

# Method and tools of the stakeholder involvement process and the evaluation

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# Levels of Participation

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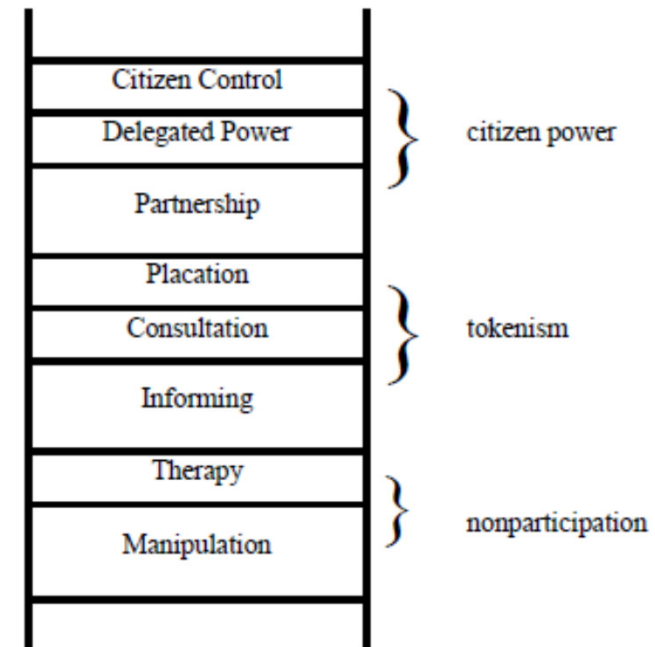
The starting point for the literature on the levels of public participation is **Arnstein's ladder** of citizen participation (Arnstein, 1969).

Nonparticipation – information

Tokenism – consultation

Citizen power – active involvement

Figure 2: The ladder of citizen participation



Source: Arnstein, 1969, p. 2

# 5. How do we involve them?

## The preparational steps of the participatory process:

1. Stakeholder analysis;
2. Problem and cause analysis; (problem/decision tree)
3. Communication planning.

## Communication techniques:

4. Interaction and communication tools.

## Specific techniques:

5. Interviews;
6. Workshops;
7. Citizens' Jury;
8. Interactive Geographic Information Systems (Web GIS);
9. Public hearings;
10. Monitoring and participatory evaluations;
11. Computer tools for processing public comments.

# Passive Participatory (Communication) Tools

TECHNIQUES FOR GETTING INFORMATION *TO* THE PUBLIC

- Information repositories (library, infopoint, etc.)
- Internet (web pages, social media)
- Mailing lists
- Media kits
- Press conferences, media briefing
- Newsletters, newspaper inserts, news releases
- Public Service Announcements
- Advertisements
- Symposia, panel for high level interested SH

# Active Participatory Tools

## TECHNIQUES FOR GETTING INFORMATION *FROM* THE PUBLIC

- Brainstorming s,m
- Citizen's jury m
- Focus group s,m
- Group model building m
- Interviews s, m
- Internet (web pages, social media) s,m,i
- Public opinion survey s
- Public audience / public hearing s,m
- Reframing workshop s,m
- Review sessions m,i
- Role playing game m
- Round table conference m
- Scenario building m

Applicability: s – starting phase; m – managing phase; i – implementation phase

# Resources to the participation process planning

## **From initiators:**

Facilitation, interview time; training; internet based tools, webmaster; communication tools

## **From stakeholders:**

local information, expertise, creativity, legal authority, good connections, influence, physical and financial resources, skills, time

## **Materials:**

Rooms, catering, facilitation materials, transport, technical equipments (computer, voice recorder, etc.)

## 6. Evaluation of the Participation Process

Four reasons for evaluating participatory processes:

1. financial reason: to utilize public funds in a good way;
2. practical reason: to learn from past mistakes, and to do it better in the future;
3. ethical/moral reason: to ensure fair participation, and that those involved can contribute to the decision in an appropriate way;
4. academic/theoretic reason: to expand our knowledge about human behavior.

# Evaluation of the Participation Process

## Evaluation at an early stage

Usual practice is to deliver an *evaluation sheet* to all the participants just before the end of the process to provide the participants with the opportunity to assess the process.

Stakeholder feedback or responses can also be obtained via *web sites* and telephone or personal *in-depth interviews*.



# Checklist to the participation process planning

Activity	
Do preliminary problem identification	
Do stakeholder analysis	
Develop participation strategy	
Decide on stakeholders to actively involve	
Decide / agree on level and timing of involvement	
Decide / agree on the scope	
Set-up project organisation; if possible hire a professional facilitator	
Decide / agree on methods and tools to use	
Check resources	
Write a draft process design	
Reflect on process so far	
Implement strategy	
Monitor and report progress. Evaluate process and outcome.	
Celebrate success when it happens.	

# Evaluation of the Participation Process

## The acceptance criteria:

- 1. representativeness:** the affected population needs to be represented by a representative sample (within the limits of practical and financial feasibility);
- 2. independence:** participating layman and the management/facilitators of the process all need to be independent of the sponsor;
- 3. early involvement:** stakeholders need to be involved from the earliest possible stage of the process;
- 4. influence:** the outcome of the process needs to have a tangible influence on the decision/processes;
- 5. transparency:** it must be ensured at all times that people can see what is happening in the process and how the decision is made.

# Evaluation of the Participation Process

- What was the contribution of participation in achieving the results, outputs and outcomes of the project?
- What was the contribution of participation in improving the relations between the actors?
- What was the contribution of participation in improving the procedures within the project?
- How large are these contributions when compared to the original goals?
- Must the participation practices be adapted, and if so, how?

**Thank you for your attention!**

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