Stakeholder engagement - What is, can or should it (not) be?

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Content

- Introduction in Stakeholder engagement
  - General theories and paradigms in stakeholder participation
  - Complexity within the ENGAGE project
  - Pragmatic decisions made within the ENGAGE project
    - Themes

Conversation With Jackson Pollock No.41 is a painting by George Sanen which was uploaded on November 26th, 2015.

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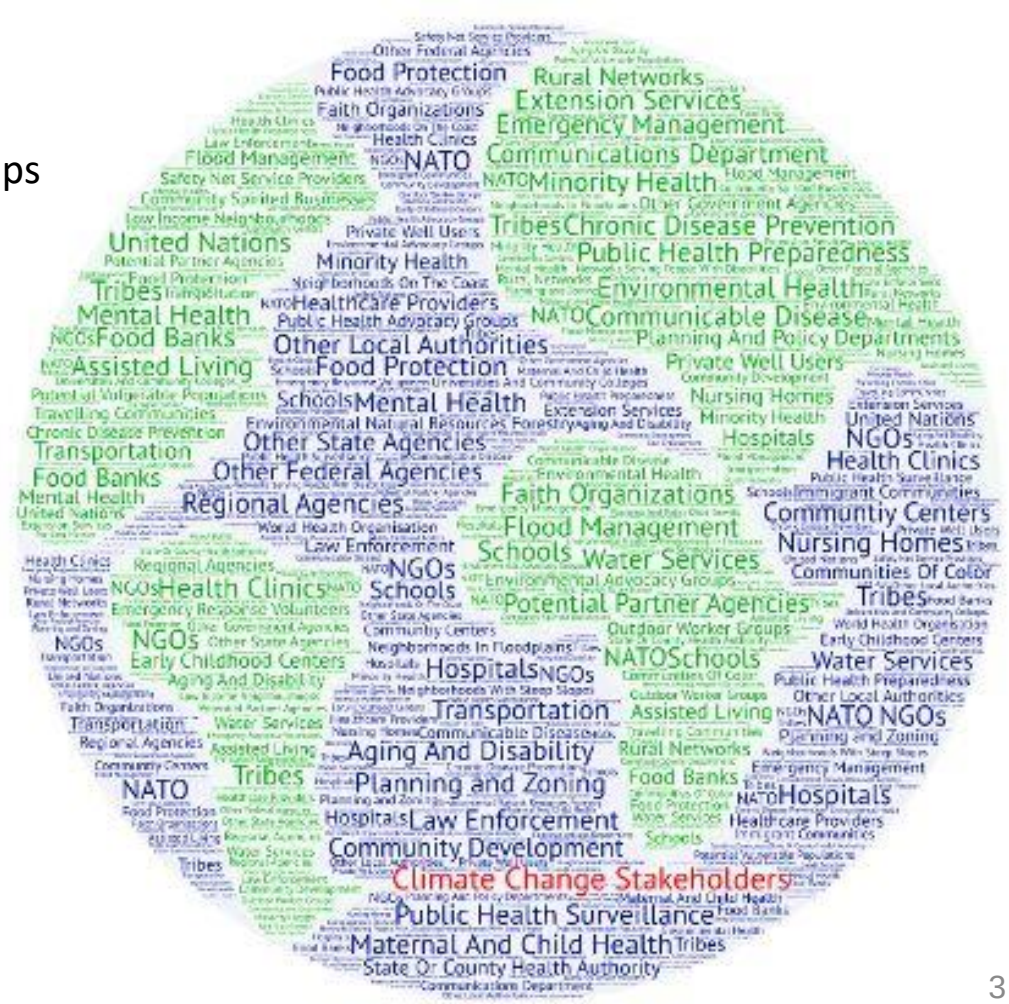
Stakeholder engagement - Stakeholders

- **Stakeholder**: *person, group or organisation with an interest (or stake) in the decision*
  - ⇨ directly affecting the decision or
  - ⇨ being affected by it.
- Organised according to various relationships
  - Homogeneity (groups-)
  - Relationship between groups
  - Relationship to frame or setting



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Stakeholder engagement - Stakeholders

- ***COMPLEXITY***
  - No consensus
    - 'Who' and 'what' – NO 'ONE' DEFINITION
    - Consensus versus dissensus
  - Power dependent
    - Dependent on who gives the argumentation
  - Context dependent
    - Situational
    - Cultural
    - Worldview

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Stakeholder engagement - Stakeholders

- Pragmatic consensus
  - ENGAGE defines **stakeholders** as:
    - actors: individuals or groups, institutional and non-institutional
    - with a tangible or intangible (yet to be shaped or discerned) interest in the radiation exposure situation and the related radiation protection issues,
    - directly affecting decisions,
    - or affected by the formulation and resolution of a problem or challenge.

    - This includes wider publics
    - Implies that the notion of stakeholder is not fixed, but changes over time.

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Stakeholder engagement - Participation

- Conceptualisation of 'participation' from the 1960's
  - Time influenced by powerlessness of the "have-nots"
  - Arnstein's "ladder of participation" (1969)
  - Redistribution of power is ***essential***
- Participation in the 1970's
  - Political turmoil fe US: Anti Vietnam War movement
    - Confrontation politics by those outside
- Participation in the 1980's – 1990's
  - Link with development and sustainability
  - Institutionalisation of participation
- Participation in the 1990's
  - EPA citizen involvement into environmental protection programmes
  - Move towards social participation, citizen participation and participatory methods
- Beginning of 21th century
  - Shift of focus from conceptualisations to methodologies

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Stakeholder engagement - Participation

- Motivations for participation
  - Instrumental
    - "better way to achieve a particular end"
    - Most dominant motivation
    - Example
      - "to enhance transparency and accountability"
      - "to increase effectiveness of planning"
  - Substantive
    - "it leads to better ends"
    - Example
      - "stakeholder engagement […] results in sustainable decisions"
  - Normative
    - "it is the right thing to do"
      - "from a human rights perspective […] the right to be involved in processes that may profoundly affect them"

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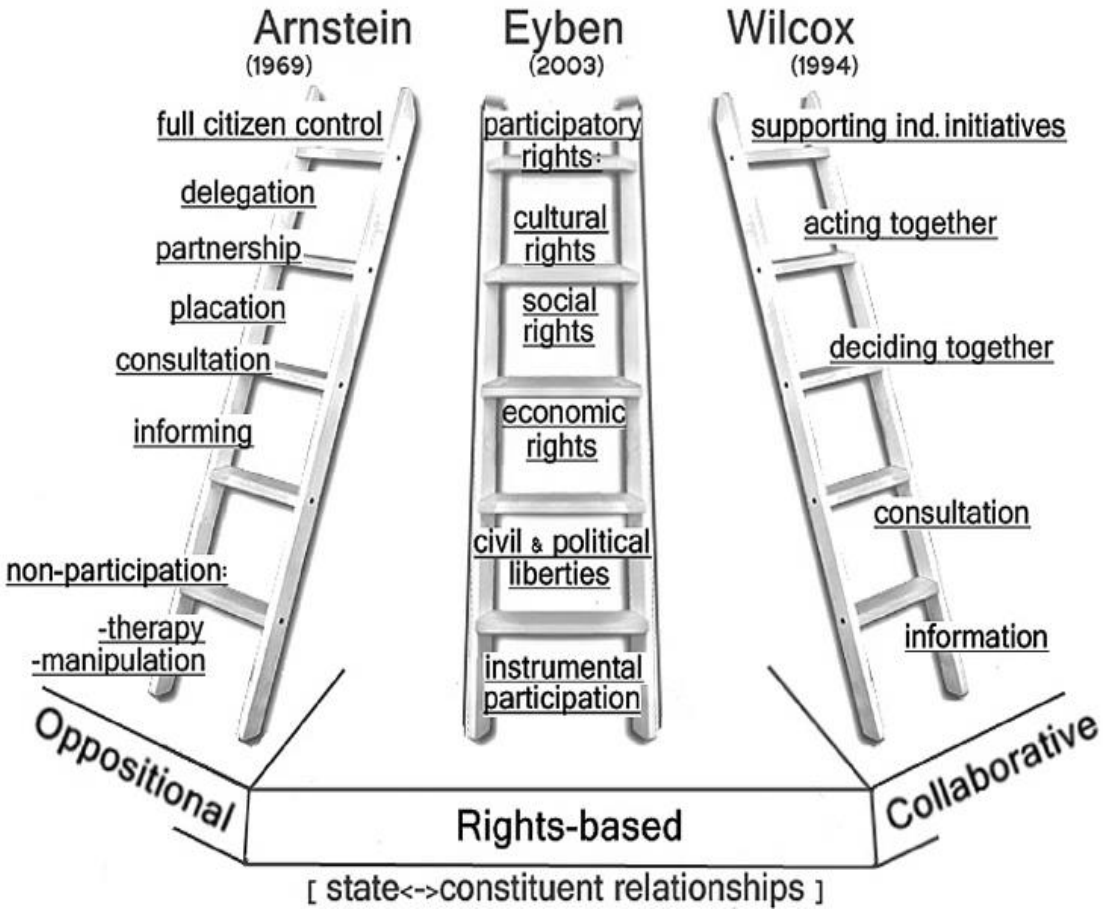
Stakeholder engagement - Participation



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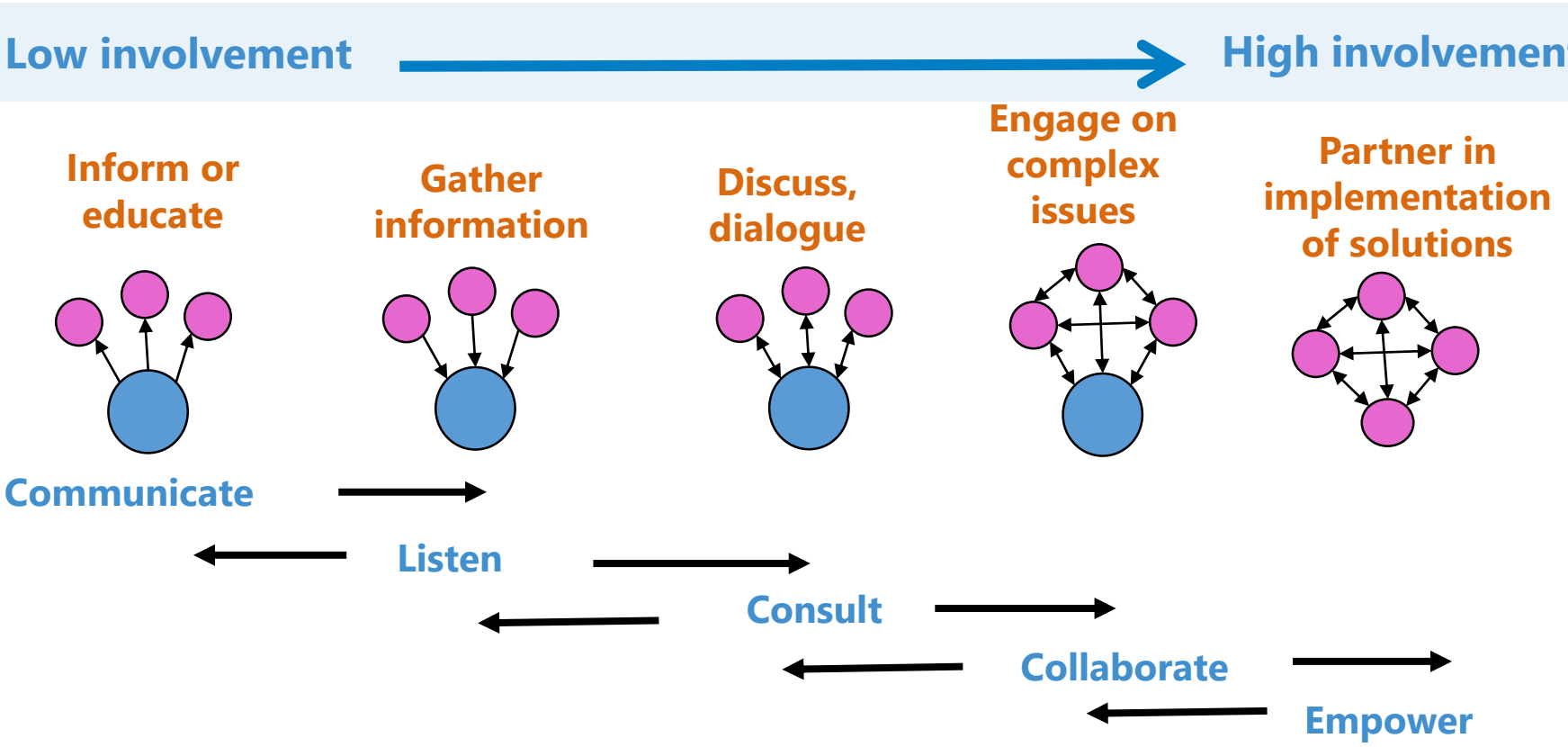
Stakeholder engagement - Participation



Source: Health Canada Policy Toolkit for Public Involvement in Decision-Making. https://www.canada.ca/en/health-canada/corporate/about-health-canada/reports-publications/health-canada-policy-toolkit-public-involvement-decision-making.html

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Stakeholder engagement - Participation

- Pragmatism
  - Stakeholder involvement in decision making
    - What is it NOT?
      - Stakeholder participation ≠ communication
  - Redistribution of power
  - Combination of
    - Multi-directional knowledge sharing
    - Co-development/design
    - Co-decision making
    - Co-reflection
- Stakeholder participation REQUIRES contextualisation
  - No “one-size-fits-all” solution
  - No “fit-for-purpose” solution

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Stakeholder engagement

- ***COMPLEXITY***
- Findings
  - Consensus versus dissensus → Consensus AND dissensus

THEMES

- Recommendations
  - Discussion at RICOMET
    - Should we give recommendations? Are they applied? By whom, how and why?
    - "Recommendations are not used so why should we make them?"
    - "Projects should have some kind of 'impact' and should therefore make recommendations"
    - "Recommendations are subjective and simplistic, they loose the complexity"

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Stakeholder engagement

- ***COMPLEXITY***
  - Consensus versus dissensus → Consensus AND dissensus

THEMES

- Theme 0: 'The connection between stakeholder engagement prescriptions and practice'
  - 'What is being asked' and 'what is actually being done'
  - ***COMPLEXITY***
    - Prescriptions AND practice
    - Should we align?
      - Align prescriptions with practice?
      - Align practice with prescriptions?
      - Both?

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Stakeholder engagement

- ***COMPLEXITY***
  - Consensus versus dissensus → Consensus AND dissensus

THEMES

- Theme 1: 'The conditions for meaningful participation and commitment of institutional and non-institutional stakeholders'
  - Motivations for stakeholder engagement
  - ***COMPLEXITY***
    - What is the influence of the motivations on the content and form of engagement?
    - Is this influence important?
      - 'Is one motivation better than an other?'
      - 'Should all types of motivations be included?'

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Stakeholder engagement

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  - Consensus versus dissensus → Consensus AND dissensus

THEMES

- Theme 2: 'Broadening the scope of 'participation' in radiation protection beyond formal institutional approaches'
  - Regarding 'stakeholders' AND 'participation'
  - Formal and informal participation
  - ***COMPLEXITY***
    - Prescriptions AND practice
      - 'Who SHOULD be involved?'
      - 'What type of participation could be?'
    - Who SHOULD be involved? in what manner? when?

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Stakeholder engagement

- ***COMPLEXITY***
  - Consensus versus dissensus → Consensus AND dissensus

THEMES

- Theme 3: 'Alignment of different decision levels: local, regional, national and international'
  - 'How can all stakeholder at different levels of governance be engaged?'
  - ***COMPLEXITY***
    - Should all levels be engaged at all times?
      - Prescriptions versus practice

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Stakeholder engagement

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  - Consensus versus dissensus → Consensus AND dissensus

THEMES

- Theme 4: 'Bridging risk assessment, risk management and risk communication approaches and stakeholders'
  - "Bridging stakeholders and notions of participation from the different risk fields to create a more holistic approach"
  - ***COMPLEXITY***
    - In which fields?

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Stakeholder engagement

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  - Consensus versus dissensus → Consensus AND dissensus

THEMES

- Theme 5: 'Informed decision-making (role of communication, access to information, informed consent)'
  - 'How can stakeholders make informed decisions?'
  - ***COMPLEXITY***
    - What is 'informed'?
    - What level of 'informed' is needed for decision making?
    - Complexity of common language

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Stakeholder engagement

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THEMES

- Theme 6: 'Radiation protection cultures, including objectives, target stakeholders, content, tools, evaluation processes & Education, training and capacity building'
  - 'What is, can and should be radiation protection culture, and education and training in all three fields?
  - ***COMPLEXITY***
    - Stakeholders AND participation
      - How to develop RP culture?
      - How to integrate in existing practices?
      - Who should be involved?
      - Strategies?

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CONCERT

ENhancinG stAkeholder participation
ENGAGE
in the GovernancE of radiological risks

Thank you for your attention

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