

## **Role of the U.S. Institute for Environmental Conflict Resolution and its Contractors**

To clarify the role of the U.S. Institute and its contractors so that misunderstandings can be minimized:

- a) The U.S. Institute will seek to select a contractor to assist the process who is both qualified and acceptable to the participants.
- b) The U.S. Institute and its contractors serve in an independent and impartial role.
- c) The U.S. Institute and its contractors view themselves as accountable to all the participants and interested parties, including those who may not be represented at the table.
- d) The U.S. Institute and its contractors will function as advocates for and guardians of the “Basic Principles for Agency Engagement in Environmental Conflict Resolution and Collaborative Problem Solving.” (See attached.)
- e) The U.S. Institute and its contractors will not participate in any process that is misrepresented as to its purpose or that is intended to circumvent legal requirements.
- f) The U.S. Institute and its contractors will not be advocates for any participant’s point of view (including the funder’s) on any substantive issue.
- g) The U.S. Institute and its contractors will respect and protect the confidentiality of private conversations with participants.
- h) The U.S. Institute and its contractors will impartially enforce the ground rules adopted by the participants.
- i) The U.S. Institute and its contractors will actively challenge the group if it appears that progress is not being made or that it is not staying focused on the primary purpose for which it was established.
- j) The U.S. Institute and its contractors will withdraw from the process if their continued involvement is no longer needed or wanted by the group.
- k) The U.S. Institute and its contractors will resist undue influence or pressure by the funder or any party to control the process or determine its outcome.
- l) The U.S. Institute and its contractors will not serve as an agent of the funders, sponsors, or conveners or act in a manner that is inconsistent with being accountable to all participants.
- m) The U.S. Institute and its contractors expect the process funders, sponsors and conveners to support their independence and impartiality.
- n) The U.S. Institute and its contractors will defer to agencies’ responsibility in defining the legal, procedural, and policy requirements and parameters for the process.

## **Basic Principles for Agency Engagement in Environmental Conflict Resolution and Collaborative Problem Solving**

<b>Informed Commitment</b>	Confirm willingness and availability of appropriate agency leadership and staff at all levels to commit to principles of engagement; ensure commitment to participate in good faith with open mindset to new perspectives
<b>Balanced, Voluntary Representation</b>	Ensure balanced inclusion of affected/concerned interests; all parties should be willing and able to participate and select their own representatives
<b>Group Autonomy</b>	Engage with all participants in developing and governing process; including choice of consensus-based decision rules; seek assistance as needed from impartial facilitator/mediator selected by and accountable to all parties
<b>Informed Process</b>	Seek agreement on how to share, test and apply relevant information (scientific, cultural, technical, etc.) among participants; ensure relevant information is accessible and understandable by all participants
<b>Accountability</b>	Participate in the process directly, fully, and in good faith; be accountable to all participants, as well as agency representatives and the public
<b>Openness</b>	Ensure all participants and public are fully informed in a timely manner of the purpose and objectives of process; communicate agency authorities, requirements and constraints; uphold confidentiality rules and agreements as required for particular proceedings
<b>Timeliness</b>	Ensure timely decisions and outcomes
<b>Implementation</b>	Ensure decisions are implementable consistent with federal law and policy; parties should commit to identify roles and responsibilities necessary to implement agreement; parties should agree in advance on the consequences of a party being unable to provide necessary resources or implement agreement; ensure parties will take steps to implement and obtain resources necessary to agreement

\* Attachment to a **Memorandum on Environmental Conflict Resolution** issued jointly by the Director of the Office of Management and Budget and the Chairman of the Council on Environmental Quality on November 28, 2005.