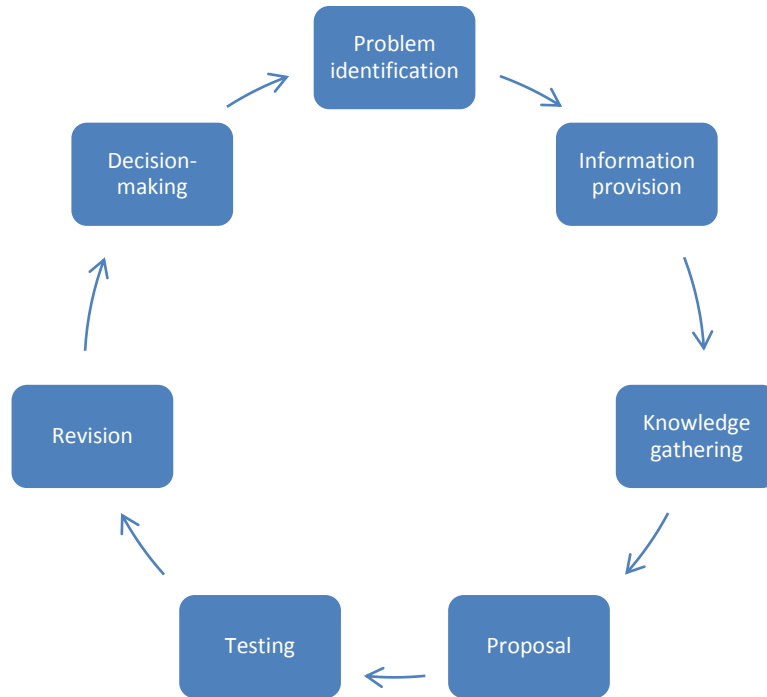


Stakeholders involvement – Milestones (as OVIs*)

Phases	Duration (months)	OVIs
Problem identification	2	All Stakeholders identified and selected within 2 months
Information provision	2	Kick-off meeting held
Knowledge gathering	6	E.g. 80% questionnaires to public returned and processed at the end of the phase
Initial proposal	12	Catalogue of measures
Testing & revision	12	Revised catalogue of measures
Decision-making	2	Published catalogue of measures

*Objective Verifiable Indicators: the quantitative, qualitative, and time-bound measures that constitute evidence of the extent to which the aims have been met (see LogFrame matrix)



Figur 1. Stakeholder participation stage

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○

○ When you integrate knowledge from different stakeholders, whose knowledge is the integrated knowledge?

○

○ What are the expected main climate change effects for this case?

○

2. Uncertainty and ambiguity

○ What are the main uncertainties on climate change effects?

The climate itself is unpredictable, this is the inherent uncertainty.

The models applied to predict climate changes are uncertain due to lack of data etc. (see the knowledge gap)

Also there are ambiguities concerning the framing of climate change.

○ Which ambiguities are in play regarding various themes and challenges?

The definitions, the occurrence, the causes of climate change.

- Prepare a survey of the main uncertainties and ambiguities, their characteristics and describe how to deal with the different sources of uncertainties
 - How are you representing and explaining uncertain knowledge to stakeholders?
3. Prepare a stakeholder involvement plan
- How do you achieve a common understanding among stakeholders?
 - What are the overall objectives and principles of the stakeholder involvement?
Overall objective: Support decision making of adaptation planning
 - What participatory methods are being used with the different types of stakeholder in the stakeholder process, and for what purpose?
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 - Stakeholder analyses and role of authorities
 - Overall process time schedule
 - i. How long will the different parts of the stakeholder process last? **Max 3 years recurring**
 - ii. How will you encourage the same stakeholders to keep on participating for the duration of the stakeholder process?
 - What are the key milestones of the process?

How the milestone can be defined in the first place? In our case, it is the success of the process of involvement.

The difficulty is how to measure milestone. One important indicator might be whether each phase has been accomplished within the time prescribed. If the process is finished in due time, then the process could be labelled a success.

Sometimes, it also makes sense to rely on intuitive judgement sometimes. In this respect, the skills of the facilitators are of primary relevance. Other ways of measurement could require quantitative tools, such as a 70% to 80% response rate of a follow-up survey.

What are the criteria of success for the process? **ownership**

- What are the key challenges to organising a successful stakeholder process that you are trying to overcome, and how?

Who to involve in the stakeholder process. There is a delicate balance of number of people to be engaged and the pertinence of them.

Maintaining of stakeholder interest during the entire process.

Managing the information flow between stakeholders. Communication barriers

Resources and finance constraints

- What different skills will be needed to successfully realise the process?
 - Which group model building and stakeholder engagement tools should be included for dealing with ambiguity/framing of the scenario development and uncertainties?
4. How do you deal with social learning and planning for change in the stakeholder involvement process?
5. What conflicts, if any, are there in trying to support social learning and formal decision-making processes at the same time?
6. How do you test behavioural responses to risk and acceptability of policy through the stakeholder involvement process?
7. How should the scenarios be applied in the stakeholder involvement process?
8. Capacity of policy makers, water managers, researchers

- What capacity is needed of policy makers and water managers in order to make full use of scenario work
- What are the requirements to research results?
- Can stakeholders and policy makers cope with uncertainty? How?
- Describe the most important assumptions to achieve a fruitful social learning process.

9. Connecting to Policy

- Where is the stakeholder process situated in the formal policy making process?
- How are you to guarantee that the results of the stakeholder process are substantively used to guide final decision-making?

We need to find a niche within the existing policy framework, i.e. municipal planning process, Water Framework Directive etc.

10. Supporting adaptive management

- What parts of the adaptive management process are different parts of the stakeholder process supporting?
- What aspects of adaptive governance are different parts of the stakeholder process supporting?