

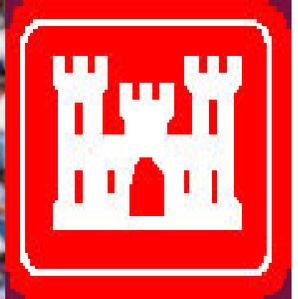
*Proud History.*

# Environmental Conflict Resolution (ECR)

*Participation, Partnering, Consensus Building and Dispute Management*



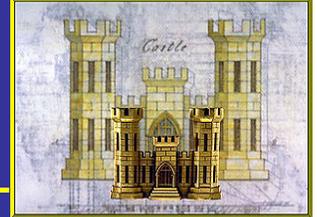
*Exciting Future*



Negotiation



# Historical Context



- **1970s Public Involvement – Public Participation – Primarily CW**
  - USACE is USG Leader in PI – collaborates with white House to create Interagency council on PI
  - USACE Training sets USG standard
  - Reduced PI focus in favor of cost sharing as Planning emphasis decreases
- **1980s- 1990s Alternative Dispute Resolution (ADR) – Primarily Mil (Little CW)**
  - Achieved 50% /yr. reduction in Claims = \$500 million/yr
  - USACE Training sets USG standard
  - Hammer Award presented by VP Gore
  - 3 Months USACE cancels Program
- **1990s Partnering – Primarily Construction/Mil (Little CW)**
  - Corps Partners with AGC to create a national movement in construction industry
  - Formal program dropped with ADR
- **Late 1990s – New convergence ECR & Collaboration**

# Today:

## Collaboration is a center Piece to Achieving Promised Goals of the USACE – CW Program

"We are seeking 'good government' that can be described as '..... better, smarter, collaborative, and transparent'" Deputy ASACW, Rock Salt



"We will broaden our collaboration with others to enhance the chances of balancing water uses and making wise investments and trade-offs decisions.." *JP Woodley and Chief USACE*  
*March 2004, CW Strategic Plan.*

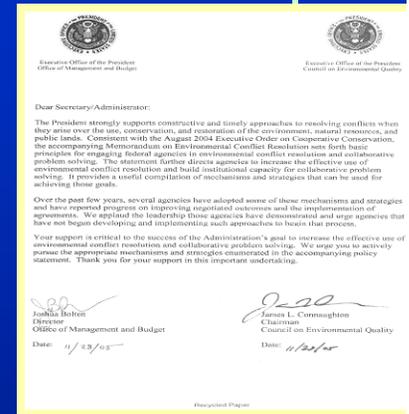


## 1) Executive Order 13352, Facilitation of Cooperative Conservation, on August 24, 2004.

• cooperative conservation = actions that relate to use, enhancement, and enjoyment of natural resources, protection of the environment, or both, and that involve collaborative activity among Federal, State, local, and tribal governments, private for-profit and nonprofit Institutions, other nongovernmental entities and individuals.

• The nature of the collaborative activity is not defined.

• Scope of involvement to include tribal governments, private for-profit and non profit institutions, and other nongovernmental entities and individuals.



## 2) In May 2005, the Corps issued Circular No. 1105-2-409 titled "Planning in a Collaborative Environment."



### 3) November 28, 2005 OMB & CEQ - “Memorandum on Environmental Conflict Resolution (ECR)”

• ECR = third-party assisted conflict resolution, negotiation and collaborative problem solving in the context of environmental, public lands, natural resources, energy, transportation, and land use.

Re: Policy, planning, rulemaking, admin. decision making, civil judicial, enforcement, litigation.

• Disputes among federal, state, local, tribal, public interest organizations, citizens groups and business and industry where a federal agency has ultimate responsibility for decision making.

• Re: Partnerships, cooperative arrangements, and unassisted negotiations that federal agencies enter into with non-federal entities



# ECR reporting requirement

- **ASA-CW** decided to submit its report separately (as well as part of DoD).
- **OMB/CEQ Requirement** highlighted the need for a focal point for **ECR & Public Participation Activities**

*The Capacity to Integrate the Water Uses among the USACE Business Programs Systematically in River Basins/Watersheds will Depend on Collaboration*



# Corps Policies

- 1) Two of the 5 National Water Challenges, used as baseline in CW Strategic Plan are based on Collaboration
- 2) One of the five key approaches which Corps is committed is Collaboration
- 3) Two of the 4 Key Corps Principles of IWRM which the Corps seeks to adopt, are collaboration
- 4) The Corps Watershed Approach Contains 9 Methods of which at least 4 are directly Dependent on collaboration

## USACE Environmental Operating Principles

**Strive to Achieve Environmental Sustainability.** An environment maintained in a healthy, diverse and sustainable condition is necessary to support life.

**Consider Environmental Consequences.** Recognize the interdependence of life and the physical environment. Proactively consider environmental consequences of Corps programs and act accordingly in all appropriate circumstances.

**Seek Balance and Synergy** among human development activities and natural systems by designing economic and environmental solutions that support and reinforce one another.

**Accept Responsibility.** Continue to accept corporate responsibility and accountability under the law for activities and decisions under our control that impact human health and welfare and the continued viability of natural systems.

**Mitigate Impacts.** Seeks ways and means to assess and mitigate cumulative impacts to the environment; bring systems approaches to the full life cycle of our processes and work.

**Understand the Environment.** Build and share an integrated scientific, economic, and social knowledge base that supports a greater understanding of the environment and impacts of our work.

**Respect Other Views.** Respect views of individuals and groups interested in Corps activities, actively listen, and learn from their perspective in the search to find innovative win-win solutions to the nation's problems, solutions that also protect and enhance the environment.



# Two of the 4 Key Corps Principles of IWRM which the Corps seeks to adopt, are collaboration

- **Balance Across Multiple Uses or Functions**

.....The objective is to seek greater balance across objectives. Interdisciplinary views and collaboration become germane to identifying how best to achieve multiple objectives.

- **Collaborative Approach.**

..... Collaboration can involve several Federal agencies (e.g., Environmental Protection Agency, U.S. Fish and Wildlife Service, Natural Resources Conservation Service, Bureau of Reclamation, U. S. Geological Survey, and land management agencies), State and local agencies, the private sector, and interest groups and can take many forms.

## **USACE Environmental Operating Principles**



**Strive to Achieve Environmental Sustainability.** An environment maintained in a healthy, diverse and sustainable condition is necessary to support life.

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The Corps Watershed Approach Contains 9 Methods  
of which at least 4 are directly Dependent on  
collaboration

**Coordinating planning and management.**

**Promoting cooperation among government  
agencies at all levels.**

**Encouraging public participation.**

**Establishing interdisciplinary teams.**

**The Capacity to Integrate the Water Uses among the  
USACE Business Programs Systematically in River  
Basins/Watersheds will Depend on Collaboration**

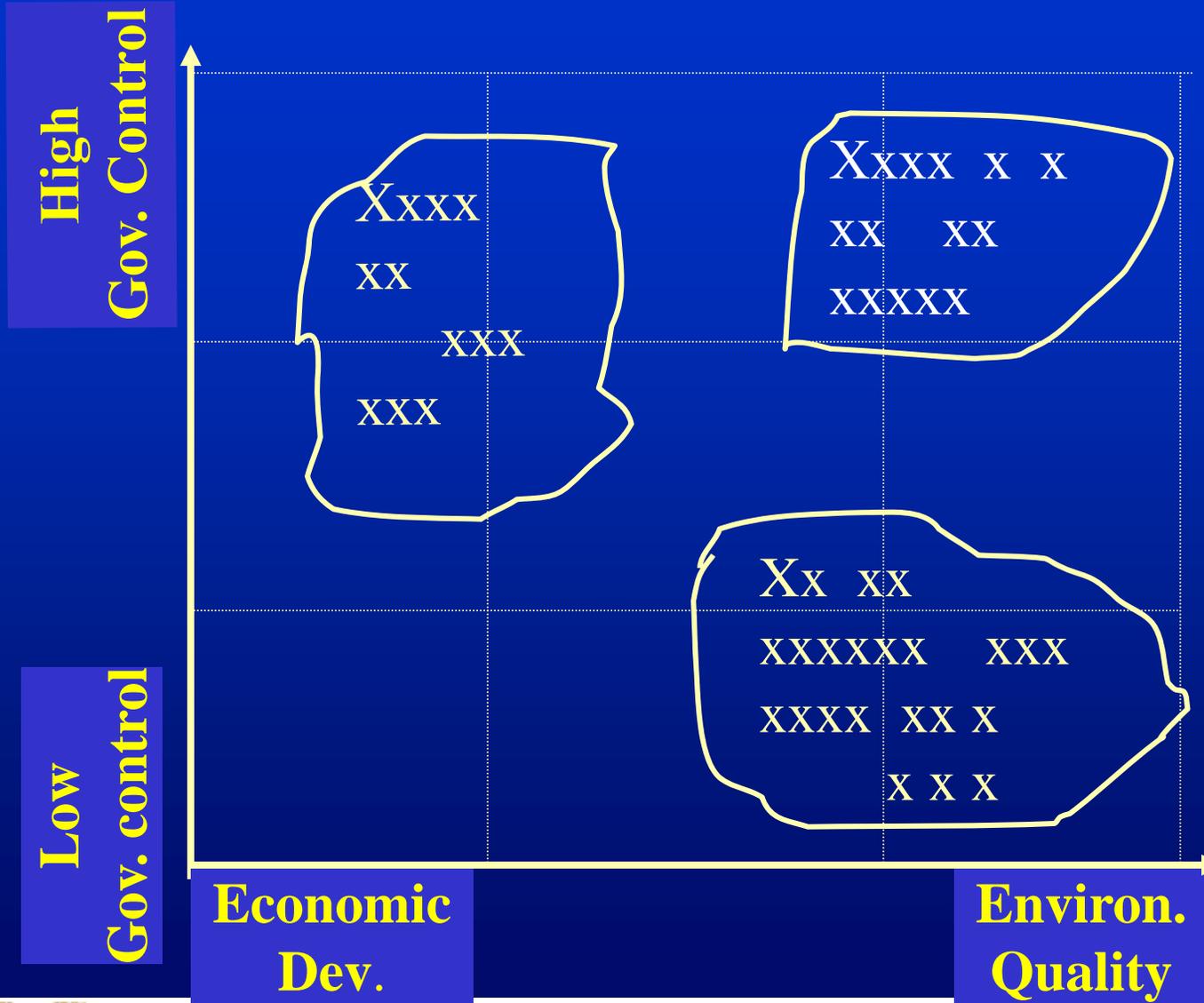


# Why Collaborative/ECR Capacity in The Corps? Dealing with Values

- **When agencies are confused about the difference between technical and values choices, stakeholders often begin to second-guess the agency technically**
- **Most larger decisions made by agencies aren't really technical decisions, but values choices, informed by technical information**
- **Agencies still have to make decisions that involve values choices; but values choices are prime candidates for ECR and participation**
- **Stakeholders view decisions about values as “political;” Technical training doesn't make us more qualified than others to decide what's good for society**
- **When there are big values differences, the other side will always appear “over-emotional” and “irrational”**



# Developing Value Based Alternatives



# A MULTI-DIMENSIONAL VALUES MATRIX

<b>ENVIRONMENTAL PROTECTION</b>	Environmental protection is most important - achieved by individual/private action	Environmental protection is most important – best achieved by a mix of individual action and government action	Environmental protection is most important – best achieved by government action
	Environment and economics equally important – best achieved through individual initiative	Environment and economics equally important – but it requires both individual initiative and government action	Environment and economics equally important – but best achieved by government action
	Economic development is most important – best achieved by individual/private action	Economic development is most important – best achieved by a mix of individual action and government action	Economic development is most important – best achieved by government
<b>WHAT IS THE PUBLIC WELFARE?</b>	<b>INDIVIDUAL FREEDOM</b>		<b>GOVERNMENT ACTION</b>
<b>ECONOMIC DEVELOPMENT</b>			

**WHAT IS THE PUBLIC WELFARE?**

**ECONOMIC DEVELOPMENT**

**INDIVIDUAL FREEDOM**

**GOVERNMENT ACTION**

**HOW IT IS BEST ACHEIVED**



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# Public Involvement

YEAR	NUMBER OF PROGRAMS	TOTAL AUDIENCE
1995	4	130
1997	18	773
1998	55	11,699
1999	86	8,656
2000	53	17,436
2001	12	335
2002	8	215
<b>Totals</b>	<b>236</b>	<b>39,244</b>



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# Public Comment Process

## After DEIS – 230,000 comments



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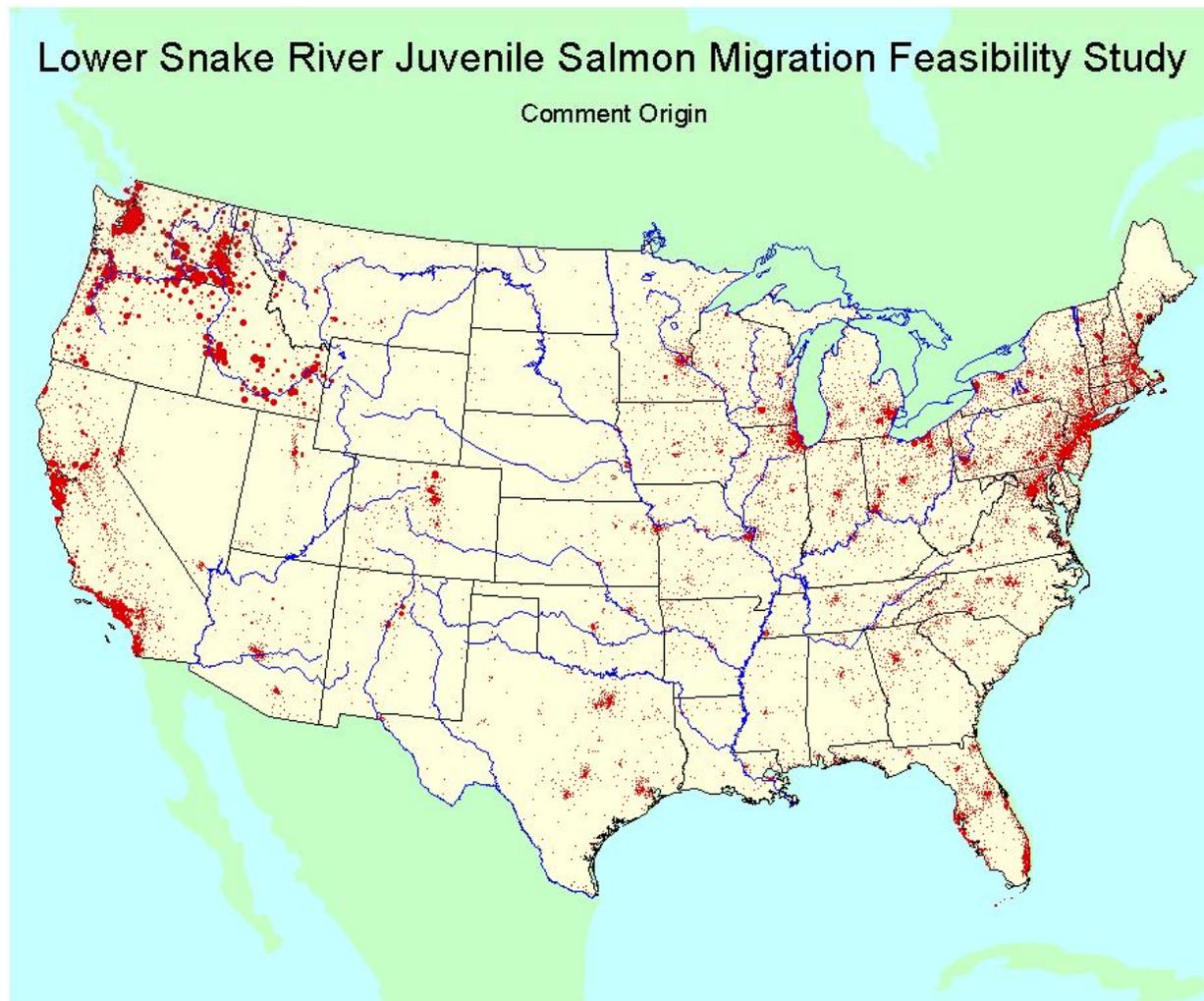


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# Public Comment Process

## Lower Snake River Juvenile Salmon Migration Feasibility Study

Comment Origin



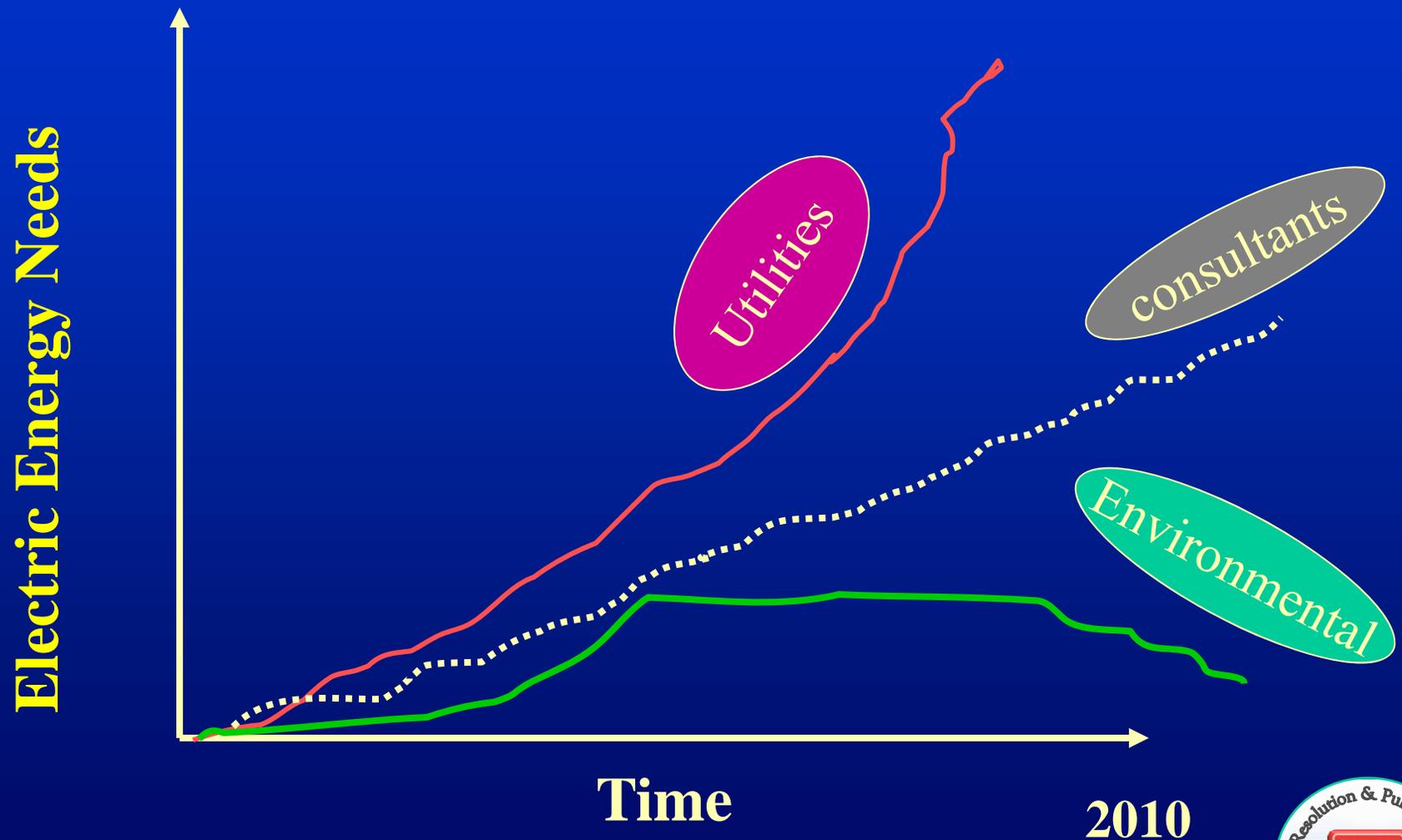
Interest  
Values  
Go  
Beyond  
Geography



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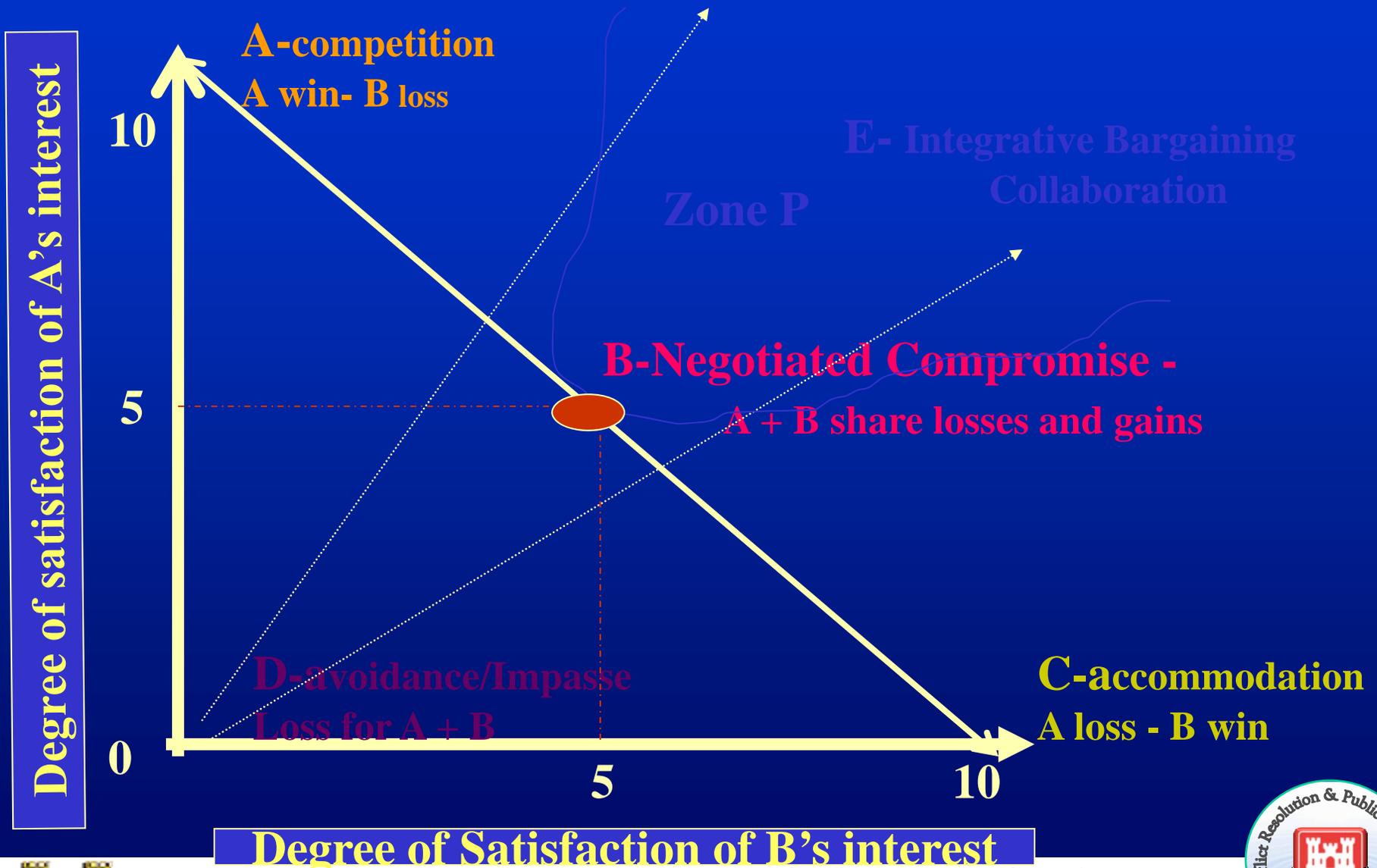
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# Values and Data in Projections



# Strategies and Outcome of Two Party (A&B) Disputes

from Thomas "Conflict and Conflict Management"

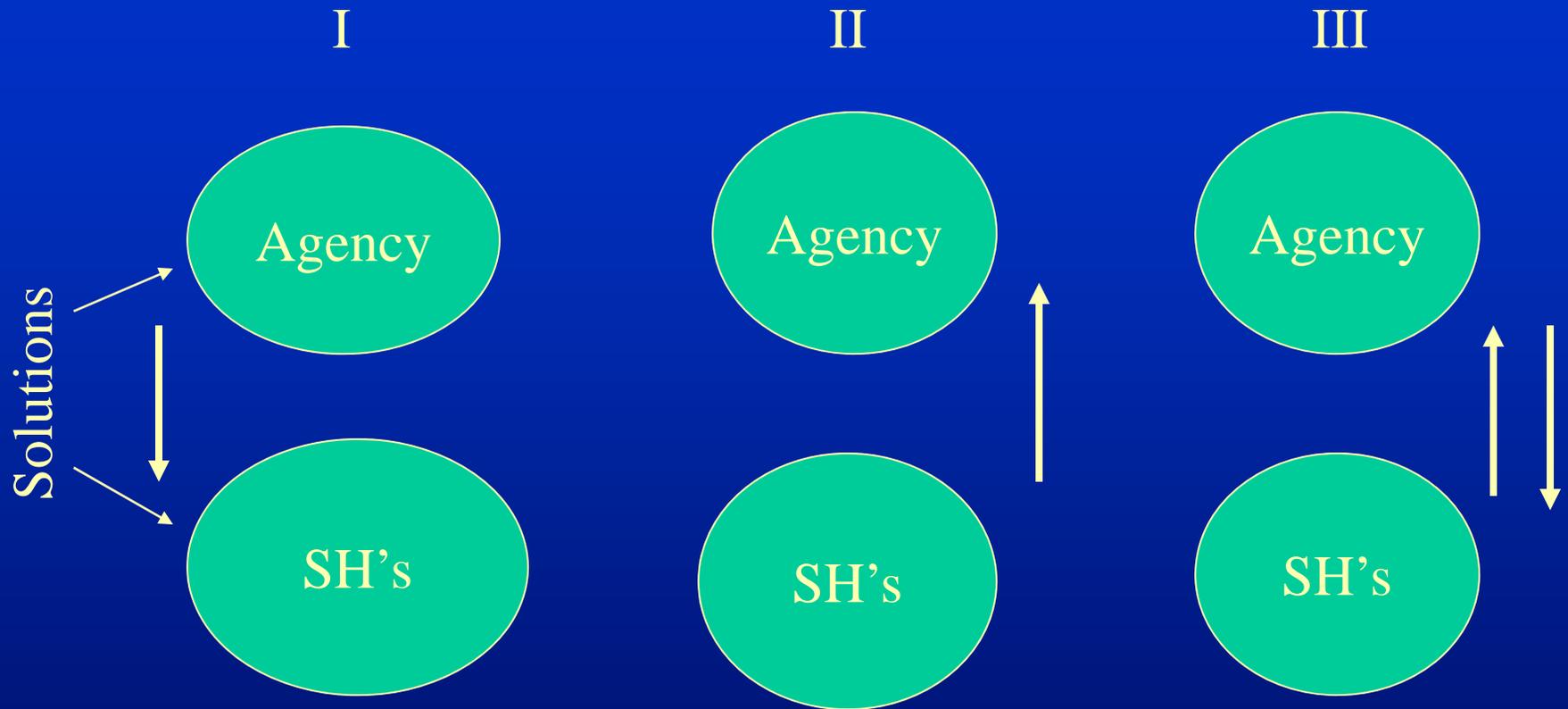


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# Defining Role of Participation in Decisions

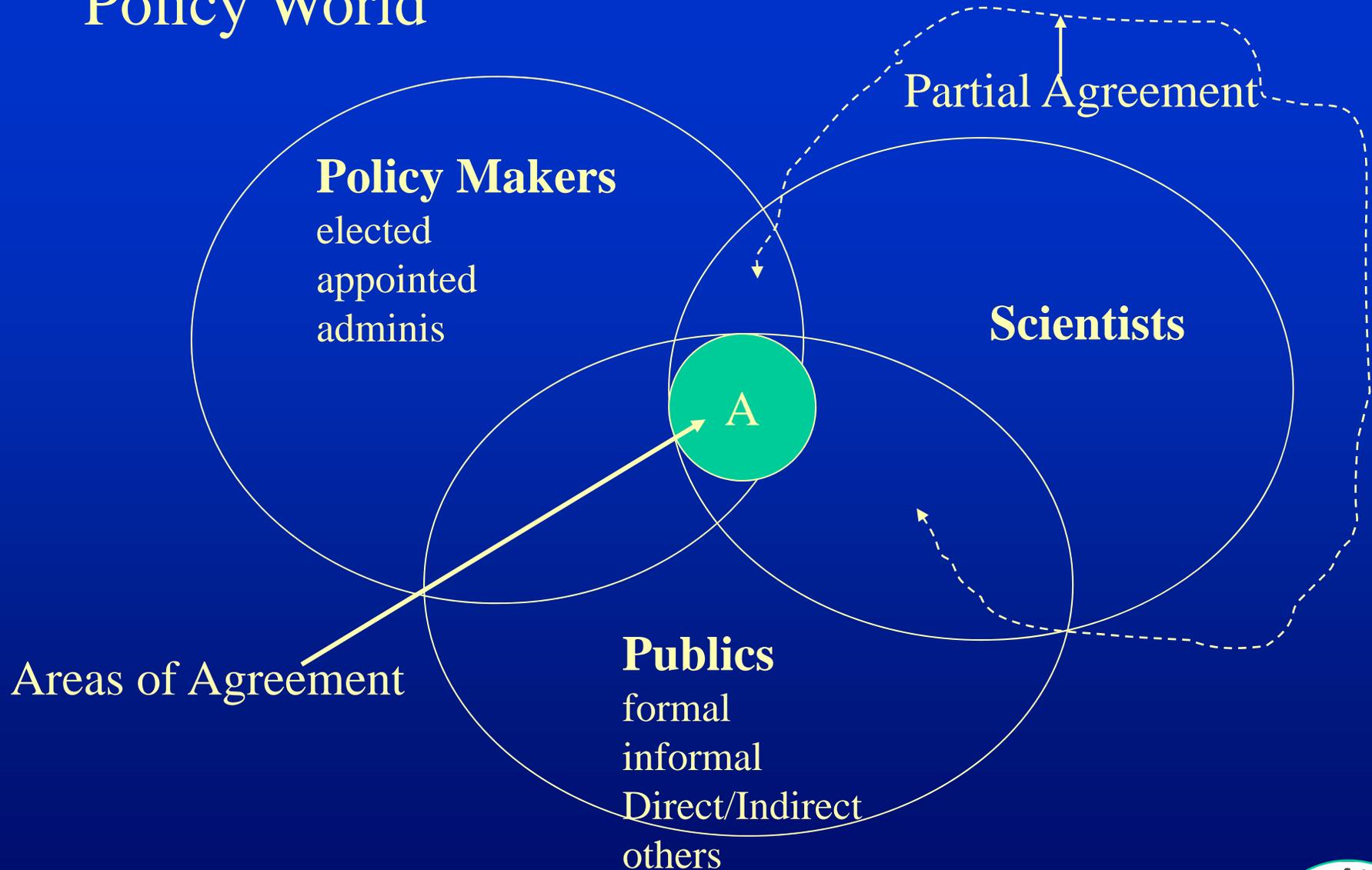


I. Problem → Decision → Impl./Goals

III. Problem → Decision → Impl./Goals



# Policy World



**LEVEL OF PARTICIPATION**

**HIGH**

**PARTICIPATORY TECHNIQUE**

Agreeing to the decision



Joint Decision Making

Assisted Negotiations

Having an influence upon the decision

Collaboration/Mediation

Facilitation/Interactive Workshops

Task Forces/Advisory Groups

Being heard before the final decision is made

Public hearings

Conferences, symposia

Being informed about the decision being made

Public information

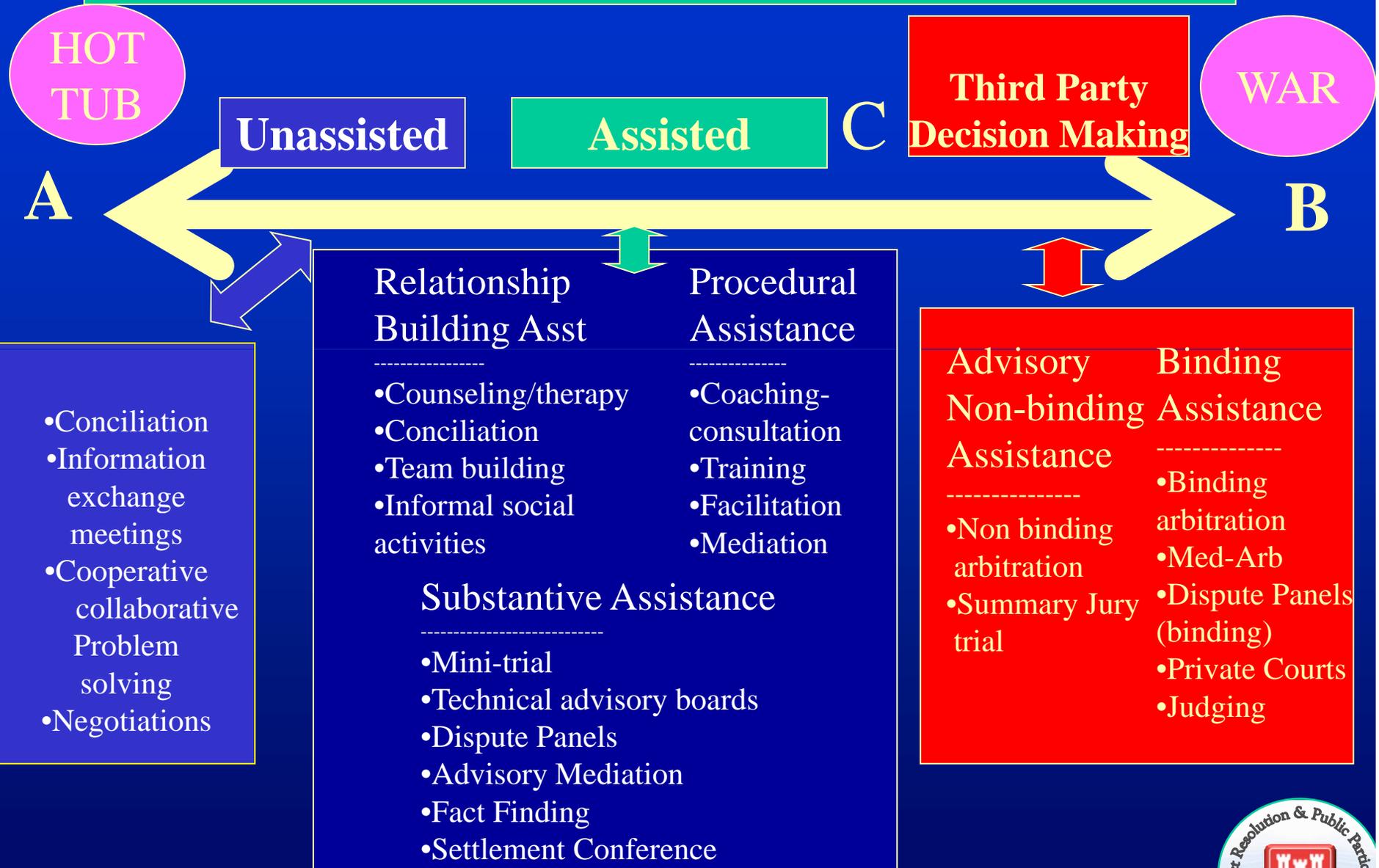
**LOW**

**Match Techniques to Intended Level of Involvement**



# A Continuum of Alternative Dispute Resolution Techniques

(from Delli Priscoli and Moore, 1985)



# DRIVING PHILOSOPHY

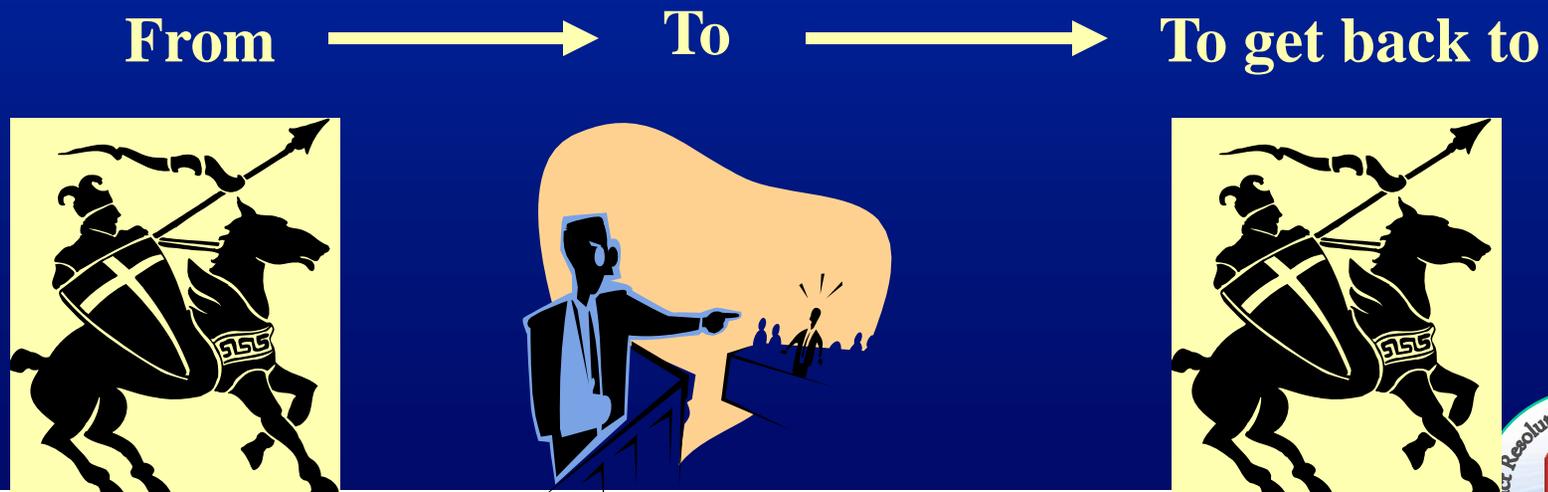
## Behind ECR and Process approaches

Process as a means to improving way we make decisions

Process as a way to help us deal with changing mission

Process as a means to build capacity of the Corps  
in key areas of collaboration skills

*Process as a means for Externally helping us deal with  
changed public images:*



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# Collaboration/ECR in USACE



## Today

- Uneven Use of ECR and Process tools - no systematic Knowledge of what USACE is actually doing in area
- Anecdotal evidence - Little understanding of Collaborative and ECR Approaches and Regression in Public Image to pre 1970s level of competence in Interactive Process
- Few Process Training Programs Left
- No Current DE's and few Senior Leaders have Training in Areas; field Professionals have limited Knowledge of needs and tools
- Most Frequently Mentioned Suggestions to Improve: Training, Place to get help, Cases from Corps as examples, Updating Regulations, How to fund...





# Collaborative Capacities in USACE TODAY



Based on Data Call to Field

- **Uneven Knowledge – ECR includes a range of process approaches but most referred to meetings and facilitation.**
- **Most Have no Formal System for ECR or Designated POC**
- **Field Reports they are doing ECR mostly without third Parties – attempts range from successful to not**
- **Third parties used Mostly in the large cases; Missouri, NW, Jax. LA, report cost high especially when using ECRI Tucson**
- **CW Permitting most mentioned area of need**
- **Most Frequently Mentioned Suggestions to Improve: Training, Place to get help, Cases from Corps as examples**



Updating Regulations, How to fund..

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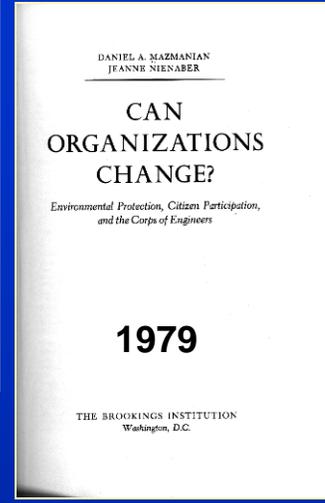
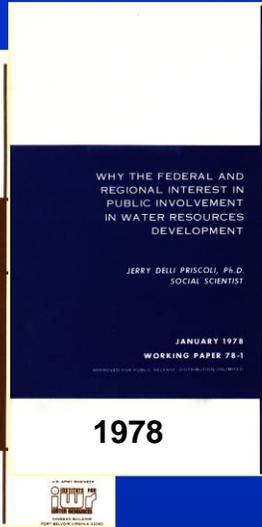
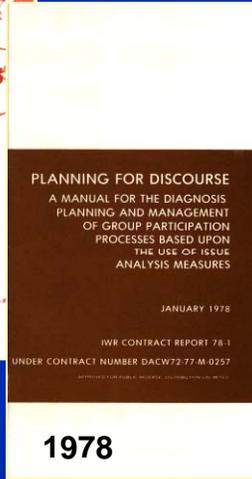
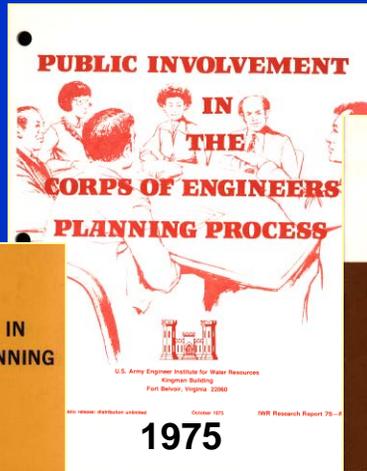
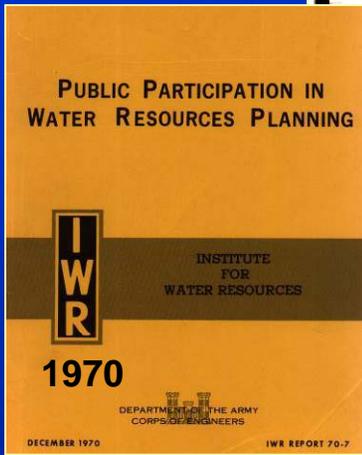


# From Manipulator or Stand off observer of:

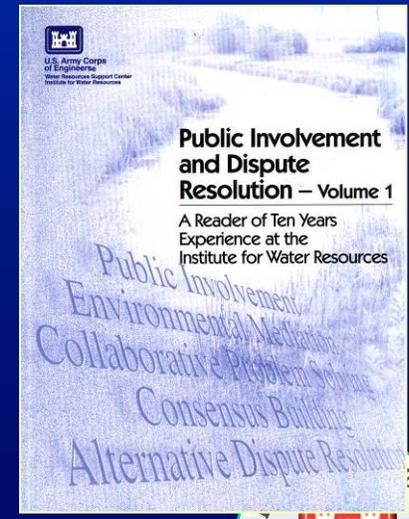
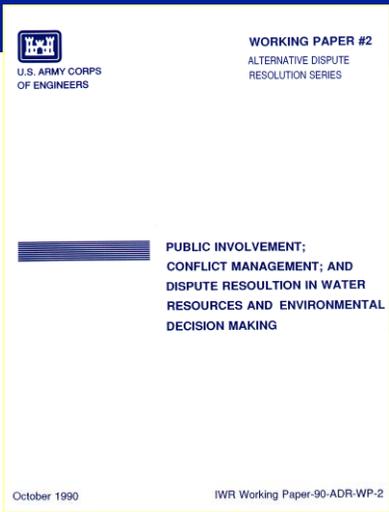
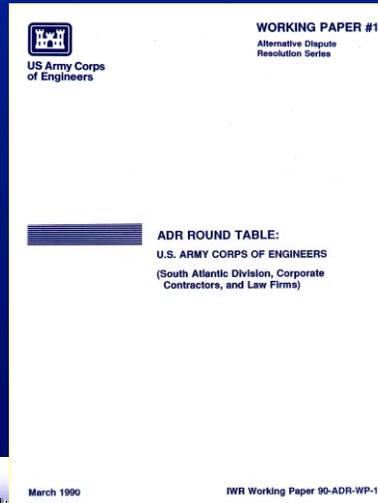
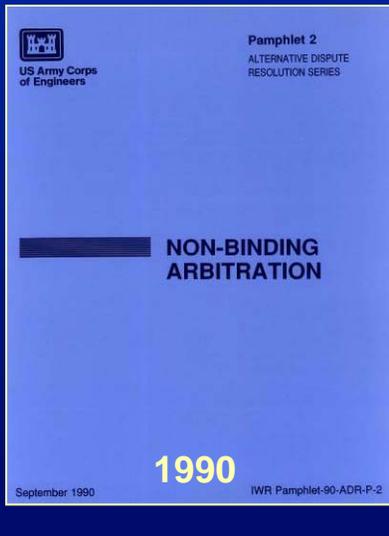


# To participant with and part of:





# EVOLUTION OF PUBLIC PARTICIPATION/ADR IN THE CORPS' PLANNING PROCESS



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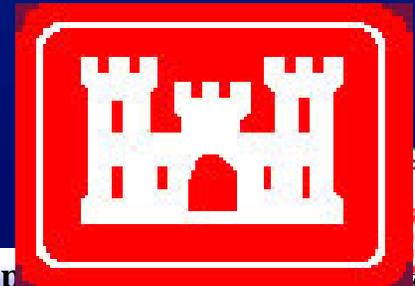
# *Current History 2005 -- Two IWR Studies*

**Comparative Assessments of Collaborative Planning Approaches Across the Corps and other Federal Agencies**

**Case Studies in Collaborative Planning: Lessons from the practicing community across Corps missions and geographic regions.**

**Assessment of USACE Collaborative Capacity  
Corps Wide Workshops**

**CPC Center**



# Current History 2002 ---



## TRAINING: PUBLIC INVOLVEMENT & TEAMING IN PLANNING (PITIP)

US Army Corps of Engineers



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# PITIP Training: Lessons/Learning areas

- Why conduct Participation?
- Who is the Public?
- What is Involvement?

- Designing programs
- Techniques and applications
- Communication – Facilitation
- Designing workshops – meetings
- Teaming

- Language of consensus and negotiations
- Identifying and breaking conflict escalation patterns
- Beyond extremes getting to middle ground

• Principles of Consensus Building



# Shared Vision Planning Developed and Advanced at IWR

- **Five Pilots in the National Drought study (1994)**
- **ACT-ACF (Tri-state Water War) late 1990s**
- **Rappahannock River (Va) 2000-01**
- **Lake Ontario Study (2001-2005)**
- **Mississippi Headwaters (2003 – present)**



# ALTERNATIVE DISPUTE RESOLUTION SERIES

## Pamphlets

89-ADR-P-1 The Mini-Trial, April 1989

90-ADR-P-2 Non-Binding Arbitration

91-ADR-P-3 Mediation

91-ADR-P-4 Partnering

96-ADR-P-5 Overview of Alternative Dispute Resolution (ADR): A Handbook for Corps Managers, July 1996

95-ADR-P-6\* Deciding Whether or Not to Partner Small Projects: A Guide for U.S. Army Corps of Engineers Managers

98-ADR-P-7 Partnering Guide for Civil Missions, April 1998



## Case Studies

- 89-ADR-CS-1 Tenn Tom Construction, Inc., Aug 1989
- 89-ADR-CS-2 Granite Construction Co., Aug 1989
- 89-ADR-CS-3 Olson Mechanical and Heavy Rigging, Inc.,
- 89-ADR-CS-4 Bechtel National, Inc., Aug 1989
- 89-ADR-CS-5 Goodyear Tire and Rubber Co., Aug 1989
- 91-ADR-CS-6 Corps of Engineers Uses Mediation to Settle  
Hydropower Dispute
- 91-ADR-CS-7 Brutoco Engineering and Construction, Inc.
- 91-ADR-CS-8 Bassett Creek Water Management Commission
- 91-ADR-CS-9 General Roofing Company
- 94-ADR-CS-10\* Small Projects Partnering: The Drayton Hall Stream-  
Bank Protection Project Charleston County, South Carolina
- 94-ADR-CS-11 The J6 Partnering Case Study - (J6 Large Rocket Test Facility)
- 94-ADR-CS-12\* Fort Drum Disputes Review Panel - A Case Study in the Alternative  
Dispute Resolution Series
- 97-ADR-CS-14 A Case Study in Dispute Resolution System Design:  
The Corps of Engineers Early Resolution Program  
(CEERP) for Allegations of Discrimination
- 95-ADR-CS-13 Use of a Facilitated Task Force to Develop a General



## Working and Research Papers

- 90-ADR-WP-1 ADR Round Table: U.S. Army Corps of Engineers( South Atlantic Div.,) Corporate Contractors, Law Firms
- 90-ADR-WP-2 Public Involvement; Conflict Management; and Dispute Resolution in Water Resourcesand Environmental Decision Making
- 90-ADR-WP-3 Getting to The Table
- 90-ADR-WP-4 Environmental Ends and Engineering Means: Becoming Environmental Engineers for the Nation and the World
- 94-ADR-WP-5\* Partnership Councils: Building Successful Labor-Management Relationships, October 1994
- 96-ADR-WP-6 Conflict Resolution, Collaboration and Management In International Water Resource Issues, May 1996
- 96-ADR-WP-7 Public Participation in Designing Our Environmental Future May 1996



## Working and Research papers (con.)

- 96-ADR-WP-8 Partnering, Consensus Building, and Alternative Dispute Resolution: Current Uses and Opportunities In The U.S. Army Corps of Engineers, May 1996
- 96-ADR-WP-9 An Organizational Assessment of the U.S. Army Corps of Engineers in Regard to Public Involvement Practices and Challenges, September 1996
- 82-R-1\* Public Involvement & Dispute Resolution: A reader on the first decade of experience at the Institute of Water Resources
- 98-R-5\* Public Involvement and Dispute Resolution-VOL. II (10-yr.reader)
- 89-ADR-R-1 Using ADR in The U.S. Army Corps of Engineers: A Framework for Decision-Making, August 1989
- (Not Published) Lessons: Selected Cases - Why Partnering Did Not Work?



Water management (and water reform) is ALWAYS political.....

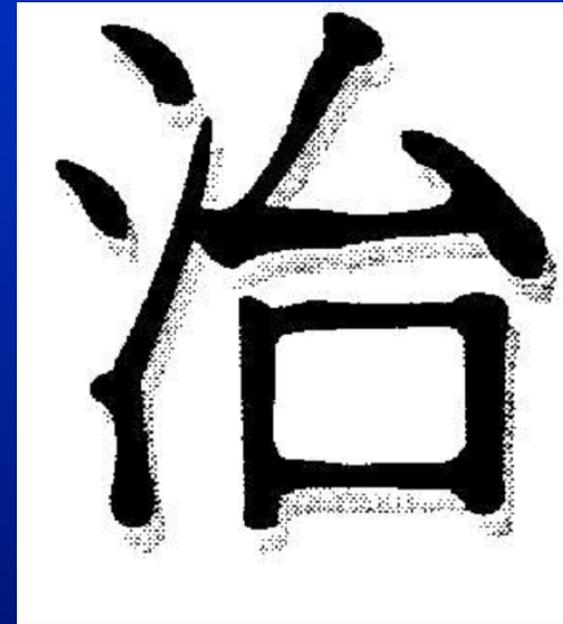
Ancient Chinese Characters describing water management



+



=



river

+

dike

=

Political

order



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# HOW –OVERVIEW OF TECHNIQUES

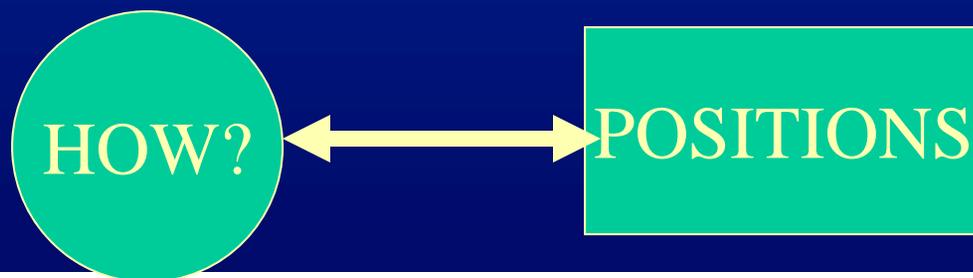
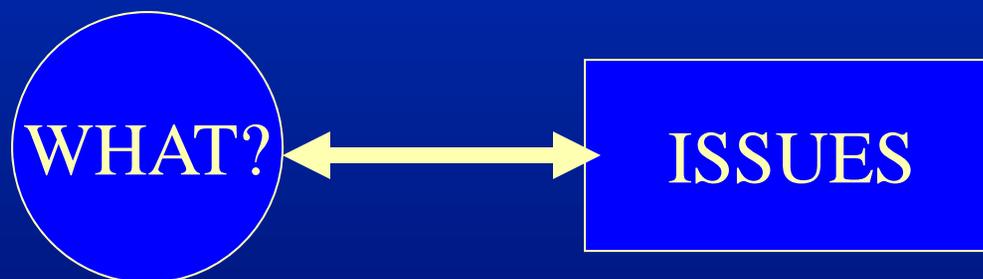
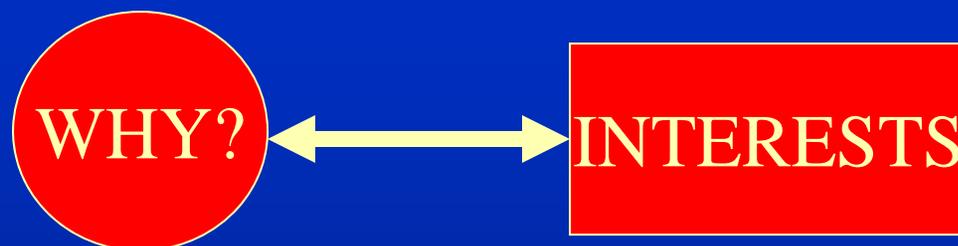


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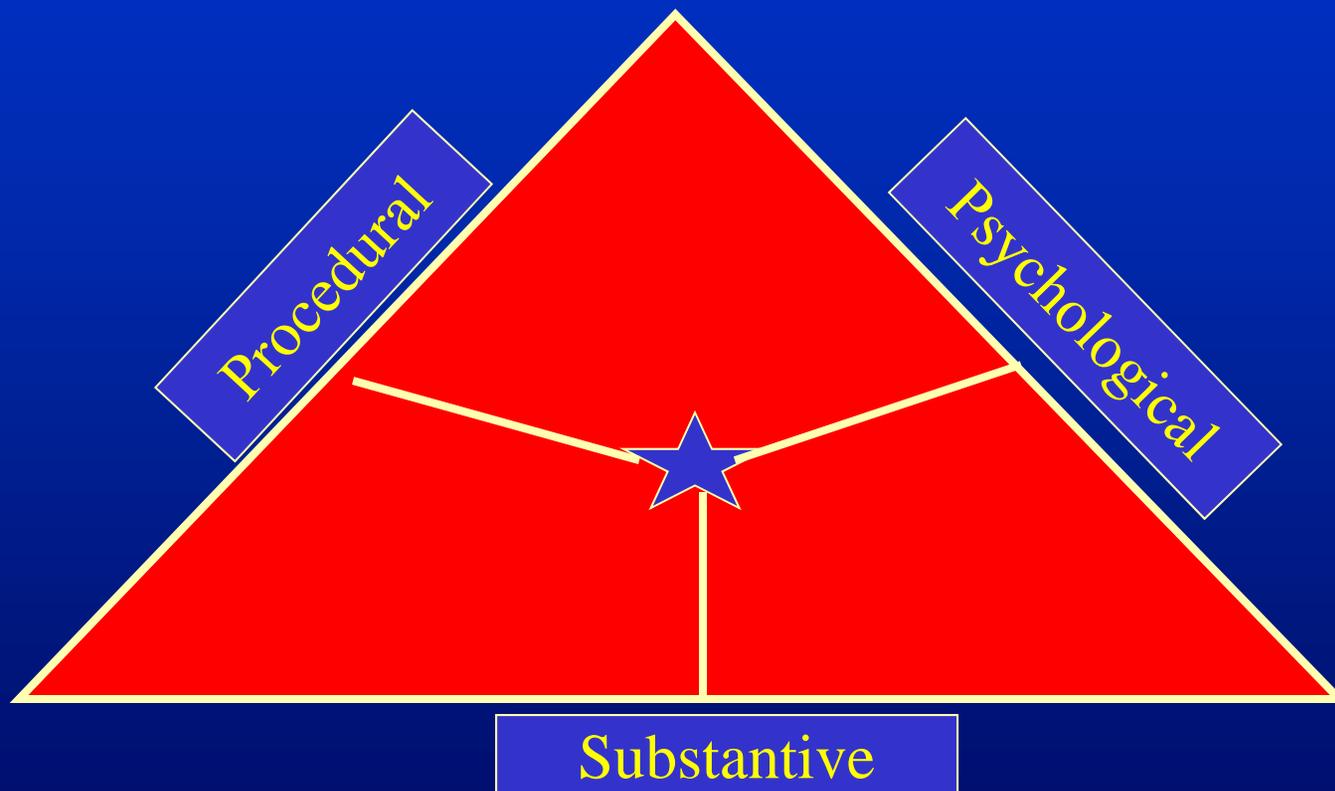
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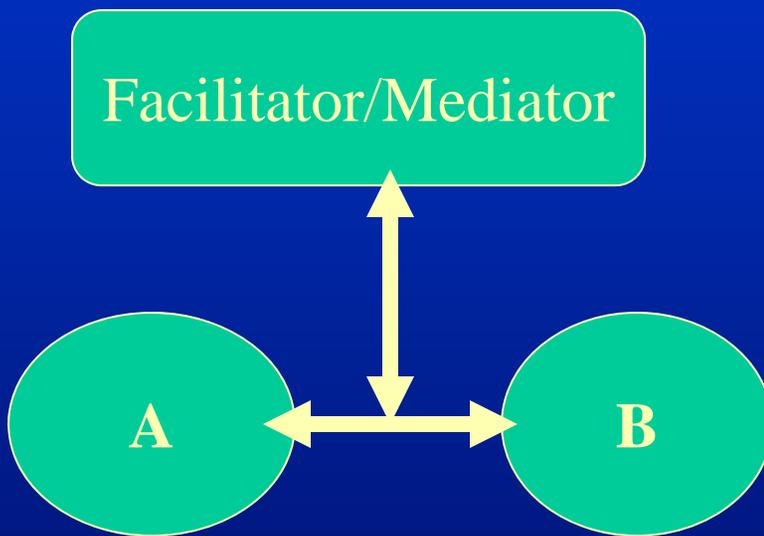
# Language of Negotiations



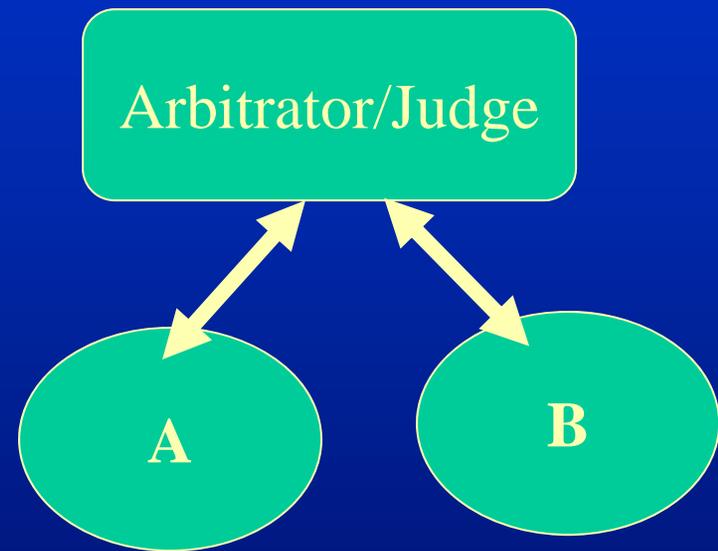
# Achieving Agreements - the Satisfaction Triangle



# Contrast Between Types of Interventions



**Assisted Negotiations**



**Third Party Decision Maker**



# How – Specific Tools



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# STAKEHOLDER IDENTIFICATION AND ASSESSMENT



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# WHO IS “THE PUBLIC?”

- “The public” changes from issue to issue
- “The public” consists of those who see themselves as having a “stake” in the decision



# WHAT IS A “STAKEHOLDER?”

- Stakeholders are:
  - People or groups who see themselves as having rights and interests at stake – those affected
  - Indirectly and directly affected groups
  - Those who can affect
  - Clients are stakeholders, but not all stakeholders are clients



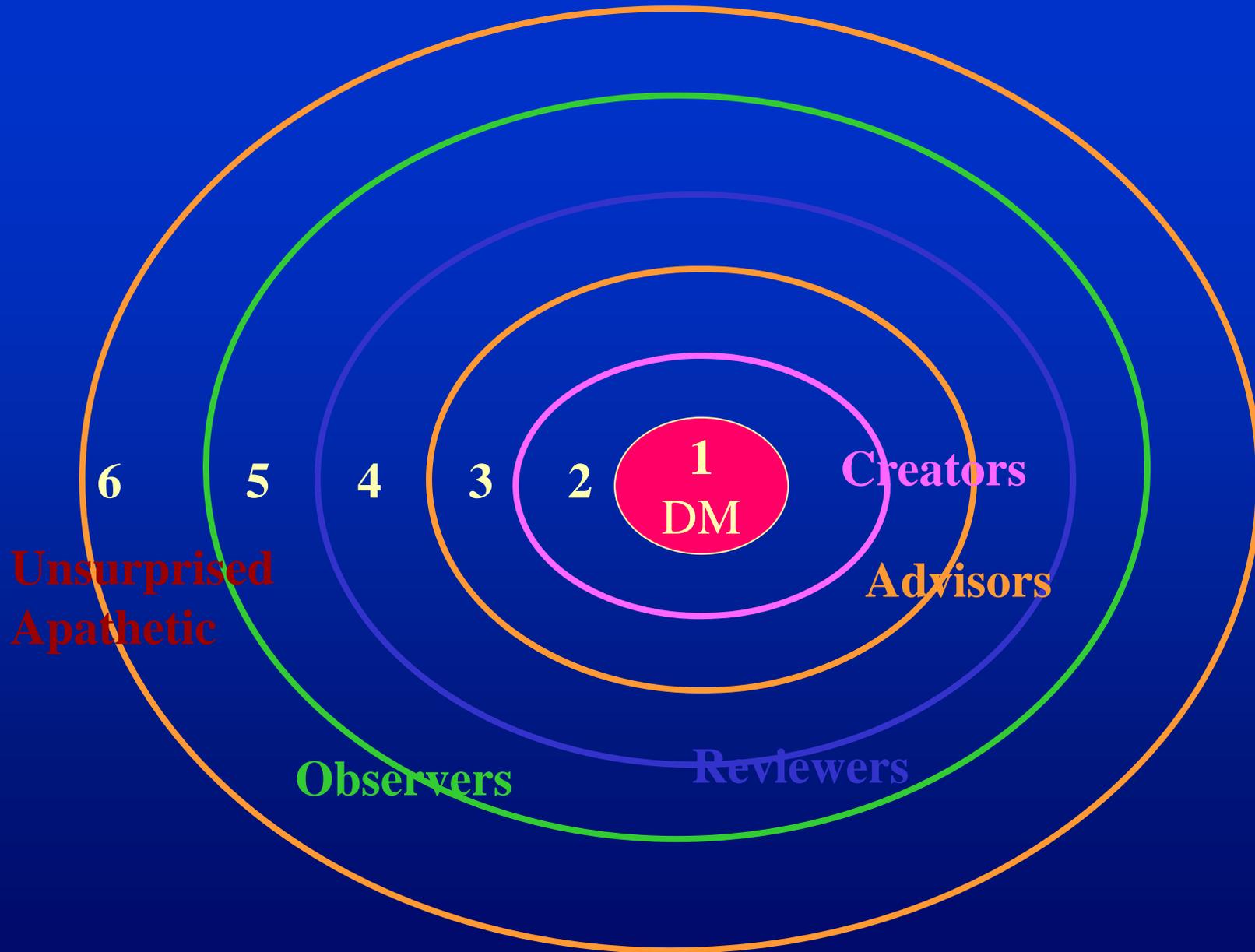
# WHO ARE THE STAKEHOLDERS?

## Questions to Ask:

- Who might be affected?
- Who is responsible for what is intended?
- Who are representatives of the likely affected?
- Who will be actively against?
- Who can contribute resources?
- Who are the voiceless?
- Whose behavior will have to change?



# Orbits of Stakeholder and Public Activity



# DIFFERENT ORBITS MAY BE INVOLVED IN DIFFERENT WAYS

ORBIT OF PARTICIPATION	POSSIBLE MECHANISMS
Co-decision makers	Interagency teams, partnering, negotiation
Active participants	Interactive workshops; advisory groups or task forces
Technical reviewers	Peer review processes. technical advisory committees
Commenters	Public meetings, comment periods
Observers	Newsletters, information bulletins, web pages
Unsurprised apathetics	Press releases; news stories



# DESIGNING WORKSHOPS AND MEETINGS



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# Problems with public hearings and large meetings

- Easily “captured” by small but organized activist groups
- Don’t permit dialogue or interaction
- You don’t hear from most people in the audience (so you don’t know whether they agree with the activists, have a different position, or just came to get information)
- People who come to get information may have to listen to hours of speeches just to get the few pieces of information that they want



## Goals of an “interactive” meeting

- **Reduce “speechifying” and posturing**
- **Get many more people involved**
- **Get interaction between people with different viewpoints**
- **Produce a “product,” e.g., develop lists of brainstorming items, rank items**



# Types of interactive meetings

- Large meeting, work-at-the tables: Plenary session; discussions at tables to complete an assignment; plenary session for report outs and general discussion
- Large group, small group meetings: Plenary session, audience divided into small groups (possibly using color coding or other systems to create heterogeneous groups) which complete an assignment; plenary session for report outs and discussion
- Workshops: Smaller group, may work as a single group, or use some version of small group format



## Types of interactive meetings (con.)

- **Open houses (but these do not necessarily result in a product)**
- Drop-in during announced hours; “stations” set up, organized around key topics, with an expert on that topic at the station; flip chart for recording comments; there can be a small group or chairs at each station to permit small group discussion. Open houses can be an adjunct to other kinds of meetings



# Designing Workshops - Meetings

- Leadership
  - facilitated vs. traditional
- Size
  - ideal is 12 -15 but rarely reached
- Selection: Ways to reduce sense of exclusiveness
  - Repeated workshops
  - Daytime/evening workshops
  - Interest group selection
- Duration
  - Need time several hours
- Structure
  - orientation            Group Activities
  - Group Discussion



# Workshops (con.)

## Steps in Design

- Id desired product
- Id resources and info. participants need
- Select activities that fit desired outcomes
- Design simple means for evaluating workshop

## Format Follows Function

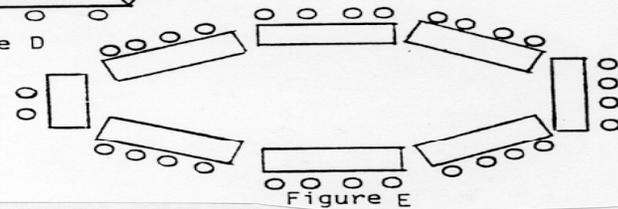
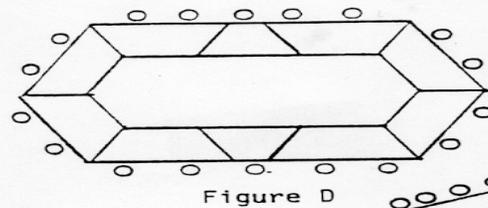
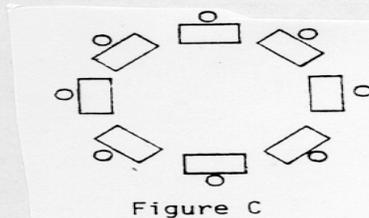
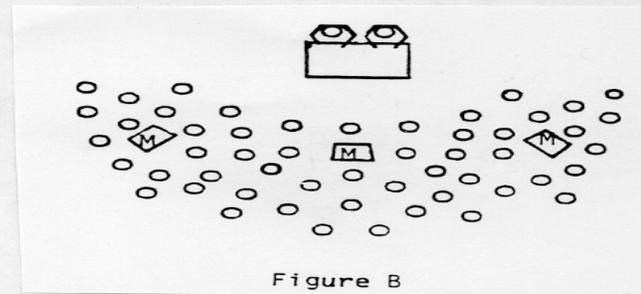
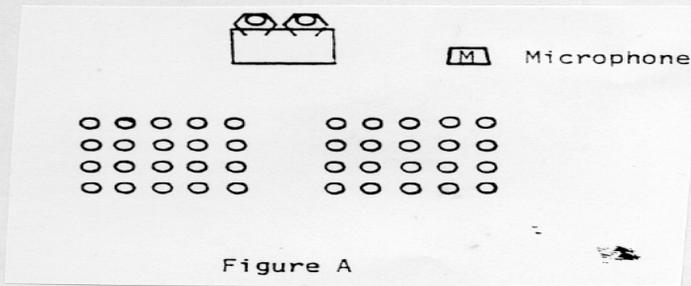
- Info giving
- Info receiving
- Interaction
- Consensus formation/negotiations

– Summarizing Water Resources

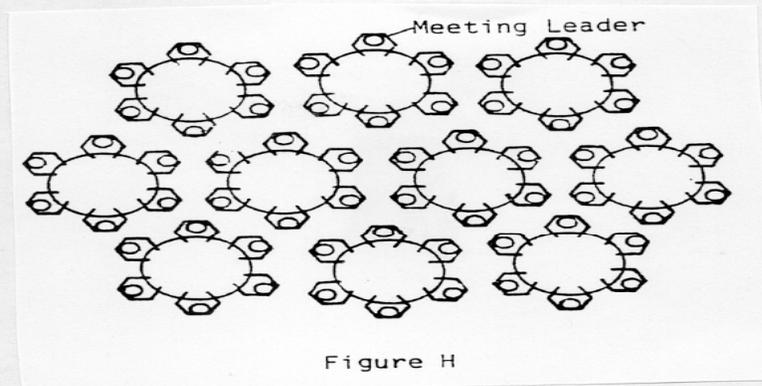
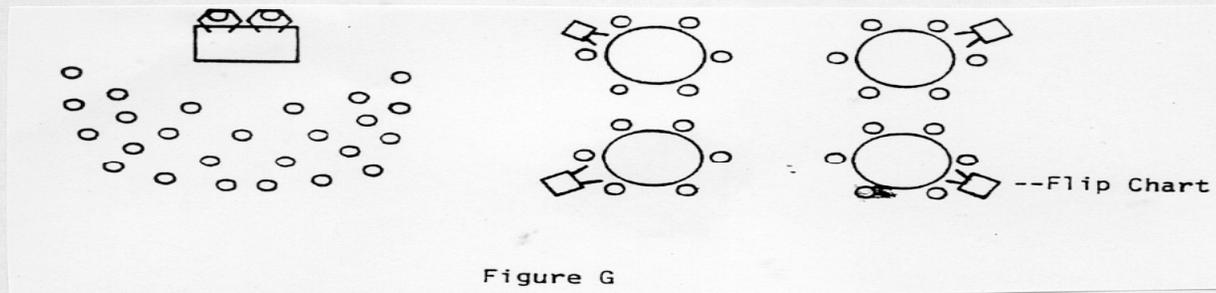
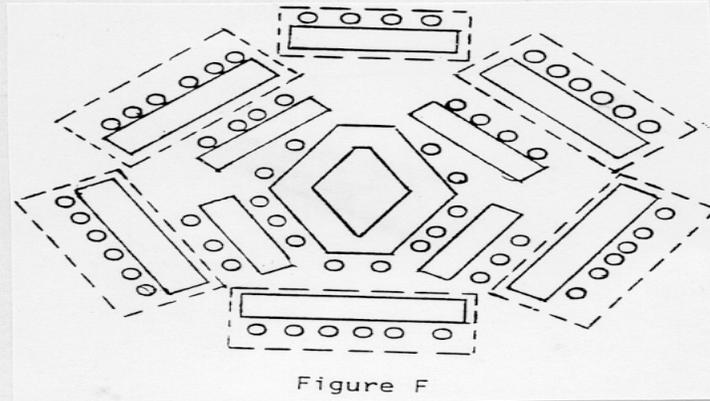
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# Workshops: Room Arrangements



# Workshops: Room Arrangements



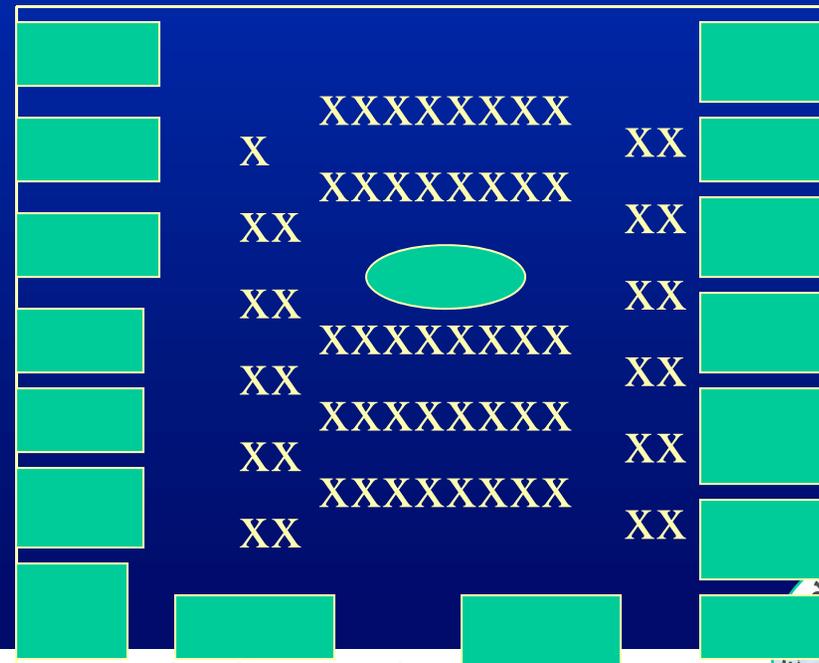
# MORE EXOTIC

- **Samoan Circle:** “Inner circle” surrounded by chairs in concentric rows with open aisles permitting access to inner circle; complete freedom of interaction within the inner circle; if you want to speak, get up and move to inner circle
- **Write on Walls (see reader)**
- **Open Space:** People assemble in large groups; any individual can announce a topic and serve as organizer of a discussion; each topic is assigned a meeting space and notice is posted on the wall of topic and meeting location; people move from topic space to topic space depending on personal interest



# Open Space Approaches

- Participants Design Meeting
- Choose topics and announce in room
- Hang wall charts
- Request sign up
- Run meetings on topic in assigned space
- Report Back



Interactive meetings frequently draw on a grab-bag of interactive techniques

- **Problem Definition: force-field analysis**
- **Generating alternatives: post-it blizzard, nominal group process (combines generating and ranking)**
- **Ranking alternatives: Stars or points (e.g. allocate 100 points between the alternatives)**



# Evaluation Tools

- To help Group reflect on Itself: develop a group identity and grow as group
- To have group own its own tool of evaluation
- To know where you are - take stock in non-threatening way



# Some Joint Evaluation Tools

- Likert Scale uses:
  - Strongly Agree —————> Strongly Disagree
- Dot Democracy
  - Distribute Allotted dots anyway want
- Normative Guides: statements of evaluative criteria
  - develop and anonymously use statements of criteria to measure where the group is



# Likert Scale Tools

*Q. How do you feel about the following statements?*

		SA	A	NO	D	SD
Agree that we agree	<b>Statement 1</b>	XX XX	XXXX XXXX	XX	XX	
Agree that we disagree	<b>Statement 2</b>	XX	XX		XXXX XXXX	XXX
No Pattern	<b>Statement 3</b>	XXX	XX	XX	XX	XXX
Polarization	<b>Statement n</b>	xxxxx				xxxxx

*Some major uses:*

Dublin, founding of the GWP, GWP Cooperatives  
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# Dot Democracy

INSTRUCTIONS: *You have three dots, distribute them any way you like; all three on 1 or two on one a one on another, etc.*

**Statement 1**      XXXXXXXX

**Statement 2**      XX

**Statement 3**      XXXXXXXXXXXX

**Statement 4**      XX

**Statement 5**      XXXXXXXXXXXXXXXXXXXXXXXXXXXX

**Statement n**      X



# Creating the Global Water Partnership GWP: Stockholm '96

x=Dev(12) x=Multilaterals(15) x=Bilaterals(14) x=NGOS(7) x=other(13)

## Q1. Concept of Creating a Partnership

SA	A	NO (No strong Opinion)	D	SD
XXX	XXXXXXXX	XXXXX		
	XXXXXXXX	XXXXX	X	
X	XXXX	XX		
X	XXXXXXXXXX	XXX		XXX
XXXXX	XXXXX	XXX		X

## Q2. Management Report

XXXXXXXXXX	XX	XXXXXXXXXX
XXXXXX		X
XXXX	X	X
XXXXXX	XX	X
XXXXXXXXXXXX	X	



# Creating the GWP: Stockholm '96

x=Dev(12) x=Multilaterals(15) x=Bilaterals(14) x=NGOS(7) x=other(13)

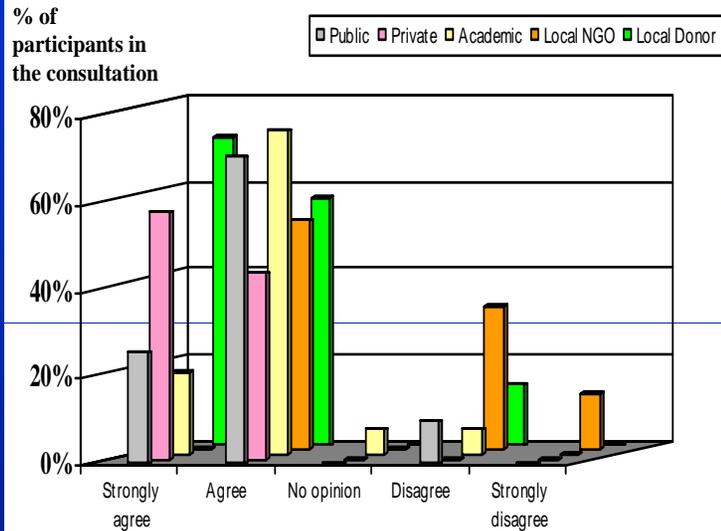
## Q3. Mission Statement

SA	A	NO (No strong Opinion)	D	SD
XX	XXXX			
XXXXX	XXXXXXXXXXXX	X	X	
XXX	XX	X		
XX	XXXXXX	X		
XXX	XXXXXXX			



# World Bank Sector Strategy Participatory Review Bank asks, "Who are our clients?"

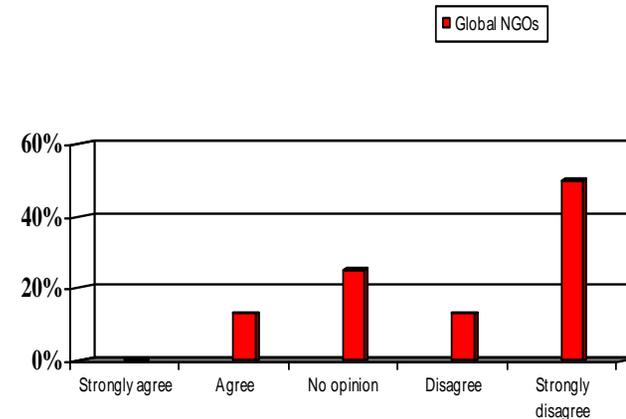
5b. Will this Bank strategy help make the Bank a better partner for water management and development in the country?



Local NGOs Strongly Agree With WB water sector strategy

6c. Will this Bank strategy help make the Bank a better partner with NGOs?

% of participants in the consultation



Global NGOs Strongly Disagree With WB water sector strategy







Manila

# Participatory Review of World Bank Water sector Strategy



San'a Yemen

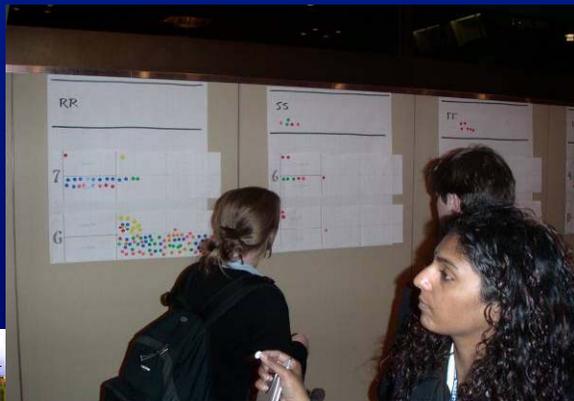


# Kyoto WWF3: Ministers – NGOs – Participants

Two brainstorming sessions of 200 persons in 4 Languages



Mr Hashimoto – PM of Japan (rt.)



er Resour



WWF4 Mexico City



UN NY WWF3 Prep com 2003



BOG Marseilles June 2008



Istanbul WWF5 Kick Off 2007



BOG Istanbul 2007



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# Building an Americas Dialog and Forum

## Americas Forum -Itapúa and Iguassu Falls 2008



### MESSAGE OF FOZ DO IGUAZU

This message will be sent to the 5th World Water Forum from the participants in the Water Forum of the Americas Regional Process in preparation for the 5th Forum. The Water Forum of the Americas was the culmination of the Americas Regional Process in preparation for the 5th Forum. The event included more than 250 people from different sectors of water management throughout the Americas. Participants included Ministers of State, Governors, Mayors, Parliamentarians, international organizations, academics, the private and public sectors, non-governmental organizations and river basin committees. Participants included the Ministers of Environment from Brazil and Turkey.

The following recommendations were produced during interactive sessions involving all the participants:

- Promote social inclusion and the eradication of poverty through universal access to water supply and sanitation as well as through the productive use of water, by means of the usage of hydroelectric power, irrigation for food production, transportation, tourism and recreation, within a sustainable development context.
- Institutional strengthening of management bodies and promotion of internal and external integration of water resources policies with other sectoral policies.
- Incorporate the principle of common but differentiated responsibilities in water resources management, and the need for technology transfer and additional financial resources, in particular in strategies to face climate change.
- Because of the transversality principle, water management must be at the core of public policy in all three phases: planning, implementation, and control.
- Within specificities of each region, one should consider the multiple use of water on an efficient and rational basis, incorporating environmental conservation, protection and reclamation as necessary actions toward the improvement of water availability.
- Water sustainability requires good regulation and economic incentives.
- Promote agreements on the management of transboundary aquifers and basins.
- Decentralized, participative and integrated management of water resources with local stakeholders and indigenous and traditional communities, taking into account a gender perspective.
- We need to promote cleaner production by making investments in applied research, technological development and capacity development.
- The challenge of water management in small islands (SIDS) and the wider Caribbean region must be recognized and receive special attention due to their vulnerability to global climate changes.
- Support capacity development to help cope with the impacts of climate change.
- Need to raise awareness about water with training and education for everybody at different socio-economic levels, connecting people with the basin where they interact.

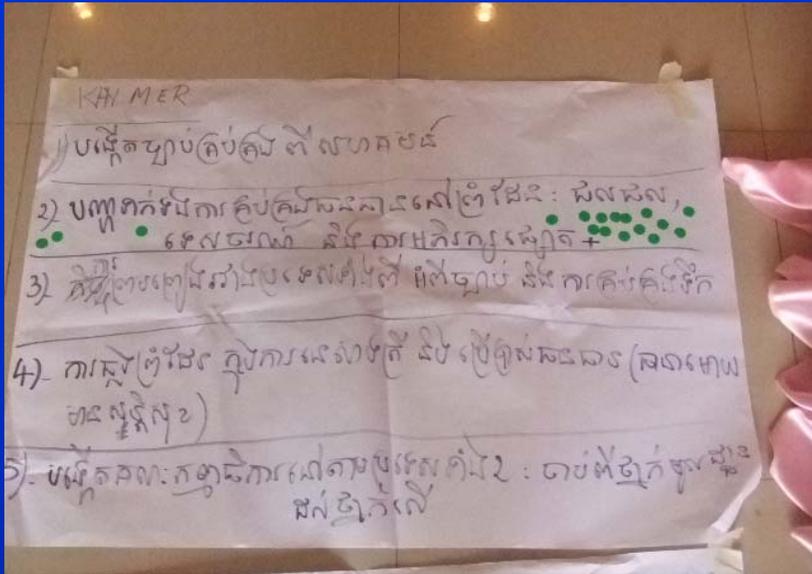


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US AID WWF Pakse Laos – Thailand July 2009



USAID MRC Bangkok 2008






**Regional Training on Transboundary Waters Dispute Prevention and Management**

**Sukhothai Hotel  
Bangkok, Thailand  
May 29 – 30, 2008**

30.05.2008 13:24



# An example: National Listening Session

- Purpose of sessions was to get input on the following questions:
  - 1. What are the key water challenges facing our country (this region)? (These are needs that if not addressed will negatively impact our prosperity and quality of life, and environmental sustainability)
  - 2. Why is it a problem? What impact is the problem already having or is likely to have on our prosperity, QOL, and environmental sustainability?
  - 3. What actions should we take to respond to the challenge? What should be done about the problem?
  - 4. Who should take these actions? What should the Federal government do to help address the problem? What can you and your organizations do?
- Audience size variable: 50 – 500 (and no way to know for sure until the day of the event)
  - HQ wanted to use the same meeting format in each



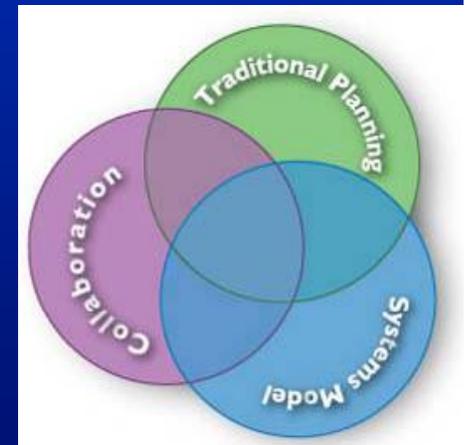
# Principles of Consensus Building

- **Use Process to Build Consensus**
- **Create a Commitment to Implementation by participation in Decisions**
- **Accept the Legitimacy of Feelings**
- **Start by Defining the Problem Rather than Proposing Solutions or Taking Positions**
- **Focus on Interests**
- **Identify Numerous Alternatives**
- **Separate the Generation of Alternatives from their evaluation**
- **Agree on Principles or criteria to evaluate Alternatives**
  - **Expect Agreements to go Through several Refinements**
- **Document Agreement to Reduce Risk of later Misunderstanding**
- **Agree on the Process by which Agreement can be Revised**



# Conflict Resolution & Public Participation Center of Expertise

- Established by DCG Riley 17 October 2008
- Leverages IWR's history of leadership in ADR & public participation including Shared Vision Planning
- **Mission:**
  - *Help Corps staff anticipate, prevent and manage water conflict, ensuring that the interest of the public are addressed in Corps decisions*
- **Five Areas of Focus**
  - Training
  - Technical/Process Support to Field
  - Support to USACE-HQ (incl. nat'l & int'l interface)
  - Research
  - Information Exchange with the Field



# CPC – Five Areas of Focus

- **Training**
  - SVP Training at E&E Conference & elsewhere
  - Reviewing/refreshing PROSPECT courses
  - PITIP Training programs
  - Actions for Change Risk Comm/Public Participation course
- **Technical/Process Support to Field**
  - Stakeholder assessment at a Formerly Used Defense Site in Nebraska
  - Process support for Columbia River Basin treaty study
  - Shared Vision Planning support to Honolulu District,
  - IJC - Lake Ontario & Upper Great Lakes Studies
  - IDIQ contract for Districts to access Technical/Process Support (last minute facilitators/mediators to long-term support)



# CPC – Five Areas of Focus

- **Research**
  - Technology & Environmental Conflict Resolution Workshop
  - CADRe 09 workshop – part of National Science & Technology Council interagency initiative
  - Pilot on Water supply 404 permitting with Western States Water Council - funded by cities.
  - Development of Performance Measures for Collaborative Modeling.
- **Information Exchange with the Field**
  - Update 1990's era ADR manuals
  - Shared Vision Planning primer, & process guide
  - Barriers to Collaborative Planning report
  - Brown bag lunch seminars



# CPC – Five Areas of Focus

- **Support to USACE-HQ (incl. nat'l & int'l interface)**
  - Compile USACE's annual ECR report for CEQ
  - National Water Policy Dialogs
  - Training for Mekong River Comm. & Peru's Natl Water Authority
  - Americas Forum in Brazil, World Water Forums
  - Improve public involvement in Flood Risk Management (Actions for Change post Katrina)
  - Obama Open Government Initiative



# For more information:

[Hal.E.Cardwell@usace.army.mil](mailto:Hal.E.Cardwell@usace.army.mil), (703) 428-9071

[www.iwr.usace.army.mil/cpc](http://www.iwr.usace.army.mil/cpc)

The screenshot shows a Windows Internet Explorer browser window displaying the website <http://www.iwr.usace.army.mil/cpc/>. The website features a red navigation bar with links: HOME, NEWSROOM, WHO WE ARE, WHERE WE ARE, MISSION, CONTACT US, SEARCH, SITE MAP, CORPS HOME, and KIDS CORNER. Below the navigation bar is a banner with the US Army Corps of Engineers logo, the text "US Army Corps of Engineers® institute for water resources", a photo of a building, and the slogan "RELEVANT READY RESPONSIVE RELIABLE Proudly serving the Armed Forces and the Nation now and in the future." To the right are three smaller images: "Lands and Waters Value to the Nation", "Hydropower Value to the Nation", and "Water to the Nation".

The main content area is titled "Conflict Resolution & Public Participation Center (CPC)". It includes a sidebar with navigation links: home, inside the institute (News & Events, People & Places, Products & Services), corps water resources (Programs, Planning & Management, Results), and water resources outlook. The main text describes the CPC's mission and key tasks.

**Conflict Resolution & Public Participation Center (CPC)**

The Corps recognizes the value of and need for collaboration, partnering, and public participation in water resources decision making. To assist the Corps in implementing this collaborative approach, IWR has created a center of expertise on conflict resolution and public participation, the Conflict-resolution & Public-participation Center. CPC's mission is to help Corps staff anticipate, prevent, and manage water conflicts, ensuring that the interests of the public are addressed in Corps decision making. The center achieves this mission by developing and expanding the application of collaborative tools to improve water resources decision making.

Key Center tasks include training, research, and application of collaborative process techniques and modeling tools.

Collaborative process techniques include:

- Collaborative process design (e.g. how to engage different stakeholders during different parts of the planning and decision-making process: meeting formats and structures)

On the right side, there is a "CPC home" section with links: About CPC, Center Rationale, History of Conflict Resolution, Activities of the Center, Law, Policy and Guidance, Services, Training, Consultation, References, and Related Links.



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