

Participation in Strategy Processes

-Training Session

February 2011

Involve

Aim of Training

1. Understand the *reason* for public and stakeholder participation
2. Understand the *planning skills* required to deliver good participation
3. Hands on experience of *delivery skills* for good participation (including moderation/facilitation skills)
4. Identify and develop the skills required to *train others*
5. Learn about participation *experiences* from UK and beyond
6. Develop skills in *evaluating* participation

Agenda

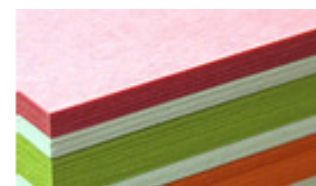
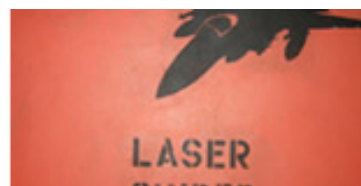
Start	Activity
10:00	Introductions Understanding the reasons Good practice examples Scenario I
13:00	<i>Lunch</i>
	Decision Points for participation When to do participation Purpose Participant types Stakeholder analysis
17:00	Day Ends

Agenda

Start	Activity
10:00	Methods of participation Methods exercise Deliberative workshop
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	Embedding participation Evaluation skills Next steps
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About involve

- Registered Charity
- Focus: Public and stakeholder participation
- Works with: Central & local government.
Health organisations, NGOs and International Organisations
- www.involve.org.uk



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 a consultation in Bucharest, organised by the Ministry of the Environment, principally on the topic of the use of effective consultation. It was very apparent from parts of the consultation that the use of effective consultation is particularly at a low level within the framework of most of the well-constructed projects.

Posted at 16 Oct 2007
[Potter](#) | 0 comments

Background and outcomes –

Group Introductions

Introduce yourself to the table:

- Name,
- Institution,
- Your personal experience of participative working.

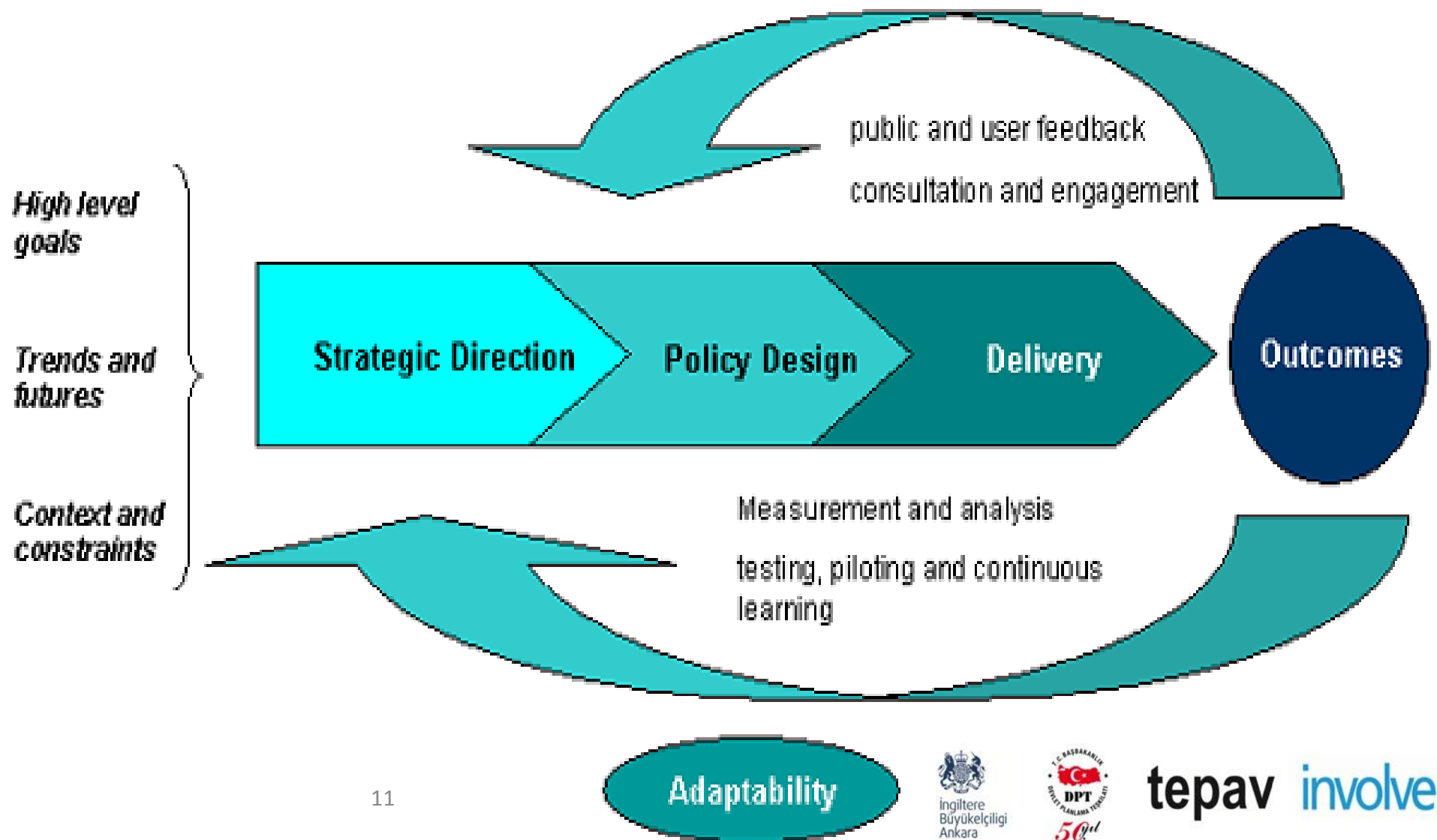
Reasons for participation

- In pairs develop ideas for why participation of citizens and stakeholders might be beneficial to your institution and to citizens. Also develop risks of participation.
- Discuss at the table level.
- Each table group present their results to room.

Benefits of participation

- Tapping into wider resources
- Evidence based policy making
- Improved governance/accountability
- Better targeted/accountable services
- Increased trust in government
- Better informed public opinion
- Cohesive communities
- Outcome improvements (health, crime etc)

Policy Loop



Best Practice Examples

- Pensions Debate
- NICE Citizens Panels
- Department of Health –Expert Patients
- MyEstonia
- New Orleans Strategic Plan

Good examples

- National Pensions Debate
- Worries about the future of the state pensions
- Independent pension commission
- Large public consultation
 - Raising awareness of the pension challenges
 - Understanding public views
- 6529 people contributed

Participation Scenario

- Please read through the scenario outline
- Taking on the role of policy makers please use the cards on the table to come up with a strategy you think will benefit the Island.
- You must choose 10 policy cards.

Scenario Options

You must choose 10 cards in total. Options are:

- Raise corporate taxes
- Raise income taxes
- Raise sales taxes
- Raise pension age
- Cover deficit with loans
- Allow more immigration
- Cut public spending -Justice
- Cut public spending -Environmental
- Cut public spending -Education
- Cut public spending -Health
- Cut public spending –Social Security

Scenario scoring

- Public attitude
 - Political attitude
 - Life Quality
 - Equality
 - Economy
-
- If any of these criteria reach zero the strategy will fail.

Scenario: Stakeholders

- Now take on the role of a stakeholder (information on card)
- Look at strategy and decide if you will support, oppose or be neutral
- Add up results on table and pass on to facilitator

Scenario

- What have you learnt about policy making and participation?
- Why did some stakeholders vote yes and others no?
- What can be done to persuade stakeholders to support the policy?
- What would you do differently next time?

Decision points

4 Questions you need to ask:

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

Questions to ask...

1. What level of participation is sought?
2. What stage of the policy cycle does it contribute to?
3. What are the outcomes or objectives?
4. Who are you seeking to engage with?
5. How will you identify/map/segment them?
6. What participation methods are used?
7. How was the participation followed up?

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)

Decision points

1. **Is** participation appropriate?
2. **What** do you want to achieve?
3. **Who** are you engaging with?
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Is participation appropriate?

Participation 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

What do you want to achieve?

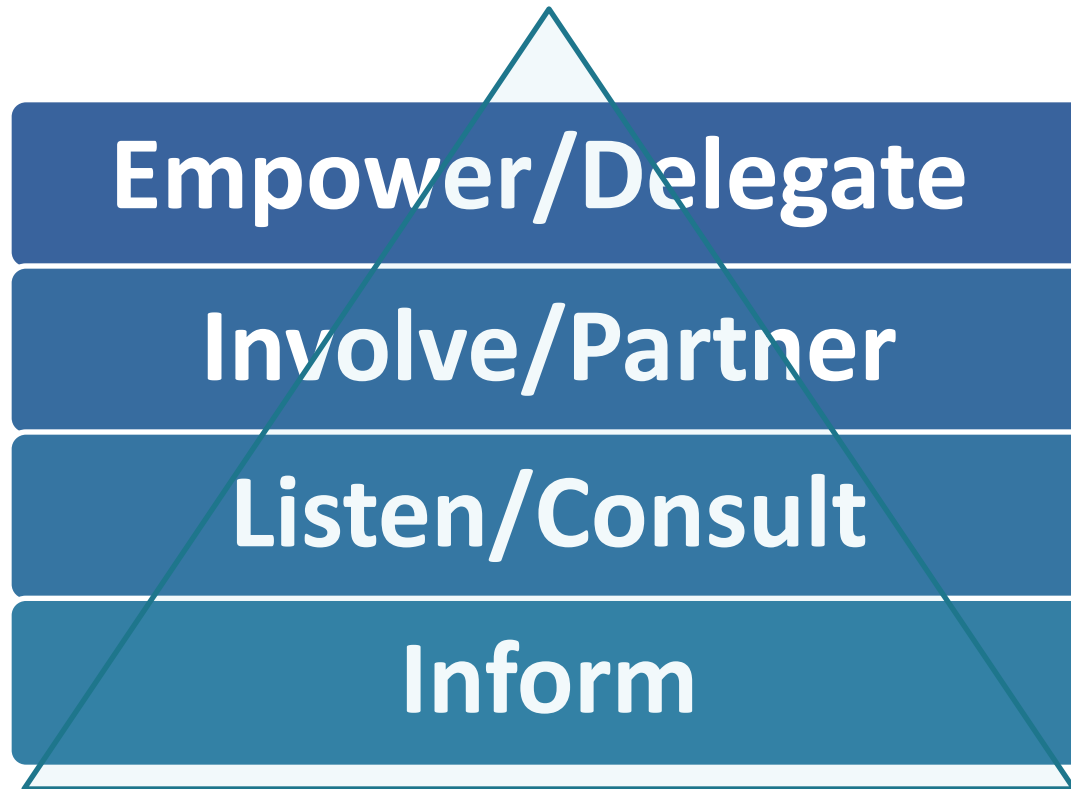
Establishing purpose

Most important step for success

Important to know:

1. Depth of participation
 - Arnstein's Ladder
2. Timing of participation
 - Policy cycle

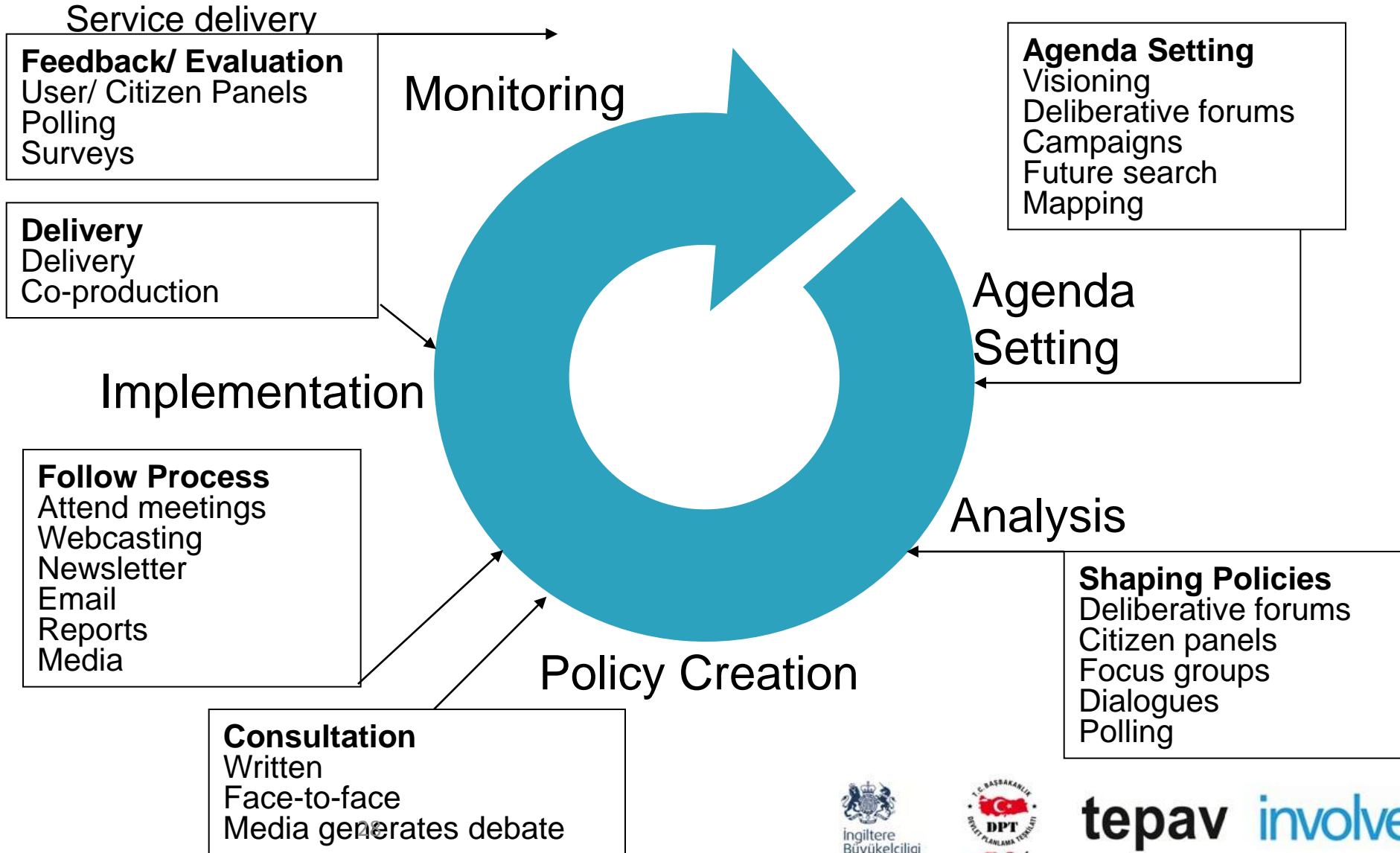
A more useful version



(Engage Wales Model and Engagement Triangle
-John May, 2005)

Number of people involved

Policy Cycle



A good purpose should be:

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

Scenario example

- What might the purpose of participation in the scenario be?

From the organisation's perspective?

From the stakeholder perspective?

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

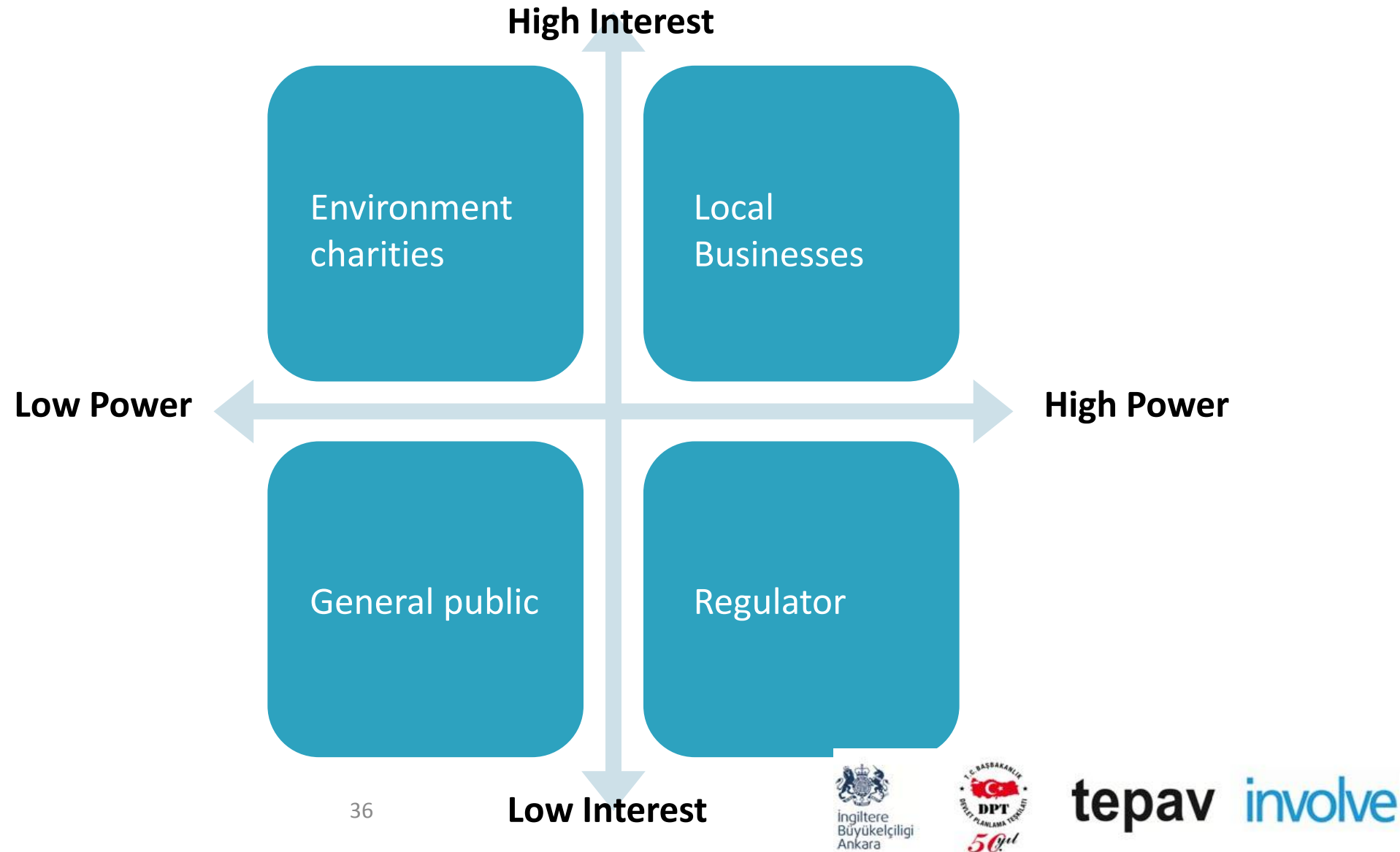
Whom to involve

Demographic based selection

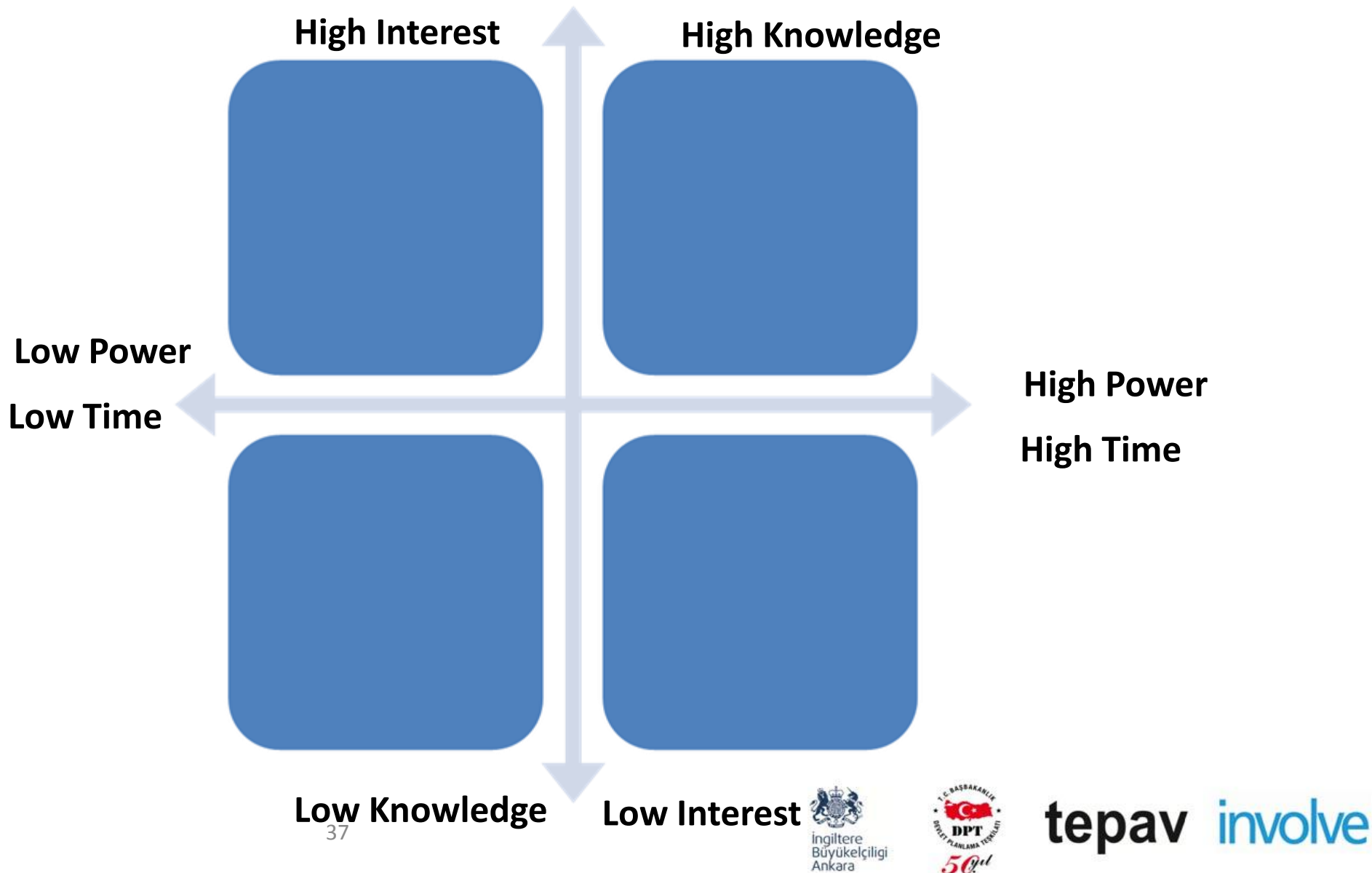
Part. represent a cross section of relevant group or society

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

Stakeholder Analysis



Stakeholder Analysis



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

Survey

- Please vote on which scenario option you are most and least likely to support from a stakeholder perspective

Tomorrow

Start	Activity
10:00	Methods of participation Methods exercise Deliberative workshop
13:00	<i>Lunch</i>
	Embedding participation Evaluation skills Next steps
17:00	Day Ends

Agenda Today

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Methods of Participation

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

Participatory Appraisal

Opinion Polls

The possibilities are endless...

Origin of methods

- Direct democracy
- Market research
- Social research
- Community Development
- Organisational Change
- Online

theory

social
research

market
research

conflict
resolution



practice

citizens'
juries

focus
groups

dialogue



impact

option
assessment

understand
people

build
relationships

Methods differ according to

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

Not just about methods

- Don't forget:
 - Purpose
 - Context
 - Participants
- Methods can be combined
- Elements of methods can be incorporated into others

Methods Exercise

- Quantitative Research -Citizens Panel
- Qualitative research -Consensus Conference
- Deliberative participation -Future Search
- Online participation -Online Forum
- Decision making tools -User Panel

Exercise: Methods exercise

Small groups

1. Look at one method

- Basic Info
- Strength
- Weakness
- Time
- People

2. Pitch your methods to group

3. Group discussion

Deliberative Exercise

- Deliberative workshop on the ageing society
- Return to your stakeholder roles
- One person acts as policy maker/facilitator

Ground Rules

- Do not interrupt others
- Keep your comments short and to the point
- Encourage quiet participants to contribute
- Show respect for others and their views

Deliberative Questions

- What kind of society do we want in future?
- Which of these options do you support? Why?
- Which of these options do you object to? Why? Are there changes to make?
- Which of these options can you live with?
- What combination of options gives the Island as a whole the best future?
- Are there any missing options?

Developing a Strategy

- Please select ten option cards as a table group
- Majority voting if need be but aim for consensus
- Facilitator takes results to top table to agree a joint strategy

Results

Scenario replay

- Please return to your stakeholder role and decide if you want to support, oppose or be neutral towards the proposed strategy.
- Please add up results on the table and pass to facilitator.

Scenario Results

Longer Term Challenges

- Culture
- Politics
- Resources
-
-
-

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

Actions

What actions can you take after training:

- Training colleagues
- Advising
- Building the business case
- Acting as a critical friend
-

Evaluation –Why?

- clarifying objectives
- improving project & programme management
- improved accountability
- improving future practice
- requirement

Evaluation –What?

- Learning Evaluation or Audit or both?
- Defining you objectives
- Quantifiable or qualitative objectives?
- Content objectives/Process objectives

Evaluation –When?

- No good evaluating after events
- Start with end in mind
- Evaluator input in scoping phase
- Plan evaluation alongside project

Evaluation –How?

- Monitoring
- Interviews/questionnaires
- Profiling
- Response rates
- Trust/confidence questions
- Log frame

Evaluation Logframe

Goal/purpose	Indicators	Data	Assumptions
What you are trying to achieve	How you will know if this is happening	How you can gather data on this	What you are assuming
Community cohesion	More people from different backgrounds interacting	Questionnaires before and after event	Honest responses, that any contacts will be sustained long term

Evaluate scenario

Goals/Purpose	Indicators	Getting data	Assumptions

Reminder

Your expectations

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)

Own action commitments.

Final questions

Evaluation

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

Thank you!

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