

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

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presented by

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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

NO HIDDEN
AGENDA

PROBLEM
PREVENTION

VALUE NOT PRICE

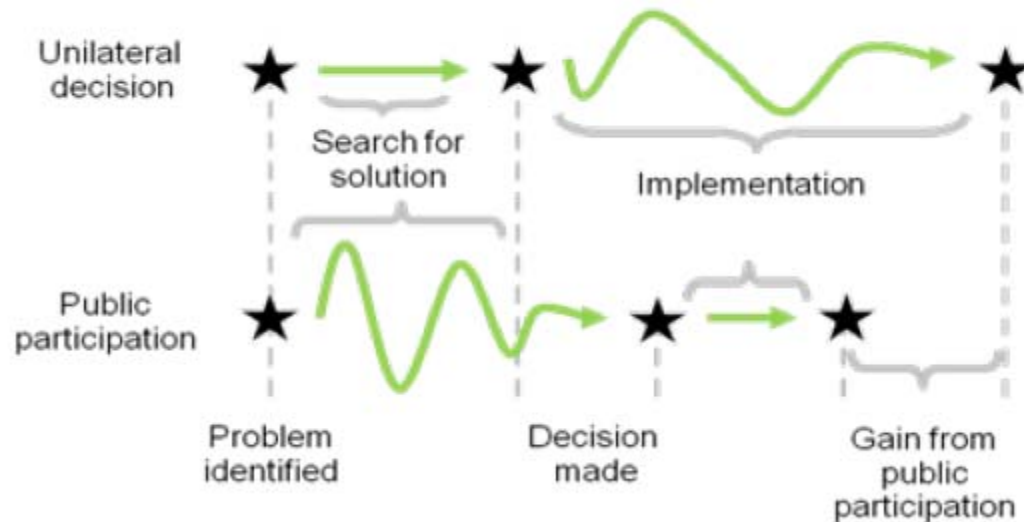
BUY IN EFFECT

CONTINUOUS
PROCESS

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*

Stakeholder Involvement



NO HIDDEN
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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.

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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

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SPILL OVER EFFECT

BETTER SOLUTIONS

OPTIMISING
POTENTIAL

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

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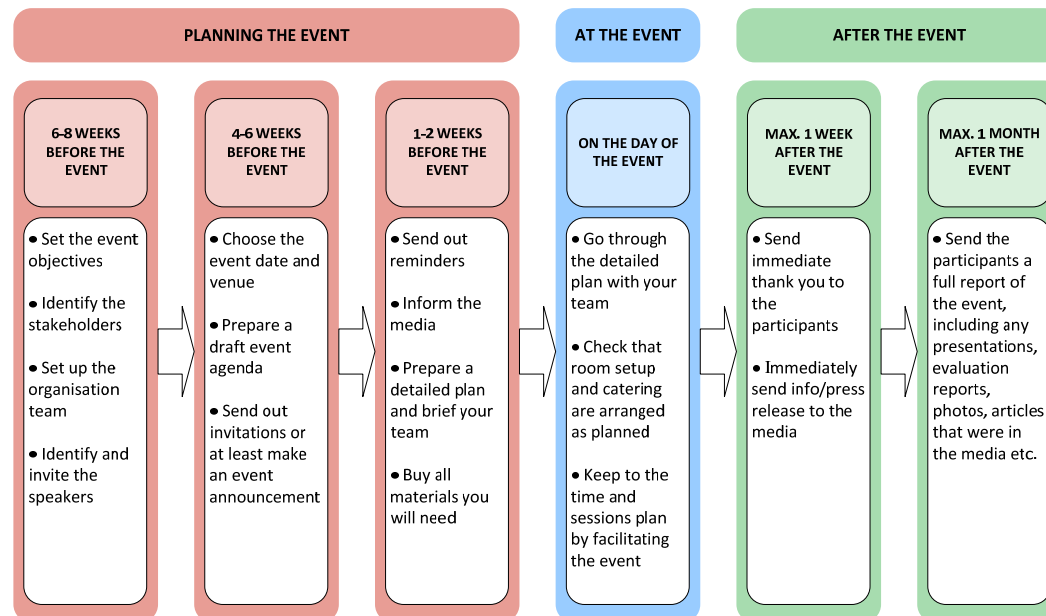
BETTER SOLUTIONS

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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



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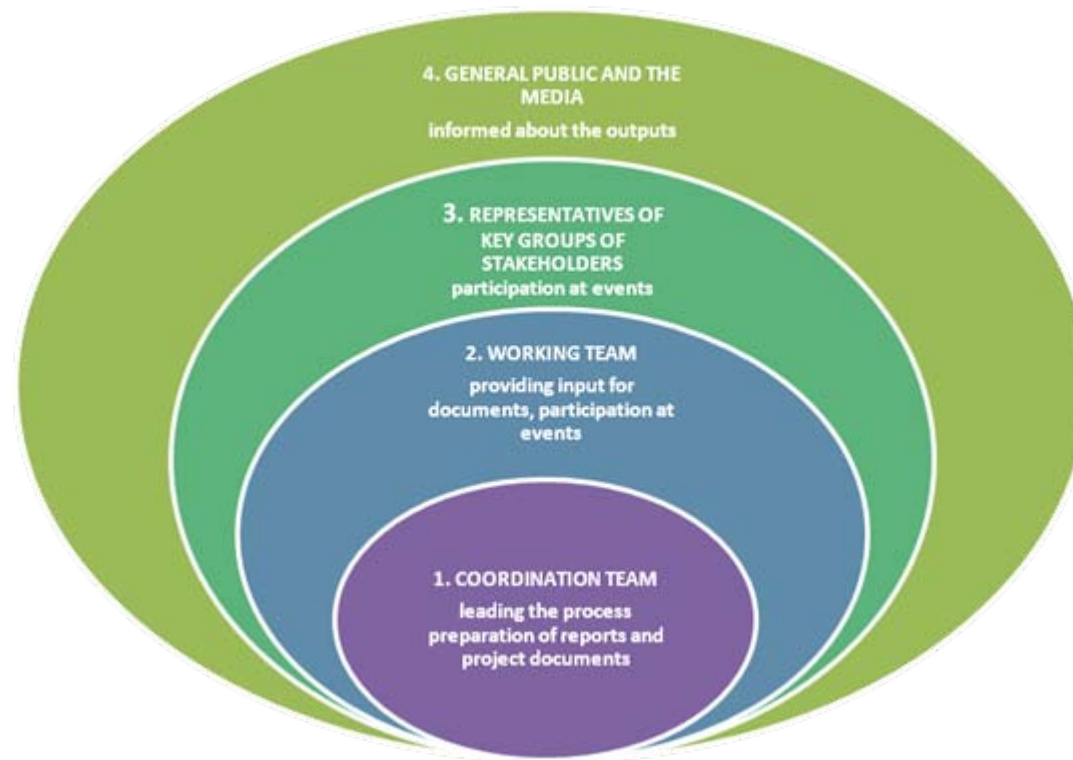
BETTER SOLUTIONS

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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*



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PLAN! FOR:

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

Time – months	Month1 April 13	M2 May 13	M3 Jun 13	M4 Jul 13	M5 Aug 13	M6 Sep 13	M7 Oct 13	M8 Nov 13	M9 Dec 13	M10 Jan 14	M11 Feb 14	M12 Mar 14	M13 Apr 13
Project milestones		Meeting Budva			National/regional multi- sectoral analysis on aggregates planning			Meeting Bratislava				National/regional guidance on aggregates planning and scheme	
Constraints – holidays etc				Summer holidays					Christmas				
Planned events		Meeting with ministries	Consultati ons 1 DATE: 5.6.13					Meeting with ministries			Consultati ons 2		
Core group activities	Planning	Preparatio n		Follow-up report		Internal analysis of potential solutions			Planning	Preparatio n		Follow-up report	
Activities for/with stakeholders		Invitations		Report sent						Invitations		Report sent	

**STAKEHOLDER
PARTICIPATION IS
BOTH PROCESS
AND ETHICS**

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AGENDA**

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BETTER SOLUTIONS

**OPTIMISING
POTENTIAL**

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

COMPETENCES:
KNOW HOW,
EXPERIENCE

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.

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THANK YOU FOR YOUR ATTENTION

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