

Best Practice Participation

Keys to success

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MIEEM (IUCN Commissioner)**

Dialogue Matters Ltd

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

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Our experience



- 90 stakeholder processes (120 workshops)
- Local to international
- Land, sea and subject
- Uk, Europe, Middle East, Africa
- Dialogue & Consensus
- 1000 people trained

Land based examples



- Conflict resolution between a national park and recreation users
- Co-production for a new National Park on Jersey
- An integrated plan for islands designated an AONB
- Helping a conservation charity resolve tension and agree management of access to a sensitive site

Marine examples



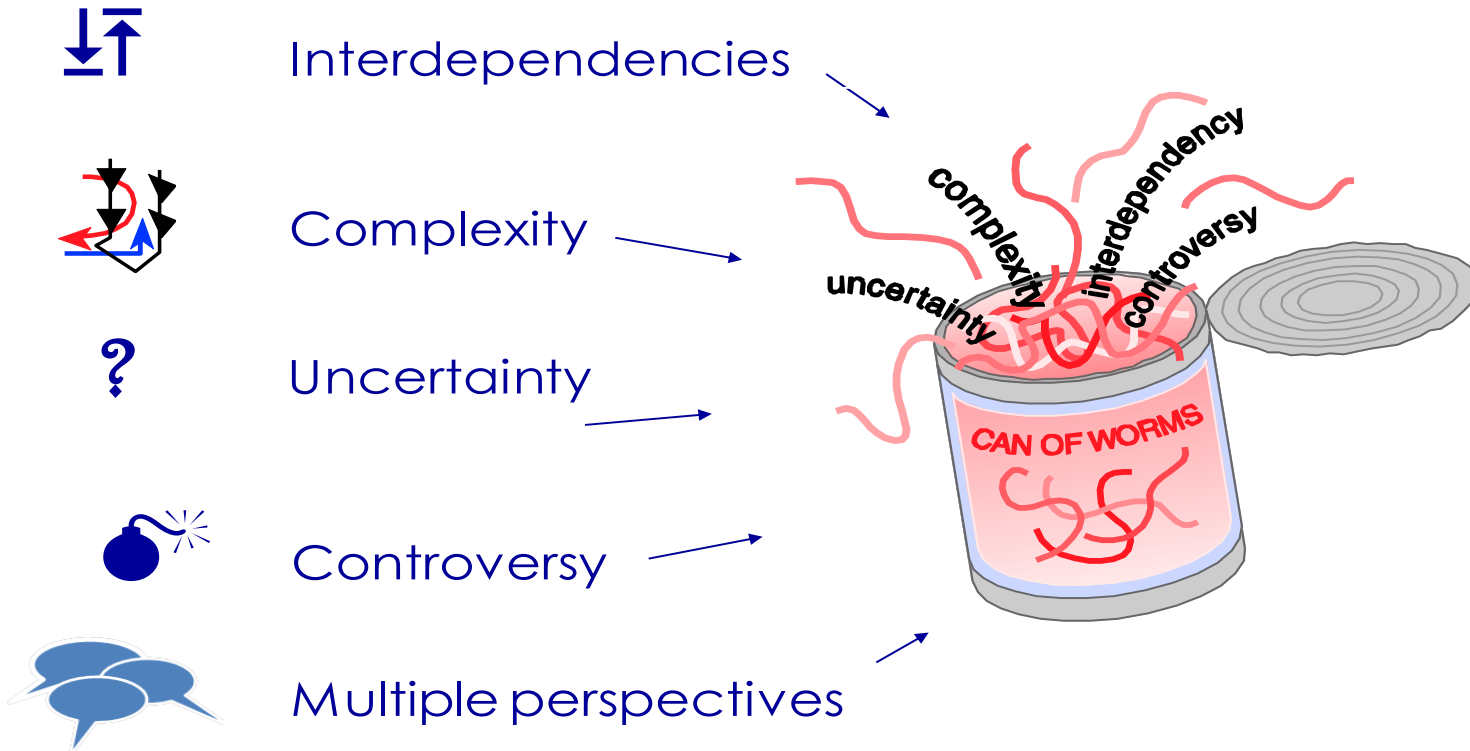
- Planning marine conservation zones
- Helping fishers work out how to fish more sustainably
- Facilitating international agreement amongst 7 Middle East Countries over the conservation management of the Red Sea and Gulf of Eden
- Taking the Ecosystem Approach. Integrated management of a protected coastal/marine area with intense human activity (45 uses)

Topic examples



- Eradicating Bovine TB – Badger cull – Badger Vaccination
- Climate Change Adaptation Research in Africa
- African food security in the context of climate change
- Global Water futures and solutions
- UK infrastructure Adaptation to climate and other change

Wicked problems



Keys to success

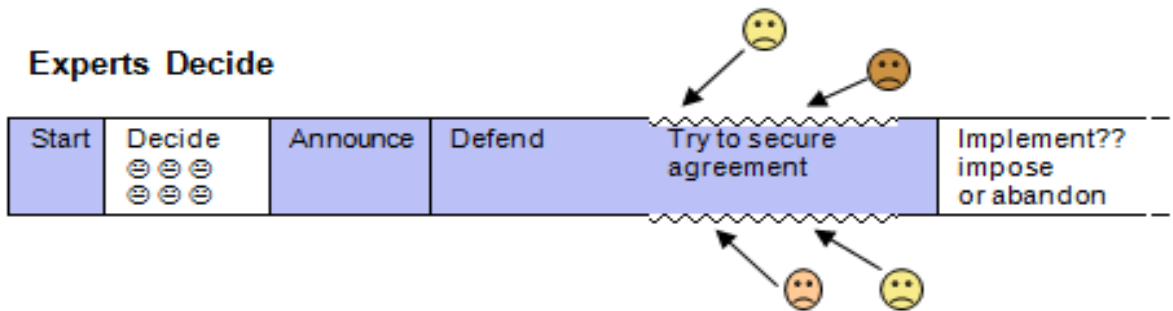


Key 1: Clarity about who decides

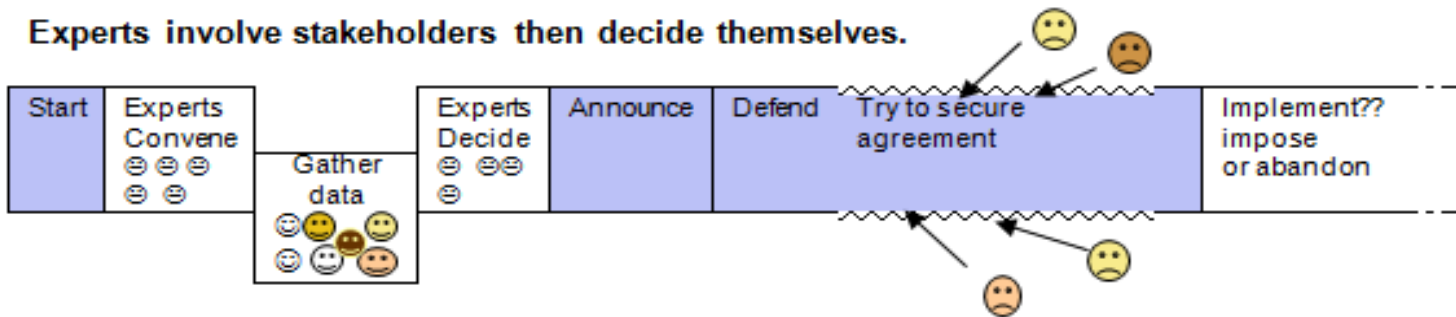


Who decides

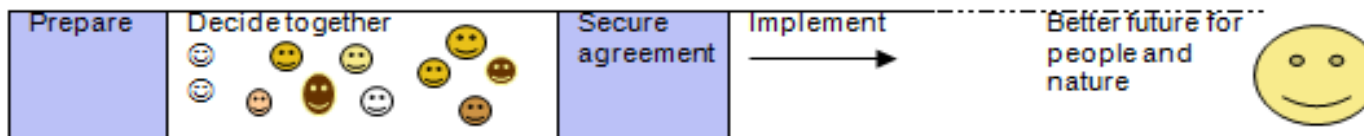
Experts Decide



Experts involve stakeholders then decide themselves.



All key stakeholders, including 'experts' decide together



Levels of influence

	Power holders	Others
Information giving To raise awareness	Decides and tells	No influence
Information gathering To develop own understanding	Asks for information to help make decisions	Provide info but not influence on its use
Consultation to be open to influence	Decide options, ask for views, decide what to do	Influence options and amendments
Shared decision making	Host a process to share decision making	Share decision making

Levels of influence

	Reactive	Interactive
Information giving To raise awareness	Press release Newsletter Adverts Displays	Open Day Exhibition Out door events
Information gathering To develop own understanding	Questionnaire Surveys Focus Groups	Facilitated workshops
Consultation to be open to influence	Comment on proposals Public Meeting	Facilitated Workshops
Shared decision making	Designed deliberative process with facilitated workshops (Vary in bounded and open dialogue)	

What works best

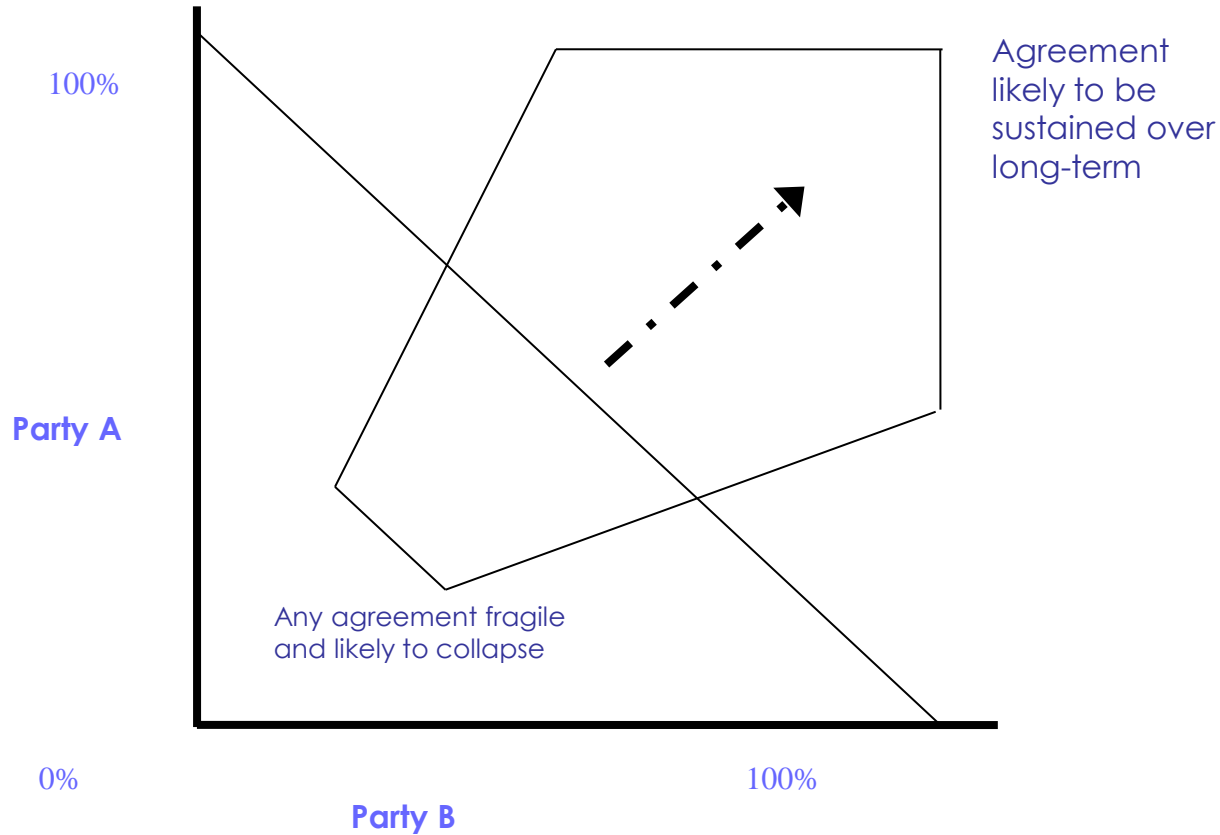
	Social Capital	Knowledge shared	Decisions better informed	Integrated solutions	Commitment to implementation
Information giving to raise awareness	Least	Least	Least	Least	Least
Information gathering to develop own understanding	↓	↓	↓	↓	↓
Consultation to be open to influence					
Shared decision making					
	Most	Most	Most	Most	Most

cooperative and collective action

Key 2: Principled negotiation

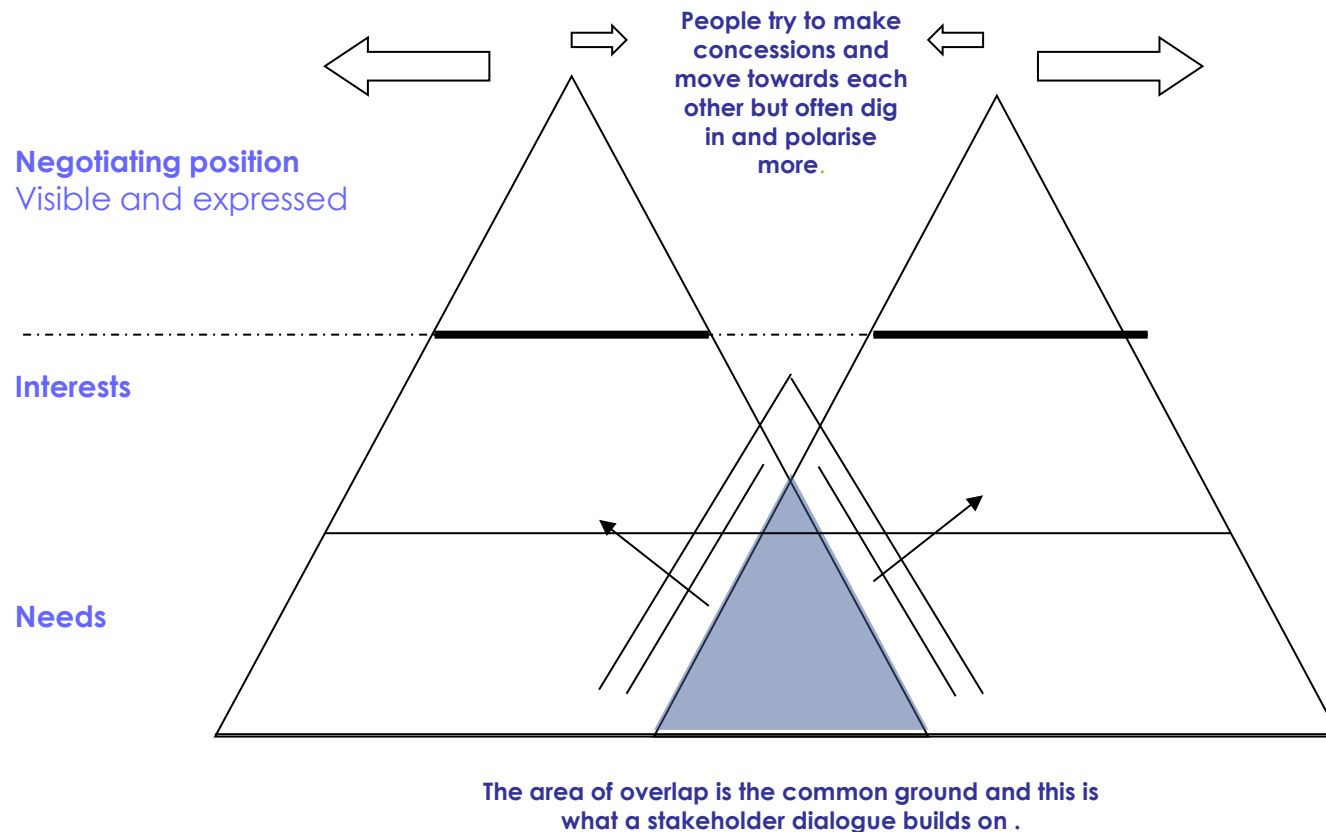


Beyond compromise



Adapted from R. Harris

Positions, interests and needs



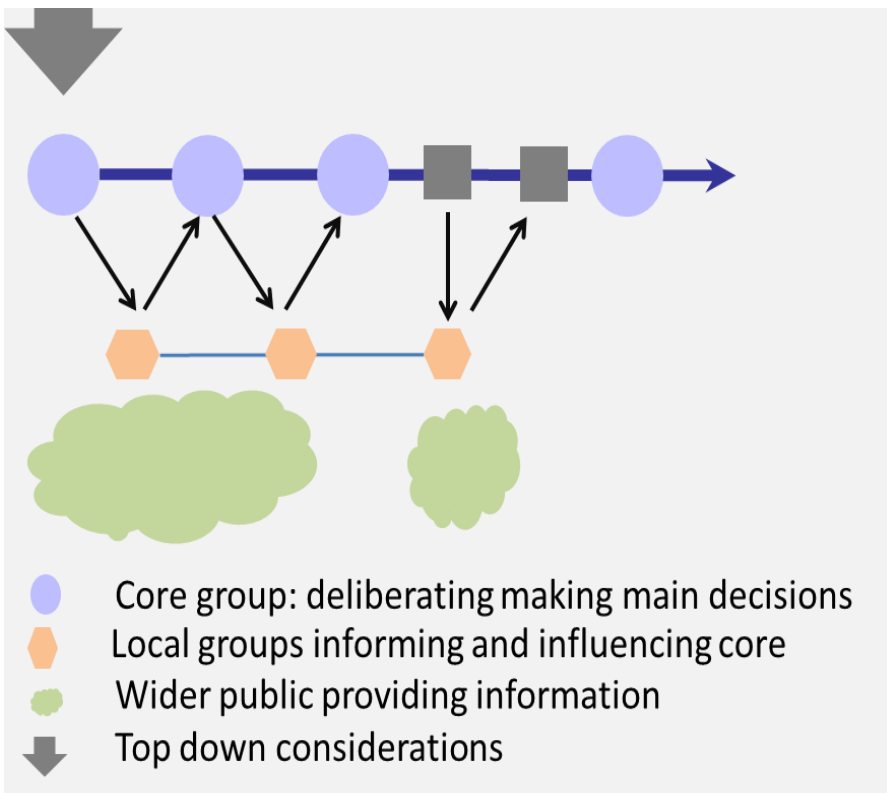
Positional v Principled negotiation

Adversarial Behaviour	Cooperative Behaviour
Withhold information	Share information
Make threats	Ask questions
Argue from positions	Explore interest and needs
Attack the others knowledge or them	Explore knowledge and perspectives
Defend position	Seek solutions
Work on each other	Work on the challenge
Win/lose	Win/win

Key 3: Designed negotiation process

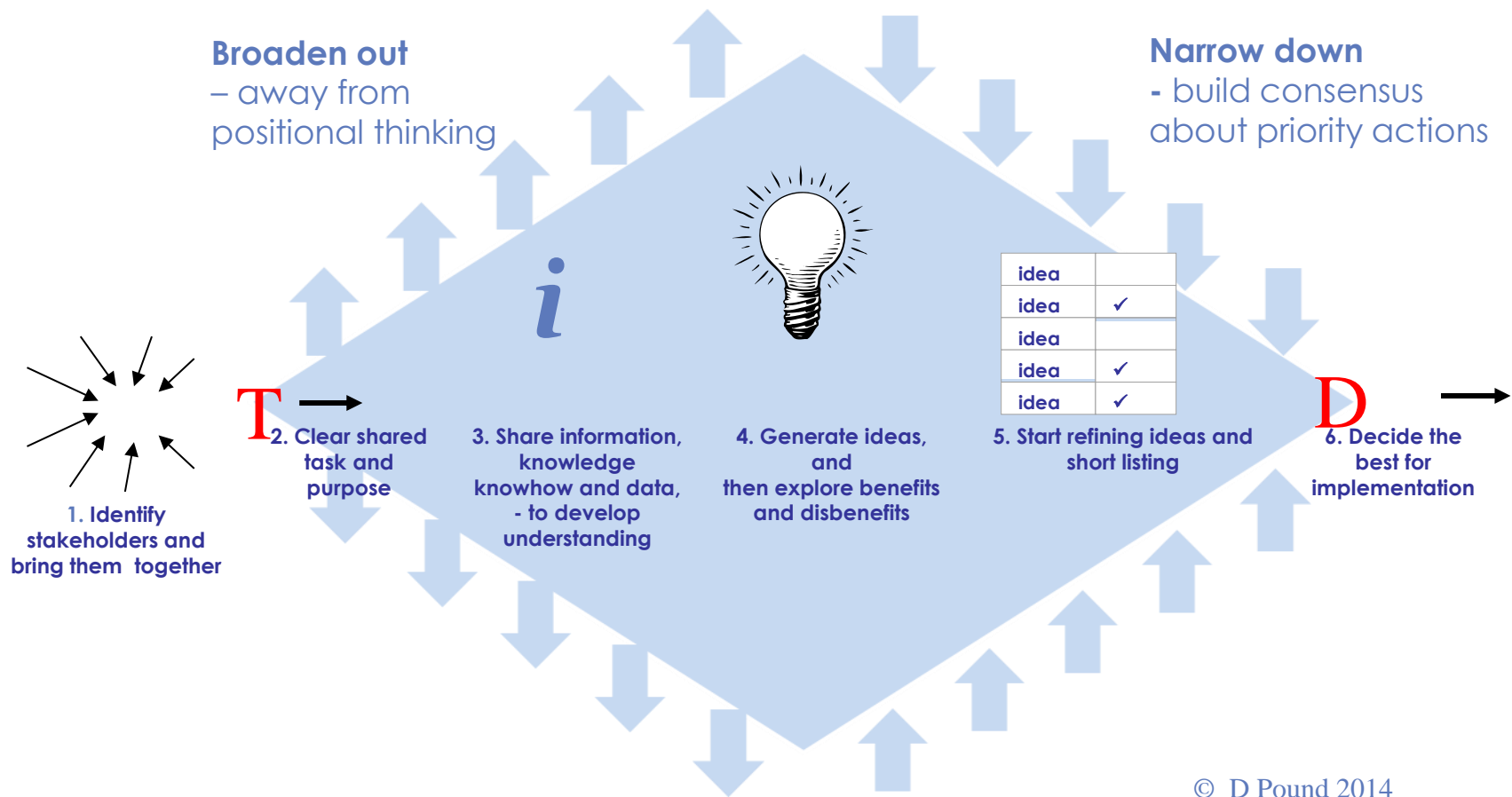


Cohesive architecture



- Designed sequence
- Clear information flows
- Who can influence what and when
- All parts working together
- Workshops seen as just one part of the whole process
- Designed by a trained/skilled designer

Negotiation process



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Process of change

cooperation and mutual respect increases 

No or little awareness of others interests and the shared challenge

Get involved out of fear of losing out
Positional behaviour

Recognise the benefits of involvement for own interests

Recognise the validity of others interests and knowledge

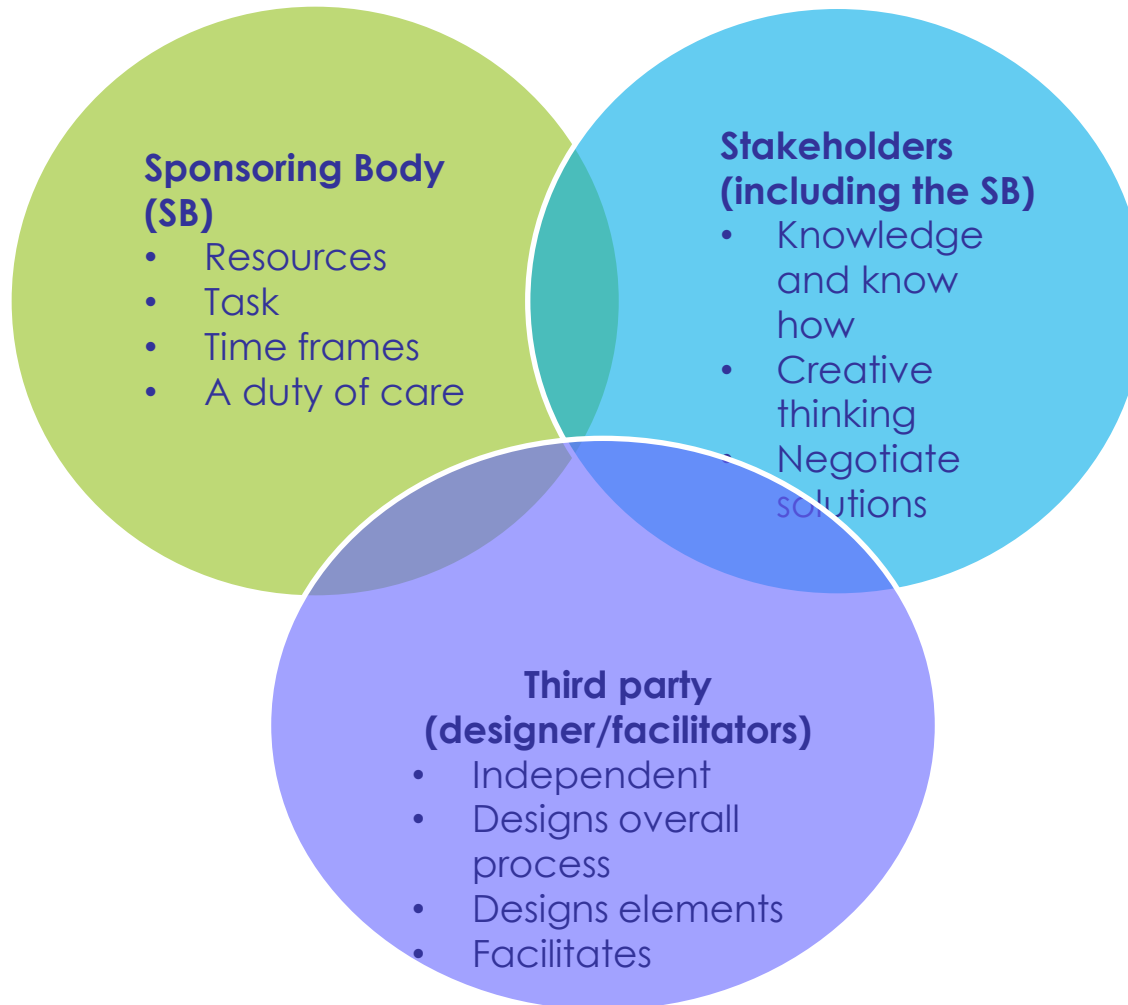
See the benefits of cooperation and participation

Commit to active and on-going engagement

Key 4: Ensure clear roles and responsibilities



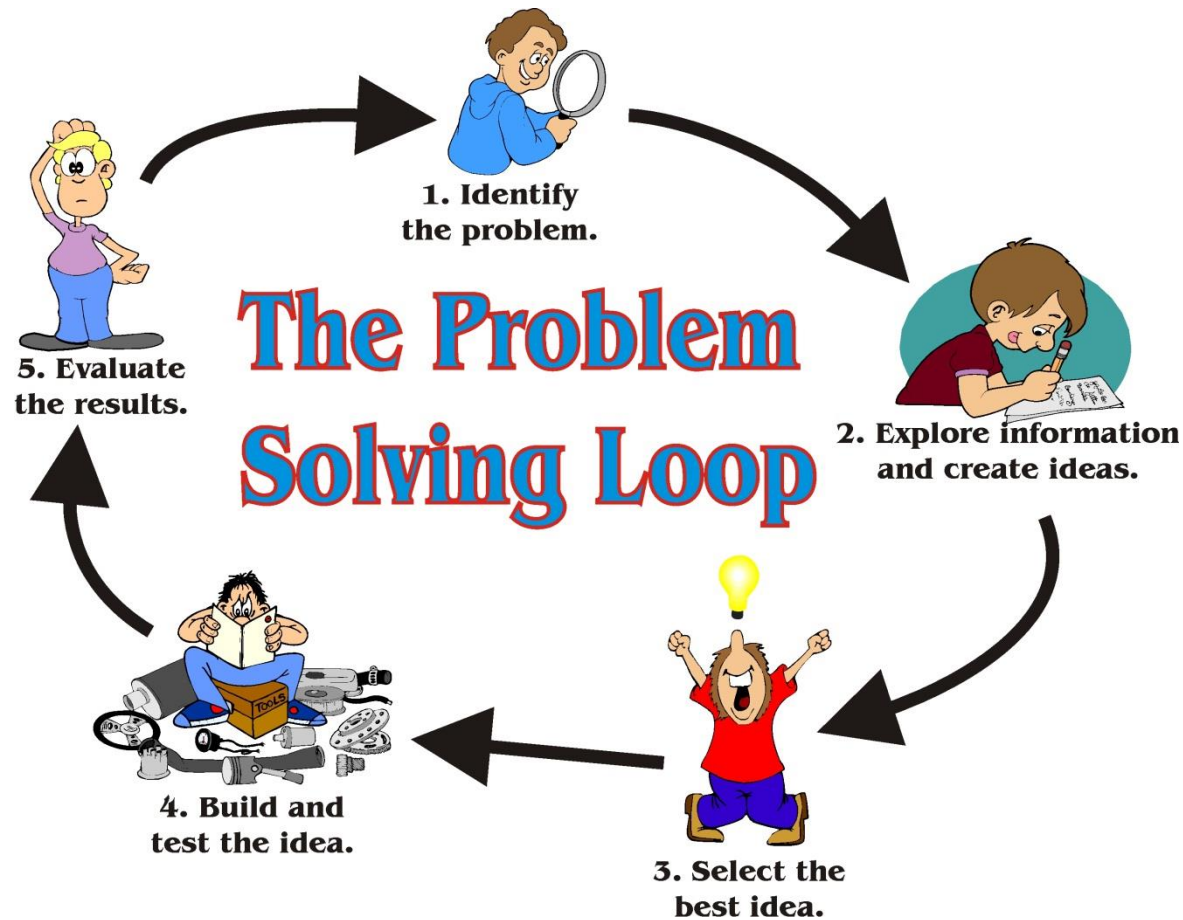
Clear roles



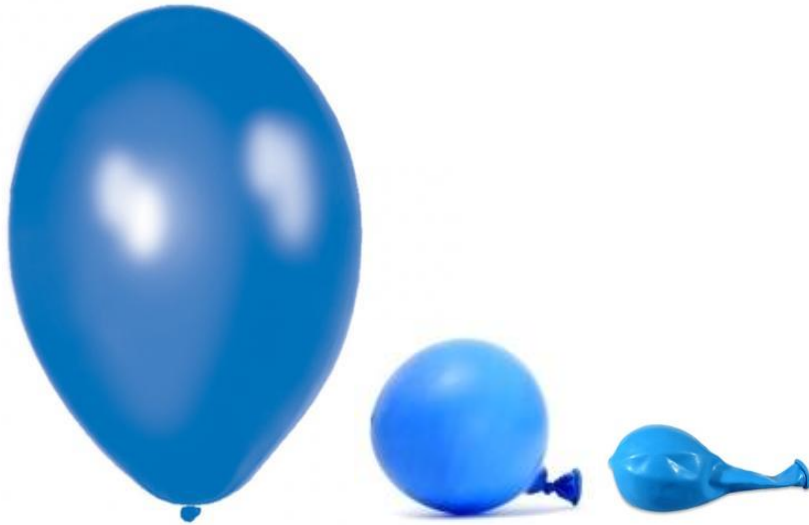
Key 5: Positive framing



Problem Solving



The problem with problem solving



- Diverts resources from what is already working... to fix what isn't
- Weakens what remains
- Plays to weaknesses not strengths

The problem with problem solving

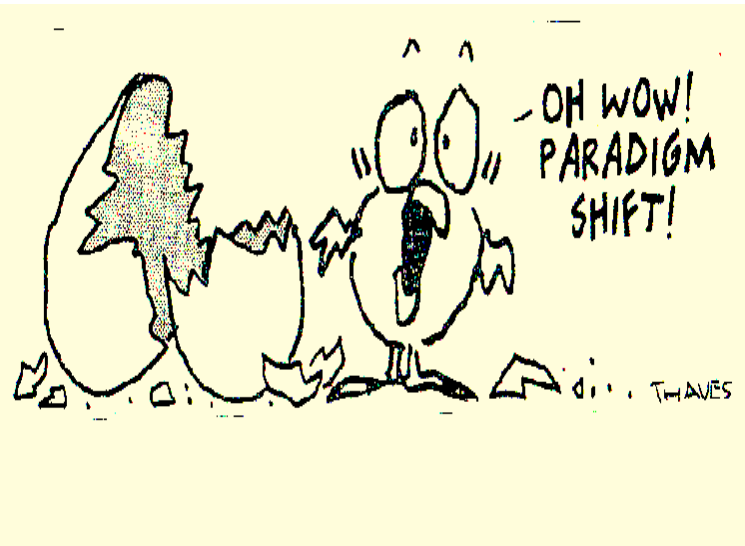


- Demotivates people
- Negative focus
- Damaged relationships



Shift focus

....from problems to fix to what's working and needs strengthening



Problem solving / Deficit based	Asset based thinking
<ul style="list-style-type: none"> ▪ Frustration 	<ul style="list-style-type: none"> ▪ Motivated
<ul style="list-style-type: none"> ▪ Efforts not valued 	<ul style="list-style-type: none"> ▪ Efforts valued
<ul style="list-style-type: none"> ▪ Environment is complex & difficult = a problem 	<ul style="list-style-type: none"> ▪ Looking after the environment has many benefits and is do-able
<ul style="list-style-type: none"> ▪ Feeling overwhelmed 	<ul style="list-style-type: none"> ▪ Believe in own capacity and agency to make a difference
<ul style="list-style-type: none"> ▪ Risk averse 	<ul style="list-style-type: none"> ▪ Fosters Innovation
<ul style="list-style-type: none"> ▪ Disowning – it's not our problem 	<ul style="list-style-type: none"> ▪ Willing to get involved and make a difference
<ul style="list-style-type: none"> ▪ No momentum or resistance 	<ul style="list-style-type: none"> ▪ Momentum for delivery

Key 6: Ethics



Principled approach



- Stakeholders involved at an early stage when options are open and they can make a difference
- Genuine opportunity to influence outcome
- Respect for stakeholders underpins all actions
- Includes key stakeholders in equitable way

Principled approach



- Workshops use tools and techniques that encourage co-operation
- Facilitates a behavior shift from adversarial tactics (win/lose) to cooperative (win/win)

The master key?



Co-production



‘A reciprocal relationship between citizens, the 3rd sector, and public bodies which draws on the resources of each (*such as time, effort, energy, information, know-how, innovations, skills and funds*) to share in the design, development and delivery of agreed actions to result in shared benefits’.

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Co-production

		Responsibility for designing & planning what happens		
		Professionals Sole Design	Professionals design with users and community	Users and community design
Responsibility for delivery	Professionals Sole Delivery	Traditional professional service	All design. Professionals responsible for delivery (participation)	Users design, professionals deliver
	Shared delivery	Professionals design, shared delivery	Full co-production	Users design, shared delivery
	Users and communities Sole Delivery	Professionals design, users/community deliver	Shared design. Users/community deliver	Self organised user/community provision

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