

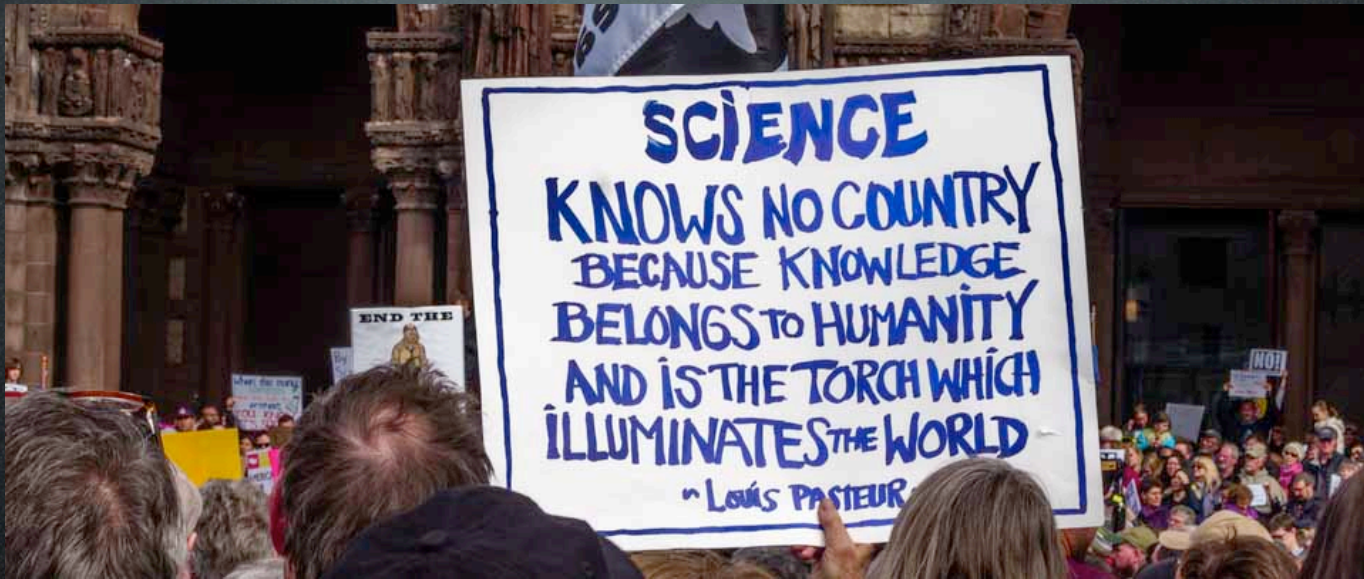
A stakeholder is “anyone who can ruin your day”



- Based on my experiences with sewer and water EAs, Source Water Protection, road improvements, new rail lines, new policy announcements and LULUs (locally unwanted land uses).



We pay more attention to “influencer stakeholders” than the “affected stakeholders” ...until they protest



## 2 categories of stakeholders (World Bank)

- **1. Affected Stakeholders** - Individuals and organizations who may be directly or indirectly affected, either positively or negatively, by the project
- **2. Influencer Stakeholders** - Other individuals and organizations who may be able to influence the outcome of the project, either because they can contribute knowledge or ideas to improve project or they have political, regulatory, or financial influence on the project that needs to be considered.



# The water system's “culture” is basically a “technocracy”

- Where decision-making is based on the science underlying the issues i.e. ‘government by technical decision making’
- Primarily engineers and geoscientists
- Water managers engage the public using the **D.A.D. Model - Decide, Announce and Defend**
- **Defend decisions using the Knowledge Deficit Theory** - Based on the belief that the public would be persuaded if they were given the facts





# But the D.A.D. Model and Knowledge Deficiency Theory have major limitations

- Decide, Announce and Defend triggers opposition rather than engagement

Shell UK transformed its decision processes from D.A.D. to D.D.D. - dialogue, decide, deliver.

- Knowledge Deficiency Theory assumes that the public would be persuaded if they only they were given the facts



Public opinion is not linked to levels of subject-specific knowledge - people 'filter' the information they receive according to whether it fits their values.

"Confirmation bias" - the tendency to embrace information that supports their beliefs and reject information that contradicts them.





# Public engagement as a continuum - Degrees of engagement

Lower  A Continuum - Degrees of Engagement  Higher				
INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
To provide the stakeholders/public with balanced and objective information...	To obtain stakeholders/public input/feedback on a given policy issues, strategy or regulatory decision...	To work directly with the stakeholders/public to ensure their concerns are understood, considered and adopted to some degree...	To partner with the stakeholders/public in a participatory process that shares the research, decision-making, resources, implementation and credit...	To put the final decision making in the hands of the stakeholders...  (Included but not elaborated upon because "empowerment" is seldom used in Canada)

- Primarily "Inform" - websites and printed materials
- "Consult" when required to - EAs, Planning Act, system expansion and upgrades, etc.
- "Involve" when social marketing of water conservation
- "Collaborate" on adaptation initiatives dealing with climate change



# Is the emerging “Hydrosocial cycle” getting any traction in your world?

- Existing paradigm based on “hydrologic cycle” divorced people from water management
- “Hydrosocial cycle” seeks to reconnect people to the water management system
- More than Integrated Water Resources Management (IWRM)
- Based on
  - good science,
  - rational and neutral problem-solving, and
  - negotiations between well-intentioned and well-informed stakeholders’
- Will it result in “Mainstreaming” of public engagement?

