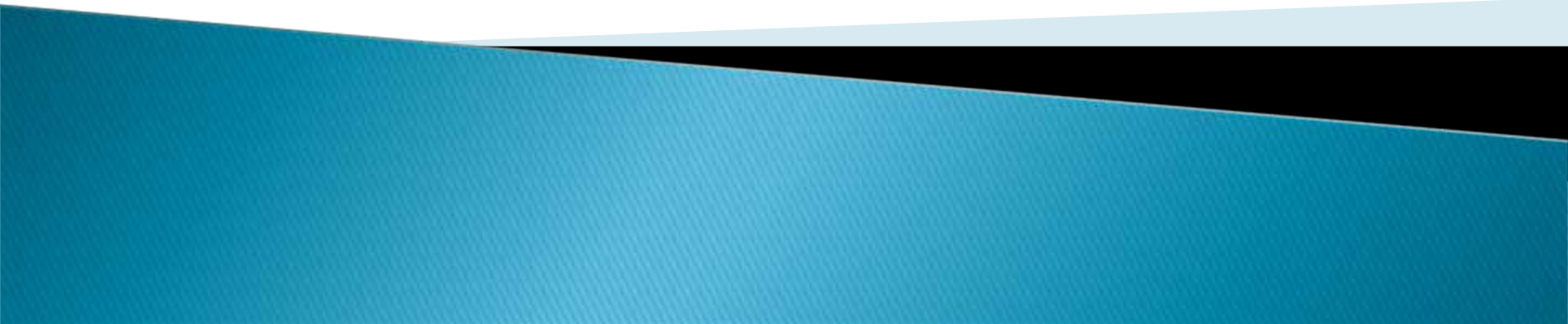


Chapter 6: Involving People



Key Questions


1. Who are the “stakeholders”?
2. How can they best be involved in the management process?
3. What are the key lessons on effective participation and involvement for ILBM?



Participation and Involvement

- ▶ The terms “participation” and “involvement” are associated with the terms “public,” “community,” “citizen,” and “stakeholder” in all sorts of combinations.
 - The first two may be used interchangeably, while the latter four may also be used with loose distinctions.
 - In the recent literature, public participation has been increasingly distinguished from stakeholder involvement, where the latter processes are said to be both more inclusive and targeted.


Participation and Involvement

- ▶ One categorization of participation suggests that there are four exclusive levels, or types, of participation, in ascending order from least influence to most influence
 - (1) information sharing (one-way communication)
 - (2) consultation (two-way communication)
 - (3) collaboration (shared control over decisions and resources); and
 - (4) empowerment (transfer of control over decisions and resources).
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Participation and Involvement

- ▶ The four levels are not indicators of scale; they indicate distinctly different types of participation.
- ▶ It should not be assumed, however, that all participation is good or that a higher level or more participation is automatically better; that depends on the situation

Who are the Stakeholders?

- ▶ Stakeholders are defined as individuals or representatives of a group who make use of, have an impact on, or are impacted by, the issue of concern.
 - In principle, only key stakeholders should participate to avoid unwieldy and nonproductive groupings.
 - The key stakeholders are those people, groups, or institutions who can significantly affect the outcome of the process.
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The CEPA process

- ▶ One well known way of effectively engaging stakeholders in the management process is known as “CEPA”, or “communication, education, and public awareness”.
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The CEPA process

- ▶ Communication is the two-way exchange of information leading to mutual and enhanced understanding.
 - It can be used to gain the involvement of actors and stakeholders and is a means to gain cooperation of groups in society by listening to them first and clarifying why and how decisions are made


The CEPA process

- ▶ Education is a process that can inform, motivate, and empower people to support conservation, not only by inducing lifestyle changes, but also by fostering changes in the way that individuals, institutions, businesses, and governments operate.


The CEPA process

- ▶ Awareness brings the issues relating to lakes to the attention of individuals and key groups who have the power to influence outcomes.
 - Awareness is an agenda setting and advocacy exercise, which helps people to know what and why this is an important issue, the aspirations for the targets, and what is, or can be done to achieve these targets.


The CEPA process

- ▶ Overall, the CEPA process is designed to
 - to encourage a general interest in conservation;
 - to generate greater awareness of conservation issues;
 - to bring about a specific change in opinion;
 - to disseminate specific information; and
 - to build capacity
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Some Lessons

- The time span of viable interest by the affected public is generally longer than the time span of the government officials.
 - Without proper understanding and appreciation of the local cultural beliefs, values, and norms, the plan for managing a lake basin will not be accepted and properly implemented by the community.
 - The voices of often excluded stakeholder groups need to be brought into the policy development process through a participatory approach.
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Some Lessons

- The improvement of livelihoods of the local communities is a key in promoting participation in lake basin management in many developing countries.
 - CEPA (Community Education and Participatory Approach) is often slow-acting and is best understood as a series of investments for significant future returns.
 - Design of a CEPA program requires careful situation analysis and problem identification for a target group.
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Some Lessons

- Promoting women's participation requires understanding that women suffer from various disadvantages, that the plight of women is a challenge in lake basin management, and that husbands and wives need to be trained together.
 - Nongovernmental organizations (NGOs) and community-based organizations (CBOs) can play key roles in the ILBM process.
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Further Reading

- ▶ In addition to the main module 6 [report](#), additional information on the role of people in lake basin management can be found in the following presentations
 - [Chatchai](#) on how public participation was incorporated from the outset of development planning at the Songkhla Lagoon in Thailand.
 - [Ide](#) on participation in Japan within the context of lake basin management, including a discussion of the “soap movement” at Lake Biwa.
 - [Kodarkar](#) on how local people have been integrated into management of water resources through the Jal Dindi (Water Pilgrimage) in India.
 - [Oya](#) on a wide-range of cases involving participation and institutions.