Stakeholder involvement as a key factor for sustainable aggregates planning and management

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BACKGROUND – ISSUES TO TACKLE

Complex issue solutions often produce “in office” solutions

Stakeholders are informed about them, not so much included in the preparation of the solutions, which raises
- suspicion
- rejection

Implementation of solutions that do not have consensus means problems with implementation which goes throughout the implementation phase

Aggregates resource planning spans through several areas of human intervention, affects people and environment in which people live
WHY STAKEHOLDER PARTICIPATION IS NEEDED – IN SEARCH OF A COMMON DENOMINATOR

It is a shift from informing the stakeholders to including the stakeholders in a joint process of planning for the solutions – from deciding for people to deciding with them
WHY STAKEHOLDER PARTICIPATION IS NEEDED – IN SEARCH OF A COMMON DENOMINATOR

Traditional consultation
- a small group of people deciding
- stakeholders are faced with facts rather than possibilities
- a stronger party prevails, not necessary the optimum solution

Stakeholder involvement
- all inputs / knowledge / insight is taken into consideration
- inputs are treated as contributions to build better and more lasting solutions
- it is a moderated process, where not particular but holistic solutions are sought

STAKEHOLDER PARTICIPATION PROCESS IS A PROCESS OF JOINT, PURPOSE ORIENTED, MODERATED PROCESS, SEEKING TO USE ALL STAKEHOLDERS POTENTIAL, KNOW HOW, EXPERIENCE AND INTEREST.
WHY STAKEHOLDER PARTICIPATION IS NEEDED – IN SEARCH OF A COMMON DENOMINATOR

STAKEHOLDER PARTICIPATION IS AIMED AT REACHING:

1. WELL INFORMED DECISION: decisions and solutions are well explained
2. LASTING CHANGE: if stakeholder contribute to solutions they feel more obliged then also to follow through in implementation phase
3. OWNERSHIP: if stakeholders contribute ways of solution or part of implementation, they feel empowered and more involved in staying connected with the project in implementation phase
4. AVOIDING OR MANAGING CONFLICT: problems always occur, those which are settled in the early phase do not disrupt the implementation
4. REDUCED COSTS: all above mentioned benefits save time and hinderences in the process which in final consequences saves time and money, not only directly but also in the form of costs of lost opportunities
HOW TO RUN A STAKEHOLDER PARTICIPATION PROCESS

PLAN! FOR:

1. SKILFULL MODERATOR: needs to be well trained in methods and techniques of moderation, mediation, facilitation. It is not a must that he is also an expert in all fields of intervention, he must understand the goal and purpose of the process.

Source: illustration by S. Jenčič
HOW TO RUN A STAKEHOLDER PARTICIPATION PROCESS

PLAN! FOR:

2. SUFFICIENT TIME AND TIMING: time invested in the early phase of project implementation saves time and money by reducing the risks of obstructing the implementation phase of the project.

- **PLANNING THE EVENT**
  - **6-8 WEEKS BEFORE THE EVENT**
    - Set the event objectives
    - Identify the stakeholders
    - Set up the organisation team
    - Identify and invite the speakers
  - **4-6 WEEKS BEFORE THE EVENT**
    - Choose the event date and venue
    - Prepare a draft event agenda
    - Send out invitations or at least make an event announcement
  - **3-2 WEEKS BEFORE THE EVENT**
    - Send out reminders
    - Inform the media
    - Prepare a detailed plan and brief your team
    - Buy all materials you will need

- **AT THE EVENT**
  - **ON THE DAY OF THE EVENT**
    - Go through the detailed plan with your team
    - Check that room setup and catering are arranged as planned
    - Keep to the time and sessions plan by facilitating the event
  - **MAX. 1 WEEK AFTER THE EVENT**
    - Send immediate thank you to the participants
    - Immediately send info/press release to the media

- **AFTER THE EVENT**
  - **MAX. 1 MONTH AFTER THE EVENT**
    - Send the participants a full report of the event, including any presentations, evaluation reports, photos, articles that were in the media etc.
HOW TO RUN A STAKEHOLDER PARTICIPATION PROCESS

PLAN! FOR:

3. DEFINING THE TARGET GROUPS: better more than less, because you do not see them as *those who need to be persuaded* but as someone *who can help* with the project implementation
HOW TO RUN A STAKEHOLDER PARTICIPATION PROCESS

PLAN! FOR:

4. PREPARING A PROCESS PLAN: a support tool which help visualise the process

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<tr>
<th>Time – months</th>
<th>Month1 April 13</th>
<th>M2 May 13</th>
<th>M3 Jun 13</th>
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<th>M10 Jan 14</th>
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<td>Consultations 1</td>
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<td>Follow-up report</td>
<td>Internal analysis of potential solutions</td>
<td>Planning</td>
<td>Preparations</td>
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STAKEHOLDER INVOLVEMENT / PARTICIPATION IS A RATIONAL APPROACH TO ALL COMPLEX SITUATIONS, BECAUSE IT REDUCES RISKS, INCREASES THE POSSIBILITY OF SMOOTH PROJECT IMPLEMENTATION AND MAKES DECISIONS MORE LASTING AND LESS INTRUSIVE TO ALL STAKEHOLDERS.
STAKEHOLDER PARTICIPATION IS BOTH PROCESS AND ETHICS

NO HIDDEN AGENDA
PROBLEM PREVENTION
VALUE NOT PRICE
BUY IN EFFECT
CONTINUOUS PROCESS
SPILL OVER EFFECT
BETTER SOLUTIONS
OPTIMISING POTENTIAL

TOOLS&METHODS: MEDIATION, MODERATION, PROJECT MANAGEMENT, FACILITATION, ...

COMPETENCES: KNOW HOW, EXPERIENCE

THANK YOU FOR YOUR ATTENTION

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