



Engagement in Strategy Processes

-A Study Visit

December 2010

Involve

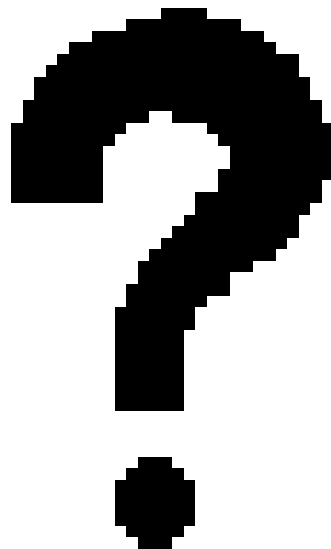
Aim of Today

- Reflecting on the past week
- Evaluating the study visit
- Training you
- Developing training for others

Agenda

Start	Activity
9.30	Reflections on week past
10:00	Involve training
12:00	Lunch
13:00	Continued training
14:00	Presentation of training options
15:00	Break
16:30	Evaluation of week

Any Questions?



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Reminder

Your expectations!

Reflections on week

- Talk to your neighbour: What is one thing you have learnt this week?
- What is one thing you can do differently when you get back?
- What is one thing that won't work in Turkey?
- What didn't you learn this week that you'd have liked to?

Training

- This section outlines some of the content and activities that Involve could deliver in Ankara
- Let us know if you think it works

Exercise: Is it engagement?

- Please read the sheet provided.
- Based on the task instructions do you think the activities listed are engagement, easy and/or influential?
- When you are done turn to your neighbour and discuss.

Different Benefits

- Engagement as an end in itself
 - Engagement as an means to an end
 - Engagement as an external requirement
-
- Engagement to benefit institution
 - Engagement to benefit participants
 - Engagement to benefit society

Two models

Important to know:

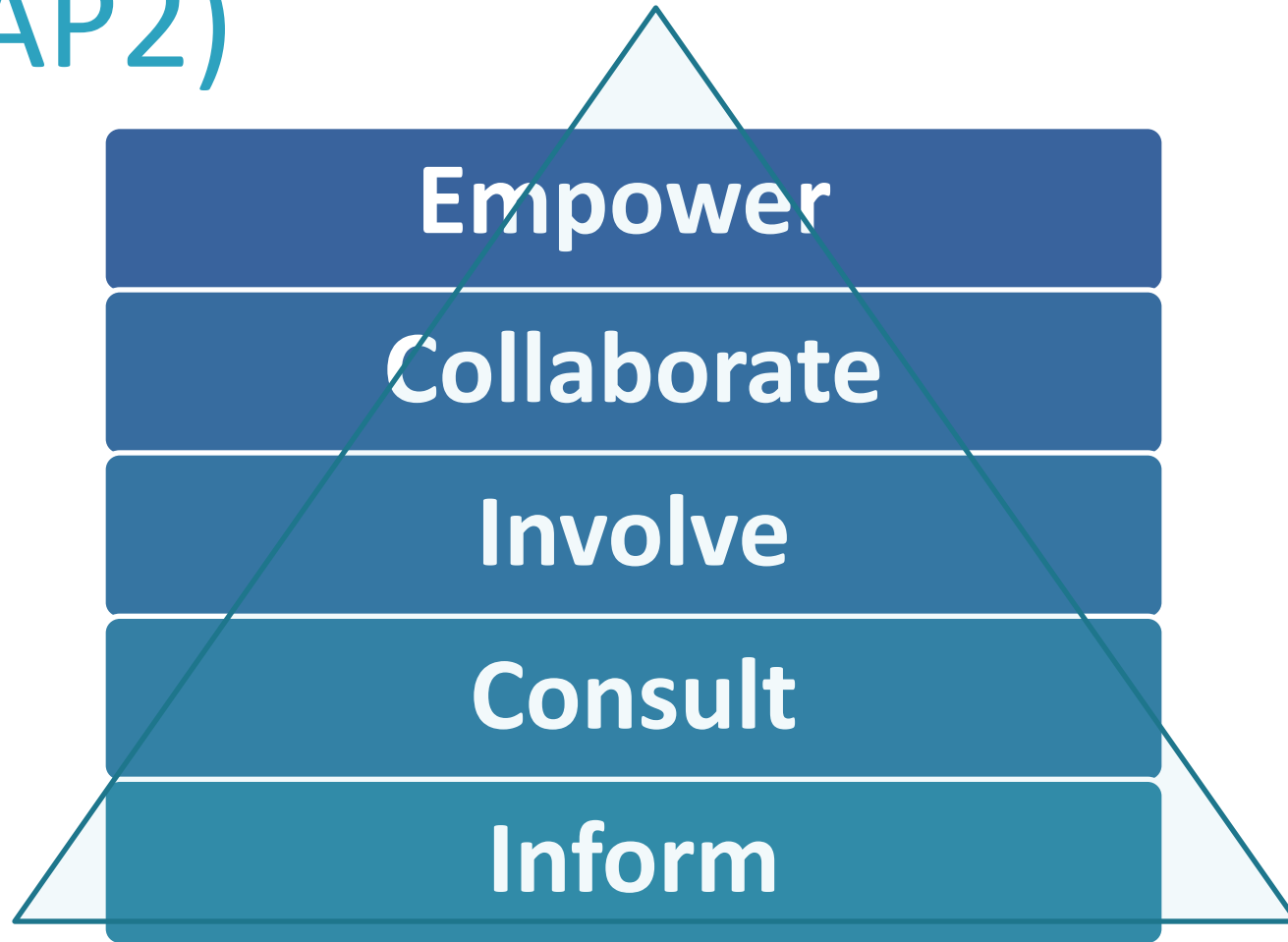
1. Depth of engagement

- Spectrum of engagement

2. Timing of engagement

- Policy wheel

Spectrum of engagement (IAP2)

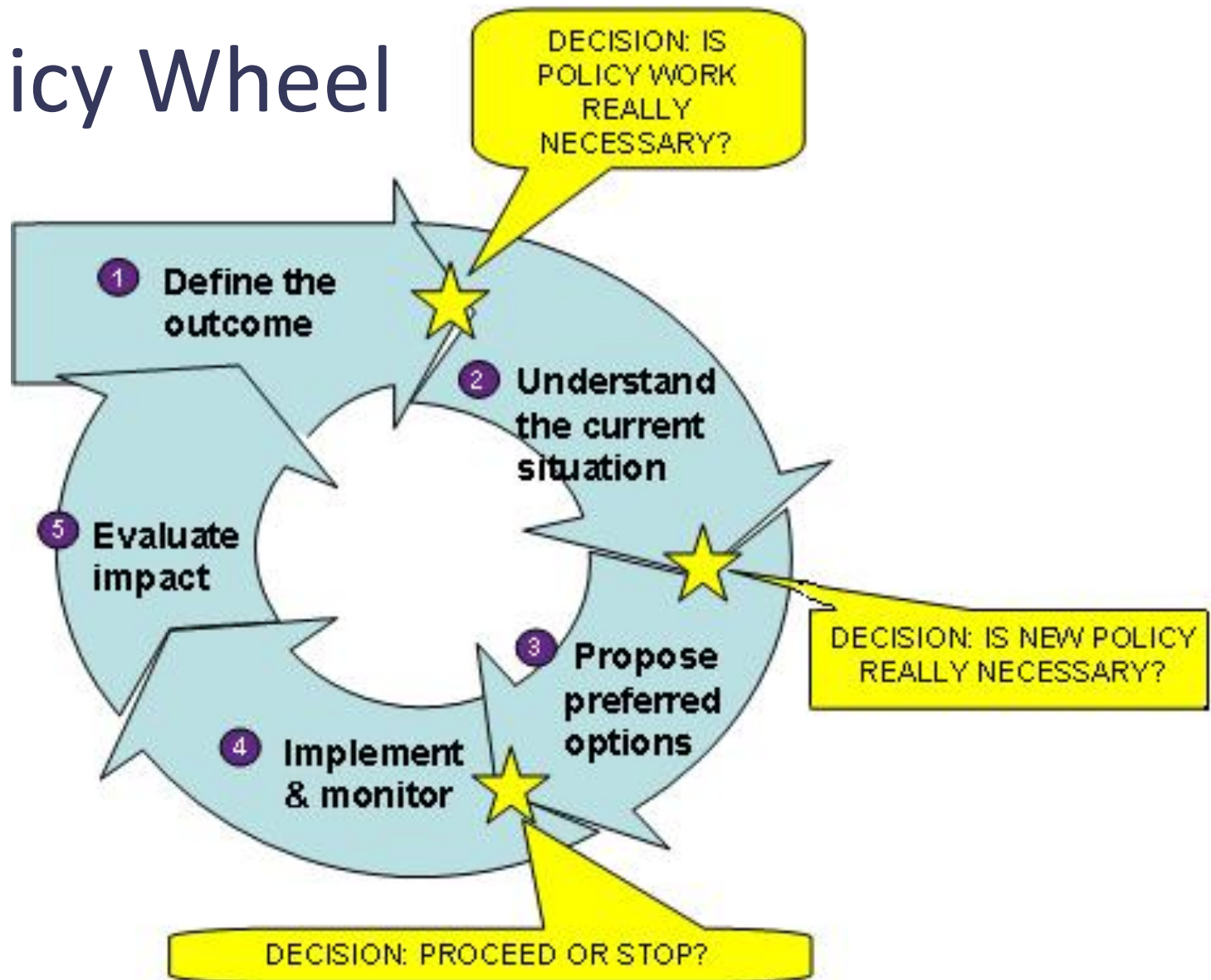


(Engagement Triangle
Based on John May, 2005)

Number of people involved

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Policy Wheel



Decision points

1. **Is** engagement appropriate?
2. **What** do you want to achieve?
3. **Who** are you engaging with?
4. **How** should you engage with participants?

Is engagement appropriate?



Engagement is inadvisable when...

- Nothing can change as a result
- There is no demand for participation
- Resources are insufficient
- When key decisions have already been made

Exercise: Should we bother?

- Please look at the checklist provided
- Consider if the alcohol licensing case is suitable for engagement or not
- Plenary feedback and discussion

What do you want to achieve?



Exercise: Defining purpose

Define what you are trying to do:

- Four people play role of different stakeholders
- Help define purpose using questions provided
- Write down ideas for what the purpose of the case study might be (One idea per post it)
- Put post its up on flipchart (Cluster like with like)
- Quick vote on key purposes

A good purpose should be:

- Focussed and clear
- Have buy in internally
- Understood externally
- Use appropriate language

What happened in real life?

- Identified the following top objectives:
 - Understand the impact of policies on public and stakeholders
 - Use ‘bullet proof’ methodology
- Identified the following secondary objectives:
 - Identify barriers to success across the sectors
 - Enhanced H.O. reputation
 - Strengthen H.O. arguments

Lunch



Image: sherimiya a

Who do you want to reach?



Whom to involve

Three basic recruitment choices:

- Open access process
- Selective process -Interest based
- Selective process –Demographically based

Whom to involve

Open Access

Anyone can attend

- + No-one feels excluded
- + Can build popular support and energy
- Risk of 'hijacking'
- Unlikely to give a representative sample

Whom to involve

Interest based selection (Stakeholders)

Part. represent the views of wider interests groups

- + Those who can hinder or help decisions in room
- + Expertise and knowledge
- Risk of excluding powerless majority
- May seem undemocratic from the outside

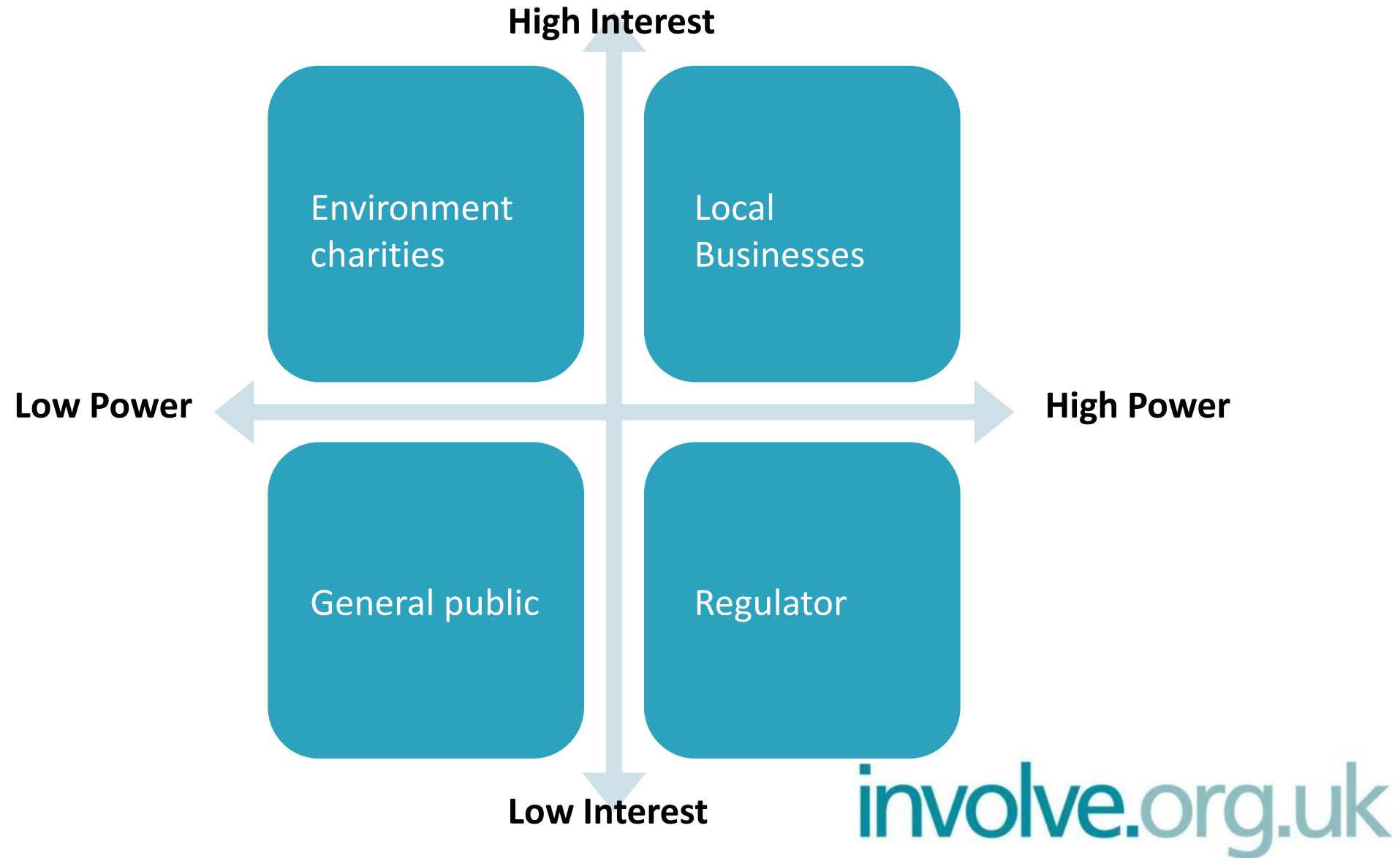
Whom to involve

Demographic based selection

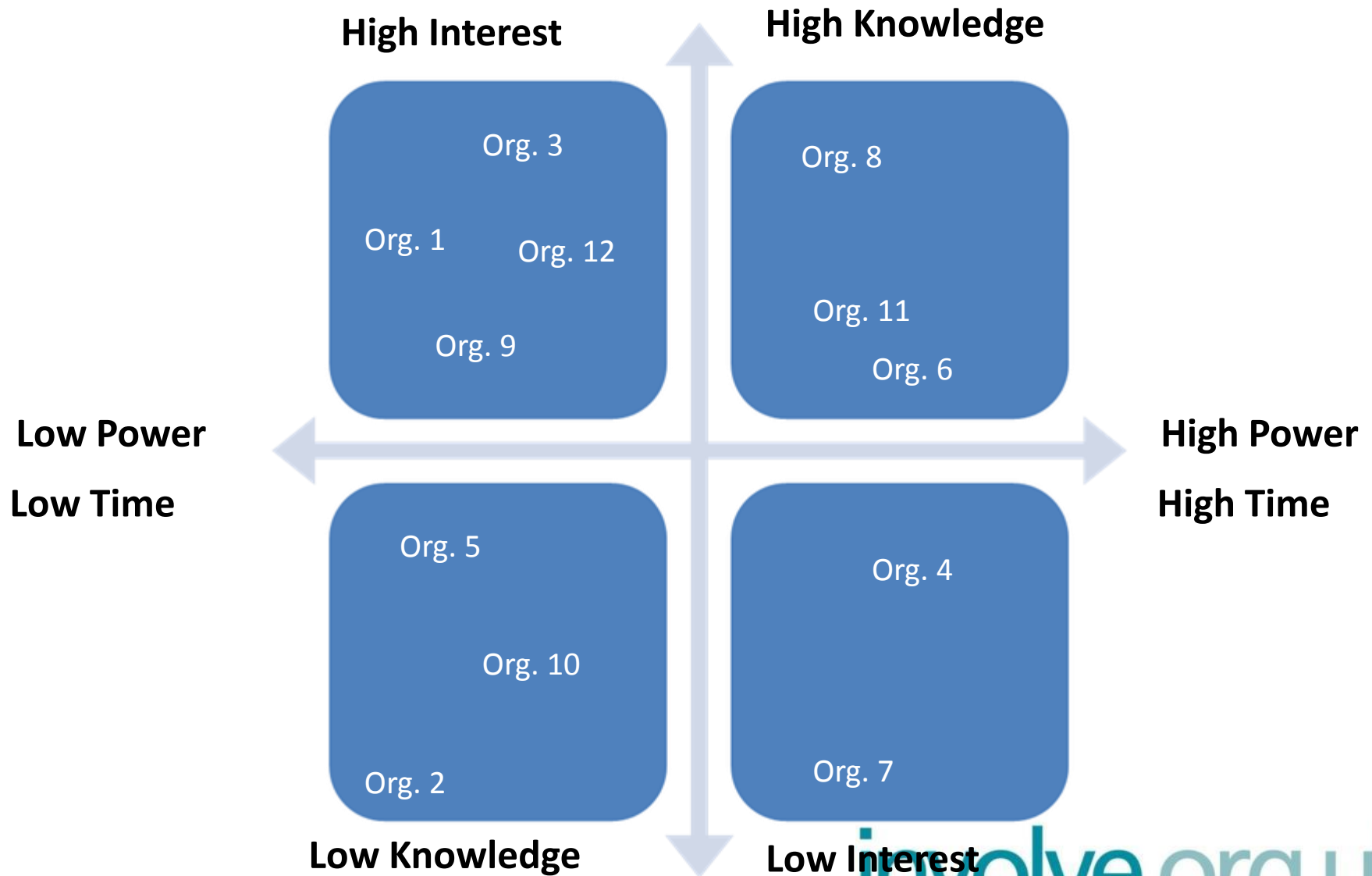
Part. represent a cross section of relevant group or society

- + Rarely heard groups
- + Seen as more 'scientific'
- Important groups may feel excluded
- Costly and time consuming

Stakeholder Analysis



Stakeholder Analysis



Specific groups to consider

- Older
- Younger
- People with disabilities
- Minority groups
- Time pressed groups

Stakeholder mapping

In three groups work on the scenario:

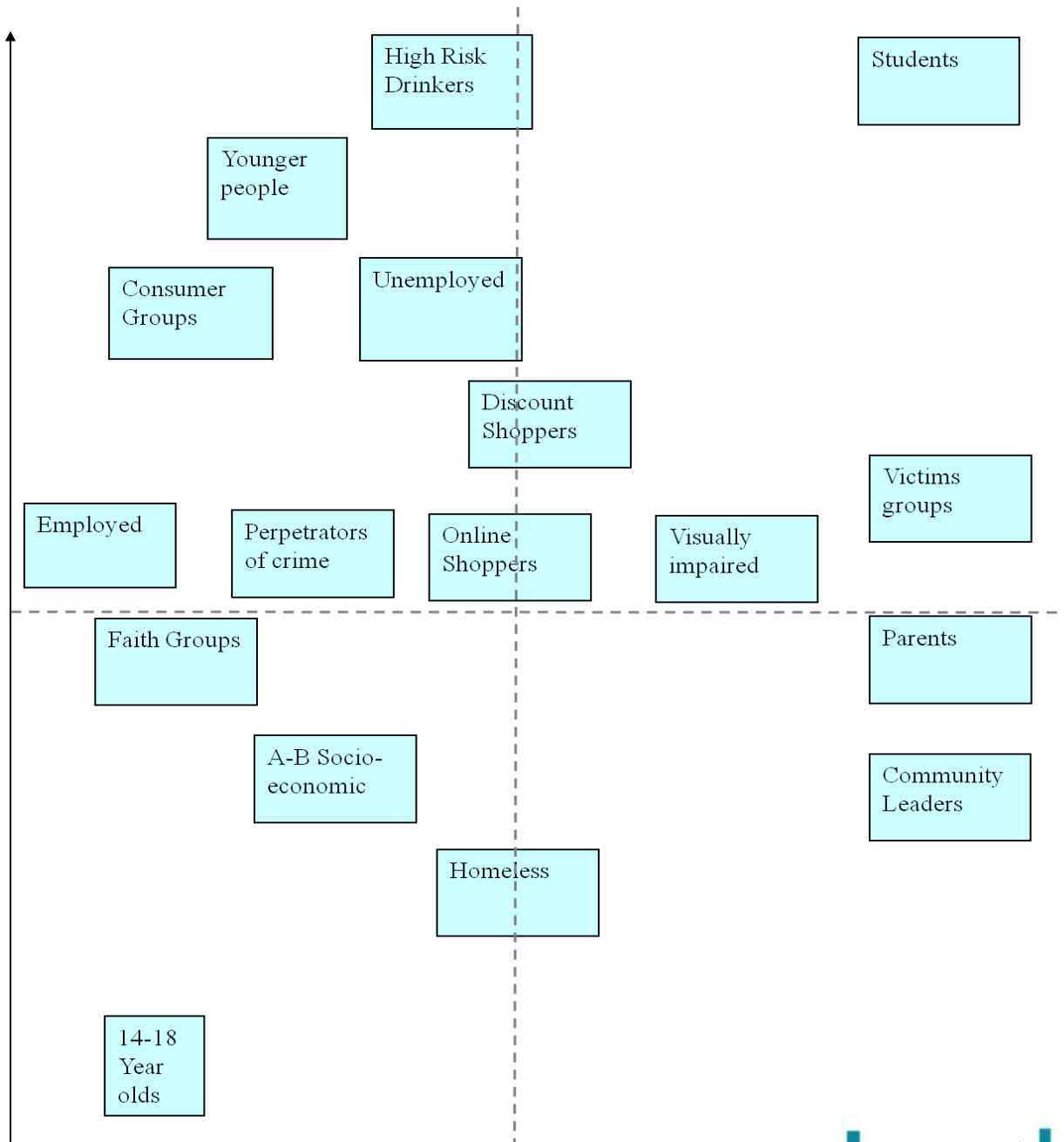
1. Identify possible stakeholder groups
2. Map them according to these metrics:
 - Power/Interest
 - Confidence/Time available
 - Level of benefit/level of organisation

What happened in real life?

Wanted to talk to:

- Hard to reach – who don't normally get involved
- Geographical spread regions and urban/rural
- Range of problems in the area
- Might also measure peoples attitudes to regulation/alcohol
- Gender – equal spread
- Age – equal spread
- Race/ethnicity – proportional

Importance



Interest

How should you engage?



Methods

Citizens' juries

Future Search

User Panels

Open Space

Deliberative Polling™

Neighbourhood Forums

Local Involvement Networks

Focus Groups

Planning for Real™

Citizens' Summits

Wikis

Forum Theatre

Citizens' Panels

World Cafe

Democs™

Participatory Budgeting

Online forums

E-Petitions

Opinion Polls

Participatory Appraisal

The possibilities are
endless.

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theory

social
research

market
research

conflict
resolution



practice

citizens'
juries

focus
groups

dialogue



impact

option
assessment

understand
people

build
relationships

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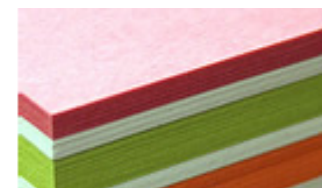
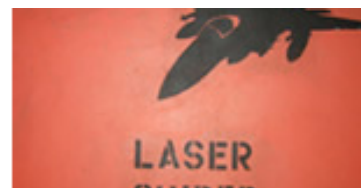
Methods differ according to

- Where from
- Number of participants
- Time/cost
- Level of engagement
- Intensity of discussion

Exercise: Methods exercise

Small groups

1. Common methods pitched to group
2. Group questions 'consultants'
3. Group discussion about which methods to use



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Welcome to People and Participation.net - your gateway to better participation.

The site provides practical information for those working to involve people. By registering you can upload case studies, ask questions of our experts and add events. This is a 'beta' site, which may change in response to your feedback. Click on a link below to get started.

What is
Participation?

Who is
this site for?

How can
this site help me?

How can
I contribute?

16 October

Romania taking its consultation

I have just returned from Bucharest, organised principally on the use of effective consultation from parts of the country was very apparent. The use of effective consultation particularly at a local level within the framework of more well-constructed...

Posted at 16 Oct
[Potter](#) | [0 comments](#)

What happened in real life?

The team chose:

- Consultation paper with specific questions for public sector, public and trade
- Ten deliberative stakeholder workshops
- Ten focus groups with members of the public

Used event management company

Worked with Government Offices in regions

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Evaluation/feedback



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Response

Consider:

- How to take outputs forward
- What's been promised (explicitly or implicitly)
- What are the internal and external expectations
- Communicate the results of the process
- Integrate outputs into decision-making

Evaluation Guide



Developed by MoJ, Involve & Shared Practice

Helps set clear objectives and evaluate the success of public engagement exercises

Outlines the evaluation process

www.involve.org.uk/making_a_difference/

Example: Harrow Open Budget

- Power Inquiry/LB Harrow; October 2005
- 300 local residents discussed five themes
- Voting technology used to capture views
- 94% satisfaction on day
- Failures appeared in implementation:

Limited support for follow on

Control of council changed

No repeat of event



Applying it all

Methods are only part of the picture



Before deciding *what method* to use:

- *Why* are you consulting? (Purpose)
- *Who* are you consulting? (People)
- *Where* are you consulting? (Context)

Training in Turkey

- Our approach:

Discussion

- What should the training cover?
- What is their key priority?

Developing a case study

Define a typical:

- Client
- Topic
- Activity

Coffee break



Image: TomOnTheRoof

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Your expectations

What did you hope to learn during your time in London?

Discuss with the person next to you

Looking back

- What will you use when you get back?
- What will you most likely remember 6 months hence?
- What worked well?
- What should be changed?

Evaluation

- Please take 10 minutes to fill out the evaluation sheets in your information materials.
- Leave them on the table.

Thank you!

Reminder about next day

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