

Rebecca Colvin



Presentation

Identifying Environmental Management stakeholders: Findings from research with practitioners

Biography

Rebecca Colvin is in the final stages of completing a PhD with the School of Geography, Planning and Environmental Management at The University of Queensland. Rebecca's research interrogates the assumptions which underpin the way individuals, groups, communities, and sectors within society interact with the environment. Her PhD project integrates environmental management practice with social psychological theory to guide an understanding of the social dimension of environmental management, with a particular focus on land use conflicts. The broad aim of Rebecca's project is to contribute to a strategic, conciliatory, and sustainable future through the alleviation of dysfunctional conflict in environmental and natural resources management.

Abstract

Stakeholder analysis and engagement processes are critical to best practice environmental and natural resources management (ENRM). However, in order to have fair process and outcomes, all legitimate stakeholders must be invited to participate. For practitioners, this means that identifying "who is a stakeholder" for any given project is an important early step in the analysis and engagement processes. Due to the interconnectedness of ENRM issues, practitioners may find themselves sifting through all of society in order to determine who is a stakeholder for a given project.

While the ENRM community of practice and academic literature provide excellent insights for stakeholder analysis and engagement, there is little documented detail on the specifics for how and where to look in society to identify stakeholders. This research project examined the approaches taken by ENRM practitioners based in Australasia to identify stakeholders. Eight stakeholder identification approaches were classified, some likened to a science and some like an art. Differing conceptualisations of the meaning of and relationship between "stakeholders", "community", and "the citizenry" emerged based on whether practitioners were working on large-scale land use change or localised agricultural/ community engagement issues. The social structures of relevance to stakeholder identification were outlined (individuals, social constituencies, groups, organisations), and the participating practitioners provided insights into the important role of groups. These findings contribute to informed practice for stakeholder analysis and engagement, and highlight how the practitioner responsible for stakeholder identification holds a privileged position in determining who gains access to participation in ENRM.

Identifying environmental management stakeholders: Findings from research with practitioners



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Stakeholder engagement in environmental management

Engagement = better outcomes



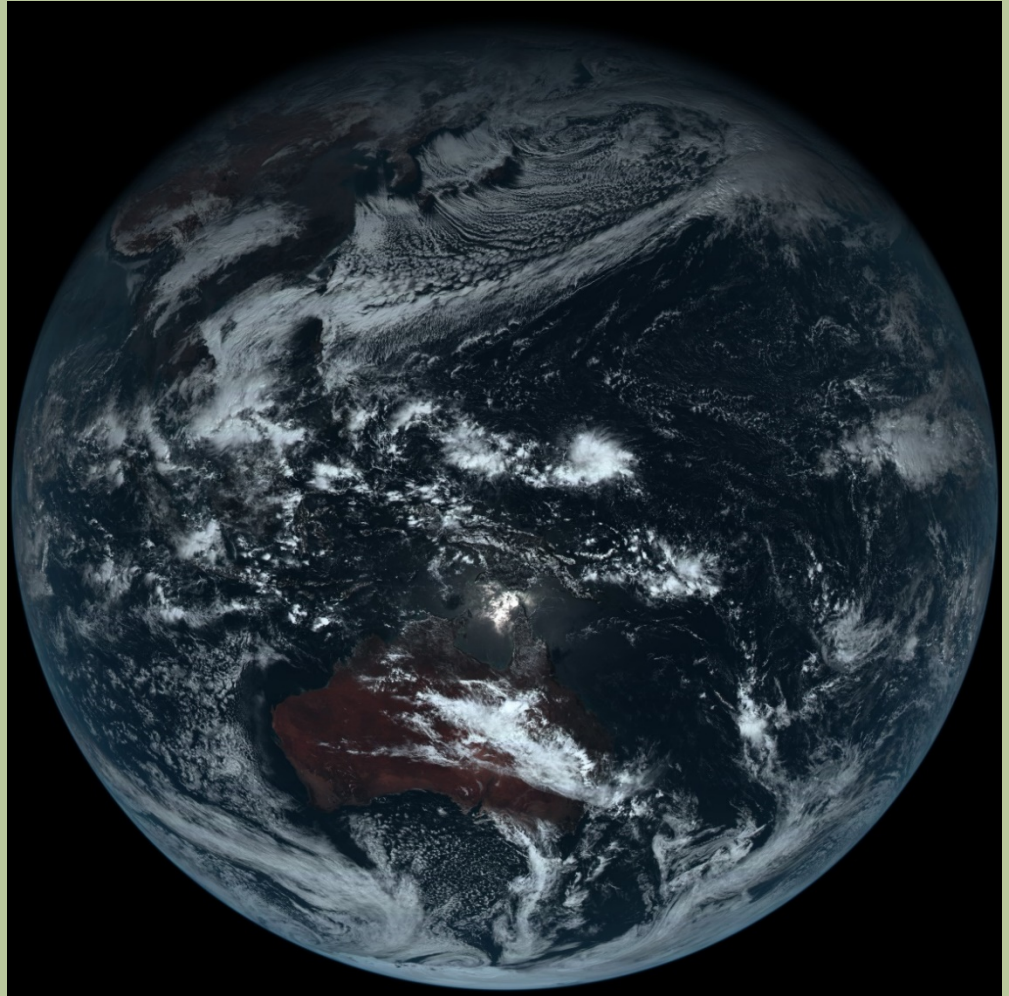


Stakeholder engagement in environmental management

Affected by or can affect...

Interested in...

Impacted by...





Stakeholder engagement in environmental management

Affected by or can affect...

Interested in...

Impacted by...

Stakeholders can include “almost everyone and everything” related to an environmental issue.

Billgren, C & Holmén, H 2008, 'Approaching reality: Comparing stakeholder analysis and cultural theory in the context of natural resource management' *Land Use Policy*, 25: 550-562.

Stakeholder engagement in environmental management

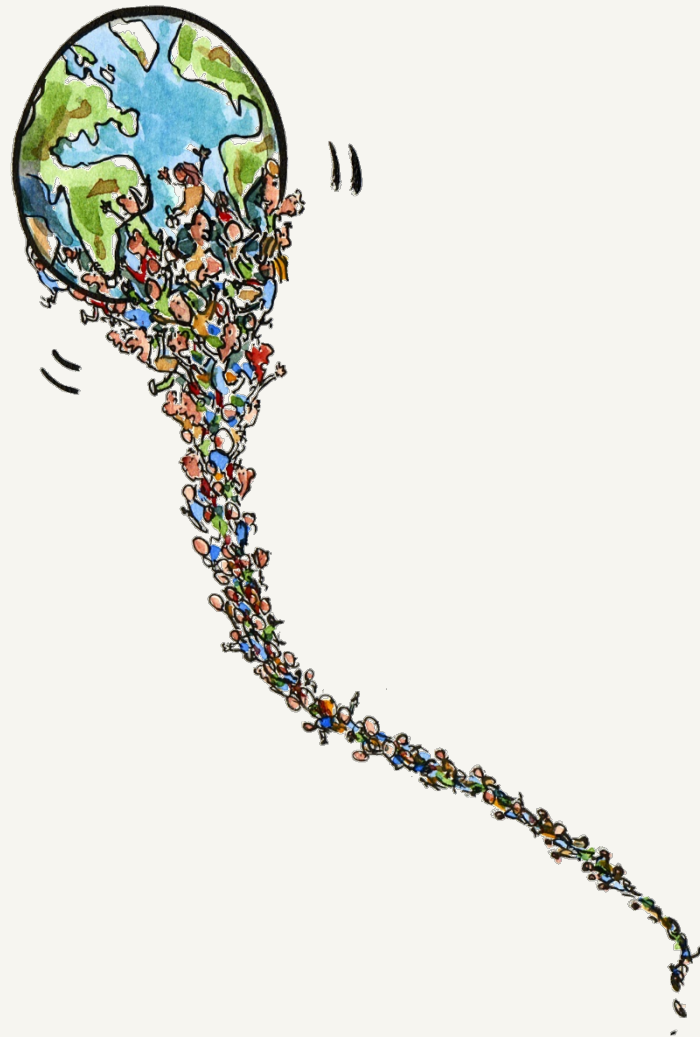
The public

Stakeholders

Interest groups

Community

The citizenry





Stakeholder engagement in environmental management

1. How are environmental stakeholders identified?
2. How are stakeholders defined relative to the rest of society?
3. What are the social structures of stakeholders?

Stakeholder engagement in environmental management

- Engagement practitioners
- Semi-structured interviews
- 20 participants
- 300+ years of experience





Stakeholder engagement in environmental management

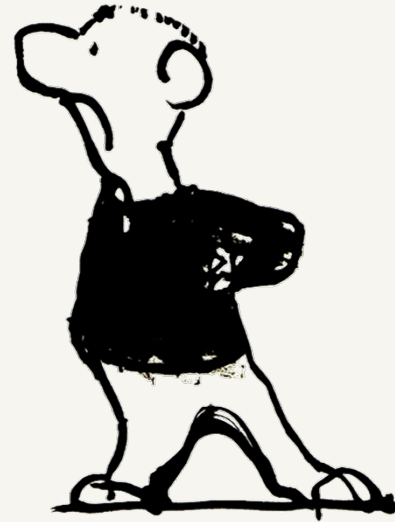
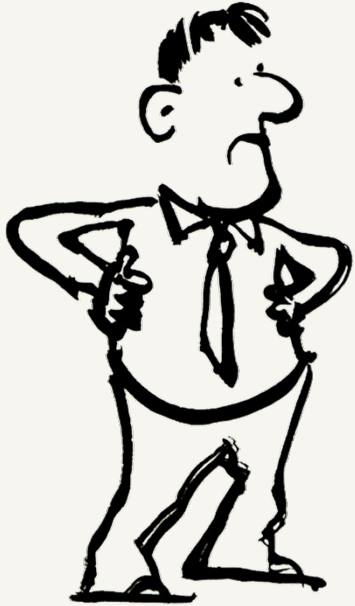
- Different 'types' of engagement
- Approaches to identification
- Different views on stakeholders
- Social structures

Stakeholder engagement in environmental management

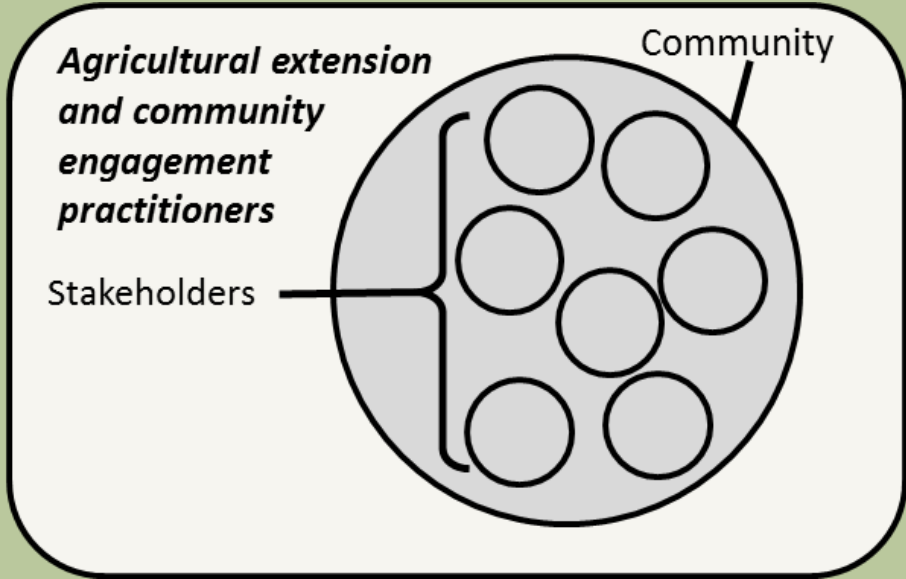
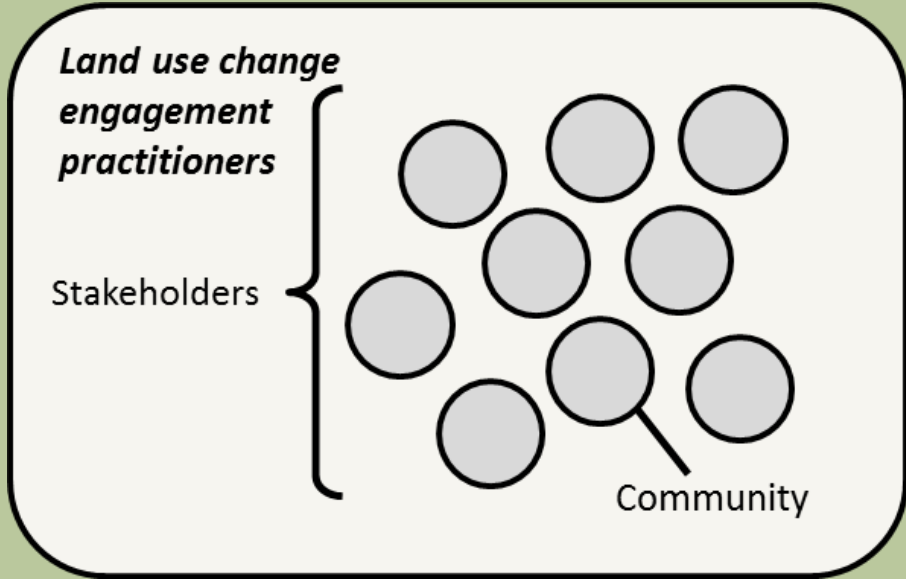
Different 'types' of engagement

Land use change engagement practitioners

Agricultural extension and community engagement practitioners



Approach to stakeholder identification		Description	
Science	<i>Seeking</i>	Key informants & snowballing	Utilise knowledge and networks of stakeholders.
		Use of media	Use of a range of media to find evidence of stakeholders.
	<i>Creating</i>	Geographical footprint	Determine geographical scope of issue as stakeholder catchment.
		Interests	Analysis of interests triggered by issue to identify corresponding stakeholders.
	Influence	Analysis of those with power to influence issue and other stakeholders.	
Art		Intuition	The use of tacit skills and understanding to identify stakeholders.
		Past experiences	Reflection on past experiences to inform identification of stakeholders.
Phenomenon		Stakeholder self-selection	Stakeholders approach practitioner for engagement in issue.

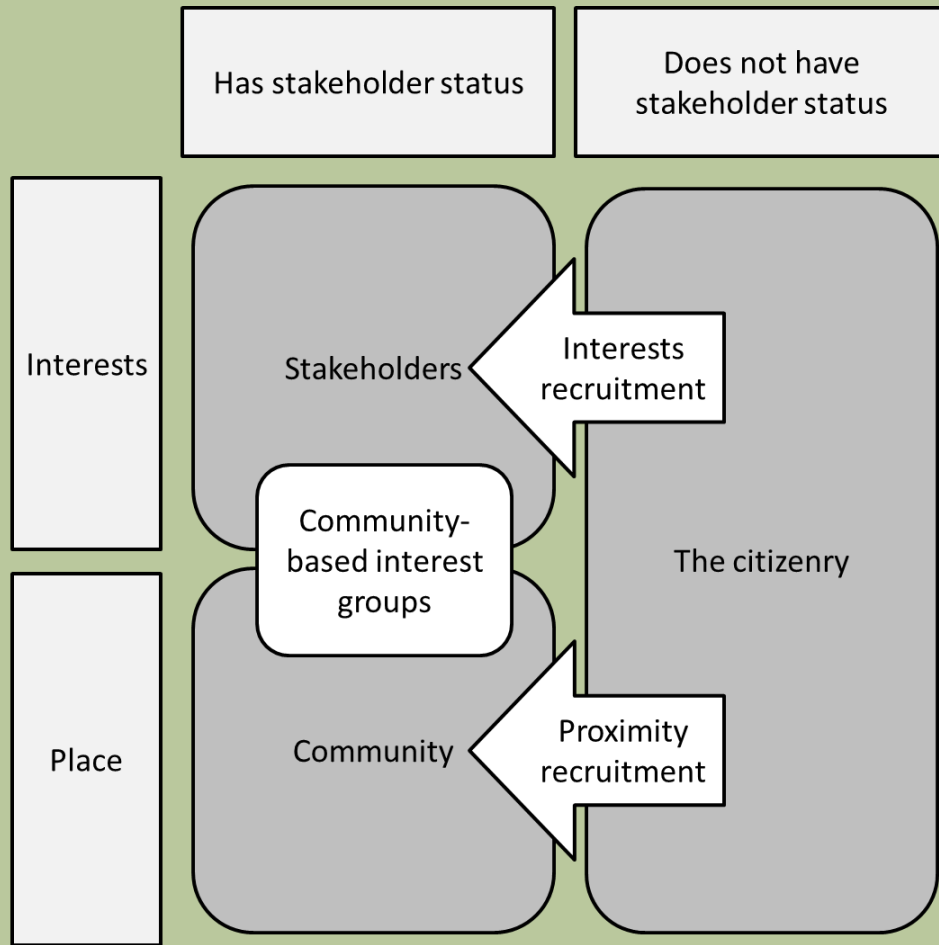




Stakeholder engagement in environmental management

Social structures

- Groups > individuals
 - Social constituencies
 - Formal groups
 - Organisations
- Group as vehicle for participation





Stakeholder engagement in environmental management

Group dynamics

Stakeholder status

Privileged position of researcher and practitioner

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Colvin, RM, Witt, GB & Lacey, J 2016, 'Approaches to identifying stakeholders in environmental management: Insights from practitioners to go beyond the 'usual suspects'', *Land Use Policy*: 52, 266–276.

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