Slide 1

biodiversa

JNCC
Joint Nature Conservation Committee

Methods for Stakeholder Engagement
Matt Smith
matt.smith@jncc.gov.uk

IALE UK Postgraduate Workshop, University of Reading
10th – 11th June 2015

Slide 2

Presentation Outline

JNCC
Joint Nature Conservation Committee

- Key points to consider
- Engagement planning
- Selecting your method
- Matching Stakeholders (SH) to method
- Different SH Engagement methods
- Communication

30 Minutes

- Introduction to 30 minute exercise

Slide 3

Presentation Outline

JNCC
Joint Nature Conservation Committee

Presentation reflects content of BiodivERsA SHE Handbook

Contents:
- PART 1: INTRODUCTION
- PART 2: WHY ENGAGE WITH STAKEHOLDERS
- PART 3: HOW TO IDENTIFY STAKEHOLDERS
- PART 4: WHEN TO ENGAGE WITH STAKEHOLDERS
- PART 5: METHODS FOR ENGAGEMENT
- PART 6: PLANNING THE DETAIL OF THE ENGAGEMENT
- PART 7: MANAGING STAKEHOLDER CONFLICT
- PART 8: MONITORING AND EVALUATING THE ENGAGEMENT

BiodivERsA STAKEHOLDER ENGAGEMENT Handbook

Free to download: http://www.biodiversa.org/577

Slide 4

Key Points to Consider

JNCC
Joint Nature Conservation Committee

- Why?
  - Clear aims
  - Identify benefits
  - Determine motivations / limitation
- How
  - Properly funded and managed
  - Adaptable
  - Plan engagement
  - Consider timing
- Who
  - Identify interested parties
  - Be inclusive
  - Balanced participation

Successful Engagement

- Treat SH as equals
- Value all knowledge
- Involve SH in planning
- Consider ethical issues
- Manage expectation
- Be adaptable
- Tailor activities to SH
- Clear communication
- Provide feedback
- Consider long-term impacts

Engagement Planning

- Target activities
- Estimate costs (be realistic)
- Consider team expertise
- High impact / low cost
- Pre-existing approaches
- Time it right
- Consider potential outcomes
- Consider practicalities

Selecting a method

- Depends upon:
  - Objectives
  - Level of engagement
  - Timing
  - Expected role of SH
- Understand desired outcomes
- Needs, capacity, expectations
- Combination of methods
- Understand methods
- Ensure fit for purpose

Matching SH to Method

Involve
Keep these stakeholders adequately informed and maintain regular contact to ensure no major issues are arising.

Collaborate
These stakeholders are essential to the project and must be fully engaged with. Enlist their full help, create partnerships, galvanize support of the project, and make the greatest effort to keep them satisfied.

Inform
Monitor these stakeholders and keep them adequately updated as and when required, tailoring communications to meet stakeholder needs.

Consult
Provide these stakeholders with enough information and interaction to keep them updated and to address their concerns, but do not overwhelm them with too much information.

INFLUENCE — HIGH / LOW
INTEREST — LOW / HIGH

Types of Engagement

- Engagement methods can be:
  - Informative (one-way)
  - Participatory (two-way)

- Focus on participatory:
  - Opening Out Techniques
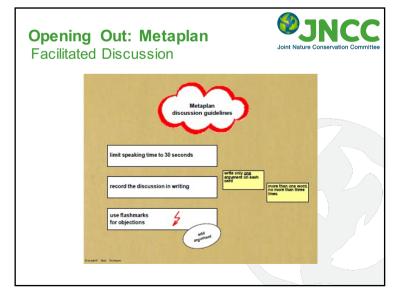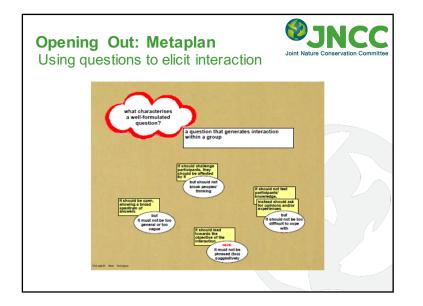 - Exploring Techniques
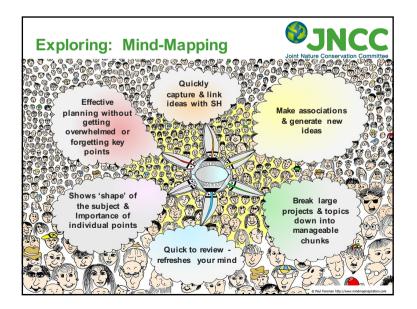 - Deciding Techniques

Opening Out: Brainstorming

Stepladder Technique
(Improves Contribution)

Rolestorming
(Shifts Personal Perspectives)

Round-Robin Brainstorming
(Reduces Group Influences)

Starbursting
(Question Development)

Crawford's Slip Writing
(Lots of Ideas Generated)

Charette Procedure
(Group Brainstorming)

Reverse Brainstorming
(Improving End Product)

Brainwriting
(Improves Inclusivity)

Brain-netting
(Online Brainstorm)

Brainstorming ideas: www.mindtools.com

Opening Out: Metaplan
Visualisation Discussion

- Short time - everyone to express their views
- Provides summary of key issues
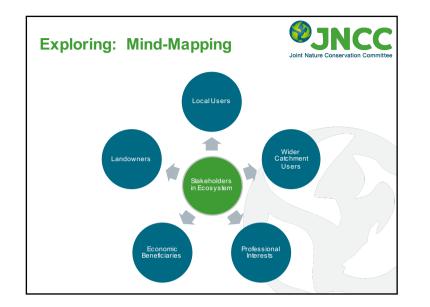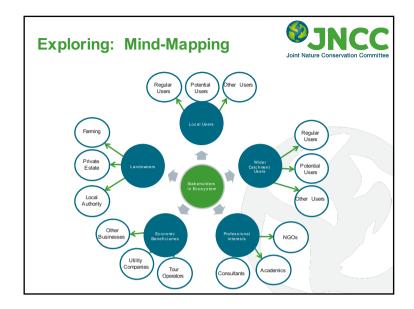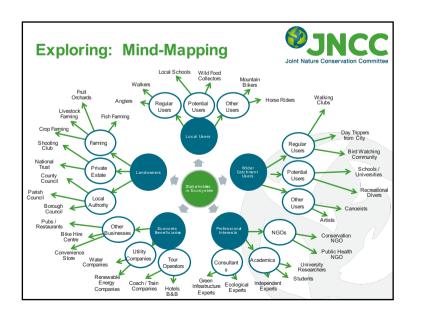- Used to structure subsequent activities

Opening Out: Metaplan
Facilitated Discussion

Opening Out: Metaplan
Using questions to elicit interaction

Opening Out: Carousel

Exploring: Mind-Mapping

Exploring: Mind-Mapping

Stakeholders in Ecosystem

Exploring: Mind-Mapping

Exploring: Mind-Mapping

Exploring: Mind-Mapping

Exploring: Problem Tree

Exploring: Problem Tree

JNCC
Joint Nature Conservation Committee

Exploring: Timeline

JNCC
Joint Nature Conservation Committee
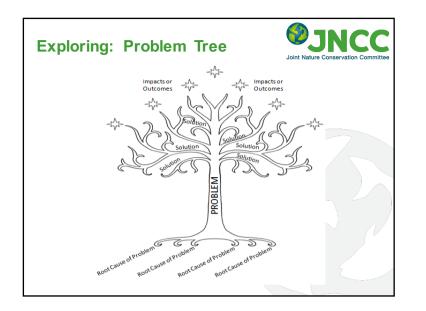

Exploring: SWOT Analysis
Strengths

JNCC
Joint Nature Conservation Committee
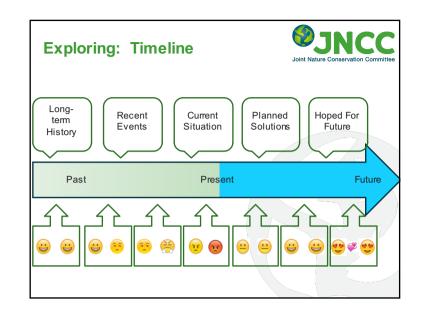
- The advantages you have?

- What are you best at?

- Unique resources?

- What do others see as strengths?

- *Strengths*: internal perspective – SH perspective

Exploring: SWOT Analysis
Weaknesses

JNCC
Joint Nature Conservation Committee

- Improve?

- Avoid?

- Factors affecting success?

- Consider internal & external perspective

- Be realistic - face unpleasant truths early on

Exploring: SWOT Analysis
Opportunities

- Good opportunities spotted?

- Interesting trends?

- Changes in technology or capabilities

- Changes in relevant policies

- Shifts in social patterns or local events

Exploring: SWOT Analysis
Threats

- Obstacles?

- What are others doing / done?

- Shifting research landscape?

- Changes in thinking threaten validity of research?

Deciding: Voting
Weighted Voting

Team Voting to Select a Brainstorming Tool Date xx/xx/xx

Team Members / Tools	Round Robin Brainstorming	Reverse Brainstorming	Crawfort Slip Method	Brainwriting Pool	Brainstorming
John L.	1	1	1	2	3
Tony M.	2	0	2	0	4
Steven K.	2	1	1	2	2
Gina I.	3	1	1	2	1
Jim M.	2	2	0	2	2
Dana K.	3	0	0	2	3
Peter A.	1	2	1	2	2
Vote totals	**14**	**7**	**6**	**12**	**17**

Team Voted for "Brainstorming"

http://flylib.com/

Note: 7 team members × 8 votes = 56 votes total

Deciding: Voting
Plus/Minus Matrix

CRITERIA	OPTIONS					
	1	2	3	4	5	6
A	+	–	+	+	–	+
B	–	+	–	+	–	–
C	–	+	–	+	–	+
D	+	+	–	–	+	–
E	–	+	+	–	–	+
F	+	+	+	+	–	+
G	–	–	–	+	–	+
H	+	+	–	–	+	–
I	+	+	–	–	+	+
J	–	–	+	–	–	–
K	+	+	+	+	–	+
TOTALS	6	8	5	6	3	7

Deciding: Voting
Final Ballot

Deciding: Ranking

Ranking methodologies:
International Centre for development oriented Research in Agriculture
http://www.icra-edu.org/objects/anglolearn/ACFaHt1tC.pdf

Deciding: Multi-Criteria

Making decisions in the uplands: managing multiple objectives

1. Introduction & background to project
2. Explain workshop method

Upland managers

3. Discuss & rank policy & private priorities
   From moorland management...
   What do you want to achieve?
   What outcomes are new policy directions aiming for?
   social   economic   environmental

4. Discuss & refine management types to reflect local situation
   Type 1
   Type 2
   Type 3
   Type 4

5. Participants score management types
   To what extent can each priority be delivered by each management type?

6. Present & discuss results
   How well can different types of land management deliver multiple priorities?

7. Guidance for policy development from land managers
   Discuss key trade-offs to consider when devising practical, integrated guidance for land managers & policy-makers to manage the uplands for multiple benefits

This schematic shows the MCDA process that was used in the HUNT project

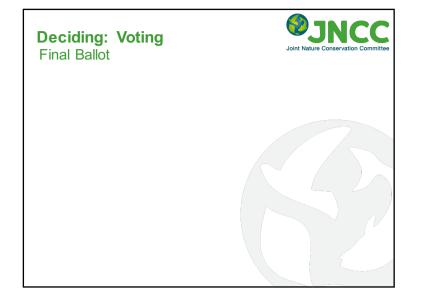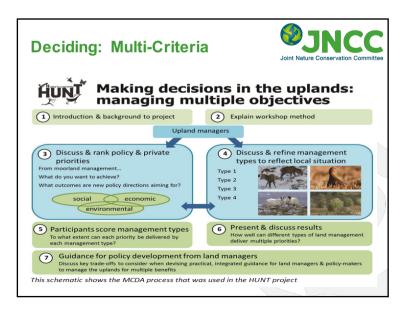## Communication: Proactive

- One-to-one meetings / interviews
- Questionnaires and surveys
- Knowledge Exchange groups
- Informal contact – social events
- Stakeholder-led workshops
- Talks / lectures.
- Practical demonstrations
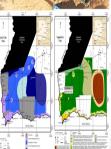- Participatory events
- Field or lab visits.

Communication: Involving SH

JNCC
Joint Nature Conservation Committee

- Citizen science approaches (e.g. smart phone applications)

- Participatory mapping – SH and researchers map focal areas

- Participatory photography (photo surveying)

Communication: Awareness

JNCC
Joint Nature Conservation Committee

- Websites, Blogs, Online Games
- Social media
- Online discussion groups & forums
- Posters, leaflets factsheets
- Videos,
- Newsletters and bulletins.
- Press releases
- Guidelines for stakeholders.
- Databases / raw data.
- Policy briefs
- Professional storytellers

Practical Methods Notes

JNCC
Joint Nature Conservation Committee

- Interviewing SH
- Organising & facilitating workshops
- Participatory mapping
- Writing a policy brief
- Scenario analysis
- Co-developing research outputs
- Making & commissioning videos
- Delphi method
- Enabling SH to monitor research outcomes & generate data
- Social media
- Multi-criteria decision analysis

biodiversa

Annex 1

Practical method note 1
Interviewing stakeholders

PRACTICAL METHOD NOTE 1

Free to download:
http://www.biodiversa.org /577

Introduction to Exercise

JNCC
Joint Nature Conservation Committee

1. Use Case Study and create a stakeholder Mind-map

2. Use Table to assign level of SH dedication to a project

3. Ascertain level of engagement required

4. Use Table to list SH – plan activities based upon levels of engagement required