Principles for Effective Stakeholder Engagement in Marine Planning

Prevent | Collaborate | Resolve
Developed and Presented by:
Brian Manwaring
Lauren Nutter
Co-Authored by:
Suzanne Orenstein

In association with:

This presentation is funded by the Gordon and Betty Moore Foundation
Objectives

- Develop an awareness of the principles and best practices for stakeholder engagement in marine planning
- Examine the benefits and challenges of public and stakeholder engagement
- Establish an understanding of the tools and techniques available to enable stakeholder and public engagement
Poll Questions:

- Where are you joining us from?
- What type of organization do you represent?
Our Agenda

- Stakeholder Engagement and Marine Planning
- Principles for Stakeholder Engagement
- Stakeholder Engagement Planning
Our Agenda

- Stakeholder Engagement and Marine Planning
- Principles for Stakeholder Engagement
- Stakeholder Engagement Planning
For our purposes, Marine Planning refers to:

- Coastal and Marine Spatial Planning
- Marine Spatial Planning
- Maritime Spatial Planning
- Integrated Marine and Coastal Planning
- And others....
Defining Marine Planning

Characteristics:

- Multi-Objective
- Ecosystem-based
- Integrated
- Spatially focused: place or area-based
- Adaptive
- Strategic and anticipatory
- Participatory
Final Recommendations of Interagency Ocean Policy Task Force (CMSP Executive Summary, pg. 8):

The recommendations emphasize the importance of frequent and robust stakeholder, scientific, and public engagement throughout the planning process.
Benefits of Effective Stakeholder Engagement

- Improved and sustainable outcomes
  - Builds on local capacity and knowledge
  - Addresses local and regional needs
- Shared understanding of perspectives, issues, challenges, alternatives, and outcomes
- Transparency and ownership in outcomes
- Strengthened relationships
- Can improve cost effectiveness
  - Reduced or managed conflict/contention
  - Better informed decisions
Participant Question:

What has been, or do you anticipate to be, the biggest obstacle in planning for and implementing a good stakeholder engagement process?

Chat in other obstacles
Our Agenda

- Stakeholder Engagement and Marine Planning
- Principles for Stakeholder Engagement
- Stakeholder Engagement Planning
Principles for Stakeholder Involvement in CMSP

- Based on a white paper developed in August 2011 by Udall Foundation, available for download: www.ecr.gov/pdf/StakeholderPrinciplesCMSP.pdf
Stakeholders – Our Definition

All entities and interests that are affected by and/or can contribute information and support to the marine planning process
Principles for Stakeholder Engagement in Marine Planning

- Clear Goals and Avenues for Stakeholder and Public Participation
- Inclusiveness and Accessibility
- Transparency and Openness
- Informed Engagement
- Timeliness
- Process Integrity
- Adaptability and Flexibility
Clear Goals and Avenues for Stakeholder and Public Participation

Desired Outcome:

- A well planned engagement effort that supports and complements the overall planning process

- Well informed stakeholders and citizens who understand the process and can capitalize on opportunities for their involvement
Guidance:

- Identify and communicate:
  - Goals and schedule of the planning process
  - Opportunities for engagement
  - Roles and responsibilities (stakeholders & decision makers)
  - Types of input and how it will be utilized

- Engage stakeholders in the engagement planning process

- Institutionalize stakeholder engagement
Clear Goals and Avenues for Stakeholder and Public Participation

**Best Practices, Tools, Techniques:**
- Develop goals relating to stakeholder/public engagement
- Develop engagement approach at the outset, and update periodically
- Develop and share a process map
- Establish an informational/educational effort at the outset
- Treat stakeholder engagement the same as any other planning component
  - Funding, staffing, and scheduled milestones
Principles for Stakeholder Engagement in Marine Planning

- Clear Goals and Avenues for Stakeholder and Public Participation
- Inclusiveness and Accessibility
- Transparency and Openness
- Informed Engagement
- Timeliness
- Process Integrity
- Adaptability and Flexibility
**Desired Outcome:**

- Adequate and appropriate opportunities for interested parties to participate
- Inclusion of diverse voices, ideas and information, to achieve sustainable decisions.
Inclusiveness and Accessibility

Guidance:

- Ensure participation by all interests
- Identify and address barriers to participation
  - Funding, timing, capacity, accessibility, info
- Be sensitive to the needs, interest, and resource levels of stakeholders/public
Inclusiveness and Accessibility

Best Practices, Tools, Techniques:

- Conduct a stakeholder analysis
- Consider a balanced stakeholder advisory group
- Identify approaches to overcome barriers to participation, including:
  - Travel support
  - Regional and sub-regional engagement
  - Collaborative technologies (e.g. web streaming meetings, online forums, etc.)
Principles for Stakeholder Engagement in Marine Planning

- Clear Goals and Avenues for Stakeholder and Public Participation
- Inclusiveness and Accessibility
- Transparency and Openness
- Informed Engagement
- Timeliness
- Process Integrity
- Adaptability and Flexibility
Desired Outcome:

- Adequate information about planning and decision making is communicated.
- Mutual understanding of and support for the process, including demonstrated interest in soliciting feedback and openness to learn from stakeholders.
Guidance:

- Establish clear and consistent communication channels
- Disseminate information about the planning processes for review and feedback
- Demonstrate openness to learning from stakeholders
Best Practices, Tools, Techniques:

- Implement a broad suite of communication tools and techniques
- Promote a common understanding of key processes, terminology, and technical info
- Inform stakeholders how to provide input, and how it will be used
- Provide periodic reports on how stakeholder/public input impacted products
- Produce and share meeting summaries
Principles for Stakeholder Engagement in Marine Planning

- Clear Goals and Avenues for Stakeholder and Public Participation
- Inclusiveness and Accessibility
- Transparency and Openness
- Informed Engagement
- Timeliness
- Process Integrity
- Adaptability and Flexibility
Desired Outcome:

- A shared understanding of the issues, challenges, and the planning process among decision makers, stakeholders, and the public
Guidance:

- Encourage quality, informed, and interactive dialogue
- Engage in mutual education
- Identify opportunities for the inclusion of stakeholder knowledge and data
- Provide technical information in an appropriate format for stakeholder and public use
  - Encourage interaction between technical experts and stakeholders
Best Practices, Tools, Techniques:

- Provide impartial facilitation
- Develop unbiased technical tools to share information (e.g. GIS)
- Tailor presentations to non-technical audiences
- Conduct stakeholder workshops to discuss technical issues
- Establish mechanisms to collect input
  - Workshops/meetings, comment forms, surveys, interviews
Principles for Stakeholder Engagement in Marine Planning

Clear Goals and Avenues for Stakeholder and Public Participation

Adaptability and Flexibility

Inclusiveness and Accessibility

Process Integrity

Transparency and Openness

Timeliness

Informed Engagement
Timeliness

Desired Outcome:

- Stakeholders and the public are engaged with *sufficient notice, and an adequate amount of time to respond*
Timeliness

Guidance:

- Coordinate planning process and engagement activities to include stakeholder input in decisions and products
- Provide sufficient notice of meetings and outcomes
  - Distribute broadly via diverse communication methods
  - Provide advance materials
Best Practices, Tools, Techniques:

- Disseminate a project timeline with engagement opportunities
- Establish a schedule for meeting notices and advance materials
  - 3 weeks for meetings
  - 1 week for advance materials
- Produce a website to disseminate schedules and materials
- Disseminate meeting notices through a variety of mechanisms (e.g. website, social media, newspaper, etc.)
Clear Goals and Avenues for Stakeholder and Public Participation

Adaptability and Flexibility

Inclusiveness and Accessibility

Process Integrity

Transparency and Openness

Timeliness

Informed Engagement
Desired Outcome:

- A trustworthy and credible planning process, established through equitable and reliable action
Guidance:

- Take actions that create stakeholder confidence
  - Schedule predictability and reliability
  - Balanced participation
  - Opportunities for engagement
  - Input is accepted, considered, addressed
  - Needs and concerns are heard and addressed
  - Stakeholders treated with equal concern and responsiveness
  - Products reflect various interests and needs

- Make a commitment to meaningful stakeholder participation – and follow through!
Process Integrity

Best Practices, Tools, Techniques:

- Establish participatory ground rules
  - MOU, Charter, Operating Procedures, meeting ground rules
- Develop realistic agendas and impartial meeting summaries
- Encourage inclusive and balanced dialogue
  - Consider a stakeholder advisory committee
- Reflect on stakeholder input, and communicate how input is utilized
Principles for Stakeholder Engagement in Marine Planning

- Clear Goals and Avenues for Stakeholder and Public Participation
- Inclusiveness and Accessibility
- Transparency and Openness
- Informed Engagement
- Timeliness
- Process Integrity
- Adaptability and Flexibility
Desired Outcome:

- A flexible and resilient stakeholder engagement effort that adapts to changing information and circumstances
Adaptability and Flexibility

**Guidance:**

- Monitor, evaluate, and modify stakeholder processes as needed
- Develop engagement methods that match regional/local issues, cultures and relationships
Best Practices, Tools, Techniques:

- Establish engagement goals and performance measures
- Employ measurement tools for progress checks
  - surveys, comments forms, etc.
- Reassess and modify the engagement process periodically
- Conduct an impartial assessment
Our Agenda

- Stakeholder Engagement and Marine Planning
- Principles for Stakeholder Engagement
- Stakeholder Engagement Planning
Our Agenda

Stakeholder Engagement and Marine Planning

Principles for Stakeholder Engagement

Stakeholder Engagement Planning
1. Situation Assessment
   • Assess Internal/External Environment
   • Identify Stakeholders
   • Understand Stakeholder Needs and Interests

2. Develop Engagement Plan
   • Determine Goals/ Objectives
   • Determine Level of Engagement
   • Document Plan

3. Gather Feedback on Plan

4. Implement, Monitor and Improve Plan
### Degrees of Collaboration

**Increasing Degree of Influence**

<table>
<thead>
<tr>
<th>One-way Communication</th>
<th>Two-way Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inform</td>
<td>Low</td>
</tr>
<tr>
<td>Provides others with information to assist them in understanding the problem being addressed, the alternatives considered, and the final decision made.</td>
<td>Inform others about decision-making process and also seeks their feedback on analysis, options, and proposed actions.</td>
</tr>
</tbody>
</table>

**Agency retains authority for final decisions in all degrees of collaboration.**

U.S. Institute for Environmental Conflict Resolution
Possible Pitfalls

- Exclusion of key groups
- Inadequate planning and forethought
- Unclear goals and objectives
- Unclear roles and responsibilities
- Non-responsiveness to changing needs
- Stakeholder exhaustion due to too much engagement
- Stakeholder dissent due to process, substance, or psychological dissatisfaction
Questions and Answers

- Clarifying questions?
- Would you suggest any additional principles, or expand on the principles that we presented?

Raise your Hand
or
Chat in your questions or thoughts
Questions and Answers

- How do you see these principles applying to your work?
- Do you have any of your own best practices, lessons learned, or experiences that you would like to share?
- Can you suggest any resources or case studies for other participants of this training?

Raise your Hand
or
Chat in your questions or thoughts
A Picture of Stakeholder Engagement in Marine Planning

Severn Estuary Partnership, UK
Next Steps and Upcoming Events

- You will receive the presentation and white paper
- Given demand, we will offer this webinar again in association with OpenChannels
- Stakeholder Engagement Webinar available for RBP/ROPs, or marine planning audiences
“Principles for Stakeholder Involvement in Coastal and Marine Spatial Planning” available at www.ecr.gov/pdf/StakeholderPrinciplesCMSP.pdf