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DickeyCollas Marine
Science For Sustainable Sea & Ocean Management

Not who you are, but what you do: exploring stakeholder roles in a boundary organisation

Marta Ballesteros & Mark Dickey-Collas

Who you are

What you do

ENGAGEMENT IN SCIENCE FOR ENVIRONMENTAL POLICY

Authoritative, believable and trusted information

CREDIBILITY

Fair process: values concerns & perspectives

LEGITIMACY

Relevant information for decision-making or publics

SALIENCY

Trade-offs

Mutual reinforcement

Threats to **integrity**

Boundary organisations

- Link science to decision-making, enabling exchange between production and use of knowledge.
- Participation: mechanism for managing and spanning edges across science and policy.
- Operating across issues, scales and knowledge action boundaries with multiple audiences.

ipbes

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ipcc
INTERGOVERNMENTAL PANEL ON climate change
WMO UNEP

Understanding participation: features and outcomes

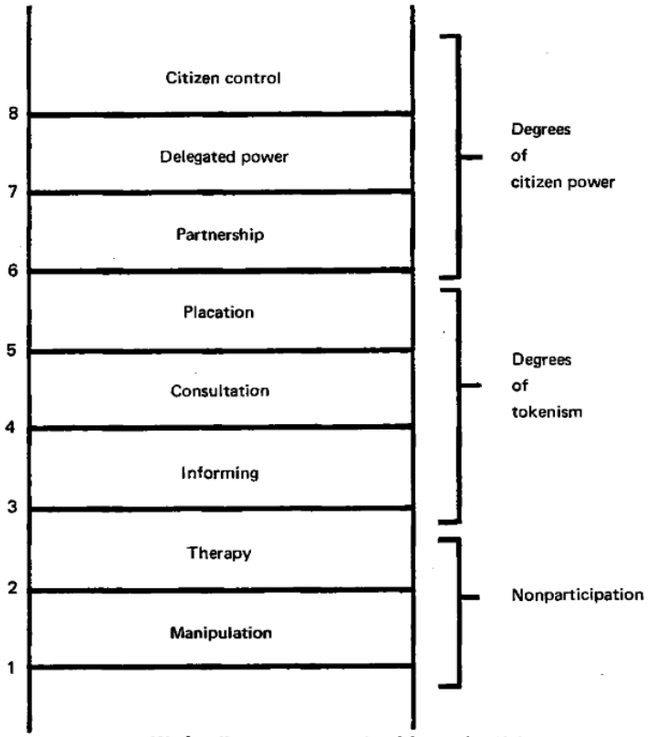
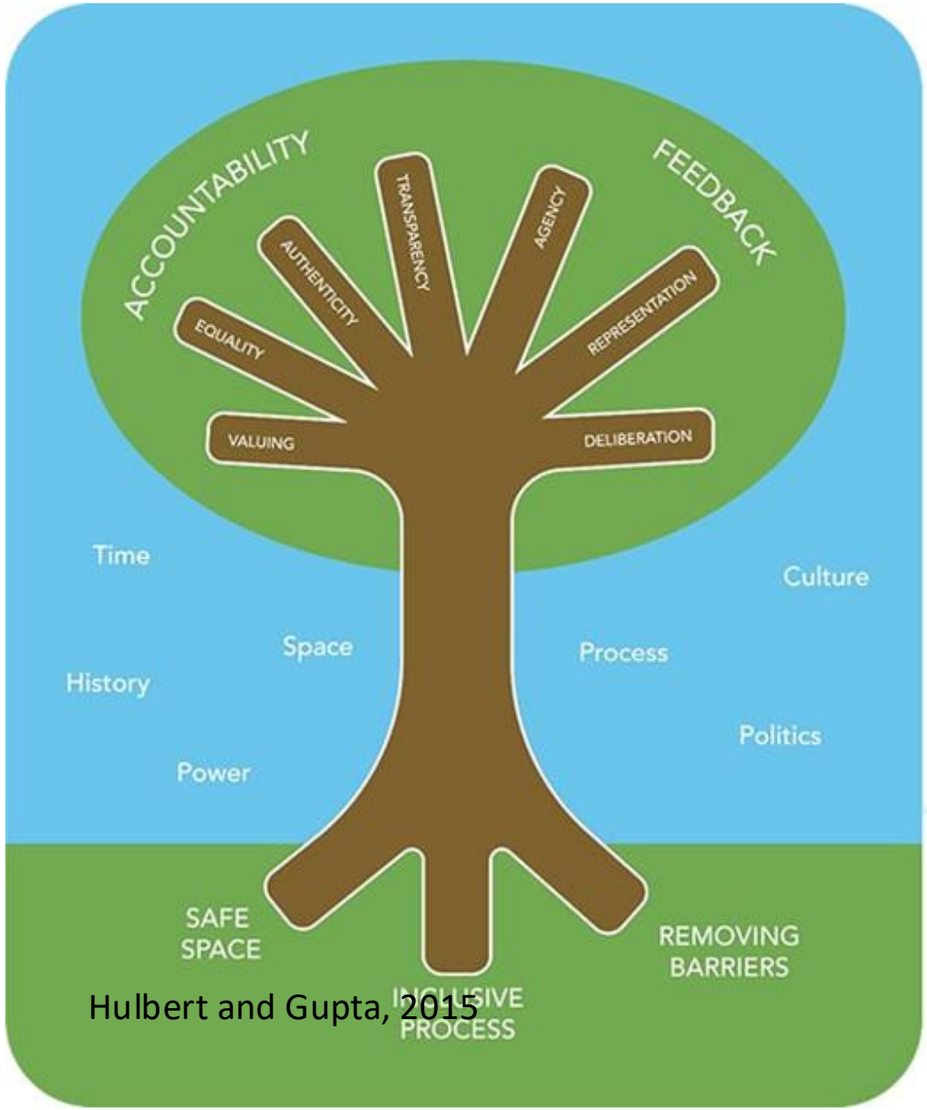


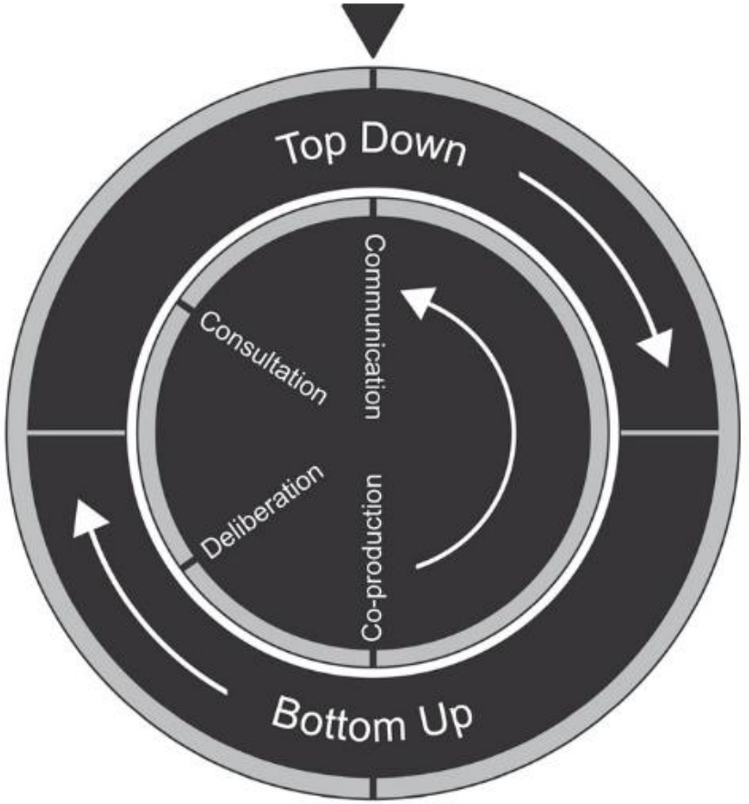
FIGURE 2 *Eight Rungs on a Ladder of Citizen Participation*

Arnstein (1969)



Hulbert and Gupta, 2015

Bell and Reed, 2022

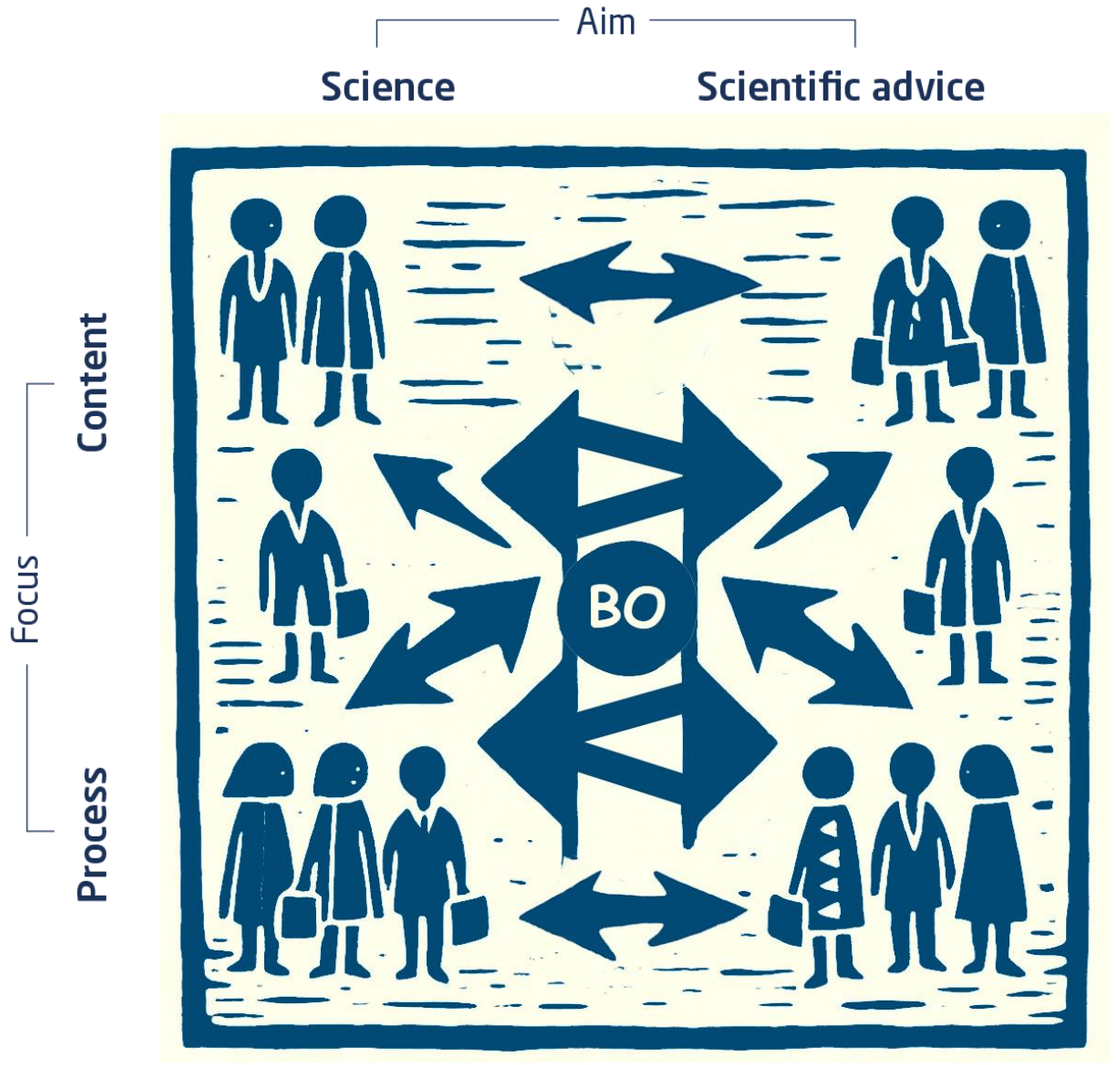


Reed et al (2018)

- **Iterative interaction in knowledge production & advice provision**
- **Plurality of stakeholders with multiple roles**
- **Multiple perceptions of performance**

AGENCY

Macro Mondays misfitfrom Harry McGregor CC BY-NC 2.0 Deed



- Profiles vs roles
- Multiple roles for an individual
- Play one role at a time
- Rigths & duties

See Ballesteros & Dickey-Collas 2023
https://doi.org/10.1016/j.marpol.2022.105389

From theory to practice: managing and analyzing engagement

Rules

	Expert	Observer	Contributor	Partners
Code of ethics	X	X	X	X
Conflict of interest (CoI)	X		(X)	
Observer policy		X		(X)
Guidelines for ICES groups	X	X	X	

Structures

WKENGAGE: Science monitoring & evaluation

Processes

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What is your role in the Workshop?

According to the ICES SES, you are a **contributor** to this workshop and have been invited individually or as a representative on behalf of your organisation. The Workshop is open access and [due to the high demand participants were selected based on criteria of expertise, gender and geographical distribution;

Supporting information

Priority	High. This WK is essential for the implementation of the ICES stakeholder engagement strategy. The WK will produce protocols and guidelines to coordinate a transparent engagement effectively and to ensure the credibility of the science and advice being produced by ICES. It will also reinforce organizational learning and the Strategy review and update.
Resource requirements	The assistance of the Secretariat in maintaining and exchanging information, requirements and data with potential participants. Technical assistance scheduling and running the online day (16 May) and the two days of onsite meeting at ICES HQ (17-18 May) and the hybrid section (onsite+ online on the 18 May)
Participants	Various experts across ICES groups with knowledge and expertise of stakeholder participation in ICES and beyond. Advisory Councils and ICES observers, other stakeholders, regional fisheries and environmental commissions and competent authorities of ICES member countries. On-line day and hybrid session: up to 40 participants. Working languages possibility to provide translation for EN ES FR to partially overcome language barriers. On-site days: up to 25 participants. Working language: EN
Secretariat facilities	SharePoint site, secretariat support for reporting. Assistance with online workshop functioning and online meetings prior to the workshop and operation of the online 1.5 day. HQ meeting rooms and assistance with running the onsite 2 days workshop.
Financial	No financial implications.
Linkages to advisory committees	All ACOM/SCICOM groups will be impacted by this workshop.
Linkages to other committees or groups	ACOM, SCICOM, WGSOCIAL, WGMARS, WGECON, WGBESEO, IEA Groups, SIHD, ICES Communications Team
Linkages to other organizations	All current and potential future stakeholders.

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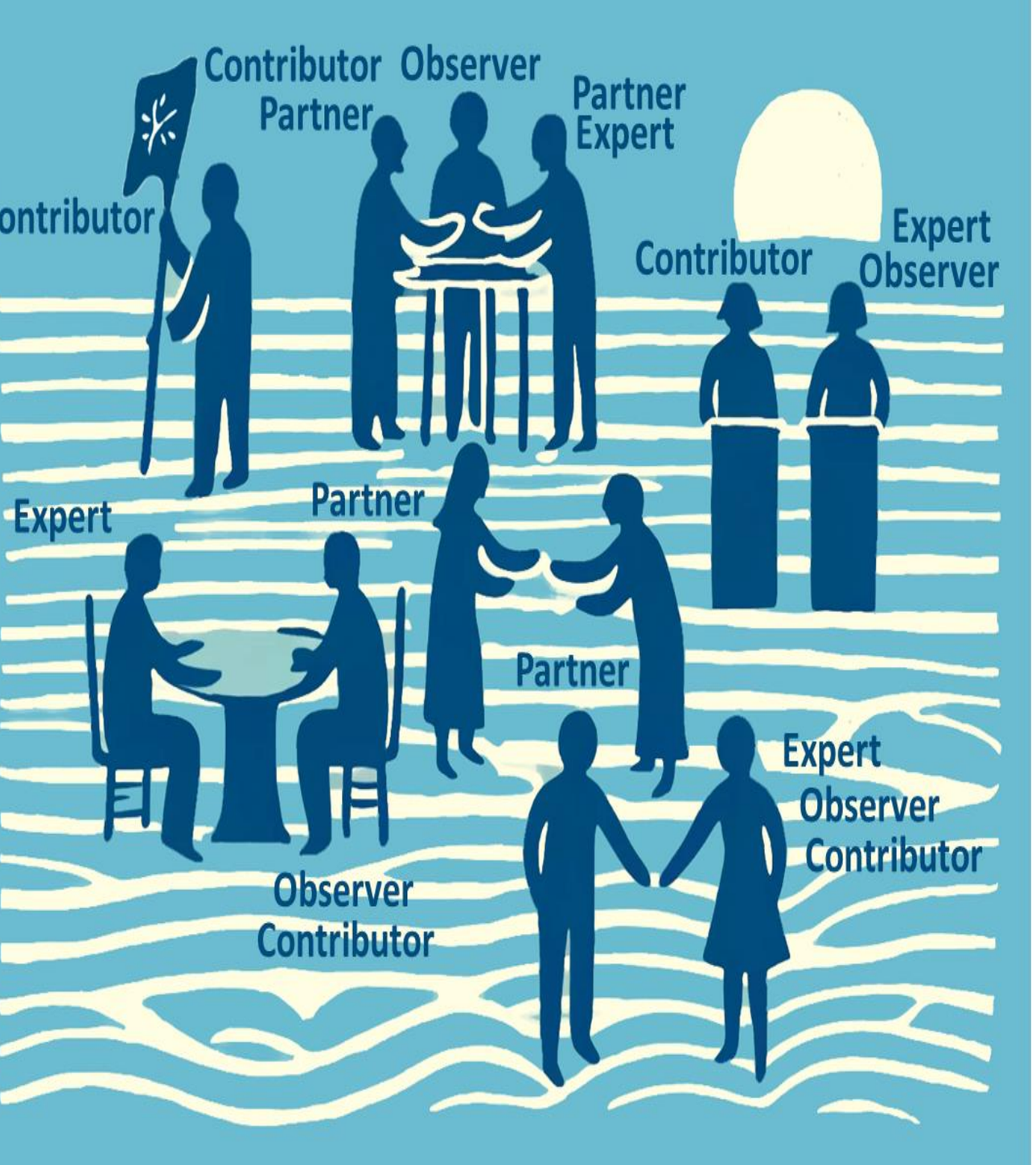

Using roles

Theoretical development & empirical analysis

Implications for trust, openness and power dynamics

Knowledge for action

Navigate demands for policy relevance and scientific integrity in assessment, advice or solution-oriented bodies.

Addresses the 4 T's: tokenism, toxicity, tailoring and transparency
(Williamson et al. 2022; Wilson, 2009)

Enhance organizational learning

HUGE THANKS TO ALL

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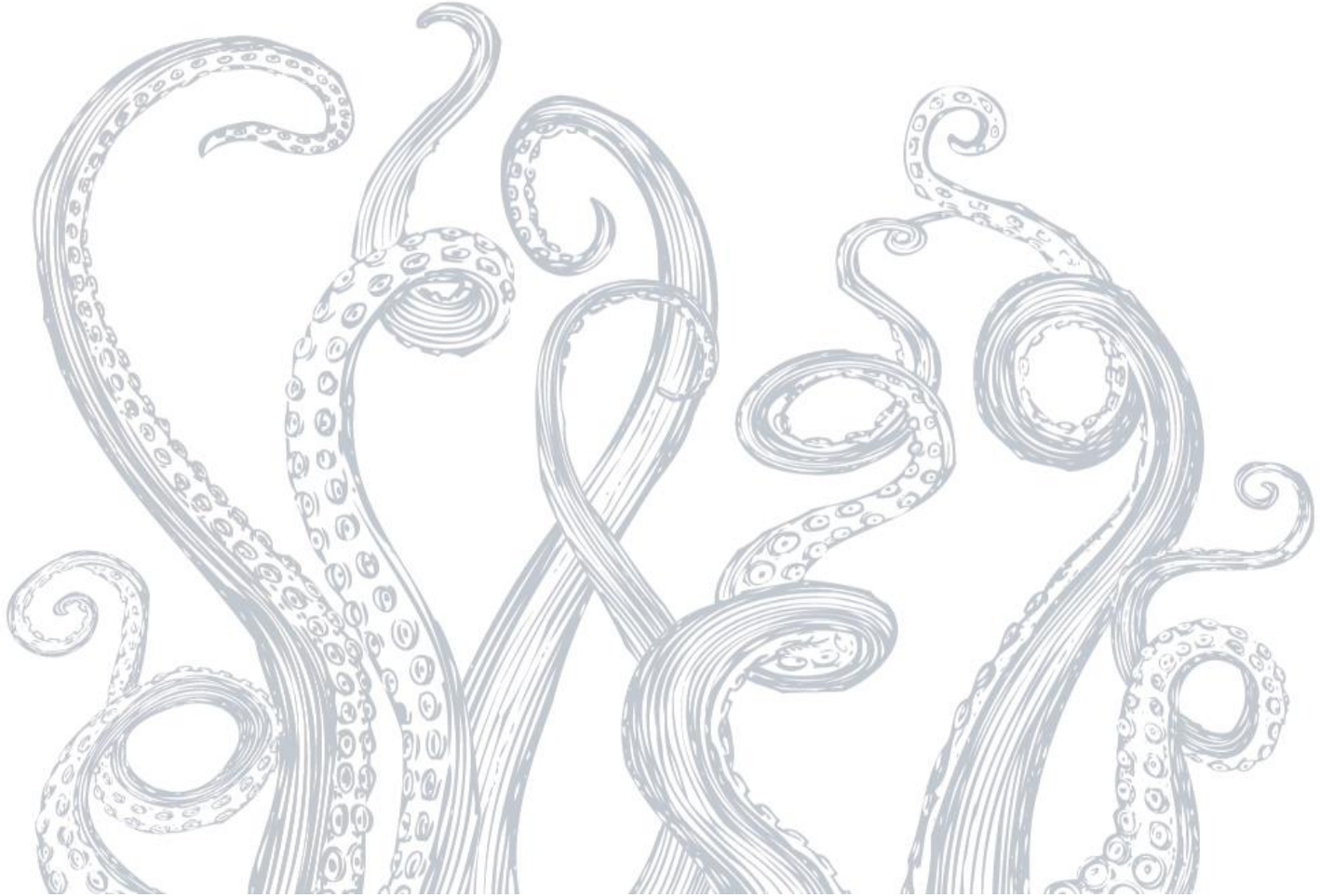

Sustainability Science
https://doi.org/10.1007/s11625-024-01496-4

IR3S Integrated Research System for Sustainability Science
IGES Institute for Global Environmental Strategies

OVERVIEW ARTICLE

Check for updates

Reimagining the language of engagement in a post-stakeholder world

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Abstract
Language matters in shaping perceptions and guiding behaviour. The term *stakeholder* is widely used, yet little attention is paid to the possibility that its use may inadvertently perpetuate colonial narratives and reinforce systemic inequities. In this article, we critically examine the limitations of the stakeholder concept and its ambiguity, normativity, and exclusionary implications. We emphasise the importance of using language that gives a voice to marginalised groups, promotes inclusion and equity, and fosters meaningful and reflexive participation in decision-making processes. In critiquing the use of the term and calling for alternative practices, we aim to contribute to the decolonisation of research norms and the creation of more inclusive and equitable societies. Therefore, rather than advocating a single alternative term, we suggest a focus on the people, places, and species affected by decisions, interventions, projects, and issues.

Keywords Decolonisation · Engagement · Epistemic justice · Inclusivity · Ethical communication

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