



***STAKEHOLDER
PARTICIPATION
in ICZM***

factsheet

Bite-sized introductions to
Sustainable Development
themes



WHAT ?

Stakeholder participation (SP) includes a variety of means of raising awareness, identifying objectives, agreeing criteria and policy, and building adaptive capacity to resolve coastal issues mindful of the multiplicity of views, interests and values that may be held by different groups. In the coastal zone stakeholders normally belong to one of four groups:

1. Those charged with legal responsibility for managing the coast, e.g. different levels of government.
2. Coastal industries whose activities are, or need to be, controlled, e.g. tourism, aquaculture, chemical.
3. People who live on the coast or use coastal resources, e.g. individual people and communities. Often this group can include NGOs who represent various interests (e.g. biodiversity, fishermen).
4. Those involved in a coastal management activity, e.g. agencies assigned by the first group to implement decisions, information providers (e.g. Universities, NGOs).

WHY ?

Management of the coast is inextricably linked to managing society's use of the coast. The success of coastal management depends on the support and participation of the many stakeholders (individuals and organisations from both public and private sector) who have a direct interest in actions or decisions. A need for coastal management usually arises from development pressures such as conflicting uses of coastal resources, urbanisation, access, pollution and environmental degradation, competing industrial development (e.g. tourism vs. aquaculture) Problems can also arise where there is misunderstanding/competition/conflict between those who make and implement decisions and those affected by them. In many instances technical questions are only part of the issue, and other elements, such as differing perceptions of the problem, may present a greater barrier to successful resolution.

WHEN ?

Any management activity is fundamentally a negotiation process between stakeholders that should be initiated from the start and maintained not only during the project/initiative but in the long term through appropriate organisational and institutional arrangements. SP is not a one-time activity in a programme but is used to engage people, organisations, NGOs and government in ICZM there is an increased chance of success because the final plan will:

- Reflect consensus opinions so that conflict is reduced.
- Promote stakeholder participation in its implementation.
- Ensure coordination and cooperation between stakeholders.

WHO ?

In principle, **everyone** should be involved. Development, be it social, economic and/or environmental, has to be understood as an inherently political process of people claiming basic rights to manage the resources their lives depend on. Managing complexity not only requires commitment by stakeholders in management processes and decisions, but must also include the larger political and economical context. The biggest challenge in SP is to design a process whereby all stakeholders – big or small – develop a stewardship (sense of shared responsibility) in coastal issues and are willing to make their use of the coastal zone sustainable. Although there may be a cost to such action in terms of reduced levels of income and/or access to resources the benefits of good stewardship include better decision-making, reduced reliance on regulation, generating a positive role for people and organisations and greater inclusiveness.

HOW ?

Although building understanding and relationships within and between stakeholders is important, ultimately the power to overcome and resolve coastal problems lies with the organisations and political and social structures that can create the institutional setting for management to exist. Therefore, the SP process needs to develop trust between organisations and communities, and leadership to influence the start of a transparent and sustainable management system. This process should include:

Accountability Ensuring a transparent and auditable process to all involved.

Effectiveness Ensure agreed prioritization of issues with timely interventions.

Equity Ensuring dialogue and building consensus based on equally valued contributions.

Flexibility Including opportunity to revise activities and re-visit issues.

- Governance** Ensuring a transparent process of decision-making.
- Inclusiveness** Providing for all views to be represented increasing the legitimacy and credibility.
- Learning** Providing a means for a learning approach.
- Legitimacy** Requiring democratic, transparent, accountable, equitable processes.
- Ownership** Generating ownership for decisions.
- Engagement** Bringing together and promoting engagement by all stakeholders.
- Partnership** Networks between stakeholders developing shared power and responsibilities.
- Societal gains** Creating trust to overcome stereotypical perceptions and prejudice.

The principle tool to start off with is always stakeholder analysis which has four stages:

1. **Stakeholder identification** to identify primary (those directly affected, either positively or negatively by the project), secondary (those with a role in implementing ICZM) and key (those with power to influence the outcome of ICZM) stakeholders.
2. **Assessment of stakeholders' interests** to identify the possible interest that these groups or individuals may have in the project.
3. **Assessment of stakeholder influence and importance** to determine: (i) the political, social and economical power and status of the stakeholder; (ii) the degree of organization of the stakeholder; (iii) the control of the stakeholder over strategic resources; (iv) the informal influence of the stakeholder; and (v) the importance of the stakeholders to the success of the project
4. **A participation strategy** in relation to the involvement of different stakeholders to engage stakeholders in a sequential process that leads from information sharing, to consultation followed by collaboration or partnership; and empowerment or ownership.

Different methods can be used to gather the information required for the stakeholder analysis, such as:

- Surveys and interviews with primary stakeholders and collaborating organizations.
- Stakeholder workshops to discuss the project, share ideas and exchange views.
- Community mapping to identify which problem areas.

Issues of coastal governance are typically complex and perceived quite subjectively by each stakeholder, so it is important to first build shared values, vision and targets through extensive consultation. Tools such as problem and objective analysis, situational analysis and strategy analysis can facilitate this process. A second action, utilising communication and dissemination tools, is to develop activities to raise public awareness concerning the values of coastal resources, threats that are already affecting the sustainable supply of goods and services, new business opportunities, and potential socio-economic gains arising from organisation strengthening, institutional arrangements and financial mechanisms at local level.

WHERE ?

Stakeholder analysis in the (Southern & Eastern) Mediterranean region has featured in the Regional Activity Centre for Specially Protected Areas (RAC/SPA, management of marine and coastal biodiversity) and in SMAP projects, notably IMAC, Nador and Alamin.

SD LINKS

Stakeholder Participation is a vital part of most Sustainable Development approaches and tools, including Spatial planning, Community Development and Sector Development (e.g. tourism).

FURTHER READING

http://www.planbleu.org/publications/cahiers3_imagine_uk.pdf

<http://www.lmmanetwork.org>

<http://www.idrc.ca>

<http://www.charmproject.org/cms/CHARM%20Archive/Documents/CHARM%202006%20CZM%20and%20Co-Management%20Assessment%20Manual.pdf>

http://www.unescap.org/drpad/vc/orientation/M6_intro.htm

http://www.csc.noaa.gov/cms/human_dimensions/

<http://www.fao.org/docrep/W8440e/W8440e22.htm>

<http://www.training.gpa.unep.org/content.html?id=109>