opportunity to influence the agenda and the decisions.

- **Protection of core values**

stakeholders must feel confident that their core values will not be harmed

- **Speed**

Proper methods and procedures combined with clear and realistic deadlines will make people progress.

- **Substance**

Experts have an essential, supportive role to play

3. Who should we involve?

Factors to be considered:

- Maximum representation of diversity
- The willingness of the stakeholder to cooperate
- The total number of participants: the smaller the group, the bigger the chance for learning to occur (and the cheaper the process)

3. Who should we involve?

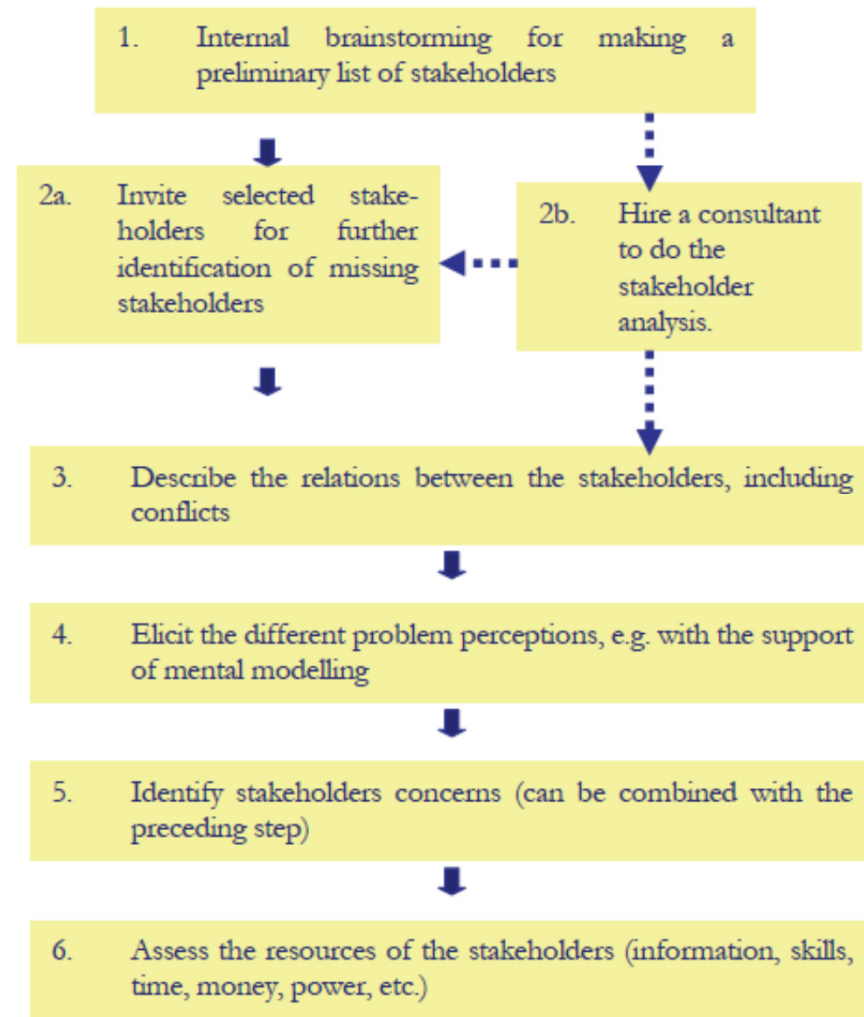
Keys to identifying the stakeholders in any given case :

- Who are in possession of information or expertise that might facilitate the decision?
- Who have already taken part in participatory processes?
- Who have expressed their wish to participate before?
- Who may be affected by the risks?
- Who may be affected without knowing so?
- Who will be very angry if left out?

Methods for identifying stakeholders and their stakes

- Who or what are stakeholders?
- What are their relationships with each other?
- Are there any conflicts?
- How do they see the problem (as provisionally identified by the initiator)?
- What are their major concerns and how can they be motivated to participate?

Possible steps in a Stakeholder Analysis

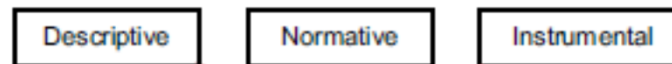


A typology of possible stakeholders

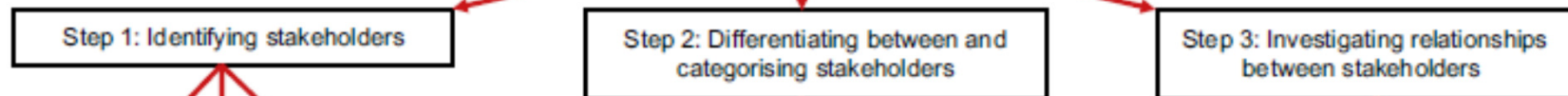
- **Professionals** – public and private sector organisations, professional voluntary groups and professional NGOs.
- **Authorities, elected people** - government departments, statutory agencies, municipalities, local authorities
- **Local Groups- non-professional organised entities** operating at a local level.
 - *Communities centred on place* – attachment centred on place, which includes groups like residents associations and local councils.
 - *Communities centred on interest* – e.g. farmers' groups, fishermen, birdwatchers.
- **Individual citizens, farmers and companies** representing themselves.

The Stakeholder Analysis

Rationale



Typology



Methods

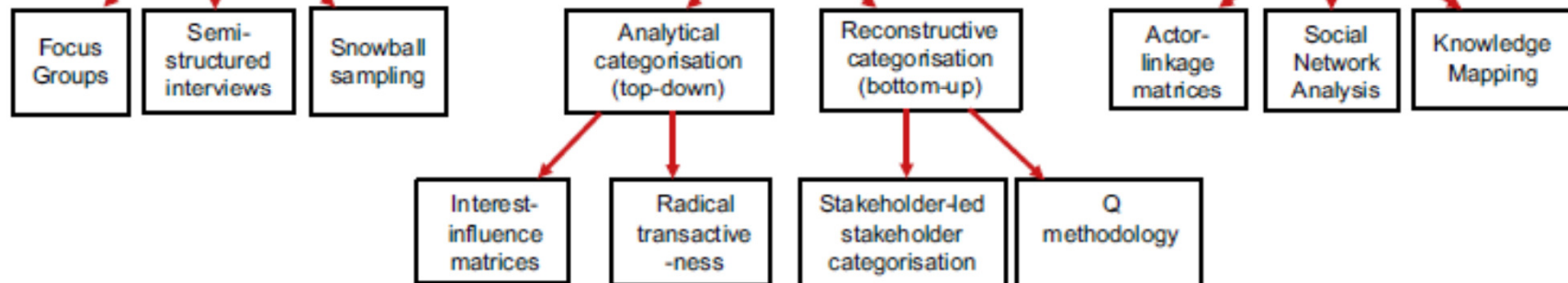


Fig. 1. Schematic representation of rationale, typology and methods for stakeholder analysis.

TABLE 1

Resources required, level of stakeholder participation, strengths and weaknesses of each of the methods identified in the typology.

Method	Description	Resources	Strengths	Weaknesses
Focus groups	A small group brainstorm stakeholders, their interests, influence and other attributes, and categorise them	High quality facilitation; room hire; food and drink; facilitation materials e.g. flip-chart paper and post-its	Rapid and hence cost-effective; adaptable; possible to reach group consensus over stakeholder categories; particularly useful for generating data on complex issues that <i>require</i> discussion to develop understanding.	Less structured than some alternatives so requires effective facilitation for good results
Semi-structured interviews	Interviews with a cross-section of stakeholders to check/ supplement focus group data	Interview time; transport between interviews; voice recorder	Useful for in-depth insights to stakeholder relationships and to triangulate data collected in focus groups	Time-consuming and hence costly; difficult to reach consensus over stakeholder categories
Snow-ball sampling	Individuals from initial stakeholder categories are interviewed, identifying new stakeholder categories and contacts	As above: successive respondents in each stakeholder category are identified during interviews	Easy to secure interviews without data protection issues; fewer interviews declined	Sample may be biased by the social networks of the first individual in the snow-ball sample
Interest–Influence matrices	Stakeholders are placed on a matrix according to their relative interest and influence	Can be done within focus group setting (see above), or individually by stakeholder during interviews (see above) or by researcher / practitioner	Possible to prioritise stakeholders for inclusion; makes power dynamics explicit	Prioritisation may marginalise certain groups; assumes stakeholder categories based on interest–influence are relevant
Stakeholder-led stakeholder categorisation	Stakeholders themselves categorise stakeholders into categories which they have created	Same as semi-structured interviews	Stakeholder categories are based on perceptions of stakeholders	Different stakeholders may be placed in the same categories by different respondents, making categories meaningless
Q methodology	Stakeholders sort statements drawn from a discourse according to how much they agree with them, analysis allows social discourses to be identified	Materials for statement sorting; interview time; transport between interviews	Different social discourses surrounding an issue can be identified and individuals can be categorised according to their ‘fit’ within these discourses	Does not identify all possible discourses, only the ones exhibited by the interviewed stakeholders
Actor-linkage matrices	Stakeholders are tabulated in a two-dimensional matrix and their relationships described using codes	Can be done within focus group setting (see above), or individually by stakeholders during interviews (see above) or by researcher/ practitioner	Relatively easy, requiring few resources	Can become confusing and difficult to use if many linkages are described
Social Network Analysis	Used to identify the network of stakeholders and measuring relational ties between stakeholders through use of structured interview/ questionnaire.	Interviewer, questionnaire, training in the approach and analyses, time, software	Gain insight into the boundary of stakeholder network; the structure of the network; identifies influential stakeholders and peripheral stakeholders	Time-consuming; questionnaire is a bit tedious for respondents; need specialist in the method.
Knowledge mapping	Used in conjunction with SNA; involves semi-structured interviews to identify interactions and knowledges	Same as semi-structured interviews	Identifies stakeholders that would work well together as well as those with power balances	Knowledge needs may still not be met due to differences in the types of knowledge held and needed by different stakeholders.
Radical transactiveness	Snow-ball sampling to identify fringe stakeholders; development of strategies to address their concerns	Training in the approach, time	Identifies stakeholders and issues that might otherwise be missed and minimizes risks to future of project	Time-consuming and hence costly

The degree of involvement

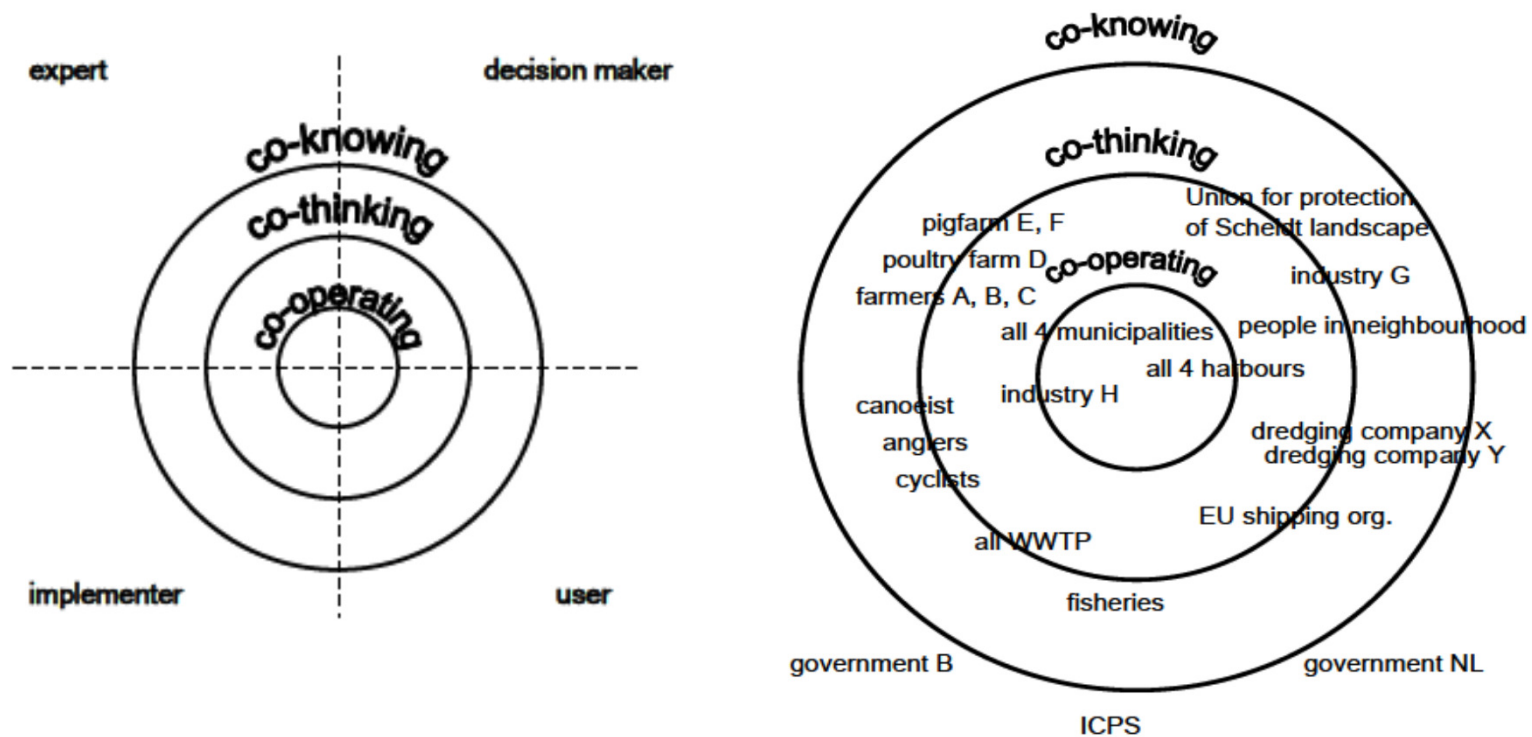
- *co-operating/co-working*: the stakeholder that will actually participate in and contribute actively to the process; (active involvement)
- *co-thinking*: the stakeholder of which you want input with respect to content, it is a source of knowledge like experts; (consultation)
- *co-knowing*: the stakeholder which does not play an active role in the process but should be informed of its progress. (information)

The degree of involvement

If desired the identification approach can be refined by identifying the type of actor:

- decision maker: stakeholders which decide about the project;
- user: stakeholders which use the result or are affected by it;
- implementer/executive: the stakeholders that have to implement the results or new policy;
- expert/supplier: stakeholders which put information, expertise or means at the disposal of the project.

The refined target scheme and an application



Stakeholder analysis: a simple methodology

Step 1 –facilitate the identification of key issues/stages.

Step 2 - performs a brainstorming session

Step 3 - Check if the main perspectives/angles can be split up into sub-units / organised in types

Step 4 – Allocate to the stakeholders identified a concrete name

Step 5 - Check the result

- **Step 6** - the long list can be ordered by identifying the degree of involvement of each actor in each stage
- **Step 7** - Put the notepapers in the right place in the “target”
- **Step 8** - Check if there are no big gaps
- **Step 9** - Use the result!
- **Step 10** - The brainstorming session can be continued to identify relationships between stakeholders, their interests and motives that influence the process.

Thank you for your attention!

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