

# Vielfältige Beteiligungsverhältnisse

## Eine konzeptionelle Analyse der „Stakeholder“ in großen Infrastrukturprojekten

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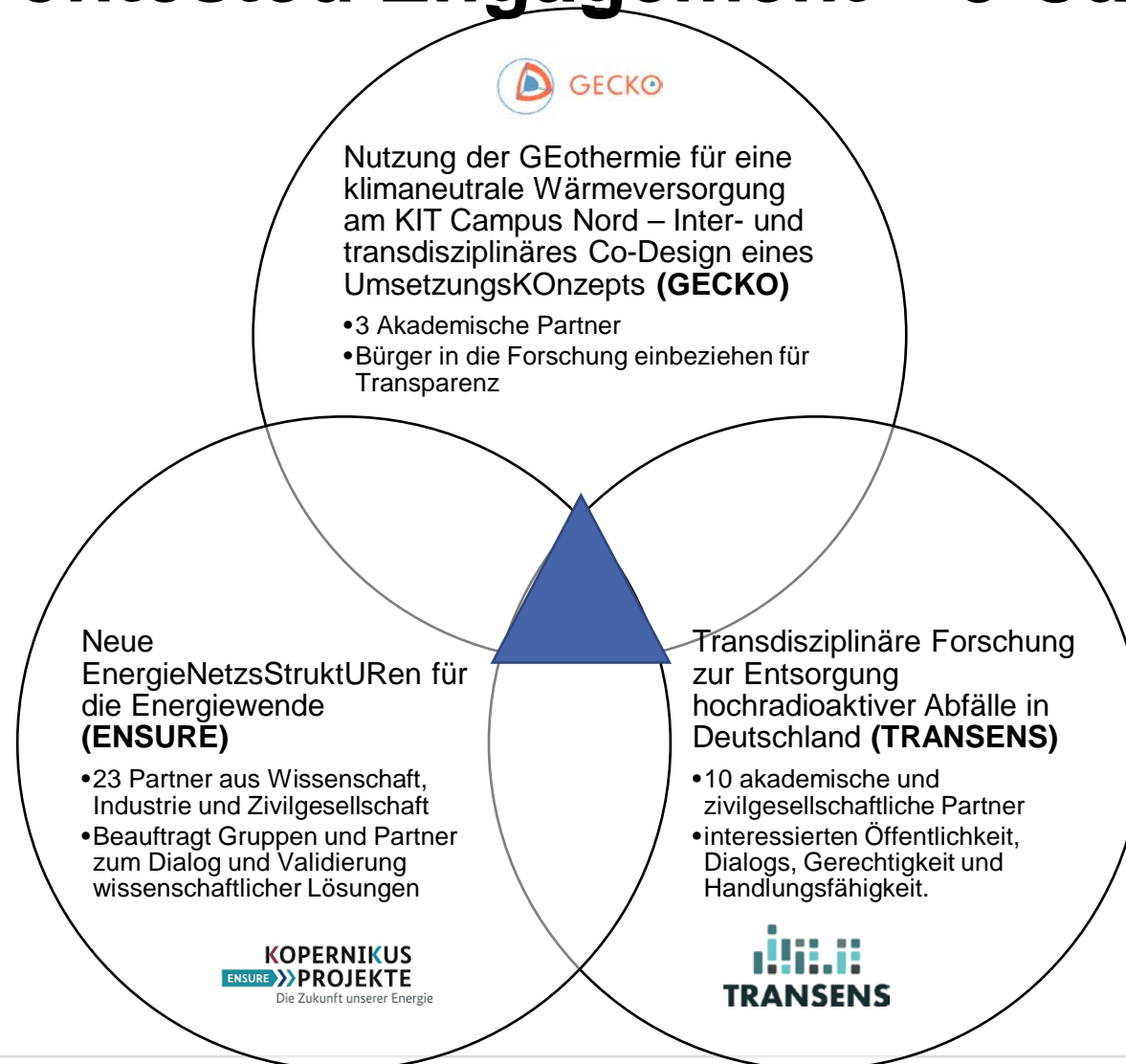


# Contested Engagement

Which stakeholder concept is helpful in determining with whom to engage?

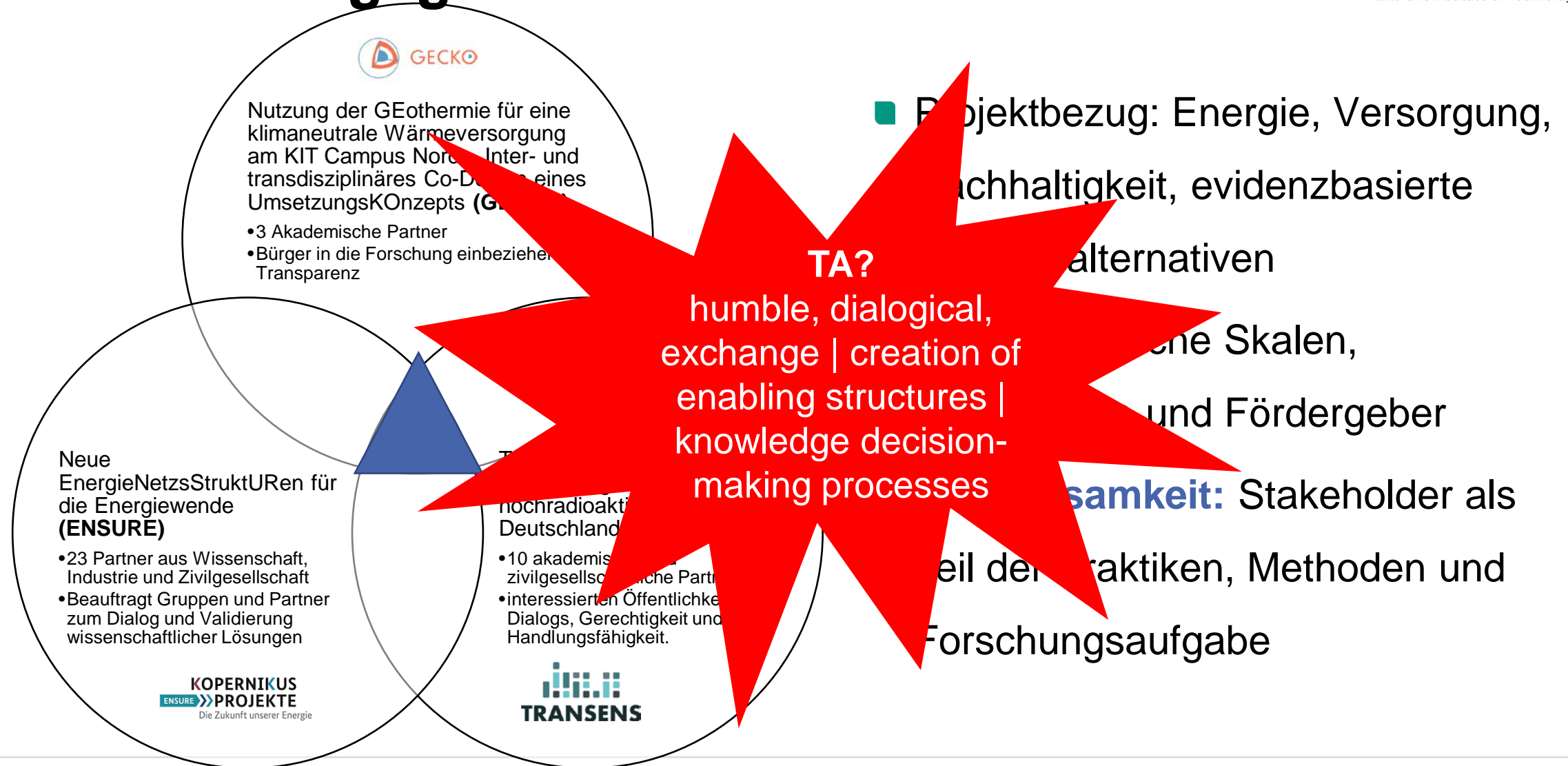
- Three initial case studies and two preliminary observations drawn from literature
- The stakeholder challenge: How to maneuver with whom to engage?
- The diversity of methods and implications: conceptualizing “the stakeholders” for implementing engagement into research projects
- conclusions and open questions for further inquiry

# Contested Engagement – 3 Case Studies



- Projektbezug: Energie, Versorgung, Nachhaltigkeit, evidenzbasierte Lösungsalternativen
- Unterschiedliche Forschungsziele, Reichweiten, Fördergeber...
- **Gemeinsamkeit:** Stakeholder als Teil der Praktiken, Methoden und Forschungsaufgabe

# Contested Engagement – 3 Case Studies



# What to say when inviting others to your research



# Observation 1 – need to reduce complexity



- practical consensus for „stakeholders“ as an umbrella or short for *non-project participants in research projects*
- Traceable in various fields and different types of text

(de Bussy & Kelly 2010, Bammer 2019, Weingart et al 2021, Kujala et al 2022)

# Observation 2 – multiple audiences



- Anyone with an agenda and position related to the research questions
- People the researchers think should know
- People who would be interesting to engage with

(Weingart et al 2021, Kujala et al 2022)

# The Stakeholder Concept

- originates from strategic management
  - describes those who hold a stake = share (legal) or interest (corporate) in a process or project
  - Already ambiguous wording for very diverse groups and related activities
- Concept immigrated to research trajectories in the 1990s
  - virulent in descriptions of all types of processes and methods
  - Roughly labeling participation of others than the assigned project staff

**Strategic Management is about steering towards a goal  
VERSUS Research is about broadening horizons**



# The Stakeholder Challenge

- implicit interrelationships of demands and expectations, needs and requirements in engagement and in research processes
- conceptualizing the role and scope of “the stakeholders” relevant to the successful engagement and impact of such activities

**Research is an open process that changes over time.  
So do the reasons for and potential impact of engagement!**

# Contested Engagement – cross-cutting issues

## Initial Stakeholder Concept

everyone with a potential interest in the project

Citizens without specific prior knowledge, practitioners, accompanying groups

Specific partners with related interests, politics and publics

# Reasons to engage others in research

- **Democratization:** engaging to empower citizens to participate competently in society (democratization of society) and/or to participate in science (democratization of science)
- **Education:** engaging to inform and educate the public about science, improving (general or specific) public access to scientific knowledge
- **Legitimation:** engaging to promote public trust in and acceptance of science, as well as policies supporting science
- **Innovation:** engaging to promote innovation, the public or citizens are considered to be a valuable source of knowledge (e.g. local expertise) and are called upon to contribute to knowledge production, bridge building and including knowledge outside 'formal' science
- **Inspiration:** engaging to inspire and raise interest in science, to secure a STEM-educated labor force

**Diversification:** engaging to deliberate knowledge in context, to incorporate non-scientific e.g., local knowledge into research and to (co-)create knowledge in the process of exchanging

# Contested Engagement – cross-cutting issues

Initial Stakeholder Concept	Reasons for Engagement
everyone with a potential interest in the project	Democratization, Diversification
Citizens without specific prior knowledge, practitioners, accompanying groups	And Education And Legitimation, Inspiration
Specific partners with related interests, politics and publics	And Education, Legitimation, Innovation

→ Research is an **open process that changes over time**. So do the reasons for and potential impact of engagement!


# Engagement as dialogue

	inform	consult	involve	collaborate	empower
Public participation goal	To <b>provide</b> the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions	To <b>obtain public feedback</b> on analysis, alternatives and/or decisions.	To <b>work directly with</b> the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To <b>partner</b> with the public in each aspect of the decision including the development of alternatives and the preferred solution.	To <b>place final decision-making in the hands of the public.</b>
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influences the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

(IAP2 Spectrum of Public Participation 2018, Bammer 2019)

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(IAP2 Spectrum of Public Participation 2018, Bammer 2019)

# Contested Engagement – cross-cutting issues

Initial Stakeholder Concept	Reasons for Engagement	Reasons for concept change
<p>everyone with a potential interest in the project</p> <p>Citizens without specific prior knowledge, practitioners, accompanying groups</p> <p>Specific partners with related interests, politics and publics</p>	<p>Democratization, Diversification</p> <p>And Education</p> <p>And Legitimation, Inspiration</p> <p>And Education, Legitimation, Innovation</p>	<p>identification as stakeholder by project team not the same as self-identification</p> <p>Time and resource intensive recruitment process, lack of broad interest and attention</p> <p>needs and expectations of predefined groups unclear</p>

# 10 steps to render research relevant

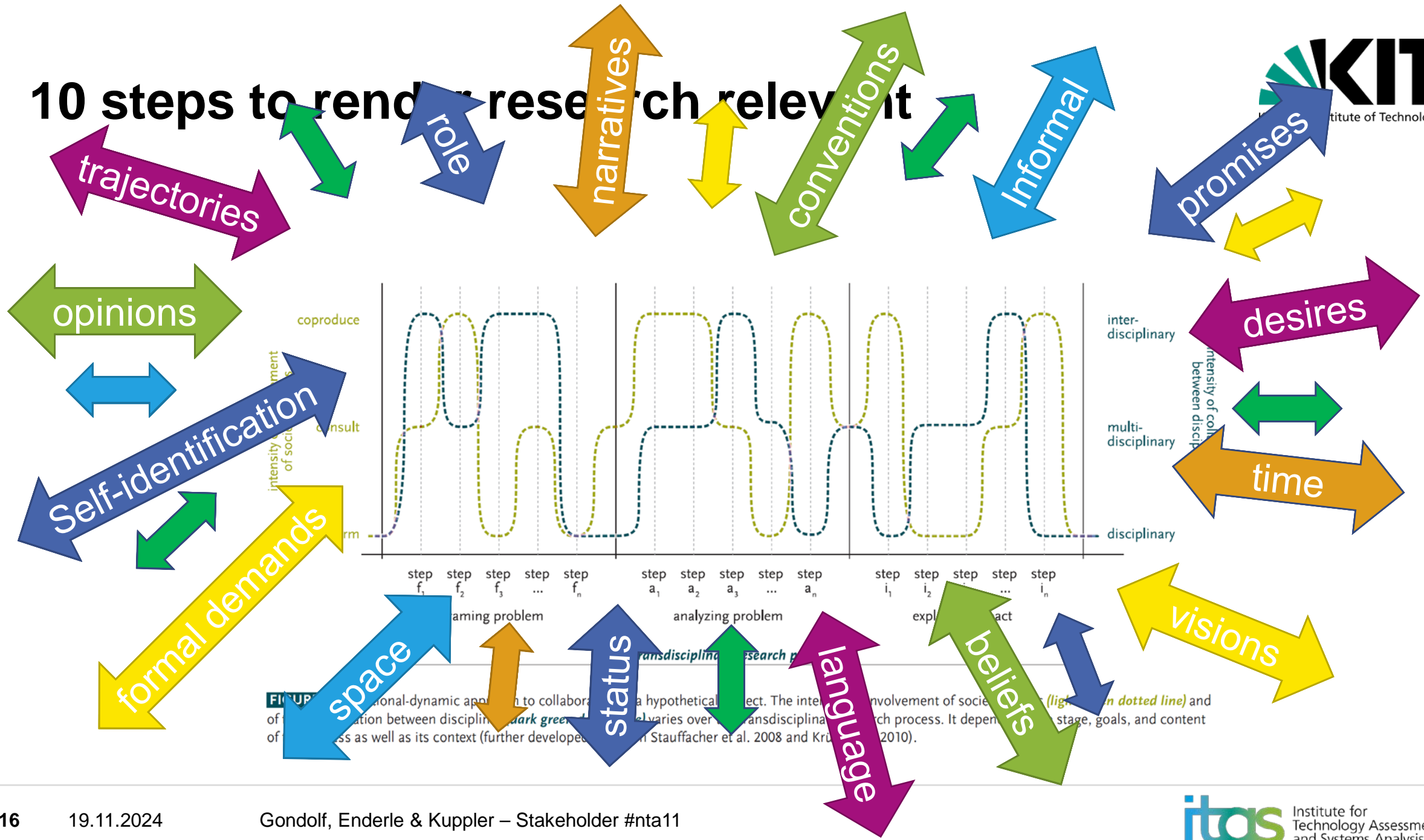


FIGURE 1. A dynamical system approach to collaboration: a hypothetical research project. The intensity of involvement of societal actors (light green dotted line) and of social interaction between disciplines (dark green solid line) varies over the transdisciplinary research process. It depends on the stage, goals, and content of the process as well as its context (further developed in Stauffacher et al. 2008 and Krüger et al. 2010).



# Contested Engagement – cross-cutting issues

Initial Stakeholder Concept	Reasons for Engagement	Reasons for concept change	Context of discovery (and justification?)
<p>everyone with a potential interest in the project</p> <p>Citizens without specific prior knowledge, practitioners, accompanying groups</p> <p>Specific partners with related interests, politics and publics</p>	<p>Democratization, Diversification</p> <p>And Education</p> <p>And Legitimation, Inspiration</p> <p>And Education, Legitimation, Innovation</p>	<p>identification as stakeholder by project team not the same as self-identification</p> <p>Time and resource intensive recruitment process, lack of broad interest and attention</p> <p>needs and expectations of predefined groups unclear</p>	<p>understanding local structures and gaining access to multipliers requires high amount of resources sometimes not fitting to project timeline</p> <p>Interdisciplinary communication as an additional work package: time, opportunity, public interest and re-iterations in the research process not given</p> <p>Expectations, (vested) interests, current discussions, the topic of “climate change”, time and the pressure to act determine the work process.</p>

# Conclusions

- Stakeholder Concept as a Dynamic Process
- Interdependence of Engagement and Research Questions
- Dynamic of Project Progression
- Documentation as a Basis for Better Participation
- Contextual Approaches Over Universal Solutions

Plausibilizations made in research around and with stakeholders need more reflection and better justification.

Change is not the inability of researchers or participants, but part of the knowledge process!

# Next Steps – Integrate Complexity Management

- 1. Intertwined goals:** scientific literacy and practical implementation
- 2. Developing a practical, systematized reflection aid/tool**
  - Early warning and documentation system
  - Building up on existing patterns
- 3. Expanding Scientific Exchange**
  - Beyond Silos: Create space for exchange that goes beyond isolated work packages.
  - Uncover & Share Knowledge: Focus on revealing and communicating knowledge to promote broader understanding.

Anchoring of Scientific Procedures in Society: Participation in research does not automatically lead to acceptance. Instead, it contributes to a mutual increase in knowledge.

# Contested Engagement

## A Conceptual Analysis of "the Stakeholders" in Large Infrastructure Projects

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Thank you very much! Your Questions?



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# Selected Literature

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