



Affiliated Network for Social Accountability in East Asia and the Pacific
 ... connecting citizens to improve governance

CONSTRUCTIVE ENGAGEMENT WORKSHOP

**Affiliated Network for Social Accountability East Asia and the Pacific (ANSA EAP) –
 Government Watch, Ateneo School of Government (ASoG)
 4-5 April 2011, Leyte**

Workshop objectives:

The workshop aims to engage participants in the value of social accountability and constructive engagement between government and civil society, and how these are linked to the initiatives of GWatch. It shall have the following specific objectives:

1. Explain constructive engagement, as sustained dialogue and collaborative problem-solving within the GWatch context, and how it is concretized in the following processes or requirements:
 - a. Dialogue between citizens and government in the course of citizen monitoring of public resources and performance
 - b. Having clear guidelines for decision making and handling conflicts among citizen monitors and government partners
 - c. Creation of public value which in the GWatch frame refers to good governance and better public services
2. Identify issues and challenges involved in constructive engagement among key actors (citizen groups and local government)
3. Identify strategies and tools for constructive engagement in a multi-stakeholder partnership
4. Conceptualize ways and means of adapting these tools and strategies to the GWatch environment
5. Plan concrete actions in strengthening constructive engagement in GWatch

Activities	Learning objectives	Key learning contents	Learning methods	Learning outputs	Person in-charge	Materials needed
Day 1, 4 April (Monday)						
8:30 – 9:00 Recapitulation	<ul style="list-style-type: none"> ▪ Review key learning points from previous sessions and learning activities ▪ Identify and address issues from previous sessions that need more discussion 	<ul style="list-style-type: none"> ▪ Key lessons/insights on good governance, SAc, CE framework, concepts and tools/approaches 	<ul style="list-style-type: none"> ▪ Sharing by participants ▪ Plenary discussion 	<ul style="list-style-type: none"> ▪ Identified discussion points from previous day's sessions 	<ul style="list-style-type: none"> ▪ GWatch facilitator 	<ul style="list-style-type: none"> ▪ Whiteboard ▪ Whiteboard markers ▪ Metacards ▪ Masking tape

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9:00 – 10:00 SESSION 1: Reflection on the present situation in constructive engagement (Q1)	<ul style="list-style-type: none"> ▪ Reflect on the present situation of constructive engagement among the workshop participants ▪ Introduce the Quadrant Problem Solving Tool (Q1 and Q2) as a systematic problem solving approach 	<ul style="list-style-type: none"> ▪ Description of present engagements between citizens and government ▪ Quadrant Problem-Solving Tool: Q1 - Description of the problem or situation 	<ul style="list-style-type: none"> ▪ Introduction on Quadrant Problem Solving Tool ▪ Traffic lights activity – participants grouped as citizens and government to list down: <ul style="list-style-type: none"> - Go – things that are good and they want to continue in relations - Caution – things that they want to consider or think about more - Stop – things that are not so good that they want to discontinue ▪ Presentations, processing by resource person: what is working and what is not working in relationship? ▪ Plenary Discussion 	<ul style="list-style-type: none"> ▪ Assessment of the present situation in citizen-government engagement 	<ul style="list-style-type: none"> ▪ ANSA EAP facilitator 	<ul style="list-style-type: none"> ▪ Manila papers ▪ Metacards ▪ Markers ▪ Masking tapes ▪ Quadrant Tool handouts and diagram ▪ Whiteboard ▪ Video camera
10:00 – 10:15 BREAK						
10:15 – 10:45 Results of scanning by GWatch on state of and capacities for CE	<ul style="list-style-type: none"> ▪ Validate initial assessment and scanning of present state of CE and capacities of key stakeholders ▪ Create shared appreciation of the present state of CE and the existing capacities in CE among the GWatch actors/stakeholders 	<ul style="list-style-type: none"> ▪ Scanning/assessment of engagement/capacities of GWatch partners ▪ Points of convergence between reflection of participants and GWatch scanning/assessment 	<ul style="list-style-type: none"> ▪ Input on GWatch study and frame for CE and citizen monitoring ▪ Drawing insights on the results of previous activity and GWatch assessment ▪ Plenary discussion 	<ul style="list-style-type: none"> ▪ Validated GWatch scanning/capacity assessment ▪ Deeper appreciation of gains and issues in CE among the key stakeholders 	<ul style="list-style-type: none"> ▪ GWatch facilitator 	<ul style="list-style-type: none"> ▪ LCD projector ▪ Presentation ▪ Whiteboard ▪ Markers
10:45 – 11:30 SESSION 2: Articulating our desired situation in terms of CE and SAc (Q2)	<ul style="list-style-type: none"> ▪ Understand and apply the SAc and CE framework to GWatch partnership ▪ Apply Quadrant Tool (Q1 and Q2) as a systematic 	<ul style="list-style-type: none"> ▪ Description of desired situation/participants' vision for SAc and CE ▪ Quadrant Problem Solving Tool: Q2 – 	<ul style="list-style-type: none"> ▪ Visioning: Creating visual representations of vision for SAc and CE (mixed groups from LGUs and citizen groups) 	<ul style="list-style-type: none"> ▪ Conceptual handles in framing SAc and CE in GWatch 	<ul style="list-style-type: none"> ▪ ANSA EAP facilitator 	<ul style="list-style-type: none"> ▪ Quadrant tool handouts and diagram ▪ Manila papers ▪ Pencils/markers

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	<p>approach to collaborative problem solving</p> <ul style="list-style-type: none"> Draw out desired situation between citizen groups and government under GWatch framework of SAc and CE 	<p>Desired situation or common vision</p>	<ul style="list-style-type: none"> Plenary sharing of group outputs and discussion 			<ul style="list-style-type: none"> Old magazines Scissors/glue Crayons/pens Masking tapes Video camera
<p>11:30 – 12:00 Sharing on good practice in SAc and constructive engagement</p>	<ul style="list-style-type: none"> Review good practices of SAc and CE as seen in the concrete experiences of LGUs or citizen groups Validate participants' vision for SAc and CE in their own contexts/situation 	<ul style="list-style-type: none"> Concrete examples of SAc and CE initiatives Key lessons and results from SAc and CE efforts 	<ul style="list-style-type: none"> Input/presentation from resource person Open forum and plenary discussions 	<ul style="list-style-type: none"> Identified insights and lessons from SAc and CE efforts 	<ul style="list-style-type: none"> Resource person GWatch facilitator 	<ul style="list-style-type: none"> LCD projector Presentation Whiteboard Markers
<p>12:00 – 1:00 LUNCH</p>						
<p>1:00 – 2:00 SESSION 3: Adapting approaches and tools for CE: Situation and stakeholder analysis</p>	<ul style="list-style-type: none"> Create shared appreciation of situation and stakeholder analysis as tool for CE Apply relevant skills to a concrete case study 	<ul style="list-style-type: none"> Situation analysis Stakeholder analysis Adapting situation and SH analysis to GWatch context/partnership 	<ul style="list-style-type: none"> Presentation and input on situation and stakeholder analysis of facilitator Narration of case study Small group discussion: <ol style="list-style-type: none"> Who are main players: e.g. Who initiated what? Whose voice/interests were articulated? What limited impact/promoted success? What has been the impact on capacities and voice of citizens? What has been effect on context for citizen engagement? 	<ul style="list-style-type: none"> Frame for situation/ stakeholder analysis Identified solutions and actions for case study problem 	<ul style="list-style-type: none"> ANSA EAP facilitator 	<ul style="list-style-type: none"> Manila papers Markers Masking tapes LCD projector Presentation GWatch case study on actual engagement between CSOs and government
<p>2:00 – 2:30 Plenary reporting and sharing of group outputs</p>	<ul style="list-style-type: none"> Draw relevant lessons on situation and stakeholder analysis from case study 	<ul style="list-style-type: none"> Applying and adapting situation/stakeholder analyses to GWatch 	<ul style="list-style-type: none"> Plenary reporting and critiquing/discussions Processing and additional 	<ul style="list-style-type: none"> Case study reports Identified lessons in situation and SHA 	<ul style="list-style-type: none"> ANSA EAP facilitator 	<ul style="list-style-type: none"> Whiteboards Masking tapes Whiteboard

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	<ul style="list-style-type: none"> Highlight value of situation and stakeholder analysis on CE and SAc 	<ul style="list-style-type: none"> Lessons and insights from mapping key actors and their interests in an engagement/issue 	inputs of facilitator - Key messages: <ol style="list-style-type: none"> Value of identifying the key players in CE Fluidity of interests and need to update analysis Need to validate and filter the analysis Analysis should inform the engagement 			markers <ul style="list-style-type: none"> Sample SH map
2:30 – 3:00 SESSION 4A: Adapting approaches and tools for CE: Effective communication skills	<ul style="list-style-type: none"> Introduce importance of effective communication skills in CE and SAc Provide opportunities for drawing lessons in applying effective communication skills/techniques 	<ul style="list-style-type: none"> Sustained dialogue in CE: frame and process Effective communication in sustained dialogue Strategic framing of one's key messages Active listening tools and techniques 	<ul style="list-style-type: none"> Presentation and inputs of the facilitator: <ul style="list-style-type: none"> framing of message active listening Dyads/triads and group activities and reflection/discussion in plenary 	<ul style="list-style-type: none"> Common frame for understanding the value of sustained dialogue/effective communication/CE Video of activities 	<ul style="list-style-type: none"> ANSA EAP and GWatch facilitators 	<ul style="list-style-type: none"> LCD projector Presentation Whiteboard Metacards Markers Manila papers Masking tapes Video camera Handouts
3:00 – 3:15 BREAK						
3:15 – 4:45 SESSION 4A: (cont'd)						
4:45 – 5:00 Learning management	<ul style="list-style-type: none"> Solicit immediate feedback from the participants about workshop content and flow Discuss/settle concerns 	<ul style="list-style-type: none"> Learning evaluation 	<ul style="list-style-type: none"> Administration of daily feedback forms Plenary discussion 	<ul style="list-style-type: none"> Accomplished daily feedback forms Recommendations for next sessions 	<ul style="list-style-type: none"> GWatch staff 	<ul style="list-style-type: none"> Feedback forms Whiteboard Whiteboard markers

Activities	Learning objectives	Key learning contents	Learning methods	Learning outputs	Person in-charge	Materials needed
Day 2, 5 April (Tuesday)						
8:30 – 9:00 Recapitulation	<ul style="list-style-type: none"> Review key learning points from previous sessions and learning activities Identify and address issues from previous sessions that need more discussion and further clarification 	<ul style="list-style-type: none"> Key lessons/insights on CE framework, concepts and tools/approaches 	<ul style="list-style-type: none"> Sharing by participants Plenary discussion 	<ul style="list-style-type: none"> Identified discussion points from previous day's sessions 	<ul style="list-style-type: none"> GWatch facilitator 	<ul style="list-style-type: none"> Whiteboard Whiteboard markers Metacards Masking tape
9:00 – 10:00 SESSION 4B: Adapting approaches and tools for CE: Effective communication skills	<ul style="list-style-type: none"> Introduce importance of effective communication skills in CE and SAc Provide opportunities for drawing lessons in applying effective communication skills/techniques 	<ul style="list-style-type: none"> Sustained dialogue in CE: frame and process Effective communication in sustained dialogue Skills and techniques in effective feedback giving and receiving Reframing to transform toxic statements and to sustain dialogue 	<ul style="list-style-type: none"> Presentation and inputs of the facilitator: <ul style="list-style-type: none"> - feedbacking - reframing Dyads/triads and group activities and reflection/discussion in plenary 	<ul style="list-style-type: none"> Common frame for understanding the value of sustained dialogue/effective communication/CE Video of activities 	<ul style="list-style-type: none"> ANSA EAP and GWatch facilitators 	<ul style="list-style-type: none"> LCD projector Presentation Whiteboard Metacards Markers Manila papers Masking tapes Video camera Handouts
10:00 – 10:15 BREAK						
10:15 – 11:00 SESSION 4B: (cont'd)						
11:00 – 12:00 SESSION 5: Adapting approaches and tools for CE: Interest-based negotiation	<ul style="list-style-type: none"> Explain different negotiation approaches within context of CE and SAc Introduce techniques in interest-based negotiation as a collaborative problem-solving approach 	<ul style="list-style-type: none"> Framing negotiation as problem-solving tool in CE: concepts, links Negotiation approaches: power- versus interest-based negotiation Key steps in interest-based negotiation: <ol style="list-style-type: none"> Situation/Stakeholder analysis (diagnosis) 	<ul style="list-style-type: none"> Review of CE skills from previous sessions: <ul style="list-style-type: none"> - Situation/SH analysis - Communication Presentation and inputs on negotiation 	<ul style="list-style-type: none"> Shared framework for interest-based negotiation as a problem-solving approach 	<ul style="list-style-type: none"> ANSA EAP and GWatch facilitators 	<ul style="list-style-type: none"> LCD projector Presentation Whiteboard Metacards Markers Manila papers Masking tapes Video camera Handouts

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		<ul style="list-style-type: none"> 2. Appreciating reasons behind proposals 3. Crafting options for mutual gain 4. Identifying objective criteria for selecting possible options 5. Developing BATNA 				
12:00 – 1:00 LUNCH						
1:00 – 2:30 Role play and plenary processing of role play	<ul style="list-style-type: none"> ▪ Draw out key learnings, observations and insights from role play activity ▪ Highlight some guideposts and pointers in adapting interest-based negotiation techniques to GWatch partnership/work 	<ul style="list-style-type: none"> ▪ Behaviors or attitudes that facilitated/hindered negotiation and problem solving process ▪ Other factors to consider in practicing negotiation and dialogue in CE 	<ul style="list-style-type: none"> ▪ Group role playing: Actual negotiation around a specific problem ▪ Processing of group role play results by facilitators ▪ Feedback giving: <ul style="list-style-type: none"> 1. Viewing of group role play videos 2. Observations and analysis of behavior and process 	<ul style="list-style-type: none"> ▪ Shared frame for adapting interest-based negotiation in GWatch frame 	<ul style="list-style-type: none"> ▪ ANSA EAP and GWatch facilitators 	<ul style="list-style-type: none"> ▪ LCD Projector ▪ Whiteboard ▪ Whiteboard markers ▪ Video camera
2:30 – 3:00 SESSION 6: Addressing challenges in CE and SAc (Q3)	<ul style="list-style-type: none"> ▪ Review and draw out key lessons from CE and SAc frame as operationalized in the workshop ▪ Facilitate CE in considering and addressing challenges identified by participants on the day 1 of workshop ▪ Identify discussion points and areas for planning 	<ul style="list-style-type: none"> ▪ Shared CE and SAc frame as actualized in the workshop design ▪ Synthesized issues and key challenges from Q1 activity (Describing the present situation in CE) 	<ul style="list-style-type: none"> ▪ Presentation and input of the facilitators: review of workshop frame/process ▪ Contextualization in the Quadrant Tool: Qudrant 3 – Identifying strategies or possible solutions ▪ Mixed groups to tackle identified problem areas: <ul style="list-style-type: none"> 1. Discuss your assigned problem or issue 2. Brainstorm on options in addressing it ▪ Plenary report/discussion 	<ul style="list-style-type: none"> ▪ Identified strategies/ options to address issues in CE and social accountability 	<ul style="list-style-type: none"> ▪ ANSA EAP facilitator 	<ul style="list-style-type: none"> ▪ Manila paper ▪ Markers ▪ LCD Projector ▪ Presentation ▪ Quadrant tool handouts and diagram

Activities	Learning objectives	Key learning contents	Learning methods	Learning outputs	Person in-charge	Materials needed
3:00 – 3:15 BREAK						
3:15 – 3:45 SESSION 6: (cont'd)						
3:45 – 4:45 SESSION 7: Identifying objectives and action points (Q4)	<ul style="list-style-type: none"> ▪ Reintroduce the Quadrant Problem Solving Tool as a framework for collaborative problem-solving in CE ▪ Relate Q3 (Brainstorming on options), Q4 (Identifying next steps) to Q1 and Q2 ▪ Apply Quadrant Problem-Solving Tool (Q4) to come out with context-specific plans for improving CE and SAc in GWatch areas 	<ul style="list-style-type: none"> ▪ Quadrant Tool – Q4: Identifying action points or next steps – what is done at this stage? ▪ GWatch MOA/guidelines for CE and monitoring, and GWatch efforts to strengthen the enabling environment for SAc/CE 	<ul style="list-style-type: none"> ▪ Presentation and inputs from the facilitators ▪ Plenary discussion on GWatch partnership/CE guidelines/frame ▪ Small group exercise (Mixed groups of CSOs/ government per area): <ol style="list-style-type: none"> 1. What are the relevant or applicable strategies within your area (refer to results of previous session on Q3)? 2. What are the next steps to implement identified strategies, who can do such steps, when? 	<ul style="list-style-type: none"> ▪ Validated Gwatch partnership frame and CE guidelines 	<ul style="list-style-type: none"> ▪ GWatch facilitators 	<ul style="list-style-type: none"> ▪ Metacards ▪ Manila paper ▪ Markers ▪ LCD projector ▪ Presentation ▪ Whiteboard ▪ Whiteboard markers ▪ Quadrant tool handouts and diagram
4:45 – 5:00 Learning management	<ul style="list-style-type: none"> ▪ Solicit immediate feedback from the participants about workshop content and flow ▪ Discuss and settle other administrative concerns 	<ul style="list-style-type: none"> ▪ Learning evaluation ▪ Closing messages 	<ul style="list-style-type: none"> ▪ Administration of daily feedback forms ▪ Plenary discussion 	<ul style="list-style-type: none"> ▪ Accomplished daily feedback forms ▪ Formal closing 	<ul style="list-style-type: none"> ▪ GWatch staff 	<ul style="list-style-type: none"> ▪ Feedback forms ▪ Whiteboard ▪ Whiteboard markers