

# INCLUSIVE PARTICIPATION HANDBOOK





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The guidelines and recommendations featured in this handbook are justified in the associated scientific report produced for this *Living Lab* project.

First Edition  
December 2021  
Amsterdam, The Netherlands

# INCLUSIVE PARTICIPATION HANDBOOK



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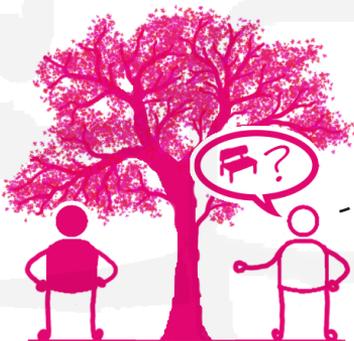


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# What is an Inclusive Participation Process?

## *An Introduction to this Handbook*

This handbook is intended to provide clear and concise guidance on how an inclusive participation process should be approached and conducted. It builds on the scientific theory and research contained within the *“Inclusive Participation: Living Lab Report”* which can be read alongside this handbook if desired.

In the aforementioned *Living Lab Report* inclusive participation is defined as *“a social process, to which affected individuals possessing a complete variety of diverse traits are offered equitable opportunities for access, and, in which affected individuals act together as a collective public to address a public issue”*.

Breaking this down slightly, we arrive at the following key takeaways:

- Anyone and everyone with any type of stake in the project has a right to be able to participate in a capacity according to their needs, capabilities and wishes.
- The process must not only be accessible but access to it must be made equitable.
- The goal of participation is to provide a platform for stakeholders to work collectively, address conflicts and reach solutions.

This definition and the key takeaways from it should be used as a starting point within project team discussions on the subject of inclusive participation. However, more important than having a complete technical definition of inclusivity and inclusive participation is having an agreement amongst the project team on what those terms mean and how, in practice, they will be enacted throughout the participation process.

*“An **Inclusive Participation Process** is a social process, to which **affected individuals** possessing **a complete variety of diverse traits** are offered **equitable opportunities** for access, and, in which affected individuals **act together** as a collective public to address a public issue”*

# STEP 1 | Laying the Foundation for an Inclusive Participation Process

Outside the remit of any particular participation process certain actions should be undertaken to ensure that a solid foundation is present when a participation process does need to begin.

## 1.1 - Equipping Actors for Participation

Certain structures or training should be in place in order to ensure that when a participation process does begin, it is constructive and yields a successful outcome.

### 1.2.1 - The Municipality

Ensure the municipality have the knowledge to find stakeholders, engage them in the participatory planning process and sustain those relationships over the long term. The municipality should be advised to maintain a complete list of active social organisations (e.g. community centres, sports clubs, housing associations) in the area with at least one point of contact registered for each - continuous effort should be made to ensure this list is up-to-date.

### 1.2.2 - The Developers & Design Team

Introduce developers and designers to the importance and potentials of participatory planning processes. Inform them of the ways in which participatory activities can be organised and share how certain activities could be used to further their aims within a project.

### 1.2.3 - The Public

Connect with members of the public who express interest in acting as bridges between the wider public and the project team (there may be a degree of overlap between these citizens and the 'points of contact' for social organisation - this is not inherently an issue).

### ***Idea for Further Exploration: Establishing a Community Researcher Programme***

*The possibility should be explored of training interested members of the public within a community as 'Community Researchers' whose role is to become embedded anthropological researchers, capable of serving in the place of municipal staff or participation consultants and effectively gathering useful participatory data from other members of the public, with whom they have stronger personal ties and greater degrees of trust.*

*This training should be undertaken alongside, or lead by, an academic institution, to give the initiative gravitas and legitimacy. Citizens who undertake the training should be offered some form of accreditation and provided with a pathway to make use of their newly-acquired skills (e.g. trained 'Researchers' could be sub-contracted by municipalities to conduct research projects for a small fee).*

# STEP 2 | Agreeing on the Format of an Inclusive Participation Process

Reaching a consensus amongst those with a stake in the project on how the participation process will be conducted.

## 2.1 - Establishing the Core Parameters

The core parameters in the context of the area development project should be established by the project team prior to initial conversations with the public.

### 2.1.1 - Project Timeframe

The time related parameters of the project, such as: Does the construction or implementation phase of the project need to begin by a certain point? Are there any significant intermediate dates for which certain elements should be prepared or by which public input is no longer able to affect the design?

### 2.1.2 - Project Scale

The size and scope related parameters of the project, such as: Does the project affect a single street, a neighbourhood, a city or a different scale? Does the project involve an infrastructural connection that people from beyond the neighbourhood might use?

### 2.1.3 - Project Budget

The financial parameters of the project, such as: Does the project have a fixed budget, what is it? What funding, if any, is ringfenced for conducting a participation process?

### 2.1.4 - Participation Level

The decision-making related parameters of the project, such as: To what degree will citizens' input affect the project? Are there different degrees of participation for different aspects of the project?

## 2.2 - Identifying and Engaging Stakeholders

Once the core parameters have been established the public must be engaged in order to design a participatory process for the project which is suitable and applicable to their needs. The individuals and organisations who ought be engaged will vary from project-to-project.

### 2.2.1 - Identifying Connections with the Project

The types of connection that an individual or an organisation might have with a development site or strategy area. These are illustrated in the subsequent few points through the example of a new bridge development, each person mentioned has a different but valid association with this development and has a right to participate in the ensuing project. Individuals or organisations with connections to the project are best found by being physically present at the development site and talking to people there, in addition to activating existing relationships with members of the community (2.2.2).

### **2.2.1.1 - Spatial Connection**

The individual or entity has a stake in the project because they live or work near it. For example, someone who lives a short walk from the site of the new bridge and will see it everyday.

### **2.2.1.2 - Functional Connection**

The individual or entity has a stake in the project because they use it. For example, someone who lives a few kilometres from the bridge but must use it to cross the canal on their way to work.

### **2.2.1.3 - Socio-Cultural Connection**

The individual has a stake in the project because someone or something to whom they are connected has a stake in it - this includes environmental, cultural or symbolic connections. For example, someone who works for the protection of a marine species found near the proposed site of the bridge.

## **2.2.2 - Re-engaging Existing Relationships**

Municipal contacts, from the list of active social organisations (1.2.1) and other points of contact in the community (1.2.3), identified as having a stake within the project should be spoken to and informed of the upcoming project. Efforts should be made to expand the project stakeholder network through conversations with them.

## **2.2.3 - Forming New Relationships**

Through a mixed process of leveraging existing relationships (e.g. asking known stakeholders for contact details for other stakeholders), targeted research (e.g. online searches and visits to establishments) and open-ended research (e.g. walking in the neighbourhood or setting up a stall near the project site) new stakeholders should be found and a relationship with them cultivated.

## **2.3 - Creating the Memorandum of Understanding**

Over the course of various sessions and information gathering exercises consult the public (meaning those individuals and organisations identified as being connected with the project) on their needs, capabilities and wishes for the participation process. This information can be gathered by the municipality, Kickstad, organisations and other points of contact in the community (1.2.3 & *community partners*). This does not mean that every stakeholder must attend every possible session or activity, only that they should be spoken with in some capacity at some point - it does not need to be a structured interview, simply asking “Would you like to be contacted about this project’s participation process in the future? and what would be the best way to reach you?” to somebody on the street is useful information for the *Inclusive Participation Canvas*. The *Inclusive Participation Canvas* should be completed with input from a broad and diverse selection of individuals and organisations, and then from this canvas the Participation Process Mediator should draw up the *Memorandum of Understanding* for the inclusive participation process.

# The Inclusive Participation Canvas

## A tool for preparing a Memorandum of Understanding for an Inclusive Participation Process

The *Inclusive Participation Canvas* is a tool that helps to guide the creation of the *Memorandum of Understanding* for the participation process. By using the following questions as guidance, which should be adapted according to the unique circumstances of the development project, a complete picture of the means, capabilities and wishes of each of the actors to participate can be determined.

In the case of citizens the questions should be asked (not necessarily in their entirety) to as many of the citizens identified as being connected to the project (2.2) as is possible, through the use of whatever tools are possible (3.1, including the *Collaboration and Exploration Tool*).

### Citizens

- Who is living there? (CBS) (things to consider are ages, gender, household composition, education level, income, nationality, religion, ect.)
- Who are key figures? (insider information)
- What are meeting hotspots?
- What are important topics for whom?
- What are expected difficulties?
- How do citizens want to be engaged?
- What does transparency in the process mean to citizens?
- What capacities do citizens have to facilitate participation?

### Designers

- What are the goals of the developer?
- What issues of the development are fixed and thus cannot be discussed?
- What are important moments to make decisions?
- What are expected difficulties?
- What issues can be participated on, on which level?

### Developers

- Why does the development take place?
- Why is this necessary here and now?
- What is the greater goal of the development?
- What issues can be participated on, on which level?
- What are expected difficulties?
- How long is the development going to take?

### Municipality

- What is the time scale of the project?
- What is the current relation between the municipality and its citizens?
- Who are key citizen figures related to the development?
- Who is responsible for the participation?



- Why does the development take place?
- Why is this necessary here and now?
- What is the greater goal of the development?
- What issues can be participated on, on which level?
- Why is a certain level of engagement chosen?
- What are expected difficulties?

## Kickstad

- What is needed in this development project?
- Which role do you want to take in the process?
- What responsibilities are involved in this role?
- How can the other parties be more supported/ challenged/ engaged in the process?

### DO CITIZENS WANT TO BE ENGAGED?

Some, particularly the elderly, want physical newsletters every month discussing progress on the project and informing them of upcoming events. Many citizens don't read newsletters and would prefer to receive support digital updates through email or even an app. Lots of citizens who work don't have time to come to in-person events but would still enjoy to make suggestions via an online portal. The sports centre is happy to host a municipality drop-in session when key matches are being played. Some really hate people ringing their doorbell (registration sheet for this is an acceptable method or not)

### DOES TRANSPARENCY IN THE PROCESS MEAN TO CITIZENS?

Citizens don't need to 'dig around' to find information on the ongoing developments - there is regularly updated news bulletin and a clear point of contact which the municipality actually responds to!

### WHAT CAPACITIES DO THE CITIZENS HAVE TO FACILITATE PARTICIPATION?...

### WHAT ARE THE EXISTING CHANNELS OF PARTICIPATION/PARTICIPATION WITH CITIZENS?

There is a Buurthuizen that co-operates frequently with the municipality and also has spaces where the municipality could locate a community field office.

### WHAT CAPACITIES DO THE MUNICIPALITY HAVE TO FACILITATE WITH CITIZENS?

People with connections to the area and with expertise in running stakeholder workshops and engaging the public through information evening/town hall meeting type events.

### WHAT ISSUES ARE THE MUNICIPALITY LOOKING TO IMPROVE WITHIN PARTICIPATION PROCESS?

The municipality would really like to see this lead to stronger personal connections with the community. In the longer term it would be fantastic if citizens felt empowered to take the municipality with their own initiatives.

### WHICH OF THE DEVELOPERS GOALS ARE RELATED TO CITIZENS?

- Building 1500 new apartments/houses
- Creating an additional 1000sqm of public green spaces

### WHAT ARE THE ABSOLUTE BOUNDARIES IN THE OVERALL DEVELOPMENT?

- The developer needs to make at least a 15% profit otherwise the scheme is not economically worthwhile
- There needs to be a completed scheme under construction by 2026, with an aim to complete the project in mid-2027

### WHAT LEVEL OF PARTICIPATION DO THE DEVELOPERS BELIEVE CITIZENS SHOULD HAVE ON THE ITEMS TO BE PARTICIPATED ON?

- Happy to give decision-making power over on green space discussions

### WHAT SAY DO THE DEVELOPERS BELIEVE CITIZENS SHOULD HAVE ON THE ITEMS WHICH ARE NOT TO BE PARTICIPATED ON?

- Even on topics which are not strictly to be participated on, citizens should still be kept informed and allowed to comment

### ARE KICKSTAD A BRIDGE BETWEEN THE MUNICIPALITY-DEVELOPER AND CITIZENS OR A MEDIATOR REMOVED DIRECTLY FROM THE PROCESS?

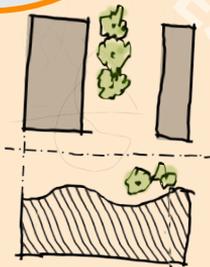
- Kickstad are a mediator outside the process, the Municipality already has contacts within the community and want Kickstad to help them make use of those links for participation

### HOW ENGAGED SHOULD DESIGNERS BE IN THE PROCESS?

- Water Engineers don't particularly want to participate with the public on design but they need to participate with the public on design so that their activities can cause A LOT of disruption. They are open to participating with residents on the timing and schedule of their works

### HOW CAN THE DESIGNERS FACILITATE OPPORTUNITIES FOR PARTICIPATION IN THEIR DESIGNS?

- The Landscape Architects want to engage with the municipality for access to a pot of money to design a new green space at the heart of the new development (sketched on the left) and want to host a design competition with current residents to do it... they hope this will encourage current residents use the space in the future



# The Memorandum of Understanding

*A tool for establishing parameters, clarifying roles and building trust in an Inclusive Participation Process*

## What is it?

The *Memorandum of Understanding (MoU)* is a legally non-binding agreement signed by a senior representative from the municipality, the developer and Kickstad, with 'citizens' as a non-signatory party (accordingly, every citizen is considered to have a right to challenge another party regarding their performance under the terms of the *MoU*).

The exact wording of the *MoU* should vary on a case-by-case basis. Kickstad, or the party selected as the mediator of the inclusive participation process, should be the entity that drafts the *MoU*.

## What is its Purpose?

The intention of the *MoU* is not to enforce action upon any one party or to provide a basis for a threat of consequences - in fact, there ought be no provision in the contract at all for any consequences. Instead the *MoU* should be viewed by all stakeholders, in particular the municipality, as an opportunity to build trust amongst citizens by clearly stating what actions they will take and then following through with those actions.

## What Should it Contain?

The *MoU* should in essence be a list of agreed parameters and requirements for the participation process, which stakeholders are consulted on through a variety of methods (such as the tools - 3.1) during the very early phases of the participation process, leading up to the completion of the *Inclusive Participation Canvas* - from which the terms of the *MoU* should be derived. They might include clauses such as: The number of new dwellings is not a point of discussion, but their location and appearance is, or, the municipality will have a representative at 'De Hoek Café' every other tuesday from 9:00 to 12:00 to hear citizen questions - answers will be provided either on-the-spot or by email within one week if the representative is unable to answer.

The role of Kickstad, as mediator, should be made clear in the *MoU* - they are the entity who should be contacted by citizens concerned the municipality and/or developers are not upholding their side of the agreement, and should be in a position to apply pressure for those parties to take action in the interest of improving the quality of the participation process outputs.

The *MoU* is not intended to be a static document, new responsibilities or actions for the municipality, developer or specific and willing citizen groups can and should be added based on a process of constant reflection and evolution. There is no inherent consequence to the municipality or developer unilaterally removing conditions from the *MoU* but trust will be damaged as a result so this should be avoided if at all possible.

***Important Note: The MoU provides a baseline for how the participation process will be conducted, do not over-promise and do not under-deliver!***

# MEMORANDUM OF UNDERSTANDING for An Inclusive Participation Process in “Neighbourhood X”

We, as the stakeholders in this project hereby declare these to be the conditions under which participation will occur in the *area development of Neighbourhood X...*

1. The subjects to be participated on are as follows:
  - a. Location of trees
  - b. Number of Car parking spaces
  - c. Types of sports fields
2. The Municipality and Developer will maintain communication with residents of the neighbourhood and stakeholders in the project by:
  - a. Bi-monthly emails to those who request them
  - b. Bi-monthly newsletters to those who request them
  - c. Bi-weekly neighbourhood workshops
  - d. Bi-annual neighbourhood events (party or information walk) to be communicated at least one month in advance
3. With regards to the end decision citizens will be encouraged to vote in a non-binding referendum
4. In the event that a party takes issue with the actions of another regarding the process for participation the following remedial steps ought be taken:
  - a. Contact Person X from Kickstad
  - b. Formally articulate complaint
  - c. Propose a path forwards
  - d. Kickstad works with parties in order to achieve solution



On behalf of the Municipality



On behalf of the Developer



On behalf of Kickstad

Date  
Location



# STEP 3 | Undertaking an Inclusive Participation Process

Once the parameters for participation have been established and agreed upon by the various project stakeholders the time has come for the process proper to begin.

## 3.1 - Using Inclusive Participation Tools

Within the *Memorandum of Understanding* certain methods and channels for participation may have been specified, these should be used during the process. Examples of tools that can be used in the participation process feature on the following pages - The intention of the list has been to create a series of ideas which can be adapted for specific use at different times and in different situations, a more thoroughly-resolved tool, the *Collaboration and Exploration Tool*, is explained on page 16.

## 3.2 - Interpretation of the Participation Outcomes

Once a phase of the participation process has reached its end and a series of outcomes have been produced they must be communicated.

### 3.2.1 - Informing the Project Team

Dependent on the composition of the Project team and the way in which decisions are made within the team, a method of delivery (e.g. statistically or emotively) should be devised so that the information gained from the participation process is used as effectively as possible.

### 3.2.2 - Informing the Public

Throughout the process the public should be kept informed of outcomes reached and decisions taken. The ways in which this is done should be stipulated in the *Memorandum of Understanding*.

## 3.3 - Reflection and Evaluation of the Process

At this point there should be a period of reflection: What useful input has the participation process yielded so far? What further input might be needed to give the project the greatest chance of achieving a successful outcome? These questions should be asked alongside others more specific to the project. Following this reflection, and provided time allows, the participation process should return to step 2.1 (*Establishing the Core Parameters*) and, after the necessary evolutions have been made, it should begin again.

### Reflective Questions for Inclusive Tool Use

- Who has (physical) access to this tool?
- Which target groups do you reach with this tool?
- What communication strategy/ language is appropriate for this target group?
- How does this tool influence current relationships?
- Is there space for explaining underlying motives in this tool?
- What is the role of Kickstad in this tool?
- How does this tool relate to already active participants?

# Tools for an Inclusive Participation Process

*A selection of useful tools to gather information, share outputs and reach solutions*



## NEWSLETTER

Send out letters containing information on local developments



## GETTING TO KNOW THE MUNICIPALITY

Physically connect the municipality to citizens



## EMAIL

Send out emails containing information on local developments



## OPEN DIALOGUE

Discuss freely with citizens about anything or nothing



## VOTING

Directly ask citizens to choose one option from many in a physical poll



## INTERVIEW

Ask citizens critical questions about the subject of the participation process



## SOCIAL MEDIA POLL

Directly ask citizens to choose one option from many in a digital poll



## WALK-IN SESSION

Host a publicised session to allow citizens to talk to municipal staff



## COFFIE

Go out into the neighbourhood with a pot of coffee and offer them out with a chat



## VISIT

Go out into the community and intentionally visit people at home or work



### **ROLE PLAYING**

Create a scenario that puts one stakeholder in the shoes of another



### **PLACE A DEMO**

Locate an example solution in the neighbourhood and see how residents react



### **NEIGHBOURHOOD PARTY**

Organise a gathering of local stakeholders



### **DESIGN COMPETITION**

Ask residents for their solutions and decide from them (perhaps by vote)



### **SERIOUS GAME**

Invite stakeholders to act out a real-world scenario and learn from it



### **SHOW DRAWINGS**

Physically locate images of the proposed solution in the neighbourhood



### **ONLINE MEETING**

Talk to stakeholders via a digital calling platform



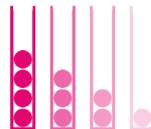
### **HANG POSTERS**

Physically locate images of the proposed solution in the neighbourhood



### **CO-CREATION SESSION**

Host a session with the aim of producing a solution together



### **INTERACTIVE VOTING**

Informally ask stakeholders to give their opinion



### INFORMATION EVENING

Host a session to give information to stakeholders



### SET UP A STAND

Sit down and be available for discussion on a relevant topic



### DISCUSSION EVENING

Host a session to allow stakeholders to voice their opinions



### OBSERVATIONS

Be physically present in the neighbourhood and understand how it works



### QUESTION TIME

Host a session to allow stakeholders to ask questions



### IDENTIFY STAKEHOLDERS

Try to contact anyone who has a stake in an area or with a scheme



### NEIGHBOURHOOD WALK

Guide stakeholders through an area and discuss relevant topics



### CO-DEFINE PRIORITIES

Work with stakeholders to clarify objectives



### INFORMATION ROUTE

Set up stands throughout an area and discuss relevant topics



### PARTICIPATORY PLATFORM

Allow citizens to digitally interact with ongoing developments

# The Collaboration and Exploration Tool

## *A tool for finding common ground and building consensus*

### The Purpose of the Tool

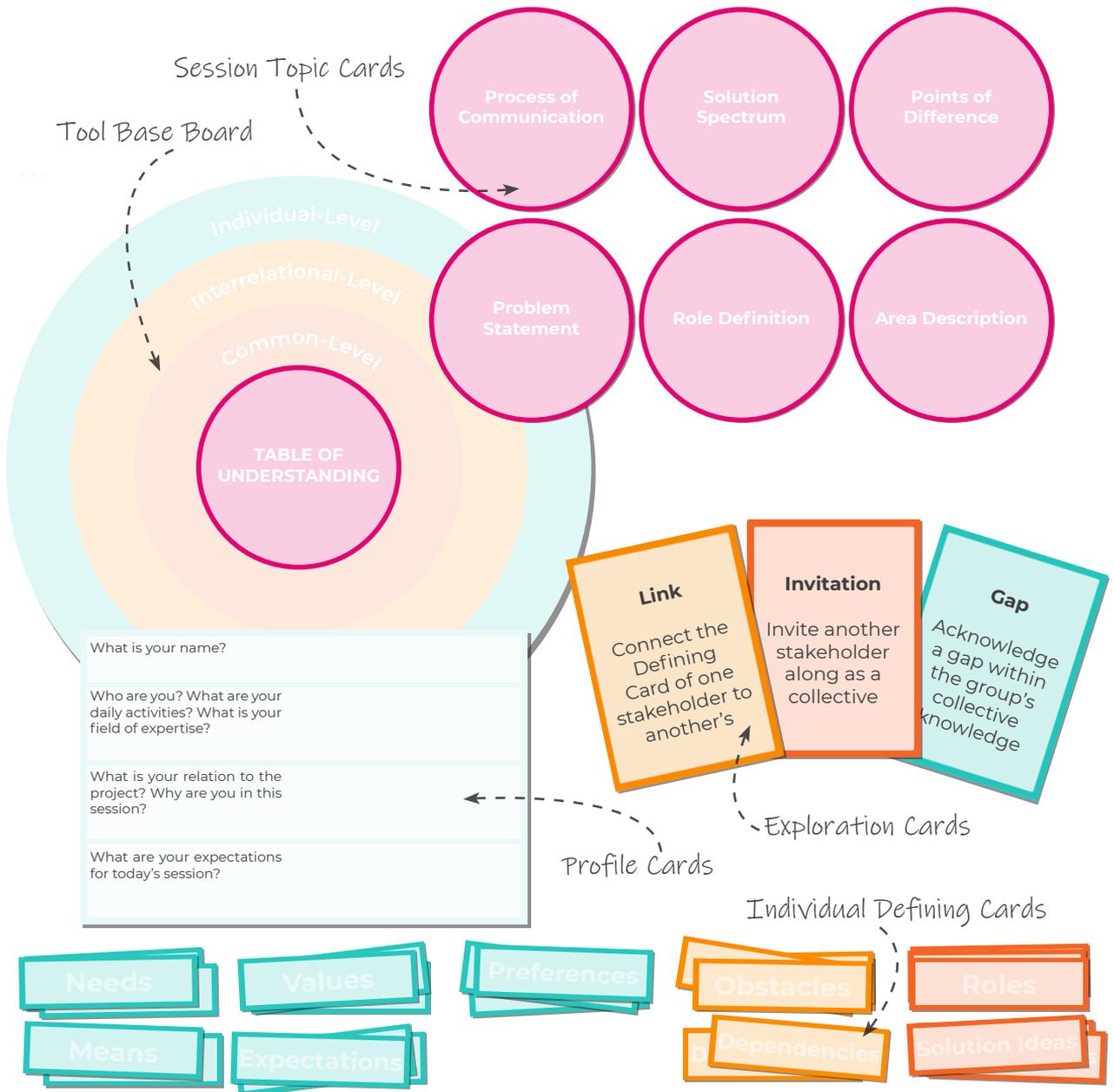
Within participation processes there can be a lack of understanding and empathy between different stakeholders, this can lead to wasted time and unnecessary conflict that hinders or prevents mutually-beneficial outcomes. This tool has been designed with the intention to create mutual understanding and facilitate constructive conversation between stakeholders as effectively as possible.

### Tool Components

- **Tool Base Board** - A four-tiered board, with tiers labelled from the outside ring inwards as: 'Individual Level', 'Interrelational Level' and 'Common Level'. The central circle is where the *Session Topic Card* is placed.
- **Session Topic Cards** - Sits in the centre of the *Tool Base* and defines the topic for the session, at the end of the session, stakeholders will jointly write their conclusion on this card. The session topic should be defined by Kickstad in conjunction with the commissioner, the examples given here (process of communication, problem statement, etc.) are given only for exemplary purposes.
- **Profile Cards** - These are to be filled in by each stakeholder at the session and their purpose is 'break the ice' such that a session participant becomes 'Ronald from the Municipality' not simply 'The Municipality'. It is from this personalised basis that empathy and trust can most effectively be built, and an "Us v. Them" mentality quashed.
- **Exploration Cards** - Provide opportunities for the group to discover and acknowledge links between each other, deficiencies (gaps) in their joint knowledge or capabilities, and opportunities or a need for other stakeholders to contribute (invitations).
- **Individual Defining Cards** - Selected by the session organiser in order to guide the conversation towards achieving mutual understanding regarding the session topic. Participants write a relevant point on the card and place it on the board in the tier of the corresponding colour. There is always the opportunity to add new *defining cards* in specific circumstances, however, the following have been identified as core concepts:
  - **Values** - General and project related interests of the actor (e.g. sustainability, sport, art, privacy etc.);
  - **Expectations** - What are the expectations of different actors' of the process?
  - **Needs** - The requirements of a stakeholder;
  - **Preferences** - For example regarding the stakeholder's involvement in the project or on the subject of solutions;
  - **Means** - Medium, method, or instrument used to obtain a result (knowledge, social network, influence, skills, money etc..). Means can also result in a certain power position an actor has (e.g. someone very influential in a community) can use his or her network (mean) to realise or to hinder a project, the session facilitator should be aware of this risk and seek to prevent a hindering situation occurring;
  - **Obstacles** - Things that are preventing the actor from achieving or maintaining their needs (e.g. regulations, lack of knowledge, lack of support etc.);

- **Dependencies** - On what other actors does this actor depend on in achieving or maintaining their needs and values?
- **Roles** - Obligated according to law/organisation (e.g. municipality must take the role to create laws) [these are things that are set in stone and cannot be changed];
- **Solution Ideas** - Suggestions to overcome the focus-problem of the session.

Combinations of *defining cards* can be used in different situations. For example, in a session with the topic of 'Problem Definition' *Values, Needs, Means, Obstacles & Dependencies* might be used, whereas in a session to agree upon an 'Inclusive Participation Process' *Expectations, Means, Preferences & Roles* might be used.



# Collaboration and Exploration Tool

## *A tool for finding common ground and building consensus*

### **Before starting the session and inviting people to the table:**

1. Clearly communicate with the commissioner (e.g. the municipality) about the goal of the participation process;
2. Accordingly decide whether this is the right tool that fits the initiated goal of the participation process(es);
3. Define before each session clearly what the goal of the session is. With this session we want to achieve a common understanding about.... (*pink session topic cards*);
4. Invite the actors relevant to the creation of an understanding on this topic to the table. There could be multiple rounds of sessions with different actors, it is recommended that no more than 4 participants (not including the session facilitator) take part in a session to insure it is effective;
5. Choose and substantiate the selections of cards (blue, light orange and dark orange *defining cards*) you want to use during the session.

### **The Session:**

Before the session starts, add the mutual understanding card(s) in the middle of the table.

#### ***Round 1: Introduction round***

The introduction session is to start the conversation and to give everyone the opportunity to introduce themselves and show interest in each other. Furthermore, the expectations of the session are shared and clarified again by the facilitator; to start with the right expectations and to overcome that people don't meet false expectations during the session.

1. Ask each actor at the table to fill in the 'profile' form;
2. Ask each actor to introduce themselves according to the form;
  - a. When little detail is given, or when the introduction is too general (e.g. my name is Henk and I am 50 years old and work in a restaurant), show interest and start a conversation to know more about this actor (where do you live, how are you involved in your environment?; any sports or hobbies?);
3. Give the rest of the room some space to respond to each other; there could be a possibility people can connect already about a common interests (e.g. municipality member and a citizen have both a passion about authentic cookie jars). This gives it a more personal touch and creating a safe space during the session;
4. Repeat the goal of the session and set expectations for the actors (the goal of today; expected input from the actors; expected attitude (be open and give each other room

to explain themselves); outcome(s) at the end of the session; how this information will be used; optional: follow-ups).

### Round 2: Putting your cards on the table

1. Explain the different cards to the actors;
2. Give the actors sufficient time to think about the cards and to fill them in;
  - a. Walk around to answer any questions;
3. Go around the table and let every actor explain the things they have written down;
  - a. Give room to other actors to ask questions (questions need to be ask with the goal of being informative, not in a way to make statements or to confirm own thoughts);
  - b. If needed ask actors to elaborate if clarification is needed;
4. Start a conversation about the cards that are shared on the table: what do people think, did they gain new interesting insights;
  - a. To further spark the conversation, the link card can be used to see if there are already possible relations (e.g. between someone's means and someone else's obstacle).

### Round 3: Discuss towards a common

Facilitate the group to co-create the common understanding. This will be in the form of a definition or a statement to which each actor feels related to.

e.g. According to us (define us) we are dealing with this problem (co-define the problem).

**Important Note: This tool is not intended to be used as a role-playing game, it might, though, be possible to incorporate that feature into an adapted version.**



## **STEP 4 | Building on an Inclusive Participation Process**

At some point, either because the project has passed the point when participation has the capacity to alter the outcome or because the project has been cancelled, there is a need to accept that the Participation Process for this project has concluded. However, development, and therefore participation, is a continual process and the relationships and institutions established need to be cultivated so they can be quickly re-activated during the next major project.

### **4.1 - Continue to be a Presence in the Neighbourhood**

Host events such as neighbourhood parties and similar activities, in addition to simply working somewhere in the neighbourhood occasionally and allowing residents to drop in with their questions or concerns.

### **4.2 - Propose Simple Developments Projects**

By proposing and engaging the public in simple (meaning small and unlikely to face significant public opposition) development projects, such as locating new benches in a green area or building a new playground, citizens are able to see that participation projects not only occur when the project in question is likely to be something they do not want.

### **4.3 - Support Citizen-led Proposals**

Demonstrate that Participation can be a two-way street and that the Municipality is able and willing to support citizens in improving their neighbourhoods. An online participatory platform could be a very good starting point for allowing citizens to share their ideas for area development with each other. The municipality can also decide to dedicate a small budget to citizen-led development proposals each year, per se, provided that they garner enough interest from other citizens.

### **4.4 - Go Back to the Basics**

Don't rely on existing networks and social organisations to connect everyone within the community. Occasionally conduct outreach programs (as would be done at the beginning of a participation process for a new development project) within the neighbourhood and engage with new potential future stakeholders. It is also a good idea to send a welcome package to all new municipal arrivals inviting them to connect with the participation network.



