

# **DIALOG – Interreg Dialog for Innovation And Local Growth**

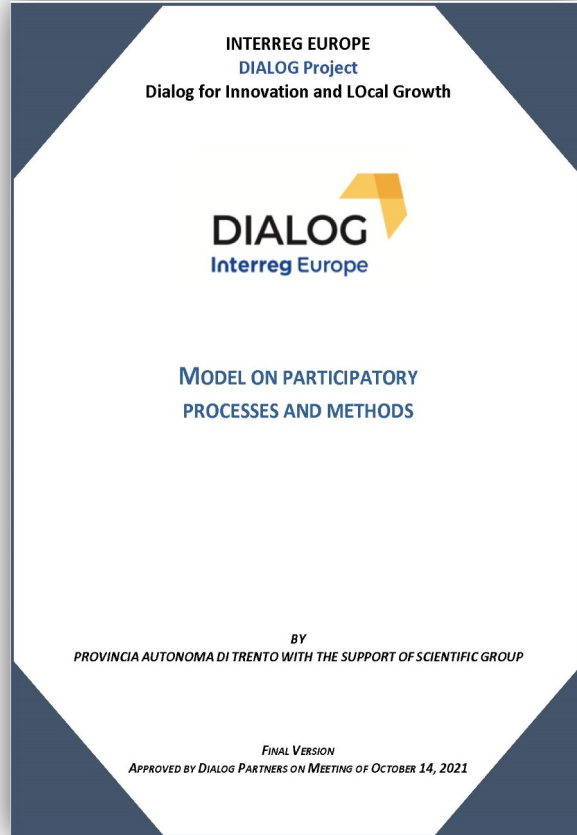
**Final dissemination event - 9 June 2023**

**PRESENTATION OF PROJECT PRODUCTS:  
MODEL AND GUIDELINES ON PARTICIPATORY  
METHODS**

**Lorella Molteni**



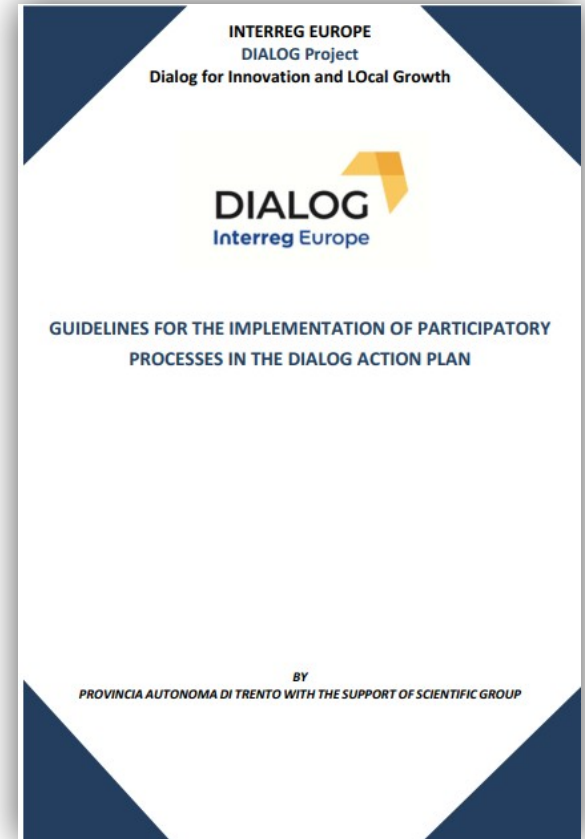
# PROJECT PRODUCTS



**Conceptual framework that sets the key principles and concepts of social participation**



**Operational suggestions on how to set up participatory processes and on which tools to use to involve stakeholders**

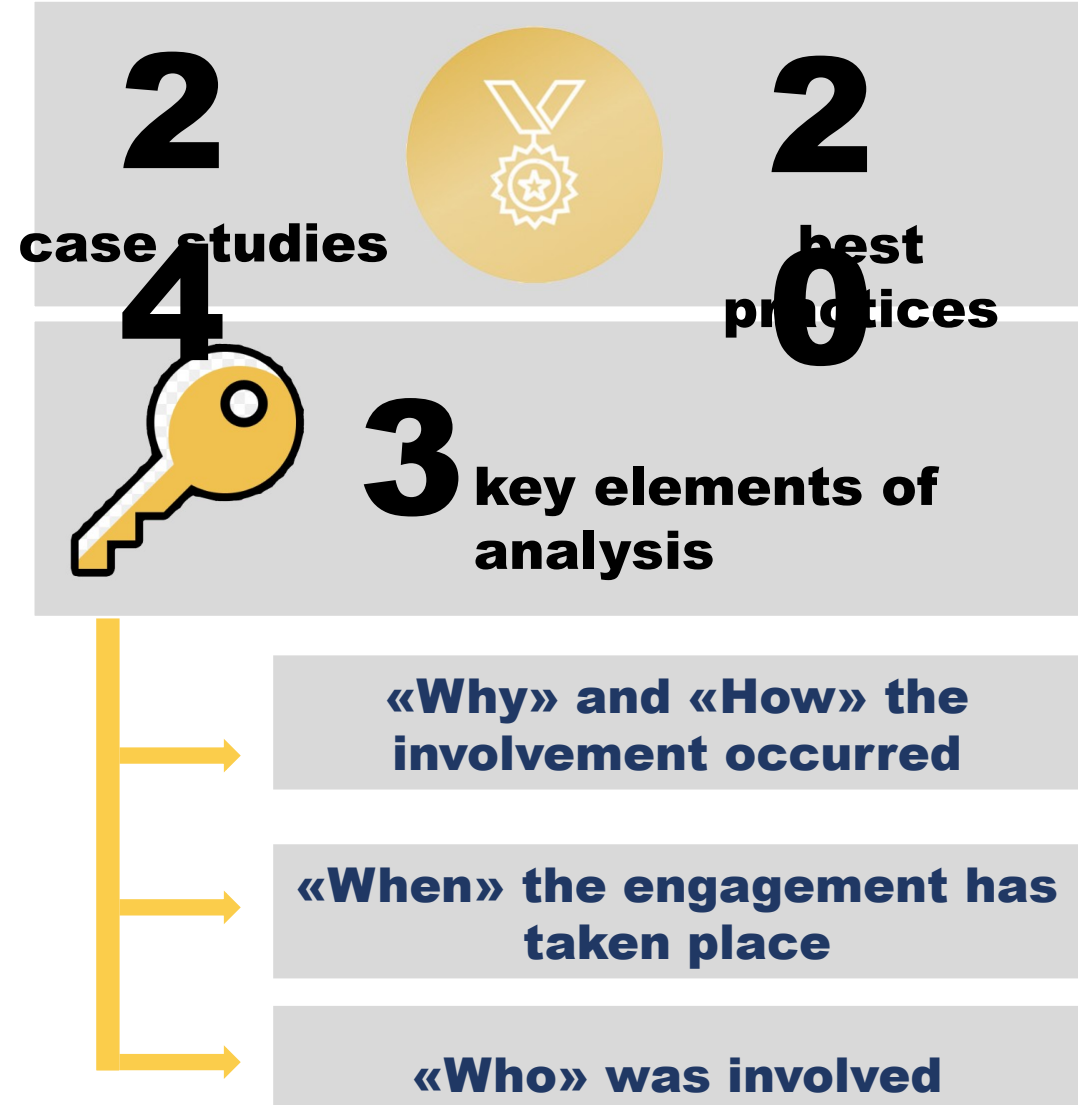
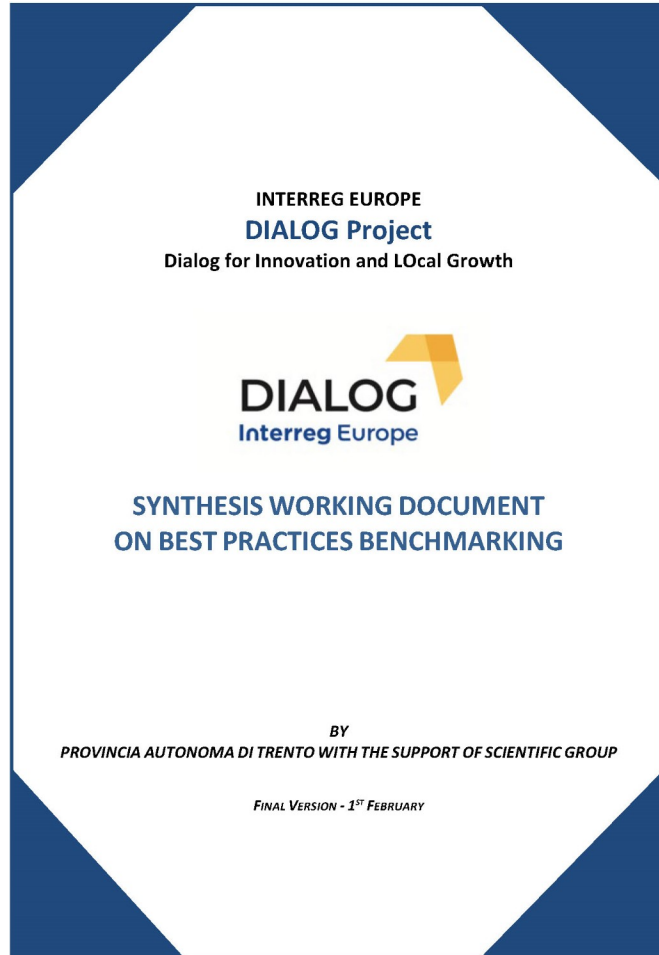


**TO GUIDE THE DIALOG PARTNERS IN THE IMPLEMENTATION OF THE ACTION PLANS**



# GENESIS OF THE MODEL

## BEST PRACTICES BENCHMARKING





### SOCIAL DIALOGUE

- Sustatool [BE]



### EU FUNDS - PLANNING MANAGEMENT

- ESF Policy Guideline Social Innovation [DE]
- Strategy for european funding 2021 – 2027 [DE]



### ECONOMIC GROWTH

- Farcama Governing Association (Crafts Fair) [ES]
- Pact for the economic recovery of Castilla-La Mancha 2015-2020 [ES]

### R&I, DIGITAL DEVELOPMENT

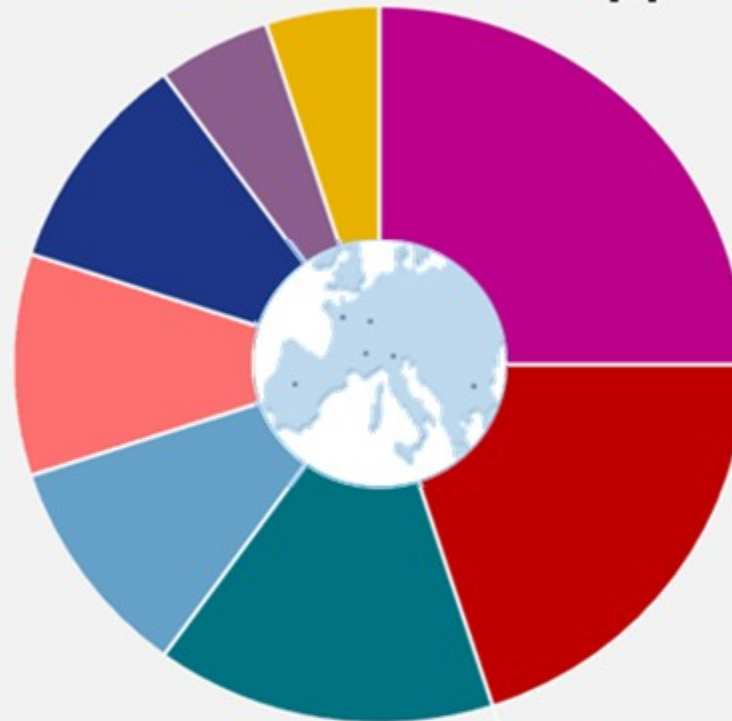


- Regional innovation strategy for smart specialisation [DE]
- Social partners on the digital fast track [BE]



### LOCAL GROWTH

- Inner Area of Tesino [IT]



### HEALTH AND WELFARE



- Digital Cooperative Platform [IT]
- Trentino Solidarity Fund [IT]
- Foundation "Project Northwest" [BG]
- Social enterprise "BEE" (As. New Road) [BG]
- Right2Score (R2S) [BE]

### ENTERPRISES SUPPORT



- Fondounimpresa [CH]
- Initiative B4b Hub [BG]
- BCNL [BG]
- "Plan adelante" [ES]

### WORK AND TRAINING



- City of crafts [CH]
- The vocational training council [ES]
- GSIW (Gent stad in werking) [BE]



[IT] Autonomous Province of Trento - LP



[CH] Ticino Canton Education, Culture and Sport Department VET Division



[BE] ESF Flanders



[ES] Junta de Comunidades of Castilla-La Mancha



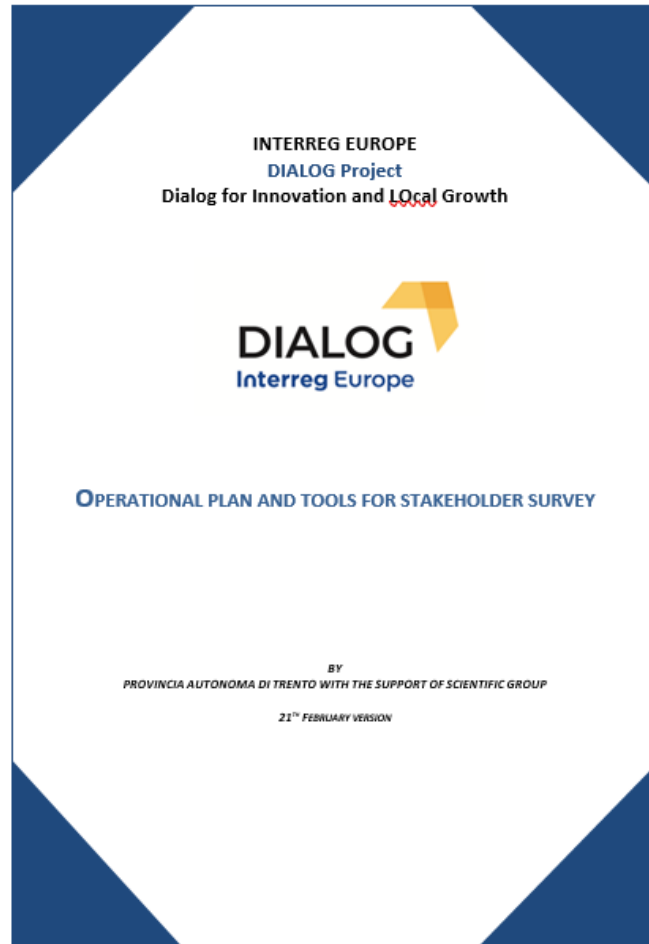
[BG] Chamber of Commerce and Industry Vratsa



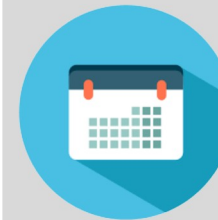
[DE] Lower Saxon Ministry for Federal and European Affairs and Regional Development



## RESEARCH THROUGH QUESTIONNAIRE



**To detect the different  
points of view on  
Participation**



**April –  
May 2021**



**14**

**stakeholders  
involved**

**8**





# MODEL ON PARTICIPATORY PROCESSES AND METHODS

**It is based on theoretical framework developed by International Association**

**for Public Participation**

**It establishes the key principles and concepts of an *active and***

***effective participation:***

- ❖ *The conceptual background*
- ❖ *Why to involve. Rationales*
- ❖ *How to involve. The spectrum of participation*



- ❖ *Who to involve. Stakeholder's engagement*
- ❖ *When to involve. Participation and Policy development*

The model is:

- generic enough, to be applied to Action Plans of a different nature
- specific enough, to provide a clear orientation for activating participation processes



# The conceptual background

**Participation = any process that involves stakeholders in problem-solving or decision-making and that uses public input to make better decisions**



**Participation has a significant impact both on the quality of policies (effectiveness, efficiency, development of new solutions) and on their sustainability:**



increases awareness around the complexity of the problem and the solutions (reducing conflict)



optimizes human and financial resources, increasing the availability of social capital



enables citizens to express their point of view and their interests



contributes to a better social cohesion in terms of growing trust and connections



can encourage the production of innovative ideas



# Participation's rationales

INSTRUMENTAL

Participation aims only to: legitimize political decisions; reduce social conflicts; restore public credibility; justify decisions

*Stakeholders' ideas and suggestions are not necessarily taken into account; the goals of politicians can't change*

FORMAL

Participation is considered only when - and because - it is requested by higher level institutions

SUBSTANTIVE

Participation aims to improve the quality of decisions, integrating expert and non-expert vision

*Stakeholders' ideas and suggestions are taken into account; the goals of politicians can be*

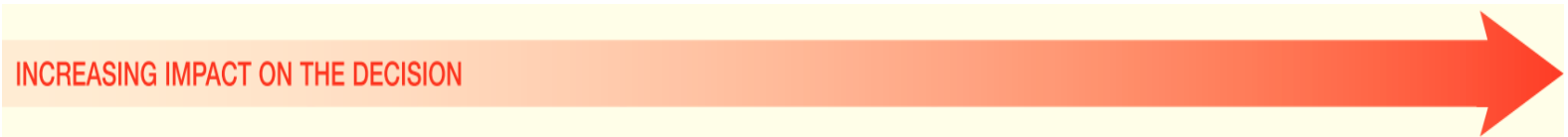
IDEAL

This rationale is strongly anchored to the values of democracy and aims to allow stakeholders to have influence





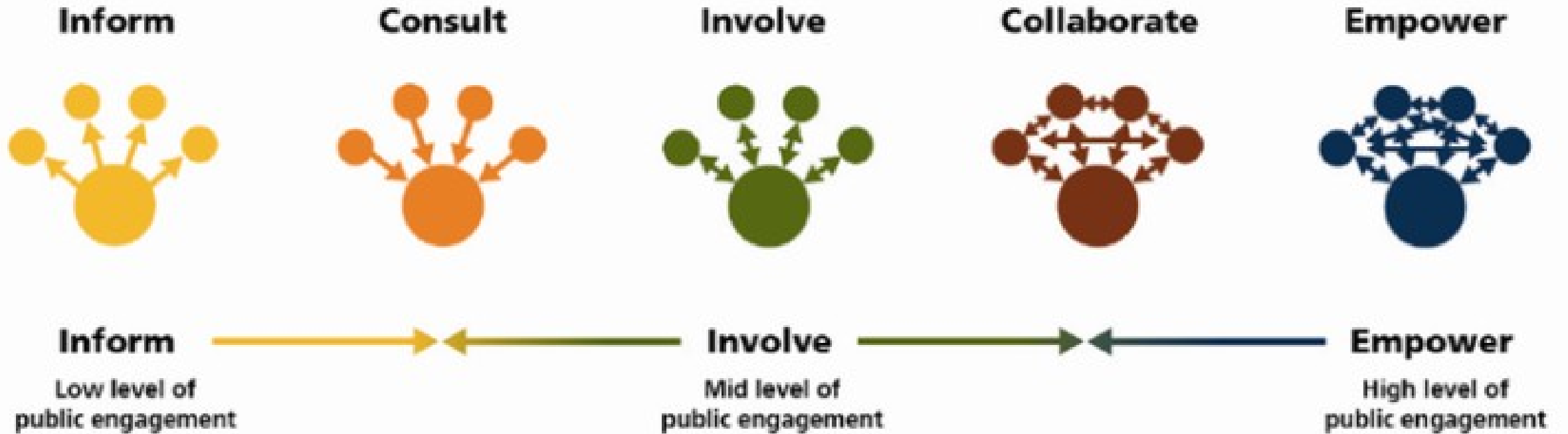
# The spectrum of participation



	<b>INFORM</b>	<b>CONSULT</b>	<b>INVOLVE</b>	<b>COLLABORATE</b>	<b>EMPOWER</b>
<b>PUBLIC PARTICIPATION GOAL</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solution	To obtain public feedback on analysis, alternatives and/or decisions	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution	To place final decision making in the hands of the public
<b>PROMISE TO THE PUBLIC</b>	We will keep you informed	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible	We will implement what you decide



## ***Hierarchy of intensity of***



**Source:** International Association for Public Participation Australasia (2016), *Quality Assurance Standard for Community and Stakeholder Engagement*, Victoria, Australia



## ***The pyramid of engagement***



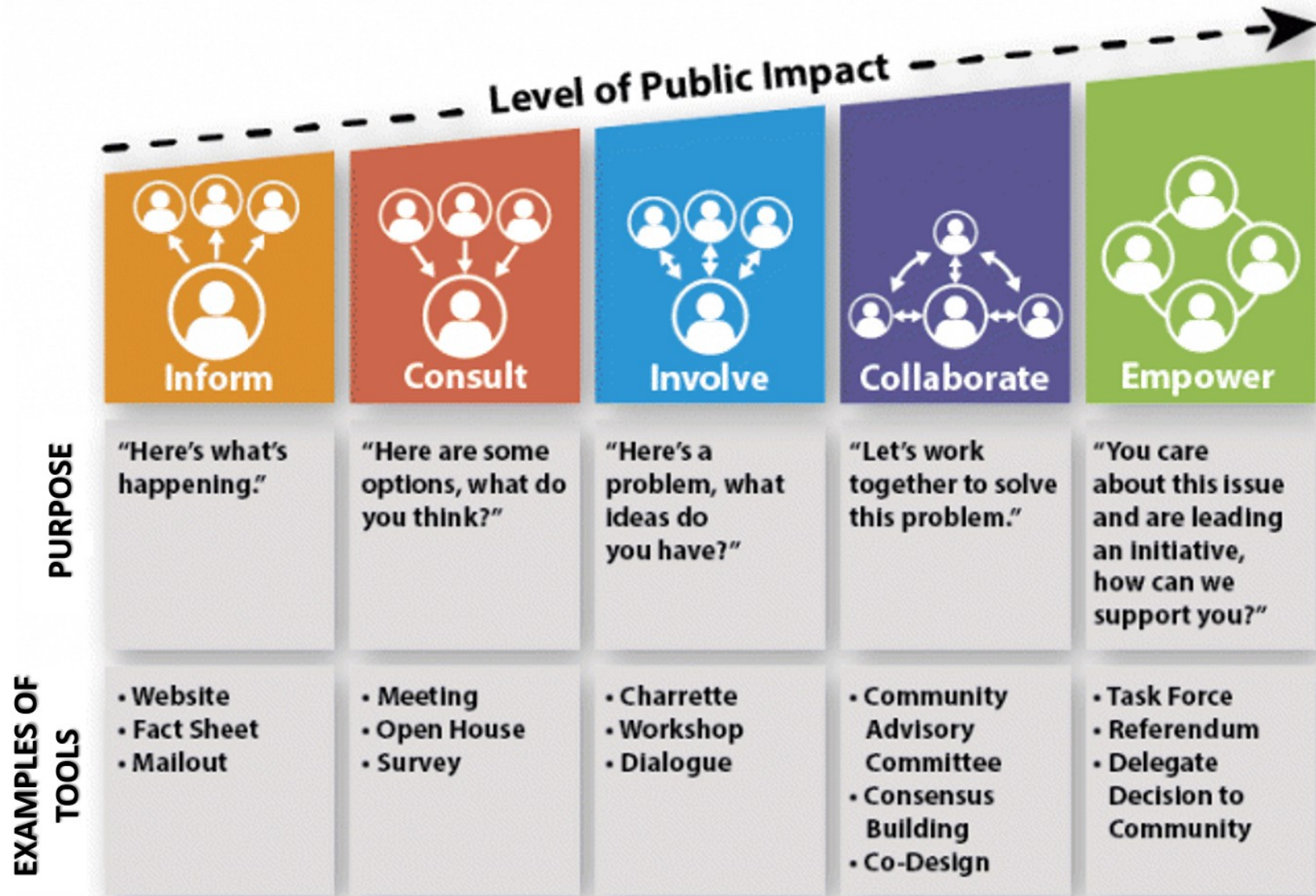
Source: Our review of Ambrose-Oji et al. (2011)

### **HIGHER LEVELS:**

- attract fewer stakeholders
- are more time-consuming
- Increase power over decisions and responsibility to other people

### **LOWER LEVELS:**

- can reach large segments of the population in a short time





# Stakeholders' engagement

**The identification of the stakeholders who can influence – or are influenced by – the outcomes of the policy is an essential phase of the activation of participatory processes.**

## Organized groups

pressure groups (trade unions, trade associations, political parties and movements, mass media), local associations (cultural, environmental, consumer, social, sports or recreational groups, etc.)



## Public institutions

local territorial bodies, functional agencies (consortia, chambers of commerce, health companies, environmental agencies, universities, etc.), subsidiaries and investee companies

## Informal/non-organized groups

citizens, collective (the set of citizens who make up the local community) or consumer (i.e. the users of products or services)



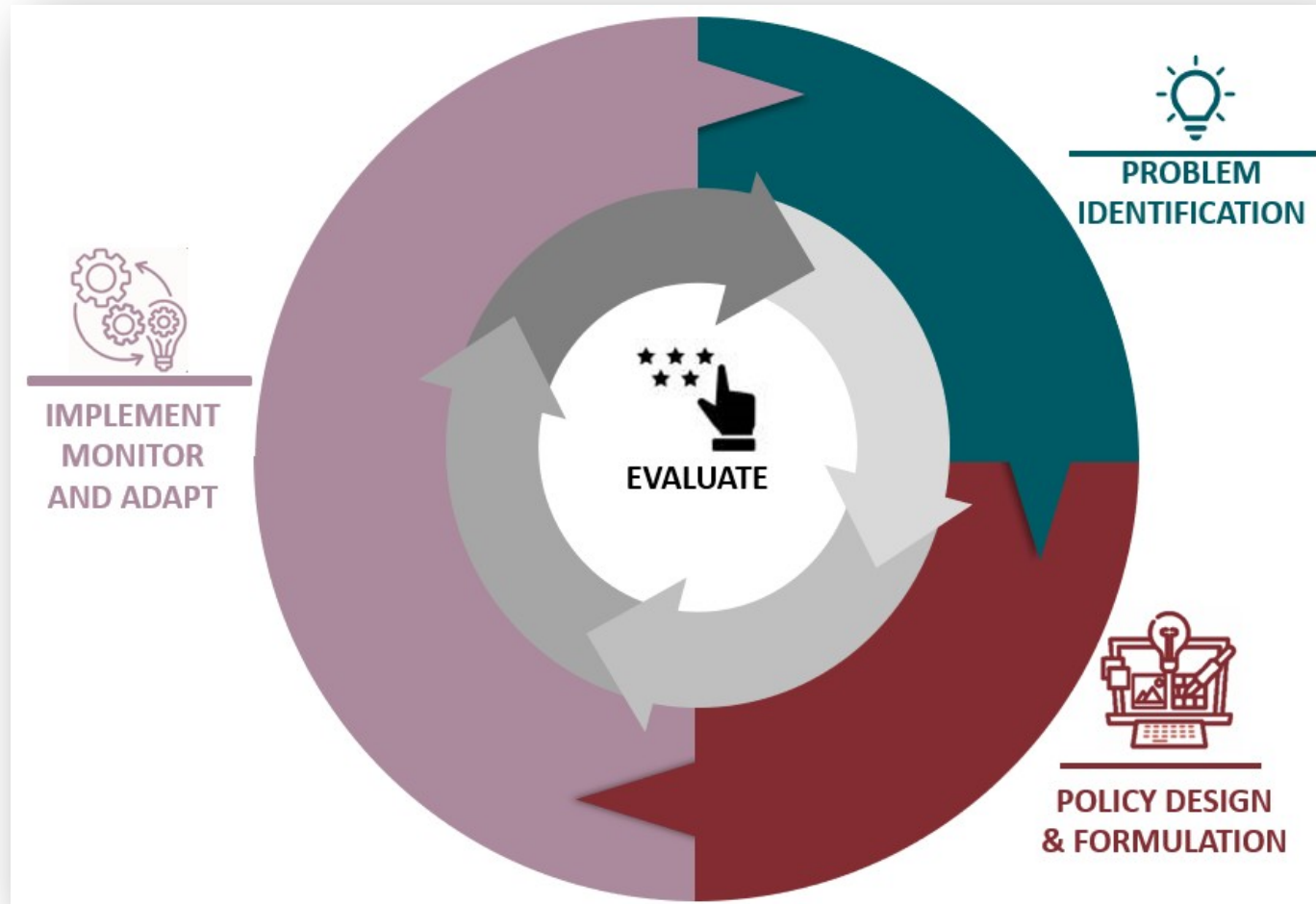
There are **NO FIXED RULES** for the selection of participants: it depends on the type of policy, the aims, the context and the characteristics of the reference community





# Participation development

# and policy



*“not all of the stakeholders are needed in the same phase. Some stakeholders you will need during the project design, some during operational planning and others during implementations or assessment, depending on the type of stakeholder and the type of process/project” [from Dialog Survey]*





# ...from Dialog' Survey



## CRITICAL ISSUES

Limits of administration in charge of  
the participatory process  
management

Limits of stakeholders

Budget and timing

Redundancy of participation

...



## PRINCIPLES FOR A QUALITATIVES PP

Necessity

Inclusion & diversity

Transparency

Common ground

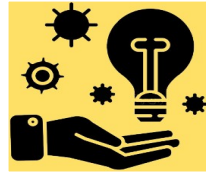
Trust

...

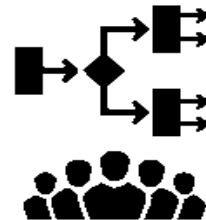


# THE GUIDELINES

**Operational suggestions on how to set up participatory processes and on which tools to use to involve stakeholders**



**CONCEPTUAL BACKGROUND**

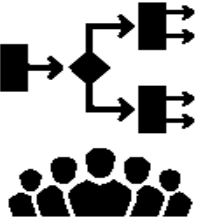


**THE PHASES OF THE PARTICIPATORY PROCESS**



**ANNEX. APPROACHES, TOOLS AND TECHNIQUES**

# The phases of the participatory process



Design the participation



Manage and implement the participatory process

Evaluate the participatory process and its results

Share the participatory results

*The phases and the relative steps are to be understood not in strict chronological succession, as they are often interdependent and are carried out*



# DESIGN THE PARTICIPATION

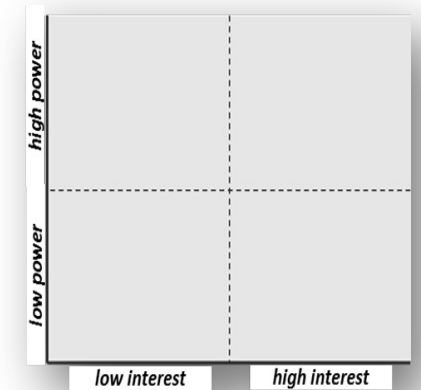
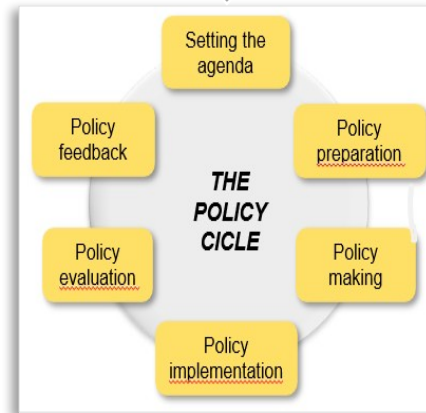
**Define the object of the participatory process**

**Decide when to involve the participants**

**Establish the levels of participation**

**Determine a governance model of the process**

**Build the multistakeholder group**



*The phases and the relative steps are to be understood not in strict chronological succession, as they are often interdependent and are carried out simultaneously*



## MANAGE AND IMPLEMENT THE PARTICIPATORY PROCESS

**Definition of the working group and the professional figures involved**

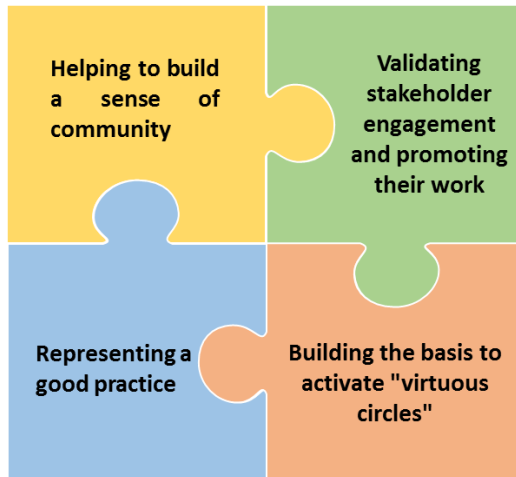
**Definition of a roadmap of the participatory process**

**Identification of the tools and techniques**

**Monitoring of the participatory process**



## FEEDBACK ON THE RESULTS OF THE PARTICIPATORY PROCESS



To allow the various actors involved to appreciate the results is an essential element to increase the perception of the usefulness of these initiatives in different contexts.

*The phases and the relative steps are to be understood not in strict chronological succession, as they are often interdependent and are carried out simultaneously*



# THE EVALUATION OF THE PUBLIC ENGAGEMENT

Type of evaluation	Goals	Example of questions
Ex-ante evaluation	Evaluate the design of public engagement activities for a given purpose and context	To what extent is/was the design of the public engagement process and activities appropriate for the context and purpose of engagement?
In itinere evaluation	Evaluate the ongoing process	What are the strengths and weaknesses of the ongoing process? How can it be improved?
Final evaluation	Evaluate the delivery and immediate outputs of public engagement	To what extent do/did the delivery of the public engagement process and activities represent good practice and lead to the intended outputs?
Impact evaluation	Evaluate the impacts of engagement	To what extent do/did engagement activities lead to planned (or other) benefits for target publics and researchers?





# Annex. Approaches, Tools, and Techniques

- ✓ the **description** of the tool/technique
- ✓ the **phase of policy-cycle** in which it can be applied
- ✓ **results and products** of the tool/technique application
- ✓ the **level of stakeholder/public involvement**



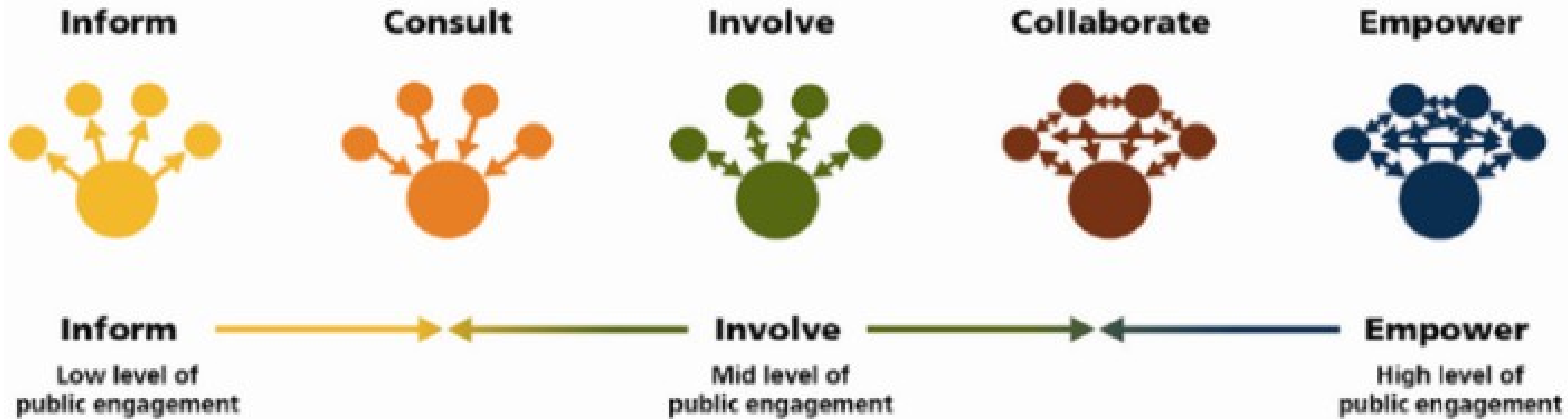
the **types of stakeholders involved** in the process of applying the tool/technique

specific **strength and weaknesses**

the **time frame** for application

**skills required** to apply the tool/technique properly





- ✓ *Science Café*
- ✓ *Technology Festival*

- ✓ *Survey*
- ✓ *Citizens Summit*
- ✓ *Interview*
- ✓ *Planning Cells*
- ✓ *21st Century Town Meeting*
- ✓ *Hackathon*
- ✓ *Lego Serious Play*
- ✓ *Storytelling*
- ✓ *Walking Meeting*

- ✓ *Circle Process*
- ✓ *Brainstorming*
- ✓ *Fish Bowl*
- ✓ *Focus Group*
- ✓ *Participatory Impact investing*
- ✓ *Citizens Assembly*
- ✓ *Crowd Wise*

- ✓ *Democs Card Game*
  - ✓ *Charrette*
  - ✓ *Delphi Method*
  - ✓ *Design Thinking*
- ✓ *Feedback frame for prioritizing options*
  - ✓ *Inquiry and analysis*
  - ✓ *System Thinking*
    - ✓ *World Café*
    - ✓ *Vision Factory*
  - ✓ *Collab. Business Model*
  - ✓ *Crowdsourcing Online*
- ✓ *Internet interactive technique*
  - ✓ *Living Lab*
  - ✓ *Open Space Tech.*

- ✓ *Direct Democracy Test*
- ✓ *Asset-based community development and referendum*
  - ✓ *Co-creation*
- ✓ *Community Driven Development*
- ✓ *Citizen budgeting*

*\*The tools/techniques can be used on multiple levels of the spectrum. Here, only the highest level is considered.*

**DIALOG**  
Interreg Europe



European Union  
European Regional  
Development Fund

Thank you