

cbi reports:

CONSENSUS BUILDING INSTITUTE

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who gets *what* on our shrinking planet?

CBI SYMPOSIUM ENGAGES BIG IDEAS ABOUT OUR SMALL WORLD

In the past twenty years, we've seen breakthroughs in collaboration resolve conflicts over energy extraction and generation, food production, and water allocation. Yet the unrelenting global demand for these resources is raising tensions in many parts of the world. Political and social institutions are straining to manage conflicting interests. Traditional and new media often encourage polarization more than joint problem-solving.

CBI's 20th Anniversary Symposium, held this spring, brought together an extraordinary, global group of colleagues we've been privileged to work with — natural and social resource managers, collaboration practitioners, scholars, and business leaders — to generate fresh ideas on how collaboration can avoid and resolve the conflicts that are with us now, and those that lie ahead. To introduce the day, we offered some thoughts on the challenges and opportunities we face, and on ways our field might be helpful. We've edited them and offer them here for the record, and to stimulate ongoing conversation among the many colleagues who couldn't join us for our Symposium and have much to contribute to the discussion.

The Challenges Coming

First, the good news: the world is more democratic and more peaceful, with fewer large scale wars, than ever before. More people are living longer and getting better educations. Many diseases are being eradicated. Poverty is falling dramatically. Science and technology have created a global village that Marshall McLuhan could only have dreamed about. But . . .

Distrust in institutions, not only corrupt, authoritarian ones but seemingly transparent, democratic ones, is growing rapidly. That distrust is undermining public commitment to current structures of representation and public decision making at home and abroad. In the United States and other rich, post-industrial countries, disenchantment with party politics and government institutions is profound. In the emerging market economies of the G20, demands for public participation and accountability often outstrip political leaders' willingness to play by those rules, while the value of democratic versus authoritarian governance is very much in debate. And though the capacity of citizens and civil society to organize is rising exponentially in poorer countries, the history, culture, and institutions for governance and participation in these places are often weak or nonexistent.

Globally, incomes are rising, and more people have moved faster out of poverty in the last 25 years than ever before in the history of the world. The outgrowth of WWII and Cold War technologies has unleashed unbelievable efficiency, speed, and dynamic churn. But

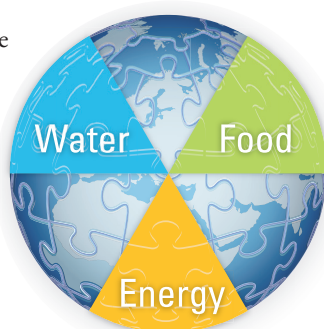
the winners in this new economy are not compensating the losers; the top 1% — both inside and outside of the United States — are reaping more and more of the value of productivity gains. Income inequality threatens to destabilize economic systems that are not spreading the gains from growth broadly enough. The status quo in many countries — and perhaps globally — is not sustainable. It raises fundamental questions about the balance of power between private capital and public governance.

Many of the most difficult conflicts increasingly center on natural resources. While the frequency and severity of large-scale civil and international wars has decreased, tensions over natural resources are rising. Energy, water, and food are often at the heart of these resource disputes. Secure and sufficient access to these resources is essential for achieving quality living standards. Population growth, an expanding global middle class, and climate change will all serve to further increase the demand for and stress upon these resources.

From Russia's gas-filled sphere of influence to feuds over oil fields in Sudan and the South China Sea, there is real risk of military conflict driven by petro-politics. Even if countries manage to avoid inter-state conflict, the drive for energy resources is triggering local battles over fracking in the United States, Europe, and China and over oil and gas extraction in Latin America and Africa. And conflict is by no means exclusive to fossil fuels. Renewable projects, ranging from offshore wind in Nantucket Sound to hydropower in the Andes and Mekong, are mired in disputes over siting and resettlement, costs, subsidies, grid integration, health impacts, and landscape preferences.

Conflict is also intensifying over water resources beyond hydropower. In water-stressed regions, water rights, disputes over in-stream versus extractive use of water, and water provision and pricing in cities and slums are all provoking intense conflict. Climate change is wreaking havoc on domestic water rights and international water agreements. In the oceans, massive overfishing is decimating major fisheries. Ocean

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acidification driven by climate change is adding to that pressure, destroying habitat and food chains, affecting many species and hundreds of millions of people. As the pressure on open access ocean resources grows, and as pressure mounts in contested areas (including the Arctic and the South China Sea), user conflicts will continue to multiply.

And then, there is the question of how much food will be needed to feed 9 billion people by mid-century and how the global food system is going to do this. Difficult and contentious decisions on GMO controls, agricultural land ownership, farm subsidies, incentives for sustainable farming, policies and incentives on nutrition, and diet and obesity will all shape the future of food security for these 9 billion. At the same time, a myriad of political, economic, and social forces is disrupting and destabilizing the food chain in countries and in global markets. It is a sad reality of the modern world that while over one billion people are food insecure, another one billion are overweight; we cannot feed part of the world enough, and we are stuffing the other part almost to death.

What Consensus Building Can Offer Over the Next Twenty Years


We are going to need every ounce of creativity to deal with a set of very challenging, apparently zero-sum conflicts over land, water, energy, and climate in a world where authority and influence over those resources and systems are highly unequal. The higher the pressure, the greater the temptation for leaders — at all levels, from villages to corporations to advocacy groups to governments, — to default to fighting in their corners, defending their current positions, and discounting the potential for working together.

At its core, the Mutual Gains Approach is a commitment to deal with these conflicts in a very different way: by bringing the full set of stakeholders and their interests into constructive conversations. Practitioners of consensus building can offer and advocate something different, in the most practical possible way: literally helping people come together to talk, understand each other and the issues, and search for better outcomes. So, what can we anticipate today: what knowns, and what known unknowns, might we be prepared to help address? We do not have all the answers, but we know more than ever before about how to foster collaboration among stakeholders.

We can leverage science and technology to search for solutions and expand participation. We know how to bring experts and stakeholders together to define problems, provide potential solutions, and monitor the state of our resources and environment. CBI and its partners have successfully done this in environmental regulation, land use planning, public engagement on nutrition and wellness, and many other issues. We can use the instant connectivity of the Internet to generate broad public input, provide information, and promote dialogue. And, we know just as well that we cannot decouple technical analysis and solutions from stakeholders' values, interests and influence, and that we cannot substitute "virtual breadth" for "face-to-face depth" in collaboration. What our field can offer is continuing innovation in helping stakeholders and experts work well together on complex problems and

systems, and creativity in using technology for both broad and deep stakeholder engagement.

We can use collaboration to re-direct concentrated power. Collaborative forums and multi-stakeholder negotiations cannot substitute for social movements or democratic accountability. But they can create a context where those with the most power and those with the most at stake — local communities, minority groups, women, and others -- have equal legitimacy, and where the focus is on jointly defining goals, options, and criteria for decision making. In our work, we have seen corporate executives and hard-core advocates create strong partnerships for managing the world's aquaculture markets; oil field managers and community leaders in the Niger Delta come up with far more constructive community development partnerships than either thought possible; and Native American tribes and the US government resolve a multi-generational feud over control of land and budgets for Native American schools.

 "At its core, the Mutual Gains Approach is a commitment to deal with these conflicts in a very different way: by bringing the full set of stakeholders and their interests into constructive conversations."

We can engage and empower women. In the US and in other countries, we are finding that by engaging women at all levels, we can build their capacity to participate and lead in public decision making. By recognizing their distinctive interests and assets in public issue negotiations, we can unleash enormous creativity, talent, and economic development.

We can broaden, deepen, and institutionalize positive-sum ways of thinking and acting to manage natural resources. As we make that push, we can draw on deep human instincts and social capital. There's overwhelming evidence that the capacity to manage conflict and foster collaboration is part of our evolutionary heritage. Today, we've created a field that really does know how to teach, train and coach people to be effective as collaborative stakeholders and leaders, from community meetings to global treaty negotiations. We now need to foster those skills systematically starting in childhood, and at every level from the local school to the executive retreat. We can't substitute for life lessons that build character and values, but we can draw on skills and aptitudes that nearly everyone has, and we can also strengthen organizations and partnerships by making sure interests, capacities and incentives are aligned with shared goals.

Finally, we must push back against a tide of cynicism, frustration, and fear that is more threatening to our future than any of the physical resource challenges we face. We can learn from and publicize the examples of success to remind citizens and leaders that we can do better, and that in many cases we're doing amazingly well. And we can continue to facilitate broad and deep representation, wise use of knowledge, and a Mutual Gains approach to transform resource conflicts into opportunities for sustainable agreements. ♦

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The Consensus Building Institute (CBI) is a not-for-profit organization created by leading practitioners and theory builders in the fields of negotiation and dispute resolution. CBI works with leaders, advocates, experts, and communities to promote effective negotiations, build consensus, and resolve conflicts.

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FOOD

SESSION & LESSONS

Feeding a burgeoning world population... meeting rising consumption patterns of a growing middle class... ensuring a healthy diet across income and geographic scales... These are but some of the food sustainability challenges that we face in the coming decades.

During the CBI 20th Anniversary Symposium food panel breakout, the following seeming dichotomies in food and agriculture were posed and explored by panelists and participants:

- Water for people or water for crops?
- Integrated food supply chains, or more distributed, localized and smaller scale networks for production and consumption?
- Feed corn or biofuel? Palm oil or lumber?
- Bigger business, greater efficiencies through economies of scale, or small business, more social enterprise?
- Forcing industry supply changes or shifting consumer demand?
- Nutrition and healthier food for the wealthiest of us, or better nutrition for all?

Franklin Holley, of the World Wildlife Fund, clarified how while the prospects for dramatic increase in agricultural productivity are unclear, there's critical need to explore new techniques and partnership that can boost production and conservation goals simultaneously. She cited successful cases in China, Indonesia, and SE Asia – yet we are often still faced with putting western strategies on eastern facing problems, where trade, governance, and scaling challenges are difficult to surmount.

Nick Papadopolous, Crop Mobster, made a compelling case for how tackling the food waste dilemmas (1/3 of the world's food is wasted) that plagues the supply chain — using crowd sourcing to connect surplus food and those who need it — could turn this aspect of food into value for the climate, nutrition, and energy efficiency.

Allison Karpyn, of the Food Trust, elaborated on how cheap and fast food along with unhealthy eating habits have led to rising rates in obesity and associated diseases in rich and middle-income countries. Yet, food insecurity and malnutrition continue to plague the poor urban areas. She told the story of inner city Philadelphia finding ways to bring back retail grocery into former food deserts to increase choice and availability of a wider range of healthier foods.

Hank Cardello, of the Hudson Institute, talked about the business case for selling healthier foods. For companies, he argued, moral arguments are often less compelling than a bottom line analysis. The good news, he's finding, is that the business case for healthier products as key profit centers can increasingly be made with data, case examples, and trends.

The panel and participants demonstrated how enhanced collaboration can help develop integrated, broad-scale responses to these challenges — developed country expertise connecting with developing country local knowledge, grocery retail working with urban



Credit: Global Water Partners

advocates, and farmers and consumers connecting through the web.

However, the sheer size and complexity of food production, supply, and consumption makes collaboration on a scale possible to have major impact difficult to achieve. Most national and international organizations focus on a specific subset of issues: land use, production, productivity, environmental impacts, (mal)nutrition, or health and wellness. Connecting across the supply chain and across desired outcomes (healthier consumers, healthier environment, etc.) requires framing up complex issues in way that draws stakeholders from outside their fields of knowledge, networks, and views of the problem (and their solutions).

Despite the complexities underlying the issue, the group highlighted several unifying themes, central to understanding and alleviating local and global food insecurity.

- To start, we need to shift our perspective: solving food issues is a community not just a commodity problem. Unlike other goods, food reaches people at a personal, emotional level. It defines our culture and heritage, connects us all together, and inextricably ties us, as communities, to our environment and to one another.
- In order to start untangling seemingly untraceable food issues, we need to seek to understand the emotional basis behind parties' claims and develop solutions that derive from self-reflection, partnership, problem solving not blaming, and place-based innovation.
- Power disparities, rife within the food sector, should be addressed. The conversation focused on women, farmers, and developing countries as parties typically deprived of power and full agency. How do we give a voice to these groups, bring them to the table, and empower them as effective negotiators to build more fair, sustainable solutions?
- The opportunity space for tackling food issues is now. Climate change, trade barriers, demographic changes, and other factors are coming together to stress food systems.

Organizations and their stakeholders will continue to struggle to meet the challenges of a more sustainable food system that must feed an additional 3 billion people by 2050, especially given the globalized nature of the food marketplace, the welter of government regulations and programs, private sector supply chains and marketing strategies, and fast-changing social norms around food and eating. The questions posed in the session will remain, but perhaps, in the best spirit of mutual gains, reframed toward possible integration, less contention and greater joint gains. ♦

WATER

SESSION & LESSONS

Water is fundamental to virtually every aspect of our lives. It nourishes our bodies, grows our food, powers our industry, facilitates transportation, absorbs and conveys our waste, and is at the heart of many of the cultural monuments and recreational amenities that we cherish. Because it is so fundamental, water is all too often a source of conflict.

From India's Northern Plains to the American Southwest, growing cities and farmers with historical water rights battle over dwindling aquifers and drought-prone rivers. From the Brazilian Amazon to Canada's James Bay, indigenous groups, environmentalists, and power producers argue over whether hydroelectric dams should be built. From Africa's Nile to Asia's Mekong, downstream and upstream nations argue over allocation and water quality issues. From the Arctic to the South Pacific, nations compete over dwindling fish stocks. Unfortunately, climate change is exacerbating these challenges and necessitating contentious conversations at all scales around matters like renegotiating water rights as supplies decrease, and protecting built and natural environments as oceans rise.

None of these issues are easily resolved. They involve stakeholders with important interests and strong opinions. The water breakout session at the CBI 20th Anniversary Symposium focused on the most significant challenges and opportunities for collaboration to improve water governance, and how collaborative mechanisms might be structured; how climate change is altering the conversation and what might be done about it; and the role of technology in all of this, including how it can be effectively managed to maximize benefits and minimize the costs. The panelists and other attendees had a wide-ranging discussion that highlighted various 'game changers' that could address the challenges and put multi-stakeholder partnerships to work.

Panelist Steve Lee, Senior Policy Advisor to the Mayor of Seattle cited the Upper Hudson Water Forum in New York State as an example of an initiative that is building capacity through partnerships. Lisa Van Atta, Assistant Regional Administrator for Protected Resources of the U.S. National Oceanic and Atmospheric Administration noted that the U.S. Marine Mammal Protection Act enshrines collaboration into regulation; stakeholders must be brought together to seek consensus on possible management plans.

Collaborative planning and resource management works best when: groups have clear goals and objectives, and concrete decision points they are working towards, rather than simply engaging in dialogue; stakeholders have incentives to be at the table; there are means for incorporating local and indigenous knowledge, not just technical information; and there is clear leadership that is invested in making it work. Processes are often most effective when there is skilled professional facilitation.

Climate change is particularly vexing because of its dynamic and uncertain nature. It is difficult to make water management decisions today that will still be optimal as conditions change and our knowledge increases. Panel moderator Prof. Lawrence Susskind noted that collaborative adaptive management allows stakeholders to make the best possible decisions today, and then continuously revisit



Credit: Marisol Grandon/Department for International Development

and revise their practice as new information emerges. Peter Rogers, the Gordon McKay Research Professor of Environmental Engineering at Harvard University, noted that this is not easily done. Both established governmental institutions and physical infrastructure are typically rigid and resistant to change. Rules and regulations are designed to be clear and enforceable, which helps to avoid ambiguities but also makes management efforts less flexible. Infrastructure is typically built to last for decades. It is hard to shift the paradigm towards more flexible systems.

In order for adaptive management to work, concerted efforts must be made to alter the institutional environment. Stakeholders must buy into the notion of ongoing learning, and embrace ongoing change in both physical and policy design. Policy tools like tradable water rights can help to establish concrete objectives while allowing for more flexibility in how stakeholders respond.

Technology does not offer a panacea, but can help to mitigate water scarcity and quality issues, potentially reducing conflicts. Panelist Leon Awerbuch, President of Leading Edge Technology, asserted that desalinization is rapidly evolving and already economically viable in many cases. However, the environmental impacts and disparities in access are serious concerns. Basic water efficiency measures can generate substantial savings, but actors will only adopt if they are incentivized to do so. Status quo fixed water rights and subsidized energy for pumping actually discourage efficiency. Water users are often resistant to change, but may buy in when win-win solutions are found, and as they see increasing water scarcity and quality issues as a threat to their long-term livelihoods.

Vision and leadership were identified as potential game changers, particularly at the local level. Lee noted that, while higher levels of government are often more reactive and decision-making more formal, local leaders can affect change by supporting innovative projects that alter the conversation. For example, designing streetscapes to absorb water using low impact development techniques can change residents' relationships with water while recharging aquifers and reducing stormwater flood risks.

The question in a world with increasing water-related challenges is not if more collaborative approaches to government are necessary, but rather how best to go about it. There is much still to be learned, but new models, like collaborative adaptive management, suggest that there are options. We are honing our practice around how to structure processes that produce fair, efficient and wise decisions for water management and use, recognizing that problems are rarely purely technical or political, but typically at the nexus of the two. ♦

ENERGY

SESSION & LESSONS

Energy fuels modern economies – both literally and figuratively. Securing affordable, reliable, and clean energy has become a hallmark of successful economic development. Despite agreement on what makes energy systems sustainable, decision-makers and constituents often have strong and polarized views about how to deal with the complicated trade-offs between cost and environmental impact; regulation and individual choice; and national consistency and local control.

The decisions around these issues are difficult and the stakes have only gotten higher in the face of growing demand for energy, and the increasingly disruptive impacts of climate change. At the CBI 20th Anniversary Symposium energy breakout session, we invited our speakers and participants to take on these challenges. They recognized that to make better-informed decisions that incorporate the views of many energy stakeholders, we must step up our efforts in collaborative dialogue and consensus building. They also recognized that collaboration might require overcoming a long history of adversarial relationships, changing the way governments and developers integrate community values and concerns into decisions, and finding new ways to unlock entrenched positions.

Mark Boling, president of Southwestern Energy's Value + Development Solutions, talked about how producers have begun to partner with environmental advocates to reach agreement on best practices for natural gas hydraulic fracturing in response to communities' worries about the risks to their water quality and landscape. He made the case that industry needs to embrace not only their understanding of the risks, but also the public's perception of the risks.

Ignacio Toro, former director of Chile's environmental assessment agency, talked about how the country is struggling to manage the social and environmental impacts of large energy projects in the form of large-scale hydroelectric and extensive transmission infrastructure. He noted the gaps in capacity for robust public engagement, which Chile's government is working to fill.

Rebecca Pearl-Martinez, with the International Union for Conservation of Nature's Global Gender Office, highlighted the important role women can play in adopting clean energy in developing countries, where energy can still be a luxury. She argued that we need to shift the conversation away from women as simply vulnerable populations and embrace the reality that women are uniquely positioned to accelerate system-wide change.

Catherine Finneran, Sr. Director at Massachusetts Clean Energy Center, shared how CEC is working with communities to examine alternative energy opportunities that match their local values and priorities, after encountering public resistance to siting new wind turbines. She acknowledged, however, that aligning state policy with community interests can be a challenge and may require new, innovative approaches.

While there are promising efforts to incorporate new partnerships and solutions, the participants were asked what new collaborative ideas and approaches are needed to resolve the energy debates.



Credit: Angela Sabas

Some of the ideas that emerged:

- Collaboration requires investment (time, money, people) that does not sync well with pace and return horizons of business or politicians, so we need to find leadership and resources willing to maintain collaboration through longer business/profit-loss cycle and past the next election.
- Bringing women to the table may mean creating a new table, where women's values and newly acquired training in consensus building will allow them to play a leadership role, even in cultures where their voices are often not heard.
- We need to expand participation of local communities in state and regional policy decisions; launch a regional dialogue on energy and climate so the conversation starts by reaching consensus on the bigger picture before heels get dug in about a specific project.
- Can we require energy developers to go to the kitchen table of families around a new development, like a wind farm, to earn greater public support for their initiatives? If not mandated, we need to develop more incentives for innovative collaboration between developers and communities.
- If we recognize that technical information on energy alternatives can be understood by many individuals across interest groups and that this information is critical to building understanding of the trade-offs, we might get closer to some solutions. Is better joint fact-finding the answer?
- Government decisions should merge scientific knowledge with public perceptions to reach solutions that are more durable. ♦

> 20TH ANNIVERSARY *funfact*

Q: *How many countries and states were represented at the 20th Symposium?*

A: Over 140 attendees from 10 countries, 20 states and Washington, DC.

Brazil | Canada | Chile | Finland | India | Mexico | Netherlands | Nigeria | South Africa | South Korea | United States

California | Colorado | Florida | Hawaii | Iowa | Maine | Maryland | Massachusetts | Montana | New Hampshire | New Mexico | New York | North Carolina | Pennsylvania | Rhode Island | Texas | Utah | Vermont | Virginia | Washington | District of Columbia

FOCUS: Women and Consensus Building

In the months leading up to the 20th Anniversary Symposium, CBI staff worked to ensure that all of the discussions at the event would include two cross-cutting themes — gender and climate change. In so doing, we uncovered an unsettling, though rather predictable dynamic: working climate change into the conversations would be easy; gender would be hard.

Early on, it became clear that very little coaxing or strategic positioning would be required to secure a spot for climate change because experts and non-experts alike have assimilated knowledge about climate change into their understanding of the challenges and opportunities related to food, water, and energy. It is increasingly woven into the fabric of their conversations. But that is not the case with gender. We struggled to find speakers who could address their resource topic (food, water, energy) through a gender lens, and little was shared on the topic in small group breakouts unless one of the few gender experts in attendance happened to be at the table.

Understanding natural resource management as a gender issue is important for at least two reasons. First, women are still underrepresented in the resource-related decision-making positions at the highest levels in government ministries, civil society organizations, and businesses. Second, there are gender imbalances in the way women and men are affected by the depletion or misuse of these resources. CBI Senior Mediator Mil Niepold has said, “Communities on the front line of flaring tensions over resource control suffer firsthand from the battle over these resources, which are needed both for human survival and for economic development. As the pressures on resources like water, food, and energy increase, the possibility for those in a position of power to use them as leverage becomes increasingly more likely. For real progress to occur, everyone affected by decisions such as these should be brought to the table.” CBI is eager to help bring women to those tables, and while there is a long way to go, we learned at the 20th Anniversary Symposium that some of our colleagues are helping to pave the way.

Rebecca Pearl-Martinez, a panelist in the Energy Session and Senior Officer and Environment and Gender Index (EGI) Manager at the International Union for Conservation of Nature (IUCN), shared a poignant anecdote about the power of gender to bring policymakers together. She explained that over the last several years, IUCN has helped thirteen governments develop a Climate Change Gender Action Plan (ccGAP) as part of their national climate policies. Because of the cross-cutting nature of gender, these plans can only be created effectively if the various ministries with climate mandates work together. IUCN hosts these collaborative workshops, and after one of them concluded, a participant told her, “This is the first time, when I am looking at the topic of gender and climate change, that I have sat down with people from all the different missions on climate change [including transportation, agriculture, finance, etc.].” He said he had not even met many of the other people before, though they work on the same policy issue. He and his colleagues told her, “Gender is the glue. It is a cross-cutting issue that can bring everyone together.” From a collaboration perspective, this insight is particularly valuable, as it demonstrates that making gender a focus of conversation in planning and policy may not only address issues of gender inequality, and bring more women into the conversation, but more importantly, this can be a driver for the collaborative and inclusive processes we know to be the most effective.



Credit: International Women's Day - CGIAR Climate

We fully expect that as our field becomes increasingly knowledgeable and sensitive to these issues over the next 20 years, gender will become a significant factor in collaborative practice. For now, CBI's 20th Anniversary Symposium left us with these and other questions:

- Given the volume of research that links increased numbers of women in positions of authority to improved human development outcomes (see CBI Report Winter 2013), why are so few women represented in high level climate negotiations — the greatest human development challenge of them all?
- Given the significant role women play in food production, what are best practices for ensuring gender parity in deliberations about food security?
- What are the use and allocation questions in water that could be addressed more meaningfully through a gender lens?
- In what ways can technology amplify women's voices in participatory processes? ♦

CBI New Faces



Gina Bartlett joins us as a Senior Mediator.

Based in San Francisco, she specializes in public policy, water resources, public lands, land use, natural resources, ecosystem restoration, and education. Gina holds an Master of Science in Conflict Analysis and Resolution from George Mason University

and a B.A. in Political Science and International Relations from the University of Illinois.



Our new Associate **Toby Berkman** brings

previous experience as an Associate in international arbitration practice at Jenner & Block LLP, and as an Adjunct Professor in conflict management at Pace University. He is a graduate of Harvard Law School and the Harvard Kennedy School, and has taught

and practiced dispute resolution at Harvard and at the non-profit Seeds of Peace.

PANEL: Technology and Democracy

New technologies are transforming public discourse. Some look at these collaborative technologies — from Twitter feeds and online meetings to complex, agreement-mapping software — and see an exciting new world brimming with information-sharing and bottom-up consensus building opportunities. Others worry that the push to new technologies will lead to a more divisive dialogue among a more limited subset of the public as those without access are further marginalized.

In the 20th Anniversary session on Technology and Democracy moderated by CBI Board Member Colin Rule, panelists discussed applications and implications of new technologies for joint fact-finding, collaborative decision-making, and stakeholder representation.

Technology for Data Collection and Joint Fact Finding

Panelist Colby Loucks of World Wildlife Fund described real-time data and monitoring technologies that are helping to eliminate the traditional gap between data collection and sharing. In Namibia, governments employ low-flying drones equipped with infrared technologies to monitor areas plagued by rhinoceros horn poaching. Another technology, Poacher Catcher Cam, sends text alerts when movement is detected — indicating that a poacher may be nearby. WWF's Sigaptaru platform, a mixture of social network and map interfacing, enables Indonesians to use cell phones to photograph, post and discuss illegal logging activity online. These and other technologies produce and make accessible in real-time information that can engage local communities and help scientists and policy-makers better understand resource management needs.

Technology for Civic Engagement

Technology offers valuable tools for involving members of the public. Panelist Larry Schooler, Austin's Director of Community Engagement, described how the Texas city leverages a combination of old and new technologies to expand capacity for civic engagement and bring previously marginalized voices to the table. The approaches range from the more traditional (broadcasting meetings in English and Spanish over phone lines and the city's public access television station), to more cutting edge (enabling residents to pose questions or respond to polls via text). A custom-designed online platform, SpeakUp Austin, allows officials to, in essence, crowd-source policy-making by gauging popularity of ideas under discussion.

Panelist Eric Gordon, Executive Director with Engagement Lab, advocates for the use of tech-driven games to support public participation and complex decision-making. He explained that games can open a parallel space of play that leaves room for exploration and failure while ultimately producing outcomes that reflect upon and impact real-world processes. Moreover, collaborative games have the potential to serve multiple functions — from collecting data from diverse demographics and creating a context for self-reflection, to allowing players to create and advocate for causes.



Technology for Mapping Solutions

Panelist Amanda Cravens of Stanford University found that in California ocean planning processes, MarineMap — an on-line software that allows stakeholders to test and assess the impact of different ocean zoning alternatives — added value and influenced decision-making in five particular ways: i) helping users understand the geography of the planning area; ii) helping users understand the science guidelines and criteria against which proposals were evaluated; iii) facilitating communication by creating a common language for participants; iv) helping users identify shared and diverging interests; and v) facilitating joint problem solving and trade-offs.

Challenges Moving Forward

The use of technology in our work is not a question. It is here, and it will continue to expand. The question, then, is how to use it effectively and responsibly. Both audience members and panelists weighed in on this point. Decision support tools, panelist Cravens noted, may be limited by the underlying data and, as a result, skew the range of choices available. The process, she said, needs to account and correct for this. Lack of access to technology, as panelist Schooler pointed out, may limit which voices are heard, particularly if governments eliminate more traditional feedback paths. As one participant tweeted: "What do we know about who is and isn't likely to participate digitally and how do we accommodate for that distortion?" The point is not to turn our backs on technology. Rather, it's to acknowledge and account for both its promise and perils and then use it wisely. ♦

> 20TH ANNIVERSARY #cbi20

Sample of tweeted questions for final panelists:

can #water be treated as social & economic good? | how do we access the hearts of the world to begin to take the threat of climate seriously? | how do we transform the energy dialogue to see women as agents of change? | how do you figure out how to eat the apple differently? | how do we restore trust in institutions to be able to drive productive collaborations? | how can we do regional holistic (integrated) strategic planning — encompassing food, water, and energy (and other related topics)? | how is social media helping or hurting w problem solving on these issues?

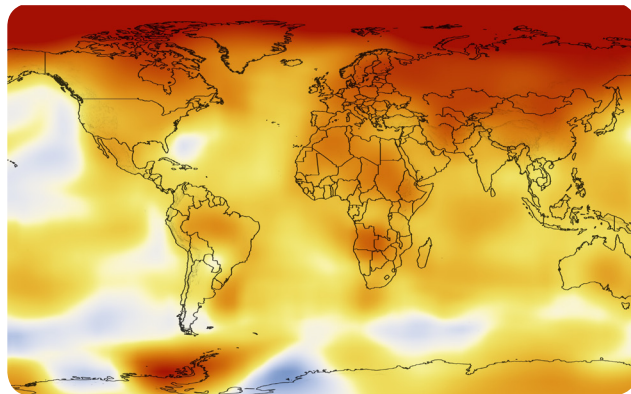
FOCUS: Climate Change

The “shrinking planet” concept we used for the title of the 20th Anniversary Symposium refers at once to two related phenomena — the fact that humankind is consuming natural resources faster than they can be regenerated, and the vanishing barriers between people of different nations and cultures due to social media and global markets. We’re living at a time when humans’ interactions with the earth and with each other are increasingly complex and collective action is necessary. Add to that complexity the volatile and ubiquitous impacts of climate change, and it becomes clear that existing institutions and decision making processes are not up to the task.

Not surprisingly, climate change surfaced repeatedly throughout the conference as a critical factor in understanding the challenges around food, water, energy, and the role of technology. In the water breakout, panelists argued that every challenge associated with water, from scarcity to flooding, is complicated by climate change. Lisa Van Atta, the NOAA Fisheries Pacific Islands Assistant Regional Administrator, posed the question of whether and how our regulatory frameworks and tools may be inadequate for dealing with climate change volatility and uncertainty. She said her agency, for example, is responsible for implementing the rules and regulations of the Endangered Species Act, but the ESA may not be the right tool to address global climate change and the associated impacts. She cited corals in the Indo-Pacific as a specific example of species that are being severely impacted by ocean acidification and ocean warming, but even if or when these species are listed under the ESA, NOAA’s role in influencing decisions related to carbon emissions is limited at best.

Franklin Holley of the Agricultural Field Project with WWF also cited adaptation to climate change as a complicated, but unavoidable activity in their work in the global food system. She emphasized the immediacy of the challenges and said that WWF recognizes the opportunity to plan for climate change is past. The job at hand is to adapt to the changing conditions, while working to alter the future.

Mitigation was naturally the focus of the discussion about climate change in the energy session. Rebecca Pearl-Martinez of IUCN argued that mitigation outcomes improve as women’s participation increases in climate related decision-making, from the highest levels of diplomatic agenda setting and policymaking, to large-scale energy production, to every day decisions made at local and hyper-local levels. Catherine Finneran, Senior Director of the MA Clean Energy Center also focused on social, rather than strictly technical challenges associated with climate change. She said the Center is tasked with a dual goal – to reduce emissions while catalyzing economic development and job creation. This noble pursuit has met its match in public opposition to wind turbines in Massachusetts, where even in the face of rising costs for traditional energy sources and the presence of state-funded projects that come at little or no cost to local taxpayers, the Center has faced significant conflict. She said stakeholders feel their concerns have not been heard, and a general distrust of government has led to a lack of openness and cooperation between governments and stakeholders in the wind-turbine siting process. Ms. Finneran said the Center is finding (partly through



Credit: climate safety via NASA Goddard Institute for Space Studies

processes in CBI has led over the last couple of years) that open data collection, and an increase in transparency in the process make a difference.

Is Climate Change a Collaboration Enigma?

One of the questions all people interested in collaboration should be asking is whether there is something unique about the process challenges and opportunities posed by climate change, relative to any other complex planning endeavor. Are the collaborative dynamics around climate different due to the magnitude of the issue? Does the degree of uncertainty associated with climate change require special tools or strategies? Are the time horizons through which we attempt to understand climate so incomprehensible to the average stakeholder that we need new and unique ways to engage them? The scenarios and challenges presented by our speakers at the 20th Anniversary Symposium clearly offer opportunities for improvement through collaboration, but they also illustrate some of the inherent limits. How does a collaborative approach solve the regulatory issues in the Pacific? If women are not adequately represented in high-level decision-making on climate policy, do we know enough about effectively engaging women to build their influence? There are clues that we need to innovate for climate collaboration, and we look forward to finding ways to do that as we continue the conversation. ♦

> 20TH ANNIVERSARY *honors*



Lawrence Susskind Fellowship in Consensus Building

To honor the lifelong work of CBI’s Founder Lawrence Susskind, we announce the creation of a one-year supported fellowship, awarded to an outstanding graduate student pursuing a Masters, Law, or Doctoral

degree with a focus on public issues, preferably related to the built or natural environment, or the general substantive areas where CBI works.

Learn more at:

<http://www.cbuilt.org/about/opportunities>

THE CBI GLOBAL Network

The CBI Global Network is a community of leading practitioners and scholars spanning the Americas, Africa, Europe and Asia — who come together to work on collaborative approaches to sustainable development challenges.

This spring, following our 20th Anniversary Symposium, the Consensus Building Institute convened and hosted the first gathering of The CBI Global Network, a diverse community of leading practitioners and scholars spanning the Americas, Africa, Europe and Asia.

Network members work with multilateral development agencies, global environment and development NGOs, multinational corporations, and governments. We apply consensus building principles, strategies and tools to improve collaboration and resolve conflict on sustainable development issues in a wide range of national and international contexts.

As individuals and through our organizations, we have gained national and international recognition for the quality of our work. At the same time, we recognize there is much more to learn and an enormous amount of work yet to be done. We are committed to collaborating more closely with each other as a community of practice. Together, we seek to:

- Enhance the quality and efficacy of our work
- Collaborate more closely with highly qualified colleagues who are working on similar issues and using compatible approaches
- Contribute to the development of multi-stakeholder consensus building capacity around the world
- Offer a high quality network that can provide coordinated staffing to support global regional multi-stakeholder initiatives.

CBI Global Network Members:

Ximena Abogabir (Chile)

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Ximena is founder of Casa de la Paz, a Chilean foundation that supports public participation, conflict resolution, participatory local management, environmental education and corporate-community involvement for sustainability in Chile.

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Femi is the Managing Director/CEO of New Nigeria Foundation (NNF) - a non-profit, non-governmental organization with a vision to achieve sustainable social and economic development of Nigerian communities through public/private partnerships.

Complete bios at www.cbuilding.org/about/cbi-global-network



CBI Global Network members at their inaugural meeting, April 2011.

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Nuno is a founder of Pluris, a negotiation consulting firm. He builds capabilities and addresses complex negotiations and disputes in the public and private sectors.

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Tony is a teacher, thinker, and lawyer. His legal and governance expertise includes climate change, biodiversity, biosafety policy, mining, energy, forestry, indigenous peoples' rights, community based natural resources management, and more.

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Barbara is the Executive Director of Ecosynergy Consultancy and Training in Sustainability, has been a legal counselor for a variety of international organizations, and is a faculty member for the Sustainability Challenge Foundation's International Programme on the Management of Sustainability.

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David directs CBI's work in Latin America from CBI's office in Santiago, Chile, and plays a leadership role in CBI's Corporate Stakeholder Engagement practice.

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Hans is an independent senior advisor of several Dutch ministries, government bodies and public sector companies in infrastructure development, environmental, nature and water affairs, as well as sustainable development. As co-founder of WesselinkVanZijst he specializes in complex issues of government cooperation and public participation.

For more information about the Network, please contact CBI Managing Director David Fairman at dfairman@cbuilding.org, or any member using the email address in the above biographical listing.