

The Participation Compass:

A tool for navigating the participation landscape



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With support from HIF and NSF

The D-Lab Participation Toolkit

1. The Participation Matrix
2. The Participation Compass
3. The Participation Activity Field Guide
4. The Participation Quality Advisor



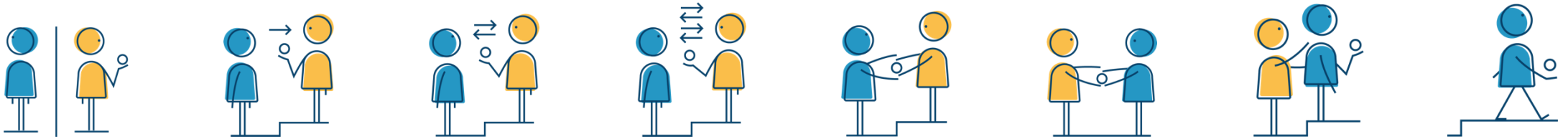
The Four Step Approach

1. Identify the stage
2. Choose the type of participation
3. Identify tools and activities
4. Ensure the quality



Types of Participation

- Categorizing roles of users
 - **Consultation:** providing information, sharing opinions, giving feedback
 - **Partnership:** making decisions
 - **Leadership:** directing



Consultation



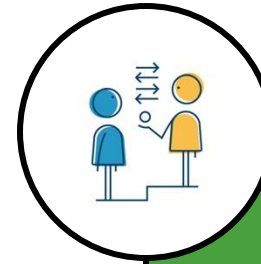
Input

- single event
- one-way flow of information
- no feedback or decision-making



Interaction

- single event
- two-way flow of information
- no feedback or decision-making



Iteration

- multiple events
- two-way flow of information
- opportunity for feedback on refinements
- no decision-making

Partnership



Collaboration

- stakeholder input is based on areas of expertise
- stakeholders are involved in decision-making, but without the ultimate authority



Co-Creation

- stakeholder input is unrestricted
- stakeholders have equal decision-making authority

Leadership



Empowerment

- designer/implementor provides input
- designer/implementor is involved in decision-making, but without the ultimate authority



Ownership

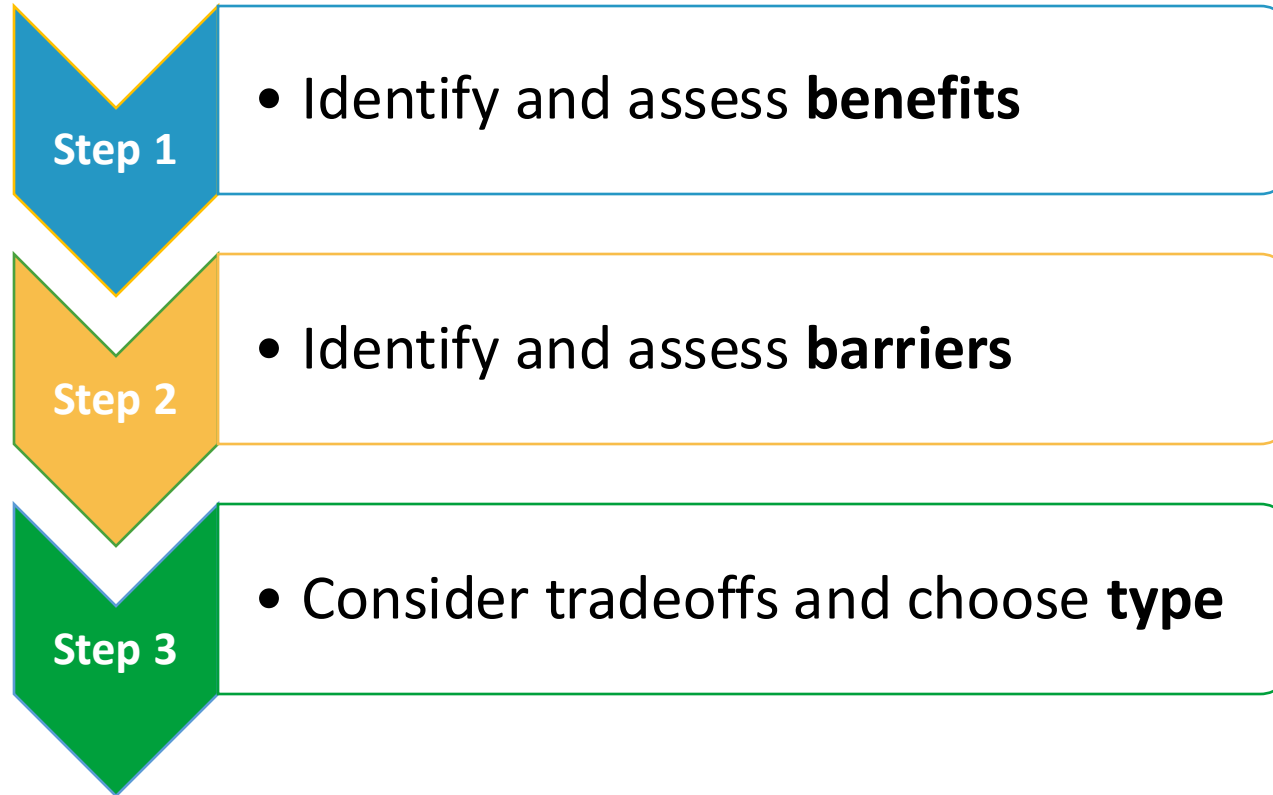
- designer/implementor does not provide input
- designer/implementor is not involved in decision-making

The Four Step Approach

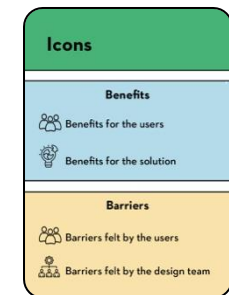
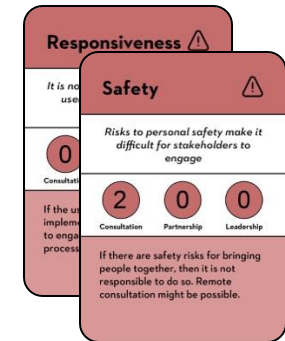
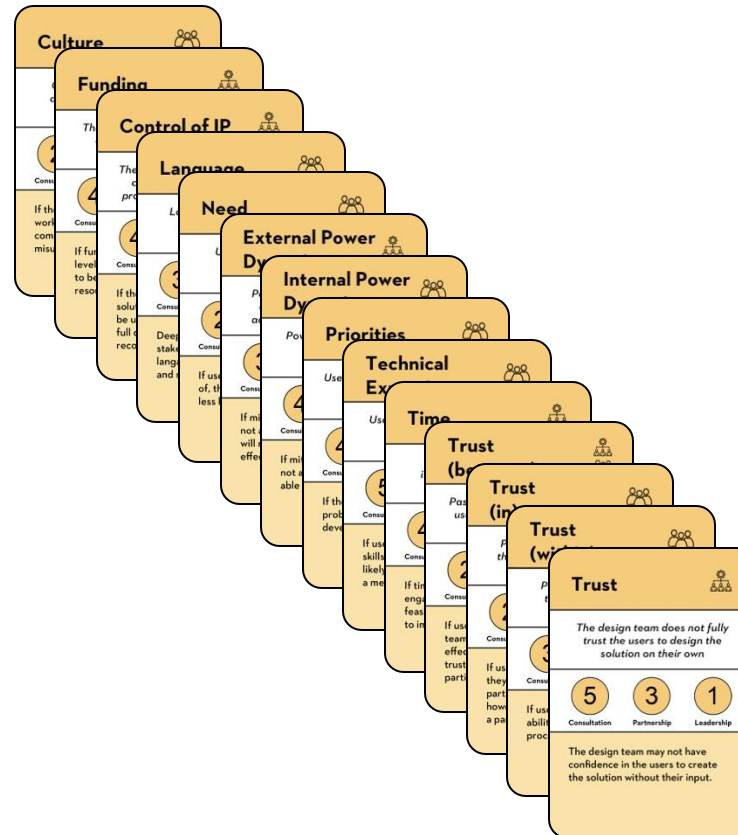
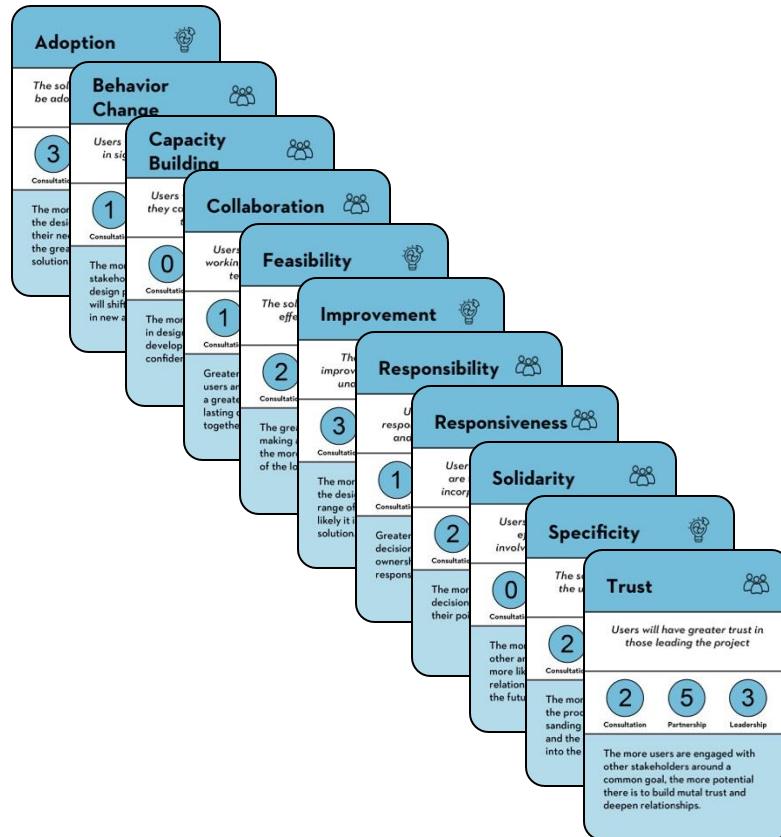
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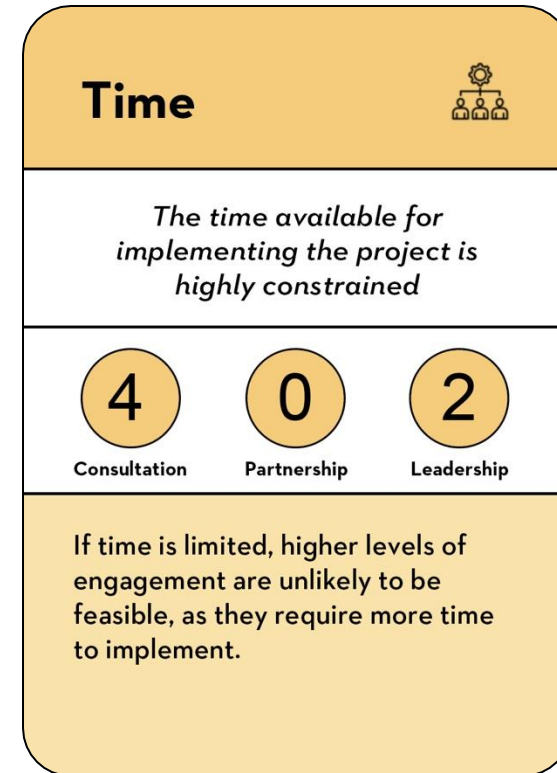
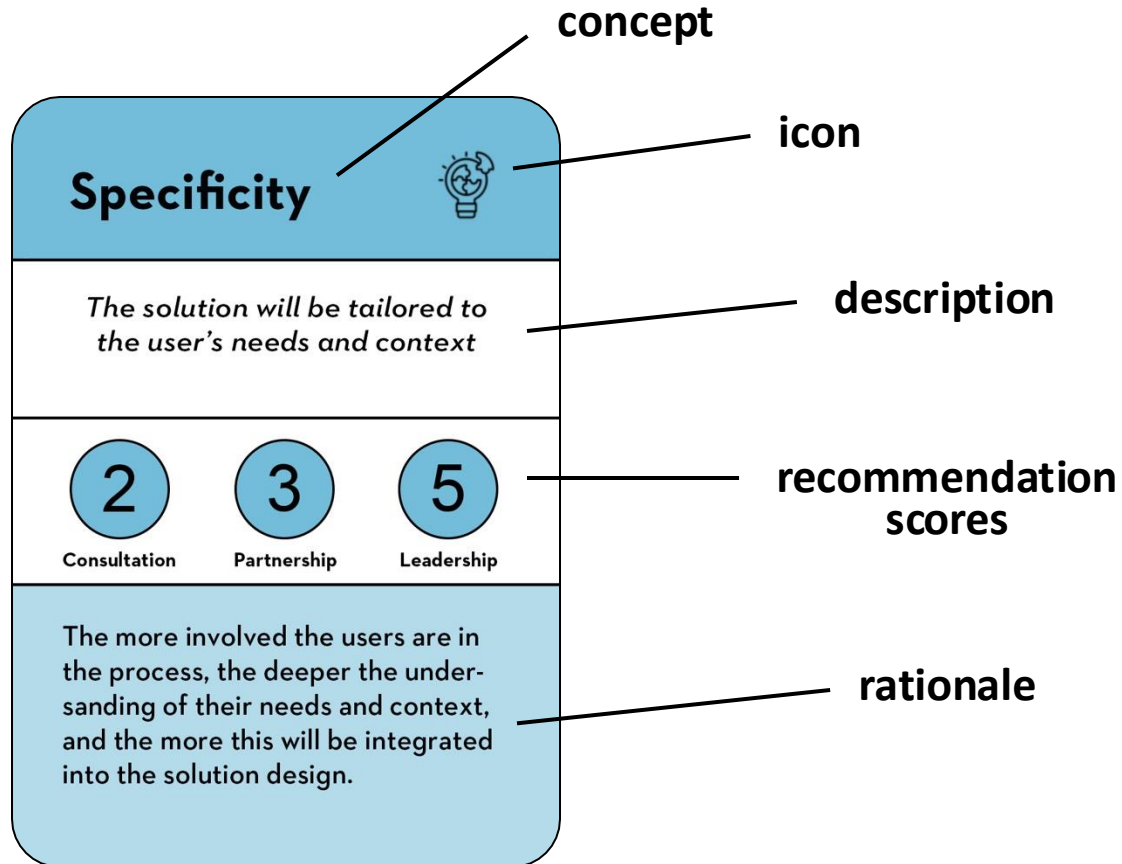
The Participation Compass



The Participation Compass Cards



Elements of the Benefit and Barrier Cards



The Participation Compass Sorting Mat

Benefits	
Very Important	Important
Somewhat Important	Not Important

Barriers	
Very Limiting	Limiting
Somewhat Limiting	Not Limiting

The Participation Compass Canvas

Which stakeholder are you considering?				
Benefits (what are the desired outcomes of participation)		Participation Calculator		
Very Important (x 4)	Important (x 3)	Consultation	Partnership	Leadership
		Total:	Total:	Total:
		Recommended Type of Participation:		
Barriers (what are the contextual constraints which could inhibit participation)		Participation Calculator		
Very Limiting (x 4)	Limiting (x 3)	Consultation	Partnership	Leadership
		Total:	Total:	Total:
		Recommended Type of Participation:		
		Combined Total		
		Recommended Type of Participation		

The Participation Compass Guidance

Guidance for the Participation Compass Tool*

Introduction

Participation can yield important benefits in humanitarian innovation, however effective participation requires conditions and enabling factors that are often difficult to provide in complex humanitarian contexts. Different approaches to participation (consultation vs. partnership vs. leadership) can yield different benefits and require different levels of investment and enabling conditions. It is necessary to consider many factors when selecting the appropriate participation approach for humanitarian innovation projects. This frequently requires difficult tradeoffs between the desired benefits from participation and the feasibility of implementing it effectively.

The Participation Compass Tool can be used by program planners, design teams and humanitarian innovation practitioners to identify the appropriate type of participation for their project depending on the benefits they want to prioritize and the constraints they need to work within. The tool examines two main factors to be considered when engaging key stakeholders (usually the users of the innovation and/or the implementors of the project) in the process of designing and developing new solutions to humanitarian challenges:

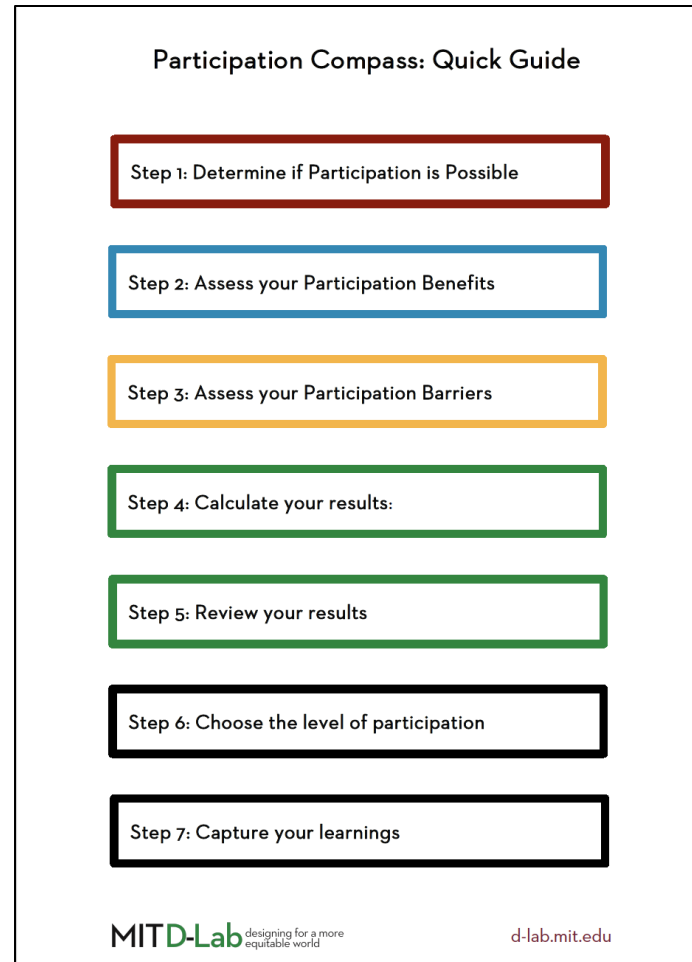
- **Participation Benefits:** Why do you want to engage users in the design process? What benefits do you want to achieve or gain from their participation? Which of these benefits are critical, "must-have" benefits for the project? Which are less important, "nice-to-have" benefits?
- **Participation Barriers:** What constraints or challenges will you face in engaging users in the innovation process? Which of these barriers can be easily lowered or addressed? Which barriers cannot be reduced or addressed?

The compass should be used in the early stages of planning when considering the overall participatory approach (consultation, partnership or leadership) to use to engage users in the innovation process. Prior to using the compass tool, practitioners need to share a common understanding of the various possible types of participation (found in the Participation Matrix) and clearly identify the groups of stakeholders for whom they intend to improve or enhance participation. Furthermore, they should agree on what stages of the innovation process they seek to involve the users. Once consensus is reached, the Participation Compass can be used to identify the most appropriate type of participation.











The Participation Compass is comprised of three sets of cards and two canvases to help the innovation team evaluate the relative importance of different benefits and barriers to their project. Each card includes the concept, an icon which clarifies the context, a brief definition, a set of scores for each type of participation and the rationale behind the scores (see Figure 1). The blue cards describe potential [benefits](#) and the yellow cards describe possible barriers.

* The Participation Compass was developed in collaboration with the Humanitarian Innovation Fund with the goal of helping innovation teams increase participation and bring the voice of the affected population into the innovation process. While created for the humanitarian context, it may also prove to be useful in the development context or any situation where the implementors of a project are interested in engaging with the users.

The Participation Compass Quick Guide



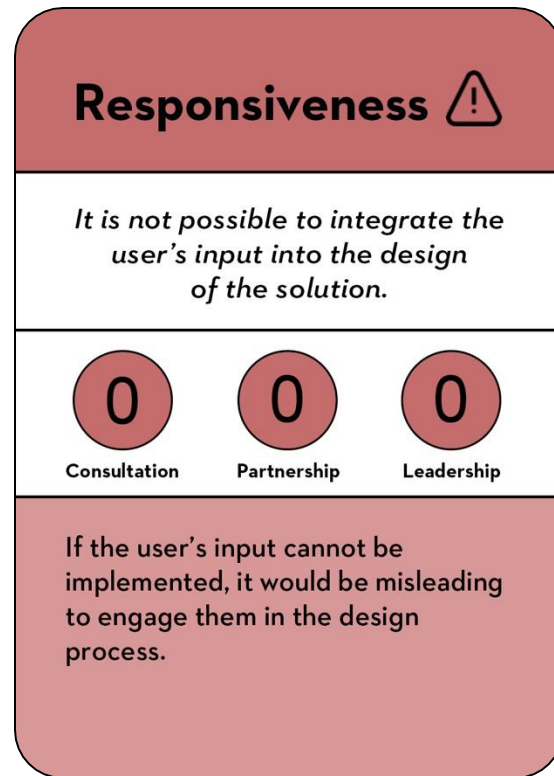
The Participation Matrix

Which stakeholder are you considering?		Participation Matrix							
Choose the answer that best applies to your practice. Identify the stage you are focusing on. Read down each column and choose the description that best applies to your project. Then look to the left to identify the type and level of participation, either what you are currently doing or what you aspire to.		Defining the problem		Identifying possible solutions / Creating an approach		Developing a solution		Testing the solution	
How is the stakeholder engaged in...		Providing and/or gathering information?	Deciding which aspect of the problem will be addressed and what the priorities are?	Contributing ideas for possible solutions?	Selecting one or narrowing down to a few solutions from the many options generated?	Exploring options for the details of the solution?	Building the actual solution?	Providing and/or getting feedback about the solution	Prioritizing and acting on the feedback to refine and/or finalize the solution?
No Participation	 No Participation	The stakeholder is not engaged	Not engaged	Not engaged	Not engaged	Not engaged	Not engaged	Not engaged	Not engaged
	 Input	The stakeholder provides input, however there is no opportunity to interact or discuss with the innovation team, and the stakeholder does not have any decision-making power	They provide information to the innovation team but do not have the opportunity to interact or discuss	They provide input into the problem framing but do not have the opportunity to discuss or convince	They provide ideas for possible solutions to the innovation team but do not have the opportunity to interact or discuss	They provide input on the selection of the solution(s) but do not have the opportunity to discuss or convince	They provide ideas for the details of the solution(s) to the innovation team but do not have the opportunity to discuss or convince	N/A They are not engaged	They provide feedback on the solution(s) developed by the innovation team but do not have the opportunity to discuss or convince
	 Interaction	The stakeholder provides input through an interactive process with the innovation team who respond and react, however the stakeholder does not have decision-making power	They provide information to the innovation team through an interactive process, e.g. dialogue or discussion	They provide input into the problem framing through an interactive process, e.g. dialogue or discussion	They provide ideas for possible solutions through an interactive process, with the opportunity to discuss and explain their ideas	They provide input on the selection of a solution(s) through an interactive process, but are not involved in the final selection	They provide ideas for the details of the solution(s) to the innovation team through an interactive process and have the opportunity to discuss and explain their ideas	N/A They are not engaged	They provide feedback on the solution(s) developed by the innovation team through an interactive session where they can discuss and explain their feedback
Consultation	 Iteration	The stakeholder provides input multiple times, with the innovation team incorporating their feedback to refine each iteration. The stakeholder does not have decision-making power about which refinements are made or adopted	They provide information at multiple points through an interactive and iterative process, validating the information and providing additional information as needed.	They provide input into selecting the problem framing through an interactive and iterative process, but are not involved in the final selection	They provide ideas for possible solutions at multiple points through an interactive and iterative process	They provide input on the selection of a solution(s) through an interactive and iterative process but are not involved in the final selection	They provide feedback on the details of the solution(s) and on subsequent refinements at multiple points through an interactive and iterative process	N/A They are not engaged	They provide feedback on the solution(s) developed by the innovation team at multiple points through an interactive and iterative process
	 Collaboration	The stakeholder takes part in developing and implementing the solution according to their field of expertise, however they do not have equal decision-making power with the innovation team	They participate in the information gathering but do not participate in the planning, analysis or synthesis	They participate with the innovation team in selecting the problem framing but do not have equal decision-making power	They participate with the innovation team in collective ideation	They participate with the innovation team in the selection of a solution(s) but they do not have equal decision-making power	They participate in exploring options for the details of the solution(s) with the innovation team according to their field of expertise	They participate with the innovation team in developing/building the solution(s) but do not have equal decision-making power	They participate in collecting feedback from the community, but not in planning the feedback collection
	 Co-creation	The stakeholder takes part in developing and implementing the solution and they share equal decision-making power with the innovation team	They participate in the information gathering as well as the planning, analysis and synthesis	They participate with the innovation team in selecting the problem framing with equal decision-making power	They participate with the innovation team in collective ideation	They participate with the innovation team in the selection of solution(s) and have equal decision-making power	They participate with the innovation team in exploring options for all aspects of the details of the solution(s)	They participate with the innovation team in developing/building the solution(s) and have equal decision-making power	They participate with the innovation team in planning how to collect feedback as well as in the actual collection
Partnership	 Co-creation	The stakeholder takes part in developing and implementing the solution and they share equal decision-making power with the innovation team	They participate in the information gathering as well as the planning, analysis and synthesis	They participate with the innovation team in selecting the problem framing with equal decision-making power	They participate with the innovation team in collective ideation	They participate with the innovation team in the selection of solution(s) and have equal decision-making power	They participate with the innovation team in exploring options for all aspects of the details of the solution(s)	They participate with the innovation team in developing/building the solution(s) and have equal decision-making power	They participate with the innovation team in planning how to collect feedback as well as in the actual collection
	 Empowerment	The stakeholder leads the planning, development and implementation of the solution with the innovation team providing input and support as needed. The stakeholder has the final decision-making power	They lead the planning and gathering of information as well as the analysis and synthesis of the information; the innovation team provides support as needed	They select the problem framing with the innovation team's input; the stakeholder has final decision-making power	They lead the planning of the ideation process and the selection of possible solutions; the innovation team provides support as needed	They lead the selection of solution(s) with the innovation team's input; the stakeholder has final decision-making power	They lead the exploration of options for the details of the solution(s); the innovation team provides support as needed	They lead the development/building of the solution(s); the innovation team provides support as needed, the stakeholder has final decision-making power	They lead the planning and collection of feedback; the innovation team provides support as needed
Ownership	 Empowerment	The stakeholder leads the planning, development and implementation of the solution with the innovation team providing input and support as needed. The stakeholder has the final decision-making power	They lead the planning and gathering of information as well as the analysis and synthesis of the information; the innovation team provides support as needed	They select the problem framing with the innovation team's input; the stakeholder has final decision-making power	They lead the planning of the ideation process and the selection of possible solutions; the innovation team provides support as needed	They lead the selection of solution(s) with the innovation team's input; the stakeholder has final decision-making power	They lead the exploration of options for the details of the solution(s); the innovation team provides support as needed	They lead the development/building of the solution(s); the innovation team provides support as needed, the stakeholder has final decision-making power	They lead the planning and collection of feedback; the innovation team provides support as needed
	 Leadership	The stakeholder leads the planning, development and implementation of the solution independently and they have the final decision-making power	They independently lead the planning and gathering of information as well as the analysis and synthesis of the information	They independently select the problem framing and have final decision-making power	They independently lead the ideation process and the selection of possible solutions	They independently lead the selection of solution(s) and have final decision-making power	They independently lead the exploration of options for the details of the solution(s)	They independently lead the development/building of the solution(s) and have final decision-making power	They independently lead the planning and collection of feedback

The Process...

- Decide if participation is possible
- Rank the benefits using the sorting mat
- Rank the barriers using the sorting mat
- Place the cards on the canvas
- Calculate the scores
- Calculate the results
- Review the results
- Choose the level of participation using the matrix
- Capture your learnings

Before you start...



Is participation possible?

The Process...

- Decide if participation is possible
- **Rank the benefits using the sorting mat**
- Rank the barriers using the sorting mat
- Place the cards on the canvas
- Calculate the scores
- Calculate the results
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- Choose the level of participation using the matrix
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Adoption

The solution will be more likely to be adopted and implemented by the users

3

4

5

Consultation

Partnership

Leadership

The more the users are engaged in the design process, the more likely their needs will be addressed and the greater their buy-in to the solution.

Responsibility

Users will take greater responsibility for implementing and managing the solution

1

3

4

Consultation

Partnership

Leadership

Greater user engagement in decision-making leads to greater ownership and increased sense of responsibility over the solution.

Responsiveness

Users will feel their opinions are taken into account and incorporated into the solution

2

4

5

Consultation

Partnership

Leadership

The more the users are engaged in decision-making, the more likely their point of view is prioritized.

Trust

Users will have greater trust in those leading the project

2

5

3

Consultation

Partnership

Leadership

The more users are engaged with other stakeholders around a common goal, the more potential there is to build mutual trust and deepen relationships.

Behavior Change

Users will change their behavior in significant ways due to the intervention

1

4

5

Consultation

Partnership

Leadership

The more users engage with other stakeholders and are involved in the design process, the more likely they will shift their mindsets and engage in new attitudes and behaviors.

Collaboration

Users will be open to continue working together with the design team on future projects

1

5

2

Consultation

Partnership

Leadership

Greater engagement between the users and the design team leads to a greater chance of developing a lasting commitment to working together.

Capacity Building

Users will gain design skills that they can use to develop solutions to future challenges

0

5

5

Consultation

Partnership

Leadership

The more actively users participate in design processes, the more they develop their skills and build their confidence.

Feasibility

The solution can be implemented effectively in the intended context

2

4

5

Consultation

Partnership

Leadership

The greater the degree of decision-making authority the users have, the more likely that their knowledge of the local conditions will prevail.

Specificity

The solution will be tailored to the user's needs and context

2

3

5

Consultation

Partnership

Leadership

The more involved the users are in the process, the deeper the understanding of their needs and context, and the more this will be integrated into the solution design.

Improvement

The solution will offer an improvement over an existing or underperforming solution

3

4

2

Consultation

Partnership

Leadership

The more diverse the members of the design team, the broader the range of perspectives and the more likely it is to generate an improved solution.

Solidarity

Users will work together more effectively due to their involvement in the intervention

0

4

5

Consultation

Partnership

Leadership

The more users engage with each other around a common goal, the more likely they are to build relationships and work together in the future.

Benefits	
Very Important	Important
Somewhat Important	Not Important

The Process...

- Decide if participation is possible
- Rank the benefits using the sorting mat
- **Rank the barriers using the sorting mat**
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Culture

Cultural barriers adversely affect interactions between stakeholders

2

2

5

Consultation

Partnership

Leadership

If the design team and the users are working across cultural differences, communication may be difficult and misunderstandings may arise.

Funding

There is not enough funding to engage participants in an extended manner

4

0

0

Consultation

Partnership

Leadership

If funding is very limited, higher levels of participation are unlikely to be feasible, as they require more resources to implement.

Control of IP

There are requirements to retain control over the intellectual property related to the solution

4

0

0

Consultation

Partnership

Leadership

If the IP rights or benefits of the solution cannot be shared, it would be unethical to engage users in the full design process without recognizing their contributions.

Language

Language barriers affect the ability of users to engage

3

1

5

Consultation

Partnership

Leadership

Deeper engagement between stakeholders who speak different languages requires more consistent and nuanced translation.

Need

Users do not feel an urgent need for the solution

2

2

0

Consultation

Partnership

Leadership

If users do not feel, or are unaware of, the need for a solution, they are less likely to invest in developing it.

External Power Dynamics

Power dynamics between the design team and the users adversely affect engagement

3

0

4

Consultation

Partnership

Leadership

If mitigation of power dynamics is not a viable option, stakeholders will not be able to work together effectively.

Internal Power Dynamics

Power dynamics within the user group adversely affect engagement

4

2

0

Consultation

Partnership

Leadership

If mitigation of power dynamics is not a viable option, users will not be able to effectively lead the project.

Priorities

Users are not able to engage due to competing priorities

4

1

0

Consultation

Partnership

Leadership

If the users do not prioritize the problem, they will not invest in developing the solution.

Trust (between)

Past or present issues affect the user's trust in the design team

2

2

4

Consultation

Partnership

Leadership

If users do not trust the design team, they are not likely to work effectively with them, however trust could be built through a participatory partnership.

Technical Expertise

Users lack the specialized skills or knowledge needed to participate

5

3

1

Consultation

Partnership

Leadership

If users do not have the necessary skills or knowledge, they are less likely to be able to take the lead in a meaningful way.

Time

The time available for implementing the project is highly constrained

4

0

2

Consultation

Partnership

Leadership

If time is limited, higher levels of engagement are unlikely to be feasible, as they require more time to implement.

Trust (in)

Past or present issues affect the user's trust in the solution

2

3

0

Consultation

Partnership

Leadership

If users do not trust the solution, they are less likely to commit to participating in the design process, however trust could be built through a participatory process.

Trust (within)

Past or present issues affect the user's trust within their own group

3

1

0

Consultation

Partnership

Leadership

If users mistrust each other, their ability to effectively lead the design process will be limited.

Trust

The design team does not fully trust the users to design the solution on their own

5

3

1

Consultation

Partnership









Leadership

The design team may not have confidence in the users to create the solution without their input.

Barriers	
Very Limiting	Limiting
Somewhat Limiting	Not Limiting

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Very Important (x 4)		Important (x 3)	Consultation	Partnership	Leadership
<div><div>Adoption<p>The solution will be more likely to be adopted and implemented by the users</p><div><div>3</div><div>4</div><div>5</div></div><div>ConsultationPartnershipLeadership</div><p>The more the users are engaged in the design process, the more likely their needs will be addressed and the greater their buy-in to the solution.</p></div><div>Specificity<p>The solution will be tailored to the user's needs and context</p><div><div>2</div><div>3</div><div>5</div></div><div>ConsultationPartnershipLeadership</div><p>The more involved the users are in the process, the deeper the understanding of their needs and context, and the more this will be integrated into the solution design.</p></div></div> <td><div><div>Collaboration<p>Users will be open to continue working together with the design team on future projects</p><div><div>1</div><div>5</div><div>2</div></div><div>ConsultationPartnershipLeadership</div><p>Greater engagement between the users and the design team leads to a greater chance of developing a lasting commitment to working together.</p></div></div></td> <td></td> <td></td> <td></td>		<div><div>Collaboration<p>Users will be open to continue working together with the design team on future projects</p><div><div>1</div><div>5</div><div>2</div></div><div>ConsultationPartnershipLeadership</div><p>Greater engagement between the users and the design team leads to a greater chance of developing a lasting commitment to working together.</p></div></div>			
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Barriers (what are the contextual constraints which could inhibit participation)			Participation Calculator		
Very Limiting (x 4)		Limiting (x 3)	Consultation	Partnership	Leadership
<div><div>Time<p>The time available for implementing the project is highly constrained</p><div><div>4</div><div>0</div><div>2</div></div><div>ConsultationPartnershipLeadership</div><p>If time is limited, higher levels of engagement are unlikely to be feasible, as they require more time to implement.</p></div><div>Trust (in)<p>Past or present issues affect the user's trust in the solution</p><div><div>2</div><div>3</div><div>0</div></div><div>ConsultationPartnershipLeadership</div><p>If users do not trust the solution, they are less likely to commit to participating in the design process, however trust could be built through a participatory process.</p></div></div> <td><div><div>Language<p>Language barriers affect the ability of users to engage</p><div><div>3</div><div>1</div><div>5</div></div><div>ConsultationPartnershipLeadership</div><p>Deeper engagement between stakeholders who speak different languages requires more consistent and nuanced translation.</p></div></div></td> <td></td> <td></td> <td></td>		<div><div>Language<p>Language barriers affect the ability of users to engage</p><div><div>3</div><div>1</div><div>5</div></div><div>ConsultationPartnershipLeadership</div><p>Deeper engagement between stakeholders who speak different languages requires more consistent and nuanced translation.</p></div></div>			
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Combined Total					
Recommended Type of Participation					

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The Scoring Process

- The different levels of priority are weighted:
 - the very important and very limiting recommendation scores are multiplied by a weighting value of 4
 - the important and limiting recommendation scores are multiplied by a weighting value of 3
- The compass tool is designed so that scores on both types of cards indicate the degree of appropriateness of each type of participation, therefore the scores of the benefits and barriers are added together at the end.

Which stakeholder are you considering?					
Benefits (what are the desired outcomes of participation)			Participation Calculator		
Very Important (x 4)		Important (x 3)	Consultation	Partnership	Leadership
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			Recommended Type of Participation:		
Barriers (what are the contextual constraints which could inhibit participation)			Participation Calculator		
Very Limiting (x 4)		Limiting (x 3)	Consultation	Partnership	Leadership
<div><div>Time</div><div>The time available for implementing the project is highly constrained</div><div><div>4</div>Consultation<div>0</div>Partnership<div>2</div>Leadership</div><div>If time is limited, higher levels of engagement are unlikely to be feasible, as they require more time to implement.</div></div> <div><div>Trust (in)</div><div>Past or present issues affect the user's trust in the solution</div><div><div>2</div>Consultation<div>3</div>Partnership<div>0</div>Leadership</div><div>If users do not trust the solution, they are less likely to commit to participating in the design process, however trust could be built through a participatory process.</div></div>		<div><div>Language</div><div>Language barriers affect the ability of users to engage</div><div><div>3</div>Consultation<div>1</div>Partnership<div>5</div>Leadership</div><div>Deeper engagement between stakeholders who speak different languages requires more consistent and nuanced translation.</div></div>	<div>4 x 4 = 16</div> <div>2 x 4 = 8</div> <div>3 x 3 = 9</div> <div>Total:</div>	<div>0 x 4 = 0</div> <div>3 x 4 = 12</div> <div>1 x 3 = 3</div> <div>Total:</div>	<div>2 x 4 = 8</div> <div>0 x 4 = 0</div> <div>5 x 3 = 15</div> <div>Total:</div>
			Recommended Type of Participation:		
Combined Total					
Recommended Type of Participation					

The Process...

- Decide if participation is possible
- Rank the benefits using the sorting mat
- Rank the barriers using the sorting mat
- Place the cards on the canvas
- Calculate the scores
- **Calculate the results**
- **Review the results**
- Choose the level of participation using the matrix
- Capture your learnings

Which stakeholder are you considering?					
Benefits (what are the desired outcomes of participation)			Participation Calculator		
Very Important (x 4)		Important (x 3)	Consultation	Partnership	Leadership
<div><div>Adoption</div><div>The solution will be more likely to be adopted and implemented by the users</div><div><div>3</div>Consultation<div>4</div>Partnership<div>5</div>Leadership</div><div>The more the users are engaged in the design process, the more likely their needs will be addressed and the greater their buy-in to the solution.</div></div> <div><div>Specificity</div><div>The solution will be tailored to the user's needs and context</div><div><div>2</div>Consultation<div>3</div>Partnership<div>5</div>Leadership</div><div>The more involved the users are in the process, the deeper the understanding of their needs and context, and the more this will be integrated into the solution design.</div></div>		<div><div>Collaboration</div><div>Users will be open to continue working together with the design team on future projects</div><div><div>1</div>Consultation<div>5</div>Partnership<div>2</div>Leadership</div><div>Greater engagement between the users and the design team leads to a greater chance of developing a lasting commitment to working together.</div></div>	<div><div>$3 \times 4 = 12$</div><div>$2 \times 4 = 8$</div><div>$1 \times 3 = 3$</div><div>Total: 23</div></div> <div><div>$4 \times 4 = 16$</div><div>$3 \times 4 = 12$</div><div>$5 \times 3 = 15$</div><div>Total: 43</div></div> <div><div>$5 \times 4 = 20$</div><div>$5 \times 4 = 20$</div><div>$2 \times 3 = 6$</div><div>Total: 46</div></div>	Recommended Type of Participation: Leadership or Partnership	
Barriers (what are the contextual constraints which could inhibit participation)			Participation Calculator		
Very Limiting (x 4)		Limiting (x 3)	Consultation	Partnership	Leadership
<div><div>Time</div><div>The time available for implementing the project is highly constrained</div><div><div>4</div>Consultation<div>0</div>Partnership<div>2</div>Leadership</div><div>If time is limited, higher levels of engagement are unlikely to be feasible, as they require more time to implement.</div></div> <div><div>Trust (in)</div><div>Past or present issues affect the user's trust in the solution</div><div><div>2</div>Consultation<div>3</div>Partnership<div>0</div>Leadership</div><div>If users do not trust the solution, they are less likely to commit to participating in the design process, however trust could be built through a participatory process.</div></div>		<div><div>Language</div><div>Language barriers affect the ability of users to engage</div><div><div>3</div>Consultation<div>1</div>Partnership<div>5</div>Leadership</div><div>Deeper engagement between stakeholders who speak different languages requires more consistent and nuanced translation.</div></div>	<div><div>$4 \times 4 = 16$</div><div>$2 \times 4 = 8$</div><div>$3 \times 3 = 9$</div><div>Total: 33</div></div> <div><div>$0 \times 4 = 0$</div><div>$3 \times 4 = 12$</div><div>$1 \times 3 = 3$</div><div>Total: 15</div></div> <div><div>$2 \times 4 = 8$</div><div>$0 \times 4 = 0$</div><div>$5 \times 3 = 15$</div><div>Total: 23</div></div>	Recommended Type of Participation: Consultation	
Combined Total			56	58	69
Recommended Type of Participation			Leadership		

Questions?



Let's Try It Out!!



Let's Try It Out!!

- **Decide if participation is possible**
- **Rank the benefits using the sorting mat**
- **Rank the barriers using the sorting mat**
- **Place the cards on the canvas**
- **Calculate the scores**
- **Calculate the results**
- **Review the results**
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Let's Try It Out!!

- Use a project of your own

or

- Choose a case study
 - community radio station in Rhino Camp refugee settlement in Uganda
 - fuel-saving cooking technology in Kakuma refugee camp in Kenya
 - community lighting in Kutupalong refugee camp in Bangladesh

Which stakeholder are you considering?					
Benefits (what are the desired outcomes of participation)			Participation Calculator		
Very Important (x 4)		Important (x 3)	Consultation	Partnership	Leadership
<div><div>Adoption</div><div>The solution will be more likely to be adopted and implemented by the users</div><div><div>3</div>Consultation<div>4</div>Partnership<div>5</div>Leadership</div><div>The more the users are engaged in the design process, the more likely their needs will be addressed and the greater their buy-in to the solution.</div></div> <div><div>Specificity</div><div>The solution will be tailored to the user's needs and context</div><div><div>2</div>Consultation<div>3</div>Partnership<div>5</div>Leadership</div><div>The more involved the users are in the process, the deeper the understanding of their needs and context, and the more this will be integrated into the solution design.</div></div>		<div><div>Collaboration</div><div>Users will be open to continue working together with the design team on future projects</div><div><div>1</div>Consultation<div>5</div>Partnership<div>2</div>Leadership</div><div>Greater engagement between the users and the design team leads to a greater chance of developing a lasting commitment to working together.</div></div>	<div><div>$3 \times 4 = 12$</div><div>$2 \times 4 = 8$</div><div>$1 \times 3 = 3$</div><div>Total: 23</div></div> <div><div>$4 \times 4 = 16$</div><div>$3 \times 4 = 12$</div><div>$5 \times 3 = 15$</div><div>Total: 43</div></div> <div><div>$5 \times 4 = 20$</div><div>$5 \times 4 = 20$</div><div>$2 \times 3 = 6$</div><div>Total: 46</div></div>	Recommended Type of Participation: Leadership or Partnership	
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<div><div>Time</div><div>The time available for implementing the project is highly constrained</div><div><div>4</div>Consultation<div>0</div>Partnership<div>2</div>Leadership</div><div>If time is limited, higher levels of engagement are unlikely to be feasible, as they require more time to implement.</div></div> <div><div>Trust (in)</div><div>Past or present issues affect the user's trust in the solution</div><div><div>2</div>Consultation<div>3</div>Partnership<div>0</div>Leadership</div><div>If users do not trust the solution, they are less likely to commit to participating in the design process, however trust could be built through a participatory process.</div></div>		<div><div>Language</div><div>Language barriers affect the ability of users to engage</div><div><div>3</div>Consultation<div>1</div>Partnership<div>5</div>Leadership</div><div>Deeper engagement between stakeholders who speak different languages requires more consistent and nuanced translation.</div></div>	<div><div>$4 \times 4 = 16$</div><div>$2 \times 4 = 8$</div><div>$3 \times 3 = 9$</div><div>Total: 33</div></div> <div><div>$0 \times 4 = 0$</div><div>$3 \times 4 = 12$</div><div>$1 \times 3 = 3$</div><div>Total: 15</div></div> <div><div>$2 \times 4 = 8$</div><div>$0 \times 4 = 0$</div><div>$5 \times 3 = 15$</div><div>Total: 23</div></div>	Recommended Type of Participation: Consultation	
Combined Total			56	58	69
Recommended Type of Participation			Leadership		

Reflection: Thoughts, Comments, Questions?



Now What??



The Process...

- Decide if participation is possible
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- Review the results
- **Choose the level of participation using the matrix**
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The Participation Matrix

Which stakeholder are you considering?		Participation Matrix							
Choose the answer that best applies to your practice. Identify the stage you are focusing on. Read down each column and choose the description that best applies to your project. Then look to the left to identify the type and level of participation, either what you are currently doing or what you aspire to.		Defining the problem		Identifying possible solutions / Creating an approach		Developing a solution		Testing the solution	
How is the stakeholder engaged in...		Providing and/or gathering information?	Deciding which aspect of the problem will be addressed and what the priorities are?	Contributing ideas for possible solutions?	Selecting one or narrowing down to a few solutions from the many options generated?	Exploring options for the details of the solution?	Building the actual solution?	Providing and/or getting feedback about the solution	Prioritizing and acting on the feedback to refine and/or finalize the solution?
No Participation	No Participation	Not engaged	Not engaged	Not engaged	Not engaged	Not engaged	Not engaged	Not engaged	Not engaged
	Input	The stakeholder provides input, however there is no opportunity to interact or discuss with the innovation team, and the stakeholder does not have any decision-making power	They provide information to the innovation team but do not have the opportunity to interact or discuss	They provide input into the problem framing but do not have the opportunity to discuss or convince	They provide ideas for possible solutions to the innovation team but do not have the opportunity to interact or discuss	They provide input on the selection of the solution(s) but do not have the opportunity to discuss or convince	They provide ideas for the details of the solution(s) to the innovation team but do not have the opportunity to discuss or convince	N/A They are not engaged	They provide feedback on the solution(s) developed by the innovation team but do not have the opportunity to discuss or convince
	Interaction	The stakeholder provides input through an interactive process with the innovation team who respond and react, however the stakeholder does not have decision-making power	They provide information to the innovation team through an interactive process, e.g. dialogue or discussion	They provide input into the problem framing through an interactive process, e.g. dialogue or discussion	They provide ideas for possible solutions through an interactive process, with the opportunity to discuss and explain their ideas	They provide input on the selection of the solution(s) through an interactive process, but are not involved in the final selection	They provide ideas for the details of the solution(s) to the innovation team through an interactive process and have the opportunity to discuss and explain their ideas	N/A They are not engaged	They provide feedback on the solution(s) developed by the innovation team through an interactive session where they can discuss and explain their feedback
Consultation	Iteration	The stakeholder provides input multiple times, with the innovation team incorporating their feedback to refine each iteration. The stakeholder does not have decision-making power about which refinements are made or adopted	They provide information at multiple points through an interactive and iterative process, validating the information and providing additional information as needed.	They provide input into selecting the problem framing through an interactive and iterative process, but are not involved in the final selection	They provide ideas for possible solutions at multiple points through an interactive and iterative process	They provide input on the selection of a solution(s) through an interactive and iterative process but are not involved in the final selection	They provide feedback on the details of the solution(s) and on subsequent refinements at multiple points through an interactive and iterative process	N/A They are not engaged	They provide feedback on the solution(s) developed by the innovation team at multiple points through an interactive and iterative process
	Collaboration	The stakeholder takes part in developing and implementing the solution according to their field of expertise, however they do not have equal decision-making power with the innovation team	They participate in the information gathering but do not participate in the planning, analysis or synthesis	They participate with the innovation team in selecting the problem framing but do not have equal decision-making power	They participate with the innovation team in collective ideation	They participate with the innovation team in the selection of a solution(s) but they do not have equal decision-making power	They participate in exploring options for the details of the solution(s) with the innovation team according to their field of expertise	They participate with the innovation team in developing/building the solution(s) but do not have equal decision-making power	They participate in collecting feedback from the community, but not in planning the feedback collection
	Co-creation	The stakeholder takes part in developing and implementing the solution and they share equal decision-making power with the innovation team	They participate in the information gathering as well as the planning, analysis and synthesis	They participate with the innovation team in selecting the problem framing with equal decision-making power	They participate with the innovation team in ideation	They participate with the innovation team in the selection of solution(s) and have equal decision-making power	They participate with the innovation team in exploring options for all aspects of the details of the solution(s)	They participate with the innovation team in developing/building the solution(s) and have equal decision-making power	They participate with the innovation team in planning how to collect feedback as well as in the actual collection
Partnership	Empowerment	The stakeholder leads the planning, development and implementation of the solution with the innovation team providing input and support as needed. The stakeholder has the final decision-making power	They lead the planning and gathering of information as well as the analysis and synthesis of the information; the innovation team provides support as needed	They select the problem framing with the innovation team's input; the stakeholder has final decision-making power	They lead the planning of the ideation process and the selection of possible solutions; the innovation team provides support as needed	They lead the selection of solution(s) with the innovation team's input; the stakeholder has final decision-making power	They lead the exploration of options for the details of the solution(s); the innovation team provides support as needed	They lead the development/building of the solution(s) and the innovation team provides support as needed, the stakeholder has final decision-making power	They lead the planning and collection of feedback; the innovation team provides support as needed
	Leadership	The stakeholder leads the planning, development and implementation of the solution independently and they have the final decision-making power	They independently lead the planning and gathering of information as well as the analysis and synthesis of the information	They independently select the problem framing and have final decision-making power	They independently lead the ideation process and the selection of possible solutions	They independently lead the selection of solution(s) and have final decision-making power	They independently lead the exploration of options for the details of the solution(s)	They independently lead the development/building of the solution(s) and have final decision-making power	They independently lead the process of prioritizing and acting on the feedback; the innovation team provides support as needed, the stakeholder has final decision-making power

The Process...

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Document the Process

Prioritization of Benefits & Barriers			
Very important	Important	Somewhat Important	Not Important
Very important	Important	Somewhat Important	Not Important
What insights did you gain while discussing the benefits & barriers?			
Benefits		Barriers	

Document the Process

Benefits	Total Score		
	Consultation	Partnership	Leadership
Barriers	Total Score		
	Consultation	Partnership	Leadership
Final Recommendation			
What insights did you gain during this process?			

Next Steps

















- Consider and capture the following:
 - What could you do to mitigate the barriers?
 - Are there ways that you can enhance the benefits
 - Who do you need to engage in the planning and implementation of your participatory approach?

The Four Step Approach

1. Identify the stage
2. Choose the type of participation
3. Identify tools and activities
4. Ensure the quality



3. Identify Tools & Activities

Which stakeholder/ stakeholder group are you considering?		<div> <div>Defining the problem</div> <div>Generating possible solutions/approaches</div> <div>Developing a solution</div> <div>Testing the solution</div> </div>							
How is the stakeholder/ stakeholder group engaged in...		 Divergent	 Convergent	 Divergent	 Convergent	 Divergent	 Convergent	 Divergent	 Convergent
		Providing and/or gathering information?	Deciding which aspect of the challenge will be addressed and what the priorities are?	Contributing ideas for possible solutions/approaches?	Selecting one or narrowing down to a few possibilities from the many options generated?	Exploring options for the details of the proposed solution?	Creating a prototype solution?	Providing and/or gathering feedback about the solution?	Prioritizing and acting on the feedback to refine and/or finalize the solution?
No Participation	 No Participation	The stakeholder/stakeholder group is not engaged.							
	 Input	The stakeholder/stakeholder group provides information and shares their opinions, but there is no opportunity to interact or discuss with the grantee, and they do not have any decision-making power over how their input is incorporated into the project.							
Consultation	 Interaction	The stakeholder/stakeholder group provides information and shares their opinions through a two-way, interactive process with the grantee, who responds and reacts, however they do not have decision-making power over how their input is incorporated into the project.							
	 Iteration	The stakeholder/stakeholder group provides information and shares their opinions in repeated interactions which are used to make a series of refinements, however they do not have decision-making power over how the refinements are made.							
Partnership	 Collaboration	The stakeholder/stakeholder group takes part in planning and implementing program activities according to their field of expertise, but their role is determined by the grantee, they take part in decision-making, but they do not have the same decision-making power as the grantee.							
	 Co-creation	The stakeholder/stakeholder group takes part in planning and implementing program activities, and they share equal decision-making power with the grantee.							
Leadership	 Empowerment	The stakeholder leads the planning and implementation of the program activities with the program designers providing input and support as needed; the stakeholder has the ultimate decision-making power.							
	 Ownership	The stakeholder/stakeholder group leads the planning and implementation of the program activities independently, and they have the final decision-making power.							

participation activity field guide



4. Ensure the Quality

Before		During		After	
Planning	Preparation	Environment	Engagement	Following Up	Finishing Up
Representation	Building Relationships	Physical Environment	Content	Appreciation	Reporting
Inclusion	Managing Expectations	Enabling Environment	Facilitation	Communication	Reflecting
Logistics	Building Skills, Knowledge & Understanding	Power Dynamics	Documentation	Managing Relationships	Transition
Mindsets	Mindsets	Mindsets	Mindsets	Mindsets	Mindsets

quality advisor



Thank You

