

Initiative for coal regions in transition webinar series

# Enabling participation in multi-stakeholder consultations

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ICLEI Europe

*September 13, 2021 / 11:00 CEST*



# Online stakeholder engagement

## Webinar series

### 1. The five Ws of online stakeholder engagement

Tuesday 22 June 2021, 11:00am – 12:00pm CEST

### 2. Co-creation methods for online stakeholder engagement

Tuesday 6 July 2021, 11:00am – 12:00pm CEST



### 3. Enabling participation in multi-stakeholder consultations

Monday 13 September 2021, 11:00am – 12:00pm CEST





# Housekeeping guidelines

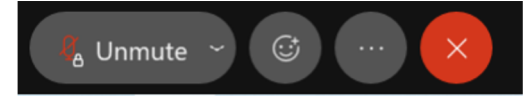
## Questions and comments

Use the chat to share your **questions**. We will take them at the end.

## Recording

Keep in mind that the meeting will be **recorded** and shared on YouTube

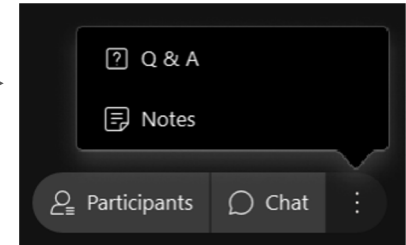
During this meeting you'll be **muted** and your **video will be off**.



Use the **reactions**



Share your **comments** and **questions**



For technical support:  
private message to Martín Freire

## Let us know...

**Slido.com**

Open [slido.com](https://slido.com)

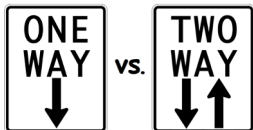
Code: **#CoalRegions**





## Information

- Website / Blog posts
- E-publications
- Social Media Campaign
- Newsletter / e-mail Campaign
- Live chat / Bot
- Webinar
- Citizens' assembly
- Press conference
- Scientific conference
- Video channel
- Documentary projection
- Online Exhibition



## Consultation

- Online surveys
- Online polls
- Online interviews
- Discussion forum
- Live Q&A session
- **Expert panel**
- Online workshop
- Citizens' assembly
- **Town Hall meeting**
- Focus groups
- Consensus conferences
- **World café**



## Cooperation

- Online project management and action planning
- Secure file sharing
- Wikis and shared documents
- Virtual workspaces for permanent working groups or ongoing advisory groups
- Citizens' jury
- Wisdom-council
- Consensus conference
- **Round table**

# Agenda

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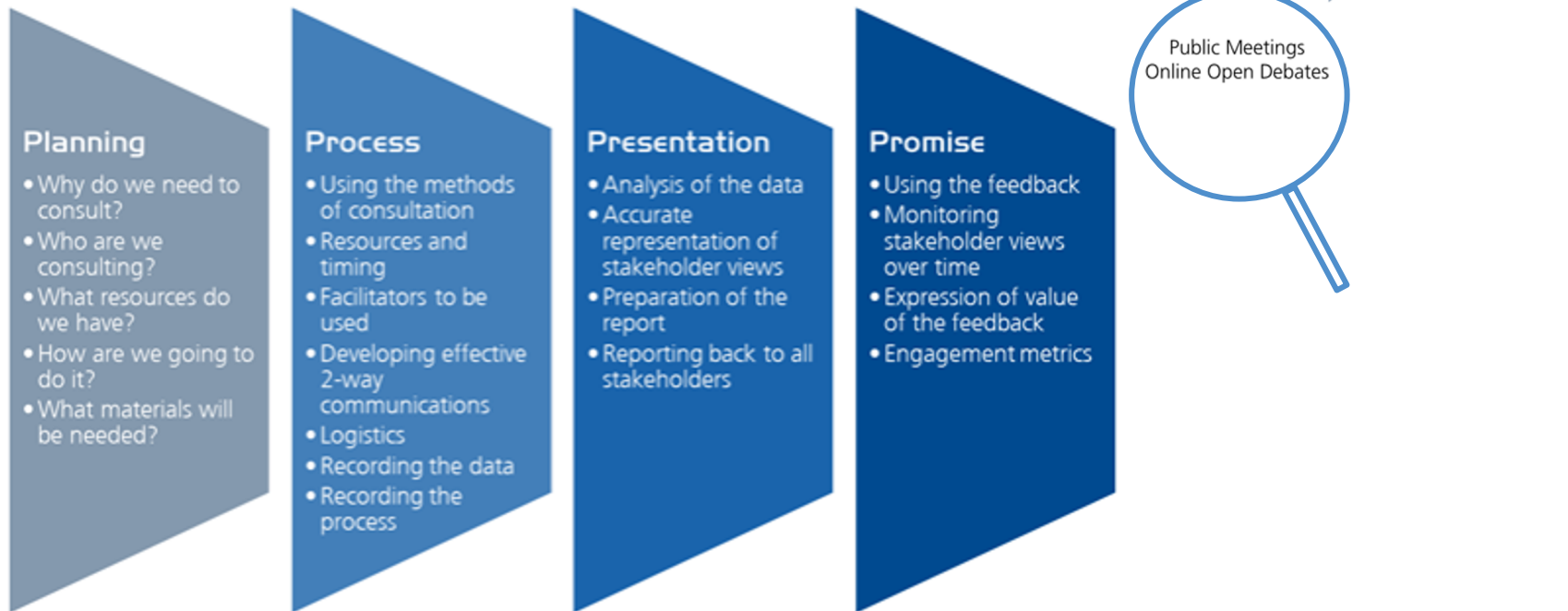
**Open Space**

**01**

# **Introduction**



# Multi-stakeholder consultations



Source: [B2B International](#)

# Online vs. offline consultations

## Benefits of online stakeholder engagement:

- Leverages on post-COVID **mainstreaming** and **convenience** of remote collaboration tools.
- Enables **participation** beyond geographical borders and accessibility beyond physical / language boundaries.
- Provides **green**, cost-effective solutions and savings in production expenses.
- Offers **quick and efficient** ways to gather quantitative data and qualitative insights.
- Builds stakeholders' **capacity** to accelerate digital transformations.
- Enhances **transparency** and **accountability**.

## Possible limitations in online processes

- Increasing online meeting **fatigue** can affect focus and levels of participation.
- Digital gap may lead to **exclusion** of some target groups.
- Production costs partly transferred to **human resources**.
- Reliability of **software & hardware**.
- Limited informal interaction, non-verbal communication and networking

# Complementary online tools

Need

Online  
conferencing

Whiteboard

Shared files

Surveys and polls

Feature

Group discussion  
Break out rooms

Workshop Canvas  
Visualisation

Note keeping

Live feedback

Sample  
tools

zoom



GoToMeeting

CISCO Webex

MURAL

miro

Jamboard

Stormboard



EVERNOTE

slido

Mentimeter

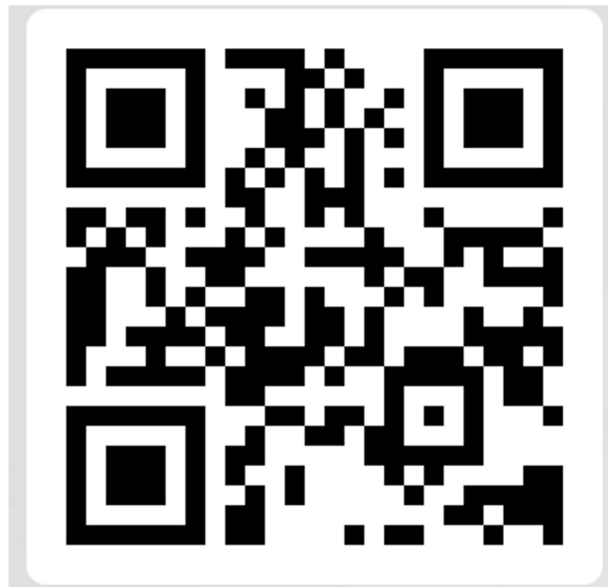
Kahoot!

## Let us know...

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01

# Lighting Talks

or Pecha Kucha or Ignite



# Lightning Talks or Pecha Kucha or Ignite: Overview

Similar methods with strict rules to present ideas, projects, policies in a fast, engaging way. They can work online as well as on site.

## Lightning talks

5 minutes presentation

5-10 slides containing image + max. 3 words each

## Pecha Kucha (means chit/chat in Japanese)

20x20 presentations

20 slides each shown for approx 20 seconds

=6min 40 sec presentations

Speaker has no control over slides

## Ignite

5 minutes long

20 slides that auto-advance every 15 seconds



Image: Nathan Dumlao / Unsplash

# Lighting Talks or Pecha Kucha or Ignite: Advantages

- Use the power of visual storytelling to take audience on a journey
- Focus on human experience rather than dry facts and figures
- Can be organised as a series of multiple talks on the same topic, providing a diversity of unique perspective in a short timeframe
- Work wonders as conversation starters or inspirational introductions when combined with other conversation / consultation methods



Image: [Falling Walls](#)

*“Open, spontaneous, fun, informal, silo-breaking - words used to describe how PechaKucha brings people together around the world to laugh, learn and connect”*



# Lighting Talks or Pecha Kucha or Ignite: Online tips

- Use large images and as little text as possible. Consider using the Takahashi method.
- Deliver impactful content.
- Go straight to the point. There is no time to lose.
- Transitions must be seamlessly and easy to follow.
- Have control over your script, facial expressions, body language, and vocal tone.

3, 2, 1, Go!

- Start with strong introductions to awake the audience's interest.
- Explain why the topic is interesting and important.
- Summarize the main points that were covered in a few items.
- End with a powerful call to action, question or message.

**Remember: Practice makes the master**



Image: Annie Spratt / Unsplash

**02**

## **Town Hall Meetings**

# Town Hall Meetings: Overview

Ideal to **inform a community about a change** that is coming and get feedback on proposed policy/plan

Mostly used in the US context, taking place in **neutral public spaces** (theatres, libraries, school, churches)

A space for citizens to voice their opinions and **question elected officials**, political candidates, and public figures

Does not involve voting but focuses on broadly **inclusive and autonomous dialogue**

No uniform methodology but a Town Hall Meeting usually involves:

- Opening remarks by political representative(s)
- Presentation of key facts on selected topic
- Round of Q&A and feedback with the audience

In case turnout is large, smaller discussion groups can be formed and questions/comments can be shared in the plenary by one representative of each group

**Good facilitation and conflict management skills** required by neutral mediator to respond to resistance to change, anger or frustration expressed by participants



# Town Hall Meetings: Objectives

- Inform local community about concrete issues
- Solicit input and feedback from constituents about priorities
- Identify areas of common ground
- Strengthen relationships and trust



Source: [AmericaSpeaks.org](https://Americaspeaks.org)

# Town Hall Meetings: **Online tips**

## Process:

- Include a professional, neutral moderator / master of ceremony and clear ground rules.
- Invite a broad sample of constituents.
- Provide brief, unbiased information on the issue in advance.
- Focus on a timely and specific issue, shared values and nurturing common ground.
- Provide oral communication from the Member.
- Allow unscripted, real-time interaction in small discussion groups.

## Tools:

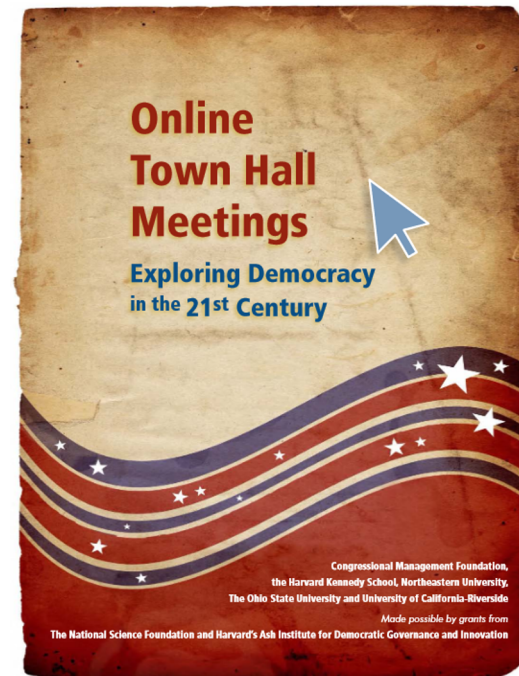
- Text chat functionality to record questions and comments.
- Screen sharing to visually share important information (graphs, photos etc).
- Robust moderating capabilities to monitor participants input.
- Polling tool for live feedback.
- Recording and live-streaming of session.
- Reliability and user-friendliness of technical infrastructure.

Source: [US National Science Foundation](#)

# Town Hall Meetings: Advantages

Experience from 21 online Town Hall Meetings held in the USA indicates that

- **Trust** in the Member of Congress increased by 14%.
- Participants more likely to describe the Member of Congress as **"accessible," "fair," and "compassionate."**
- When asked whether the participants trusted how the Member of Congress handled the issue discussed ("immigration," not exactly a softball topic), **58% "approved" after the session**, compared to 20% before the session.
- These sessions were more likely than traditional venues to **attract minorities**, people from demographics not traditionally engaged in politics and **people frustrated** with the political system.
- 95% of participants agreed that such sessions are **"very valuable to our democracy"** and that they would be interested in doing similar online sessions for other issues.
- Participation in the town hall **increased citizen engagement in politics**. Not only were they **more likely to vote** and follow elections in the news, they were more likely to try and **persuade others to vote**.



Source: [US National Science Foundation](#)

# Hybrid Town Hall Meetings 21st Century Town Meetings<sup>®</sup>

Developed by AmericaSpeaks

Public forums that use modern communications technologies to allow **large number of participants across various locations** to simultaneously deliberate on the same issue in small groups.

Aim to **increase the number** of participants **without decreasing the quality** of dialogue and deliberation.

**Rigorous process of community outreach** to ensure demographic targets, according to census or other relevant data, are met.

**AMERICASPEAKS**  
Engaging Citizens in Governance



Source: [Participedia](#)

1. Recruitment & Preparation
2. Information & Learning
3. Town Hall Meeting
4. Reporting

# 21st Century Town all Meetings<sup>®</sup>

Developed by AmericaSpeaks

**AMERICASPEAKS**  
Engaging Citizens in Governance

Participants are sat in round tables of 10-12 to encourage discussion and equal participation.

Each of these groups is moderated by a **trained facilitator** and a designated scribe records the proceedings on a laptop.

Since widespread participation is sought in these meetings, each discussion group is linked by ICT to create a larger conversation of thousands of people.

Using group-ware, the contents of table conversations are collected in real time and processed by a central “**theme team**” that attempts to discern the main viewpoints, positions, and themes that emerge at all of the tables.

The **summaries** of the results are available to all participants for **comment and voting** using individual **electronic keypads** which are distributed at the beginning of the process to provide immediate feedback.

Source: [Participedia](#)



03

## Fishbowl

## Fishbowl method: Overview

The Fishbowl is an interactive and participatory method to structure a **discussion and knowledge sharing session**.

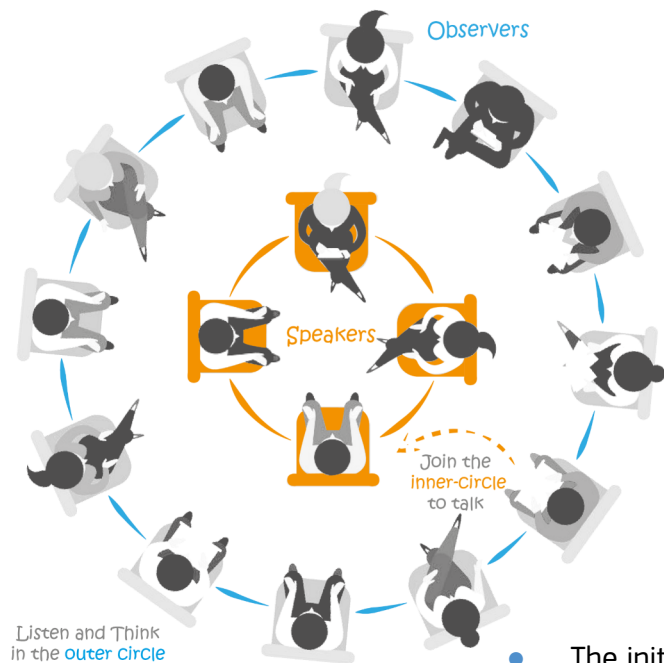
Fishbowl conversations are used to discuss topics within large groups, allowing several people to join the discussion. It avoids the traditional conference formats of presentations + Q&A.

Fishbowls are **not meant to reach consensus**, but instead generate an intimate and spontaneous conversation used for **building dialogue** between participants.



Image: kazuend / Unsplash

# Fishbowl method: Overview



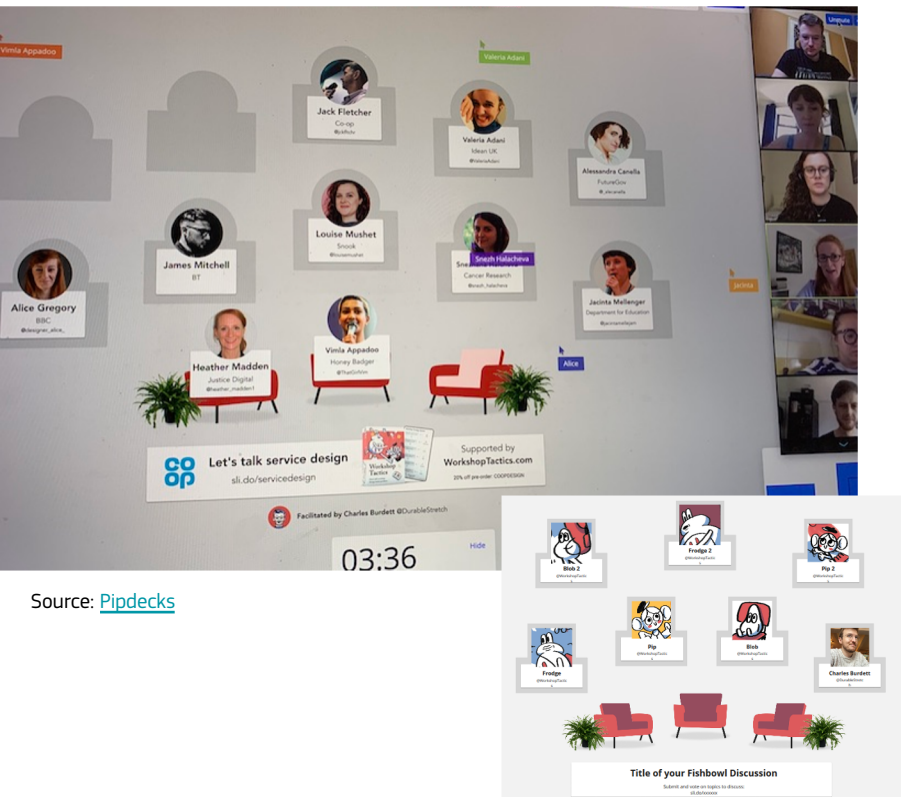
1-2 hours  
20+ participants

- Four to five chairs are arranged in a circle. Four are occupied, one is left empty.
- More chairs are then arranged around the central loop.
- The moderator introduces the topic or question.
- Participants seated in the inner circle start the fishbowl conversation making timed contributions (eg 10min)
- Participants seated in the outer circle act as observers, active listeners.
- Every 2-10 minutes any member of the audience can join the conversation while a member of the fishbowl voluntarily steps out of the inner circle, creating an ongoing interactive flow, leaving one seat empty at any given time.
- The moderator summarizes and closes the fishbowl.

- The initial questions must be accurately prepared
- Carefully picked- participants with prepared contributions to kick-start the discussion
- The moderator makes sure that no one dominates the talk and “fish” are replaced

Source: [URBACT](#)

## Fishbowl method: Online tips



Source: [Pipdecks](#)

- The fishbowl session is organised using an online conferencing platform, moderated by an experienced facilitator.
- The fishbowl set up is re-created using a digital Whiteboard, where participants appear as avatars with a “seat” in the inner or outer circle.
- Participants turn their camera ON to move in the inner circle or turn their camera OFF to return to the outer circle.
- Participants can manage their avatars position in the virtual fishbowl and change seats
- **Extra:** The experience can be enhanced with a role-playing game by which participants are asked to speak on behalf of relevant personas

## Fishbowl method: Advantages

- Enables to address complex issues in a group discussion by giving an in-depth picture of the selected topic.
- Shortens distances between the speakers and audience and makes hierarchies insignificant.
- Enables participants to become custodians and curators of the conversation.
- Can animate silent participants, encouraging everyone to participate in a dynamic discussion.
- Allows exit from the conversation at any time.
- Little preparation time in terms of content.



**04**

## **World cafe** or Knowledge Cafe



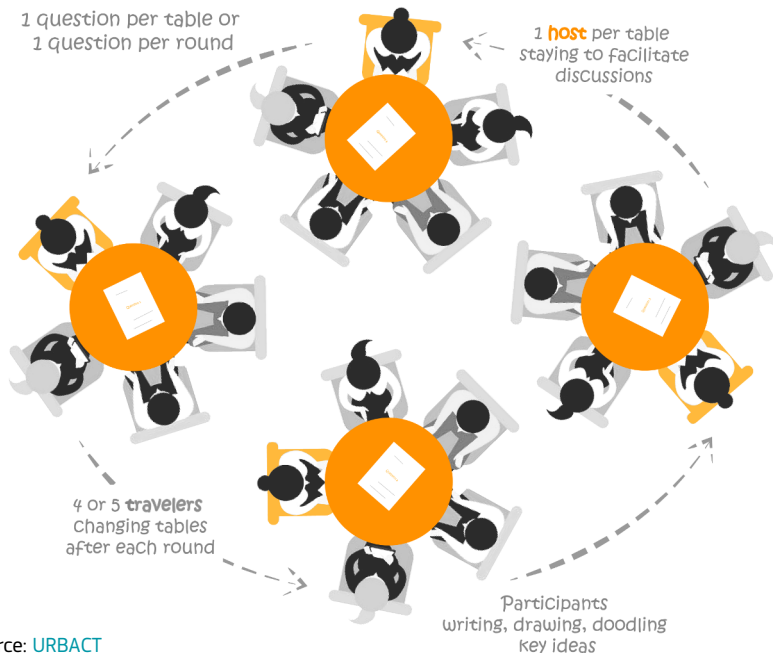
# World Cafe



# World Cafe: Overview

## WORLD CAFE METHOD

3 or more rounds of conversation,  
approximately 20 minutes each



Source: [URBACT](#)

2-3 hours

X Tables of 4-5 participants

1. Seat people at small Café-style tables or in discussion groups of 4-6
2. Set up progressive **rounds of conversation**, 20 min each.
3. Engage questions or issues that genuinely matter to the work of the stakeholder group.
4. Encourage participants to write, doodle and draw key ideas on their tablecloths and/or **note key ideas** on large index cards or placemats in the center of the table.
5. After completing the initial round of conversation **participants rotate tables** and the table host welcomes a new discussion group.
6. After at least three rounds of conversation, initiate a period of **sharing discoveries & insights** in a whole group conversation.



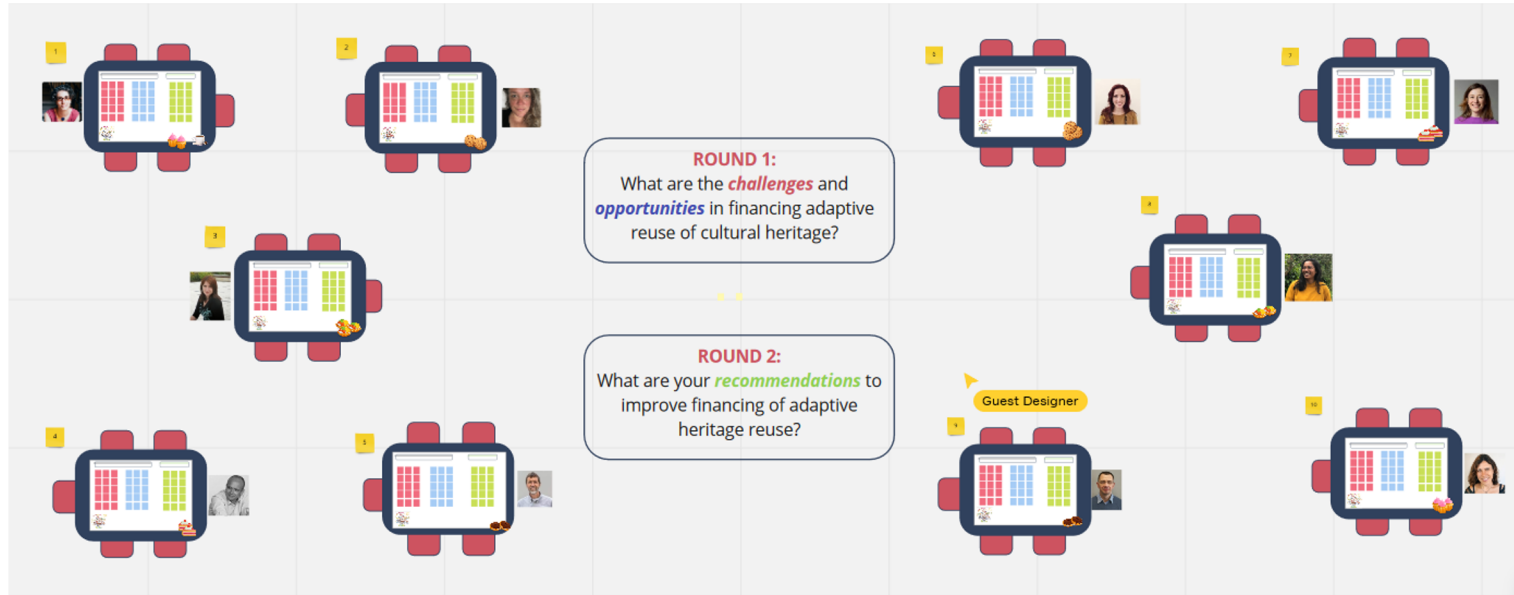
## World Cafe: **Etiquette**



- Focus on what really matters
- Contribute your thinking and experience
- Speak your mind and heart
- Listen to understand
- Link and connect ideas
- Listen together for patterns, insights and deeper connections

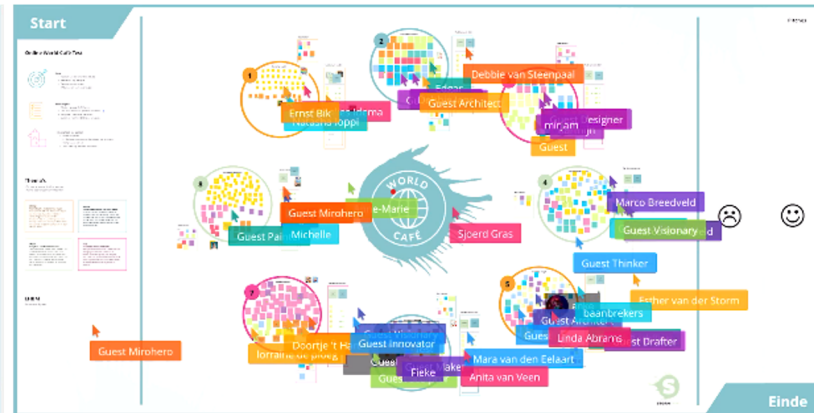
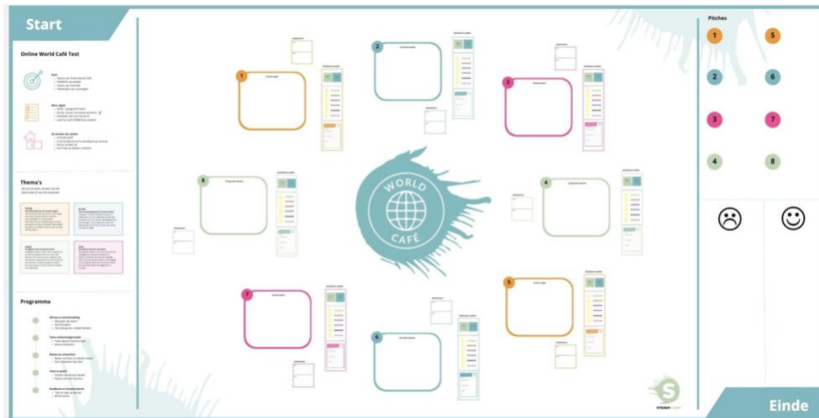
# World Cafe: Online tips

1. Use a Conferencing Platform that allows break-out rooms (e.g.Zoom, Wonder, Gather...)

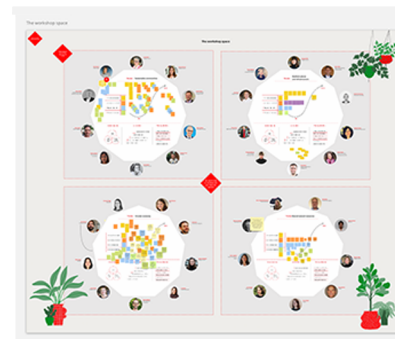
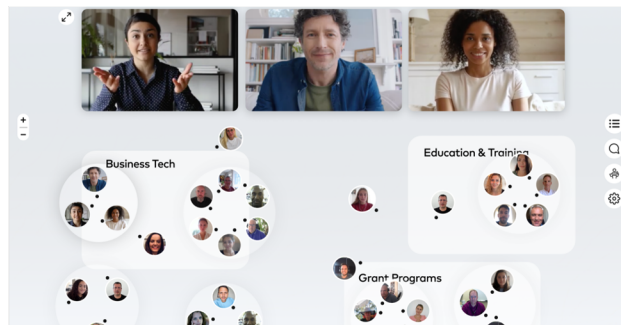


2. Use a Whiteboard to design a virtual Cafe Space and gather inputs (e.g.Miro, Mural...)

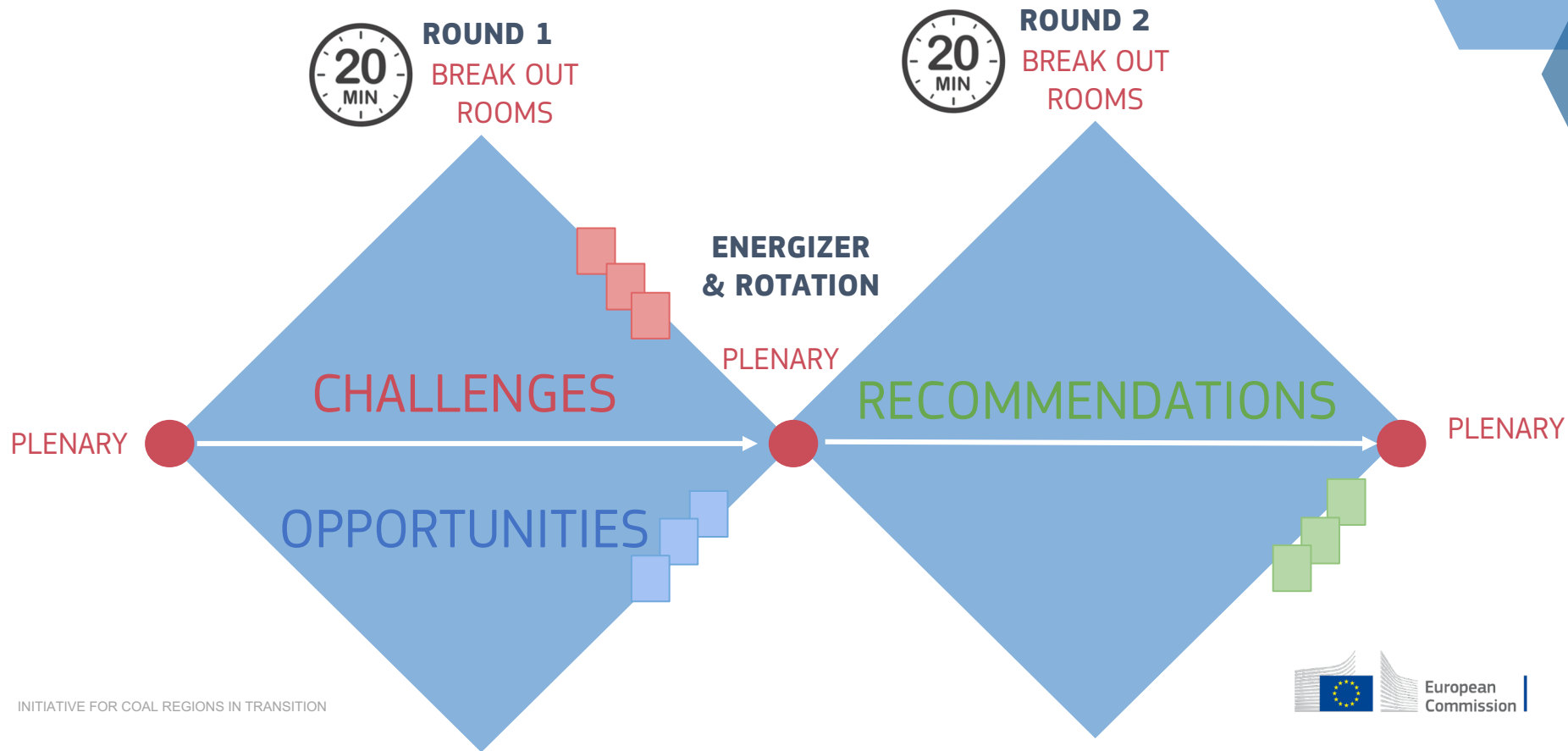
# World Cafe: Online tips



Source: [Stormpunt](#)



## World Cafe: **Online flow**





**Public Funding**

- How to decide on mix of total**
  - How to decide on mix of total
  - How to decide on mix of total
  - How to decide on mix of total
- Opportunities Challenges**
  - Opportunities Challenges
  - Opportunities Challenges
  - Opportunities Challenges
- Crowdfunding**
  - Crowdfunding
  - Crowdfunding
  - Crowdfunding
- Uncertainty**
  - Uncertainty
  - Uncertainty
  - Uncertainty
- Power relations**
  - Power relations
  - Power relations
  - Power relations
- Role of Local Authorities**
  - Role of Local Authorities
  - Role of Local Authorities
  - Role of Local Authorities
- Knowledge gap**
  - Knowledge gap
  - Knowledge gap
  - Knowledge gap
- Covid impact**
  - Covid impact
  - Covid impact
  - Covid impact

Overview is presented in final plenary and input is processed to be shared with participants in a report after the session

## World Cafe: **Advantages**

- Helpful to foster **idea-creation** and interactive discussion.
- Allows to identify **patterns**.
- Enables to grow **collective knowledge**:  
at the end of the second or third round, all of the tables in the room will be cross-pollinated with insights from prior conversations.
- Encourages the **emergence of possibilities for action**:  
by providing opportunities for people to move in several rounds of conversation, ideas, questions, and themes begin to link and connect.

Source: [URBACT](#)

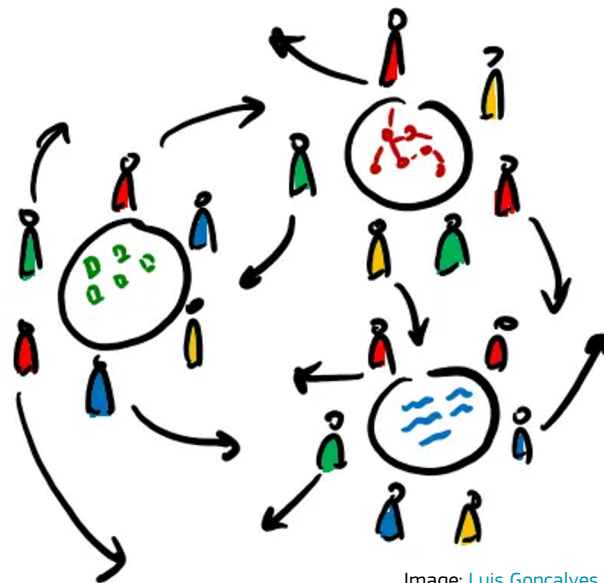


Image: [Luis Goncalves](#)

**05**

## **Open Space**

# Open Space: Overview



Everyone invited to share their impressions at the end

7



Discussion highlights and ideas for action captured on-site

6



5 Multiple groups convene simultaneously

1 Host welcomes the group



2 Facilitator describes Open Space process



3 Participants propose topics, create agenda



4 People choose where they want to go

## Use Open Space if there is...

- A real issue of concern or interest
- Lots of diversity: People and points of view
- Real passion and yes, even potential conflict
- Urgency and complexity - part of the mix too

Half - Multiple days  
10 - 2000 participants

A participant-driven discussion process based on **self-organisation**

Focuses around **one key question** that can ignite multiple sub-questions or possible scenarios

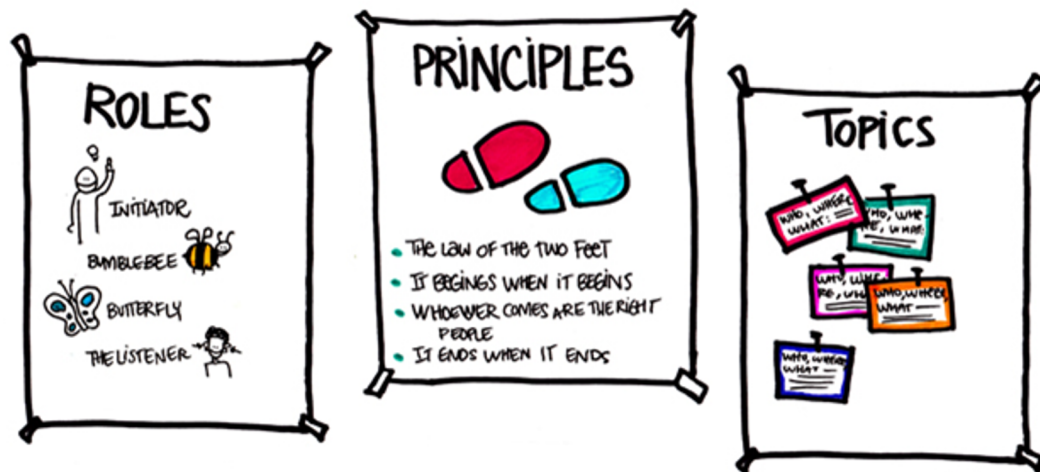
Pre-defined **timeframe** and **location** of sessions but session **topics** and session **leaders** emerge during opening plenary

Source: [FutureLeadersGlobal](https://futureleadersglobal.org/)



# Open Space: Principles & Roles

- Whenever it starts is the right time
- When it's over it's over
- Whatever happens, happens
- There is one "Law", the "Law of two feet"



## Initiator

Proposes session topic, moderates and documents discussion

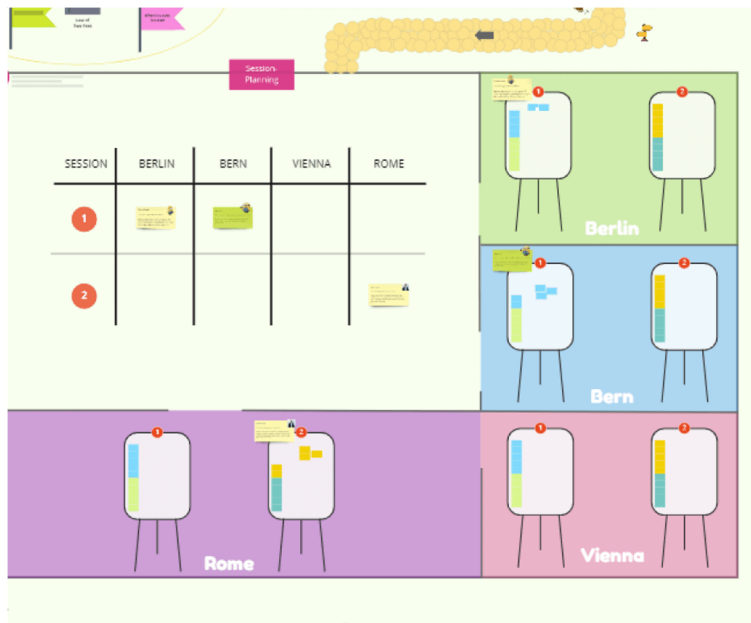
## Bumblebee

Moves across sessions to “cross pollinates” ideas

## Butterfly

Active listener and observer

## Open Space: Online spaces

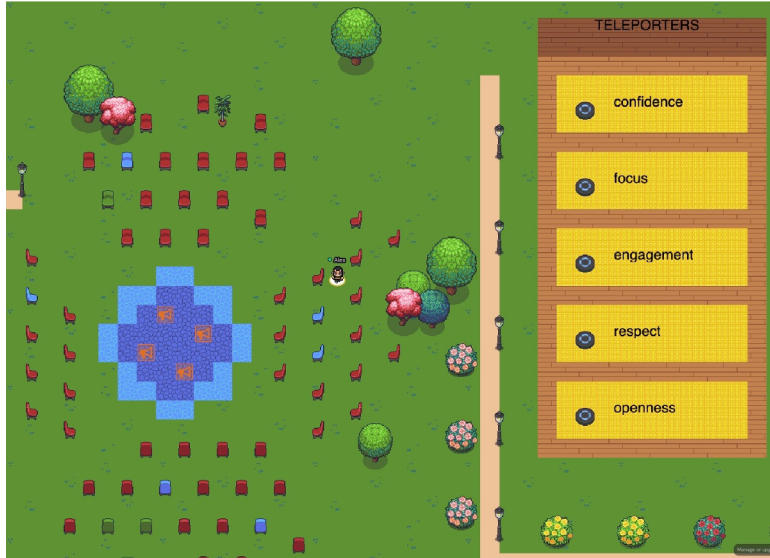


Source: [MIRO templates](#)

1. Welcome participants in **plenary** where process is explained.
  2. Invite participants to create **agenda of sessions** on a shared whiteboard based on available time frame
  3. Correspond proposed sessions to break out rooms. Create a separate whiteboard + break out room for each session.
- 
1. Allow participants to move between break out rooms.
  2. Allow time for **closing plenary** where key insights from each session are shared.

## Open Space: Online spaces

Fishbowl session  
in plenary



Source: [Alexander Krause](#)

5 Topics during  
Agenda setting

Open Space  
conducted on 5 islands



## Open Space: Advantages

Considered an unconventional, “Liberating Structure” based on self-organisation and self-determination

- Generates dynamic, fluid conversations
- Accommodates for large and diverse groups
- Unleashes creativity in an informal environment
- Adopts a participant driven approach
- Extremely flexible process with clear sense of purpose
- Builds better working relationships and a sense of community

Source: [Involve.org.uk](https://involve.org.uk)

*“Liberating Structures start with something so simple and essential as not to seem worth doing and end with something so powerful and profound that it hardly seems possible.*

*Liberating Structures introduce tiny shifts in the way we meet, plan, decide and relate to one another. They put the innovative power once reserved for experts only in hands of everyone.*

*By design, Liberating Structures distribute control so that participants can shape direction themselves as the action unfolds.”*

Source: Liberating Structures

## Let us know...

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Code: **#CoalRegions**



**06**

## **Recap time**

# Final considerations to maximise community buy-in in just transition processes

## Representativity of sample

who is invited, who participates, how are all voices represented?

## Neutrality of facilitation team

who designs and manages the process? How is the team/company selected and paid?

## Holistic analysis of outcomes

who draws conclusions and based on what political priorities?

## Integration of consultation inputs

how are inputs used and to what extent is the process consultative or binding?

## Transparency of consultation process

how is the process documented, accessed and referenced in the long run?

# The 10 Commandments of Online Stakeholder Engagement

1. Select the **method**, the platform and tools carefully.
2. **Plan in advance** and avoid unpleasant surprises
3. **Moderators** shall be selected carefully
4. Be **transparent** and **report** after
5. Train, learn, improve
6. Build over **previous results**
7. Create a sense of **community**.
8. **Listen actively** and don't confront
9. Develop an **attractive and engaging** programme
10. **Dare to have fun** and smile



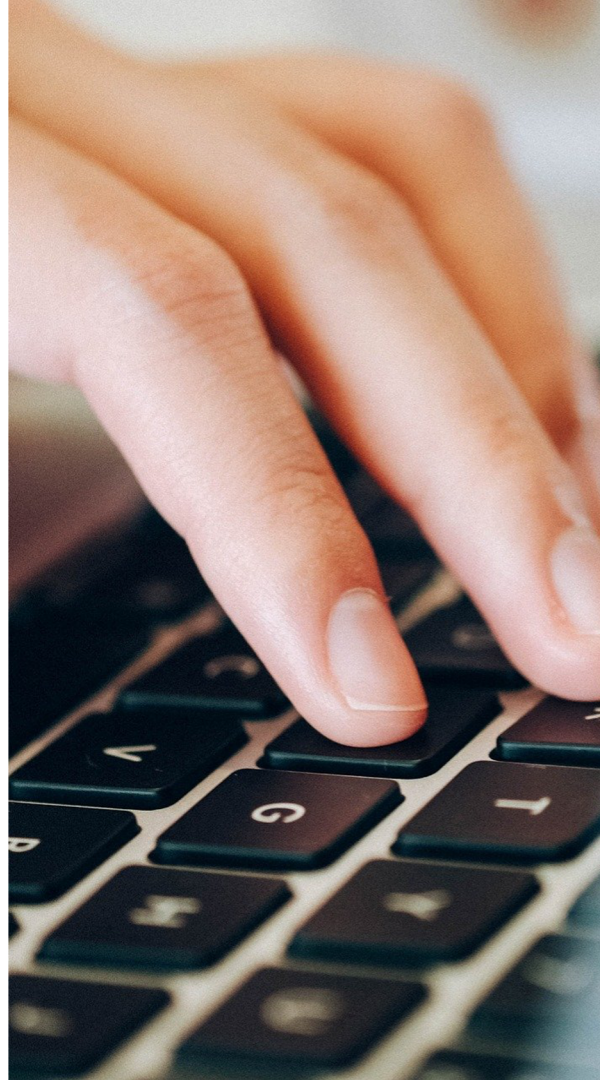
**07**

**Q&A**

Any questions?

**Before you go, leave us a note in the chat:**

**What is your main take-away** from this series of webinars on online stakeholder engagement? Any **suggestions** for future webinars?



# Thank you.

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