Public Participation (T4.4)

Participation. Training of Trainers (ToT). Minutes.

San Servolo - Venise (Italy), 31 October - 3 November 2011

Code	PGS_XXXXXXXXXXXXXXXX
Date / version	16 11 2011 (v1.0) / First Draft
Author	Julien Le Tellier, Plan Bleu, Pegaso Participatory Coordinator Gunter Englisch, PAP/RAC consultant, Trainer

Resume

In addition to several documents available via Pegaso Intranet (guide on "Participation approaches, methods and tools", written by Ca' Foscari University in collaboration with PAP/RAC and Plan Bleu; PowerPoint document of 103 pages; detailed agenda), these minutes aims at highlighting basic rules to prepare, facilitate, and follow up on a participatory event (interview, workshop…) as well as the main lessons learned during the training.

The ToT on Participation may be considered as a public space of participation in the context of the Pegaso Project; it represented also a unique chance to strengthen the collaboration between Mediterranean and Black Sea CASES.

Table of contents

Participants

- 2 representatives of the Nile Delta - Egypt CASE: Dr. Suzan Kholeif from the National Institute of Oceans and Fisheries / NIOF, and Waala Awaad Awaad Ali, PhD
- 1 representative of the Al Hoceima Coastal Area - Morocco CASE: Dr. Nadia Mhammdi, Institut scientifique de l'Université Mohammed V de Rabat
- 2 representatives of the Dalyan-Köycegiz Special Protected Area - Turkey CASE: Ulas Avsar et Sinem Önder, MEDCOAST
- 3 representatives of the North Adriatic CASE: Monica Camuffo, Fabrizia Buono, and Marco Tonino, Ca' Foscari University of Venice / UNIVE
- 2 representatives of the Danube Delta - Romania CASE: Eugenia Marin and Iuliana Nichersu, Danube Delta National Institute / DDNI
- 1 representative of the Guria Coastal Region - Georgia CASE: Amiran Gigineishvilski, local NGO
- Marina Markovic, PAP/RAC programme officer
- Gunter Englisch, PAP/RAC consultant, Trainer
- Julien Le Tellier, Participatory Coordinator of the Pegaso project

Bouches-du-Rhône (France), Aegean Sea Islands (Greece), North Lebanon Coastal Area and Sevastopol Bay (Ukraine) CASES had declined the invitation.

Context and Objectives

The training was targeted to Pegaso CASES that have expressed their interest and need in training on participatory tools and more specifically CASES team members that are responsible for the realisation of participatory approaches within their CASE.

The training was organised by UNIVE with trainers from PAP/RAC and Plan Bleu (see above). It had the following objectives:

- To understand principles and tools for dealing with stakeholders, thus creating the basis for sound stakeholder management during and after Pegaso CASES implementation (including implications for future funding of initiatives)

- To train facilitators who will be able to promote the application of participatory approaches in the framework of the CASE, notably
  - to better specify basic concepts of participation, participatory approaches, methods and tools
  - to know how to prepare, conduct and follow up on participatory events, notably in relation to the CASE Work Plan and the realised stakeholder analysis
  - to define the role of a participatory facilitator
  - to discuss different facilitation tasks
  - to apply facilitation skills in role play situations
  - to analyse facilitation performance (internal view and external view)
  - to develop capacity for self-analysis and self-reflection of group interaction processes

- To prepare the facilitators to apply participatory approaches within their CASE

- To contribute to capacity building for realisation of participatory approaches in ICZM in the Mediterranean and the Black Sea

In order to achieve these training objectives the following topics were covered (see also Annex for the programme):

- Principles and tools for stakeholder management within the Pegaso CASE
- Principles of participatory learning and actions
- Realisation of a participatory process for the Pegaso CASE, including preparation and follow-up of participatory events
- Communication basics
- Group facilitation
- The problem solving process
- Group dynamics and treatment of 'difficult' situations
- Preparation, conduct and follow-up of stakeholder meetings within the Pegaso CASES
- Selected participatory methods
- Feedback techniques

The training was based on an interactive training approach, notably on practical exercises for simulation of facilitation situations by role plays. These role plays were recorded and reviewed by video analysis. Personal feedback allowed an intense learning experience for the participants. Traditional lectures were kept to a minimum. Training design was tailor-made to the needs of the participants (as expressed in the participatory checklist attached to the CASE ID document).

Participants had to complete some preparatory work before coming to the training: Participants familiarised themselves with the contents of several documents (for their specific CASE) such as CASE Identification Document, the stakeholder analysis, the CASE Work Plan and the Participatory Guide on Participatory Methods. Moreover, participants had to complete an exercise on a case study before the training and identified at least one core challenge for their CASE with regard to the application of participatory methods.

Main lessons learned

Day 1 - General principles of Public Participation

- Definition of basic concepts: Participation, Stakeholder, etc.
- Communication as basis for participatory processes; Communication theory and exercises (including feedback); Importance of body language
- Principles of adult learning; Principles of participatory learning and action
- Stakeholder Management: principles and tools

Brainstorming: What can you do in order to make sure that participation will fail?

Preparation of the participatory moment:
- Select participants that are not related to the CASE (inappropriate participants, not involving the right participants), as well as exclusion of some key stakeholders
- No common language due to difference of background
- No consideration of stakeholders' needs, unclear objectives
- Logistic problems and lack of preparation (i.e. venue of the meeting)

Implementation of the participatory moment:
- No definition of the benefits of the exercise for the stakeholders, not explaining the benefits to the stakeholders
- No communication on how to use the results
- Lack of moderation or dominant position of the facilitator, not managing stakeholders' relations, not dealing with the stakeholders conflicts
- Negative attitude to stakeholders: being subjective, not being transparent, neutral, and realistic
- Not respecting the agenda (timing)
- Not taking into consideration the socio-cultural context, not respecting gender aspects (e.g. a man who moderates a women group)

Role Play. Speaker - Active listener - Observer: What about their specific capacities?

During a participatory meeting the facilitator has to be speaker, active listener, and observer.

Capacities of the "speaker":
- Being clear and convincing (e.g. having good view on what you want to express), not being aggressive
- Expressing yourself with simple language and using non-verbal communication (e.g. eyes contact, smiling, etc.)
- Focusing on main topics, repeating and summarising

Capacities of the "active listener":
- Listening with a lot of focus and interest
- Giving feedback, in particular by asking questions to have more details
- Receiving clear ideas which transmit the main messages
- Recording and summarising the argumentation
- Using body language

Capacities of the "observer":
- Being neutral and discrete: passive attitude
- Understanding the process between the speaker and the active listener
- Knowing what you have to observe and assess
- Reporting needs special skills

Day 1 - Main learning points:

- A lot of things can go wrong with regard to the participatory process (please see above the main reasons of failure of a participatory moment / *What can you do in order to make sure that participation will fail?*)
- Classify stakeholders and identify key stakeholders according to the "power and interest map" (please see below). Preparation of a participatory meeting needs some time to explore the conflicting situations between several stakeholders. There may be negative impacts on the process if stakeholders in conflict are involved: a response to such a conflicting situation could be to have preparatory meetings or to divide the group into sub-groups.
- Ask for feedback and pay attention to communication "filters"
- Send clear messages, and to repeat its!
- Consider the importance of the body language, the tone of the voice, the eye contact. Be friendly and understanding (smile)

Lessons learned / Two important basic rules for the facilitator of participative events:

- Repeat several times the message that you want to transmit.
- Check if the message is well understood by asking for feedback and by taking communication filters into consideration; filters can influence the message and are influenced by differences of language, behaviour / psychology, religion, gender, age, background / skills / education levels / experiences, socio-cultural context / place of living, concentration, interpretation, power, empathy, etc., between the participants. Please note that feedback is always subjective (personal perception).

Please be reminded that (i) a model is a simplification of the reality; (ii) a message gets shorter and shorter during the communication chain; this means a loss of information during the communication chain: need for repeating several times the same message.

Advice for the work in CASES:

Realizing a "stakeholders mapping" as presented in the slides 33 & 34. The power (low or high) and interest (supportive, neutral, or opposing) map allows to visualize the place of the identified stakeholders.

Day 2 and 3 - Participatory process and group facilitation: preparation and facilitation of participatory moments

- Preparation, conduct and follow-up of a participatory event (e.g. stakeholders meetings)
- Facilitation process, tasks, and skills: conduct of stakeholders meetings, self-analysis of interaction processes, the role of the facilitator, interaction between facilitator and group, communication rules, visualisation of results
- Participatory tools, methods and approaches (Pegaso guide)
- Follow-up of participatory processes

Participation and ICZM (particularly in the context of the Pegaso CASES) - Some reminders

First of all, please always remember this general rule: (local) stakeholders have to be considered as experts of and in their area; the facilitator has to take into account knowledge of local people.

- Need for "*integration*, this means breaking the ice between different specialties. Try to put together at the same table all the (local) stakeholders who come from different sectors.

- Very important to ask questions / opinions / advices / feedback to (local) stakeholders about priority issues and main drivers to take into consideration, as well as what is their interest regarding tools.

- As far as the participatory process is concerned, it always creates expectations from local stakeholders, the facilitator has to steer the process in the right way; there is a need for developing trust. Therefore, it is very important to be honest and clear on what you are (and what you are not) going to do; then you can avoid creating wrong expectations. It is as important to satisfy stakeholder needs by making clear what can realistically be achieved. (Stakeholders want always more). Please remember that one of the reasons of failure of a participatory process in CASES is to promise something that you are not able to do. Please remember also that even if CASES teams have not the power to control the planning of the coastal areas, they have to manage their work and the relations with the (local) stakeholders: so you have to explain the added value of your work in and for the CASES and convince stakeholders that this is in their interest, too.

Some advice to facilitators of participatory meetings

First of all, do not forget to present yourself and your colleagues, as well as to welcome all the participants by paying attention to the appropriate formulas of politeness.

Since facilitators have to prepare interviews or meetings, they have to arrive with a very clear idea of their project and of what they would like to do. This means to have a very clear idea of "Who, What, Where, When, How" + some basic documents of presentation (e.g. PowerPoint doc, figures, financing details: project title and description, brief agenda, objectives and targets, main expected results and outputs, budget, consortium/team).

Facilitator has to have enough knowledge to understand the participants, but he has not to take part in the debate; he has not to impose his opinion neither to manipulate the process. You can trust the group even if you do not know the context as well as the residents and local stakeholders. Do not be afraid to say "I don't know".

If possible, interviews and meetings should be facilitated by two facilitators: a speaker and a note taker; there is a need for a clear division of roles between them and for not changing these roles during the meeting. The note taker could help his/her colleague by non-vocal communication (i.e. a nod).

- Asking questions to steer the process and to check commitment of the participants.
- Asking for feedback and comments: do not impose your opinion, be neutral.
- Using flipchart to structure the discussion.
- (Preparation: making the list of potential problems in order to find responses to solve them).

How to manage "dominant" participants:

- Organise sub-groups for the discussion. However, competition between and within (sub-)groups can stimulate the performance.
- Give the floor to the participants by asking questions
- Speak friendly with dominant persons during the coffee-break to explain him/her what are the main goals of the meeting
- Always maintain a positive and determinate attitude, even if there are difficulties

Day 2 and 3 - Main learning points on how to facilitate a participatory moment:

How to prepare and conduct a participatory event, how to act as facilitator, and how to divide tasks within a team (needs for coordination).

Do not involve stakeholders before you have a very clear idea of your objectives. It is very important to have a very clear idea of what you are going to do and what you are not going to do. Please consider carefully that at the beginning of a project (as Pegaso for instance), things are often very complex and not necessarily very clear… Making a list of the tasks ("action plan") should help (checklist).

- Be prepared and flexible (*Fail to plan is a plan to fail…*)
- Keep calm, control yourself; do not be afraid of silence (benefits of active listening). Please note that facilitator has a responsibility for the process but not for the quality of the results
- Use several tools
- Visualise the results (e.g. by using the flipchart)
- Deal carefully with "difficult" characters / dominant stakeholders
- Make it clear when you change your role (i.e. from facilitator to expert)
- Do not be afraid of making mistakes; you will do better next time…

Basic knowledge on:

- "Transactional Analysis" (Eric Berne: www.ericberne.com)
- The Problem Solving Process (R. Czichos, Change Management, 1990)

Day 4 - Thursday 3rd November 2011 - Handling of difficult situations

- Group dynamics
- Treatment of difficult situations
- Review of action plan for individual CASES
- Discussion of capacity building for realisation of participatory processes within the CASE
- Summary and Feedback; Training evaluation

Ways of sabotaging a conversation

- Speaking at the same time
- Asking about other things, moving the attention to something else
- Diverting the conversation: introducing unplanned topics, interruption, changing of the subject
- Ignoring stakeholders' opinions

Secret of successful participation

- Be open, neutral, friendly (empathy). Control yourself: keep calm. Importance of body language
- Make the participants feel that they are important
- Listen: active listener
- Ask for feedback
- Need for preparation and clear objectives
- Need for effective tools
- Need for managing conflicts between participants
- Need for evaluation of the process

Basic knowledge on:

- Semi-structured interview (SSI) method
- Mind Map and Rich Picture

Conclusion

The participants of the training course have acquired the basic skills and techniques of group facilitation and stakeholder management. They are now able to start implementing a participatory process within their CASE. However, it is recommended that further advanced training is offered to the participants in order to support the related learning and self-reflection process. A way of delivering this advanced training could be to use the next CASES meeting for training of facilitators 'on the ground' in the application of selected participatory methods. In this context, it would be necessary to foresee some time before and after the CASES meeting for training of facilitators. This advanced training should be targeted to the participants who attended the first training. Other Pegaso meetings could be later used for the same purpose.

Appendices

Evaluation by the participants (end of Day 4)

	What was good?	What could have been better?
Topics / Contents	- Loved it! - Dense enough for 1 week - Well organised agenda - Practical tips - We learned about all aspects - It was great, but I think it would be better to give case studies just for more practice - Contents are enough for the aim of the training	- Homework evaluation - Add some examples about real examples for negotiation 3-Ego States could be part of the obligatory session - Invite some stakeholders or end users - CASE specific
	What was good?	**What could have been better?**
Training Methodology	- Methodology made by very good specialists - Exercises - Involving assistance - Innovation - Focussing on learning by doing instead of ppt - Very good alternation of theory with practical exercises - Accurate methodology - Very effective - Very efficient energisers - Participatory enough! - Very good, interesting & creative - Video recording - Good switching between theory and practice - Actually I like the time span between sessions and repeating what we did learn plus spreading the sheets on the walls	- More exercises - Better preparation for exercises - Meal, coffee, wine + field trip - More examples - Explaining the behaviours - Reality in the CASES - More no. of days
	What was good?	**What could have been better?**
Documents	- Informative enough! - Detailed information - More than enough	- More materials would be great - It is better if we have some theoretical info on discs (big material) - More suggestions - More case studies - A lot of practical examples - References - Previous experience from other groups - More bibliography - It would be better if every day session has a separate presentation & the ppts should have some figures, photos, animations : more practical examples

	What was good?	**What could have been better?**
Trainers	• Excellent, patient, active listening and respect for all participants • On reviendra!! • Patient enough! • You did very well – just keep it ☺ • Professional & optimist attitude • Professional trainer • Used the participatory methods • Excellent! • Trainer is super • Pedagogic • Supportive • Thank you (expressed in Arabic language)	• Only available during our holiday • Next time please: 1 free afternoon • Good is the enemy of the better • More X-mas Cookies!

Preparatory Work for Pegaso Training on Participatory Methods

Part 1

Before coming to the training please read the following documents and familiarise yourselves with their contents. You might consider to bring with you a paper copy of:

• CASE Identification Document
• Related stakeholder analysis
• CASE Work Plan
• Participatory Guide on Participatory Methods.

Part 2

Case Study: *An investor wants to build a new tourism complex in a coastal area that is not yet developed in terms of tourism or industry. There is a small village in the immediate vicinity of the planned complex which would be affected in many ways by the change (restricted access to the sea, noise, pollution, disregard of local customs by the project, etc.). Furthermore there is a near-by nature reserve that might be endangered by the project. However, national and local authorities are quite in favour of the project because it would bring additional income, employment opportunities and improved infrastructure to the community. The mayor of the community contacts you for support the realization of a participatory process with regard to this project.*

What would you need to do / check / clarify / obtain before accepting the involvement in this participatory exercise?

Who are the main stakeholders for this participatory process?

How do you see the role of the local residents? How would you deal with them?

Part 3

Please specify one or several major challenges that you see for your own CASE with regard to the application of a participatory approach?
Please detail your answer by a paragraph (from 10 to 20 lines) or submit a list of topics.

Pegaso – Participation Training Course – Overview of Programme

Session	Monday, 31 October 2011 (Principles)	Tuesday, 1 November 2011 (Participatory process)	Wednesday, 2 November 2011 (Group facilitation)	Thursday, 3 November 2011 (Handling of difficult situations)
09:00 h - 10:45 h	Arrival & Registration Welcome Presentation round Training Objectives Definition of basic concepts (Participation, Stakeholder, etc.)	Realisation of a participatory process (incl. preparation and follow-up of a participatory events)	Introduction to group facilitation The role of the facilitator Interaction between facilitator and group The facilitation process	The Problem Solving Process Group dynamics Treatment of difficult situations
Coffee Break				
11:00 h - 13:00 h	Communication as basis for participatory processes Communication theory and exercises (including feedback) Importance of body language	Preparation of stakeholder meetings Facilitation tasks	Facilitation skills Communication rules Visualisation of results	Treatment of difficult situations (continued)
Lunch				
14:00 h - 15:45 h	Principles of adult learning Principles of participatory learning and action	Conduct of stakeholder meetings Self-analysis of interaction processes	Participatory tools, methods and approaches Introduction of PEGASO guide Analysis of facilitation performance	Development of action plan for individual CASES Discussion of capacity building for realisation of participatory processes within the CASE
Coffee Break				
16:00 h - 17:30 h	Stakeholder Management (Principles and tools)	Follow-up of stakeholder meetings	Exercises on participatory tools and methods Reflection of group interaction processes	Summary and Feedback Training evaluation
Dinner				
20:00 h[1] - 21:30 h	Communication Theory and Models (1): 4-ears model (F. Schulz von Thun), Feedback techniques	Communication Theory and Models (2): Transaction Analysis (E. Berne)	Communication Theory and Models (3): Neuro-Linguistic Programming (R. Bandler & J. Grinder)	Farewell dinner

[1] Participation in the evening sessions is voluntary. These sessions treat additional useful information about selected communication models. However, taking part in these sessions is not necessary to follow the next day's sessions.