

HABIT-CHANGE

Stakeholder Involvement in the CAMP Process A Step-by-Step Checklist

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1. Introduction

This Checklist, together with the “Handbook on Stakeholder Involvement in the CAMP Process” (Output 5.3.1 A), has been developed as a complement to the “Toolset for Adaptation of Management” (Output 3.3.2) and aims to facilitate the CAMP partner sites establishing a stakeholder involvement process.

This checklist provides a quick guidance for practitioners. It is structured according to the steps of the stakeholder involvement process discussed in the “Handbook on Stakeholder Involvement in the CAMP Process” (from now on referred to as “Handbook”). For further details and background information the handbook should be consulted.

The checklists help to organise the basic steps of an efficient stakeholder involvement in the CAMP process. It starts with the identification of stakeholders and their classification. The basic steps of the CAMP process are covered and indications on topics, preferred participation form and expected schedule are given. The checklists should be completed by each CAMP site. Stakeholder involvement should be an ongoing process during the CAMP. As discussed in output 3.3.2, it is contemplated that a minimum of 3 stakeholder meetings should be organised in each CAMP area during the process of adapting management plans to climate change.

2. First Step: Defining your Stakeholders

2.1. Forms of Stakeholder Involvement: from Information to Delegation

Depending on the intensity of the involvement process for the stakeholders in your CAMP site different forms of involvement (see Figure 1) can be chosen. Information and consultation are to be granted to the wider public and should be planned at any time. Active involvement (collaboration, cooperation and delegation) should be restricted to the interested parties but it is the key part of the process. For more details please consult section 2.4.2 of the Handbook.

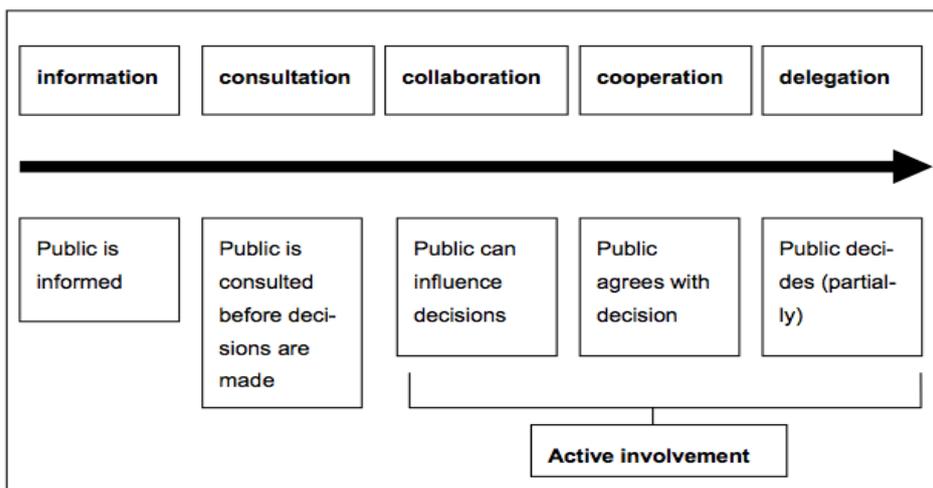


Figure 1: Level of public participation

(Source: Muro et al., 2006a, p. 307)

2.2. Stakeholder Identification

Try to do some brainstorming and/or organise a workshop session (see Handbook, section 2.3.2): Which stakeholders are relevant for the selected CAMP site (Handbook, section 2.3.1)? How can they be classified (see section 2.2, below)? Use the list below to identify relevant stakeholders. Add more groups or persons if necessary, or more details, if known (for example a column on expected conflicts with the person and/or group).

Table 1: List of potential stakeholders to be involved in the CAMP process

Group / Persons	Relevant? (Y / N)	Classification of the stakeholder(s) <i>According to Figure 2</i>	Short description of the goals / role of the organisation	Expected to be for or against aims and measures of protected area and CAMP?
1 Area managers/Nature conservation	Y / N			For / Against
2 Agriculture sector	Y / N			For / Against
3 Forest sector	Y / N			For / Against
4 Industry and extraction of raw materials	Y / N			For / Against
5 Local residents	Y / N (potentially directly affected)			For / Against
6 Fishers, hunters	Y / N (potentially directly affected)			For / Against
7 Recreational users	Y / N (potentially directly affected)			For / Against
6 Researchers and scientific organisations	Y / N			For / Against
7 Regional/ Municipal authorities, Ministries	Y / N (potentially granting approval or financial support)			For / Against
8 Regional development associations, cooperatives and unions.	Y / N (potentially participating in implementation)			For / Against
9 Local or national conservation NGOs	Y / N			For / Against
10 Local celebrities, local media, officials, business/trade union leaders, teachers, religious groups, etc	Y / N (potentially influencing opinions for/against plan)			For / Against
.....	Y / N			For / Against

2.3. Stakeholder Classification

Classify your stakeholders according to an “interest – influence” matrix. It helps you to determine which stakeholders need to participate actively in the CAMP process and who needs just to get informed on the developments and results. Further information can be found in the Handbook under section 2.3.2. Fill in the details in the table given above.

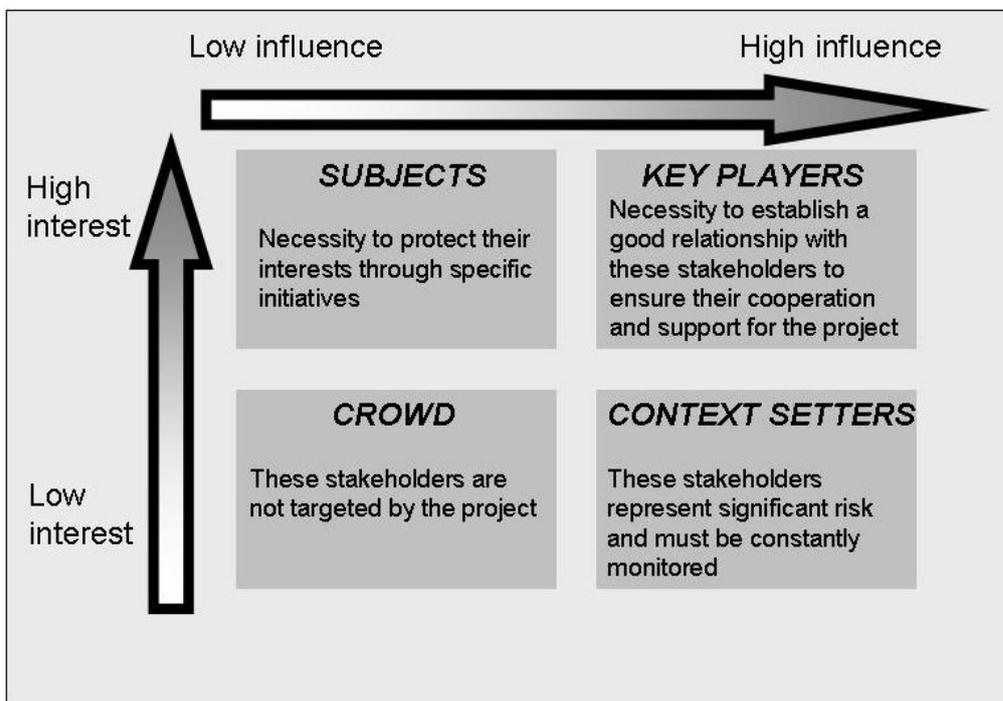


Figure 2: Example of interest-influence matrix

(Source: modified after Boumrane, 2007, p. 11)

Key players are the most important stakeholders (usually farmers, nature protection administration, etc.) and their involvement should be considered at any time during the planning process. **Context setters** (usually local authorities, ministries, agencies and state institutes, local celebrities, local media, officials, business/trade union leaders, etc.) are stakeholders with much power but little interest in the process, and they should be also always present with fewer representatives. **Subjects** are those that have much interest but little power (NGOs, scientists, recreational users, affected local residents) and it is recommended that their representatives are present. **Crowd** (remaining local residents) is defined as those stakeholders that have neither much power nor much interest. This last group could be just informed about the process since interests might change over the project’s lifetime.

2.4. Communication Strategies

Select communication channels that are frequently used by your stakeholders or that are likely to reach as many stakeholders as possible. Remember to communicate in a non-technical language that is easily understood by all stakeholders. Please consider the technical and personal resources you have for the implementation of different communication strategies. Fill in the details in the following table.

Table 2: Communication Strategies

Strategy	Target Group(s)	Planned date for implementation	Goal (awareness rising, data exchange, discussion of project outcomes, communication of measures, etc)
1 Leaflets / Brochures			
2 Use of local media: press, radio			
3 Internet			
4 Exhibitions			
5 Mailings			
6 Information Centres			
7 Briefings			
8 Field Trips			
9 Public Hearings			
10 Interviews			
11 Workshops			
.....			

3. Second step: Time Plan for Stakeholder Involvement

Prepare a time plan for the CAMP process in your area with consideration for stakeholder involvement. The process should start as soon as possible with the identification and classification of your stakeholders if this has not happened yet. Please refer to already implemented actions in stakeholder involvement in the past if they can be integrated in the CAMP process. Those actions do not have to be repeated if they were successful.

Include at least the provision of **four milestones**: (i) identification and classification of stakeholders, (ii) information activities (meetings, field trips, and exhibitions) to spread the word on climate-change impacts on your site, (iii) meeting / event on objective setting of the CAMP and (iv) meeting / event for the development of new and adapted strategies and measures.

Table 3, below, will orientate you planning your events. Please update the table and make suggestions for your site as appropriate.

4. Third step: Involve your Stakeholders in the CAMP Process

Table 3, below, presents a summary of the working steps of the CAMP (for more details please refer to the Handbook and to output 3.3.2) and provides you with some hints on which forms of involvement are needed in order to make stakeholder involvement successful. Follow the information you have compiled in the previous sections. Stakeholders identified (see section 2.2.) needed for each step should be updated in the table. Please decide which way of involvement you will choose (section 2.1) for each step and fill in the planned strategy (section 2.4 and Handbook section 2.3.3) selected by your CAMP area for the development of the stakeholder involvement at each step (example: workshop for setting of objectives and scope of the CAMP; mediation for development of adapted strategies, etc). Remember the four mandatory actions: you will have to identify your stakeholders in a previous step and you are expected to conduct at least three (3) stakeholder events under the CAMP process. Those steps are highlighted for more clarity.

More information on the organisation and goals of the process for each step is given in the Handbook under section 3.

Table 3: Working Steps of the CAMP and Stakeholder Involvement with Time Schedule

Working Step of the CAMP	Form of Stakeholder Involvement (choose yours)	Start and closing date of working step	Suggested strategy (choose yours)	Goal	Required Stakeholders (choose yours)
Stakeholder Identification and Classification	Consultation	11/2011 – ... (update)	Brainstorming session / workshop	Identification and classification of stakeholders	Site management Public (local/regional) administration (?) ...
Information activities (mandatory event)	Information	01/2012 – ...	Exhibit / Information event at info centre / field trips	Awareness rising on Climate Change Framework for information exchange	All
1 Setting up Objectives and Scope of the CAMP (mandatory event)	Collaboration, Consultation and Information	03/2012 – ...	Brainstorming session / Open Space / Mediation	Definition of objectives and of spatial context	At least Key players. All stakeholders have to be informed
2 Inventory Taking of Existing Data	Cooperation / Collaboration Information	03/2012 – ...	Interviews / field trips / Working Groups	Receive local input (Information exchange between researchers and land users)	...
3 Assessment of Climate-Change Impacts	Consultation/Collaboration Information	First half of 2012 – ...	Reply forms/Focus groups/Working groups	Identification of impacts to different users	Researchers, eventually NGOs
4 Evaluation of Existing Management Plans	Consultation Information	03/2012 – ...	Reply forms / Focus groups ...	Evaluation and identification of existing cc measures	Nature protection administration Scientists / NGOs, ...
5 Development of new and adapted strategies and measures (mandatory event)	Collaboration, Consultation and Information	Second half of 2012 – ...	Workshop(s)/Mediation/ Negotiations at round tables	Coordination of sectoral and individual adaptation.	All
6 Adaptation of Monitoring	Collaboration, Consultation and Information	... - ...	Interviews / field trips / Working Groups

*Milestones of the stakeholder involvement within the CAMP process are highlighted in **bold***

5. Checklist for Organisation of Stakeholder Meetings / Events

When planning a meeting with your stakeholders, you will need to bear in mind several steps related to the topics to be discussed, the results to be achieved, the stakeholders you would like to involve and the way you want your meeting / event to be organised. The following table provides an overview on the five steps to consider; more information can be found in the Handbook under section 4.

Table 4: Checklist for the Organisation of Stakeholder meetings/events

Organisational Step	Initial Needs/Questions	Objective	Result
1 Setting of Objectives	How do I need to define the topic? Which problem do I want to tackle with the event and what do I want people to know after the event?	Target your event at one or few topics Avoid confusing / boring stakeholders with complex topics	Clear definition of meeting objectives and setting up the <i>Take home Message</i>
2 Identification of Participants	Who are the most important persons to discuss this issue?	Keep your meeting / event manageable. Plan efficient communication and involvement	Know your audience. Consider who has authority to make decisions. Clarify the role of participants in the event
3 Identification of Topics	Identify topics that need to be discussed in the single event (single presentations or group discussions) How do local conflicts relate to climate change?	Identify existing / potential conflicts Define whether the objectives need to be addressed over several meetings / with several groups	Prepare your topic well. Anticipate problems and conflicts
4 Organisation of the Event	Consider time available, number of facilitators, number of participants and potential conflicts Date and location?	Selection of the most straightforward technique to reach the objective	Selection of convenient timing and venue Setting up of the programme
5 Follow up	What are the results of the meeting/event?	Plan follow up activities	Communication of results to stakeholders