





**From stakeholders to shareholders**  
**EMOVE: Estuaries on the MOVE**

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## From stakeholders to shareholders?

*Investing in the future by working together for a sustainable and competitive region*

<http://www.emove-project.eu/>

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## Step 1: Convening Assessment

- Interviews with important stakeholders (both the Dutch and Flemish): Harbours, Nature, Agriculture.





- Show the economic value of the agricultural sector
- Space for harbour development
- Creating mutual understanding between stakeholders as partners
- Use existing knowledge and creating level playing field by sharing knowledge/research
- More attention towards the explanation and communication of the ecological value of the Schelde estuary.
- 'It takes two to tango'
- Developing a strategy similar to 'room for the river' which combines nature and agriculture.
- Insight in the tourist potential of the Schelde estuary.
- Creating a shared 'language' defining what concepts mean for the Schelde estuary.

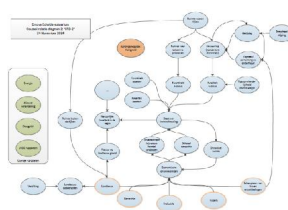
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## Step 2: Shared Understanding

### Pressure cooker 'joint fact-finding' (McCreary et.al. 2000)

- State of the art paper: looking back taking stock
- Discussing interests, conditions and opportunities
- Discussing the information/knowledge in different forms/ways
- Working together on project ideas/concepts



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## Step 3: Designing projects and vital coalitions

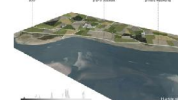
1. Start with the energy/enthusiasm of the stakeholders instead of a large problem or with a strategy that the stakeholders could react upon.
2. Give the stakeholders the opportunity to bring in the issues that they thought were important for sustainable development of the estuary.
3. By getting the stakeholders to actually put down their ideas together, they also feel responsible for those ideas, which also helped them to create a coalition.
4. Timing: in our case taking advantage of a 'window of opportunity': the fact that there was recently a new stakeholder platform in the Schelde, which was also looking for activities to undertake, helped us in the EMOVE project substantially.

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## Paralel - step 4: Landing

- Prepare for safe (political) landing;
- Let stakeholders keep responsibility/initiative;
- Balancing act: from keeping results going to public organisations taking over.



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