SSATP Poverty Reduction-Transport Strategy Review Process (PRTSR)

TOOLKIT FOR PRTSR COUNTRY FACILITATORS

March 2005

CONTENTS

1   EXPLANATION OF THE TOOLKIT

This "toolkit" provides country facilitators with some practical tools and guidance on how to undertake important steps in the PRTSR review process. It includes a note on how to undertake the stakeholder analysis, as the basis for selecting the members of the Stakeholder Group (during the Preparatory Phase) and provides draft programs for the three participatory workshops during the Review Phase. It also provides some tips on facilitation and the use of visualization techniques. The pack should be used in conjunction with the PRTSR Guidelines, which outlines the main principles and steps in the PRTSR process.

All country facilitators are urged to ask for guidance from the Regional Support Consultant assigned to their country or from the Lead Coordinating Consultant (see Annex 1 for their contact details). The task of these Consultants is to answer any questions and provide support and guidance to Steering Groups and country facilitators, based on the experiences and good practices of countries that have already undertaken a PRTSR process.

The toolkit is based on the experiences of the countries that have already undertaken a PRTSR process, and will continue to be updated on the basis of future experiences. Feedback on the contents of the toolkit, and examples of workshop programs or other materials, are very welcome. Please send these to the Regional Support Consultant or Lead Coordinating Consultant.

2   STAKEHOLDER ANALYSIS AND SELECTION OF STAKEHOLDER GROUP

2.1   Why a stakeholder analysis is essential

The composition of the Stakeholder Group is an essential guarantee of the quality and credibility of the strategy review, and of the conclusions and recommendations that are drawn. In order to ensure that the Stakeholder Group is composed of the most appropriate people for the purposes of the review, a stakeholder analysis should be conducted.

The stakeholder analysis identifies the range of organisations and people who are involved in the strategies and issues linking poverty reduction and transport, and assesses their influence and knowledge, thus enabling selection of the most appropriate people. Because the choice of members of the stakeholder group is transparent, the legitimacy of the stakeholder group and the credibility of their conclusions and recommendations should be strengthened.

Outline suggestions on how to conduct a stakeholder analysis are given in the Guidelines of the review process (section II.3). This note provides more detail on how the stakeholder analysis should be conducted, and on how the proposal for the composition of the stakeholder group should be presented.

2.2   Who are the "stakeholders"?

"Stakeholders" are the organisations and groups of people with an involvement in issues and strategies connected with transport and poverty reduction. They include: the users of transport infrastructures and services of various kinds, including the poor themselves; organisations and individuals who need transport for the planning and delivery of services in key social and economic sectors (health, education, agriculture, livestock, fishing, etc); and the range of bodies, public and private, that plan and provide transport infrastructures and services in rural and urban areas of the country. Other stakeholders are those concerned with the connections between transport and such issues as HIV/AIDS, safety and security, the improvement of women's situation, good governance, etc. People with a deep interest in and knowledge of transport and poverty reduction issues in the country might also be found in universities and research institutes, trade unions, the media and parliament.

2.3   A three-step process for identifying and selecting stakeholders

STEP 1: Identify the full range of stakeholders concerned by poverty reduction and transport

First of all, identify the full range of stakeholders concerned by poverty reduction and transport. This can be done by:

- drawing on existing stakeholder analyses that may have been undertaken, eg when formulating the poverty reduction and/or transport strategies
- reading the national poverty reduction and transport strategies and identifying the various beneficiaries and actors that are mentioned
- consulting with knowledgeable people in Government (eg PRSP unit), the private sector and civil society and asking them for suggestions – this could be done through individual phone calls or interviews and/or by organising a meeting at which knowledgeable people are brought together to "brainstorm" on the stakeholders[1].

Some key questions that may help in identifying relevant stakeholders are:

- Who is responsible for the poverty reduction strategy and who is involved in transport issues within the context of this strategy?
- Who is involved in the formulation of transport sector strategies in the country?
- Who are the leading actors in the priority economic sectors, especially those that support pro-poor growth?
- Who are the leading actors in priority social sectors, especially those identified as essential to poverty reduction?
- Who represents the interests of the poor in the country, both women and men and the rural and urban poor?
- Who are the key actors involved in addressing the main transversal issues identified in the poverty reduction strategy (e.g. employment, governance, environment, gender, HIV/AIDS, security and safety, etc)?

Do not forget to identify private sector and civil society actors, as well as Government actors!

When all the stakeholders have been identified (there will be very many), they should be classified according to their different interests and sectors. Figure 6 in the Guidelines can be used for this, or the following table:

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[1] Note that a meeting of knowledgeable people will be necessary for assessing the importance of the stakeholders identified (see Step 2).

Stakeholders involved in poverty reduction and transport

	Public	Private	Civil society
Poverty reduction strategy	- -	- -	- -
Transport strategy	- -	- -	- -
Priority economic sectors	- -	- -	- -
Priority social sectors	- -	- -	- -
Representatives of the poor (women, men, urban, rural)	- -	- -	- -
Transversal issues	- -	- -	- -

STEP 2: Assess the importance of the various stakeholders in relation to the review process

From the stakeholders identified, a group of no more than 20 people should be selected to participate in the review process, as full and active members of the stakeholder group. The principal criteria for selecting people to participate in the group are:

- their deep knowledge and experience of the issues being addressed, including knowledge of the needs of the poor;
- their ability to take forward recommendations concerning the adaptation of national strategies, especially through their senior-level involvement in influential bodies and institutions.

So as to identify the most appropriate people, an assessment should be made of the extent to which they meet these two criteria.

The assessment must be undertaken by people who are thoroughly knowledgeable about the various actors and their relationship to transport and poverty reduction issues and strategies. The members of the Steering Group should be involved, as well as any other people who are felt to provide relevant knowledge. A meeting should be organised, so that knowledge can be pooled and a shared consensus about the importance of the various stakeholders can be reached.

The table below will assist in making the assessment. All the stakeholders identified in Step 1 should be listed on the left hand side of a chart. If the stakeholder is an organization, it will be very helpful to identify the person, or at least the position, in the institution most likely to meet the selection criteria (eg Director of Planning, General Secretary). Then, for each stakeholder, an assessment is made of their knowledge and experience of the issues being addressed, including the needs of the poor (second column), and their ability to take forward any recommendations resulting from the review process (third column).

Assessing the importance of the various stakeholders

5 is the highest score, 1 is the lowest.

Public, private and civil society actors	Knowledge of the issues, including the needs of the poor					Ability to influence adaptations of strategies				
	5	4	3	2	1	5	4	3	2	1
Poverty reduction strategy - - - -										
Transport strategy - - - -										
Priority economic sectors - - - -										
Priority social sectors - - - -										
Representatives of the poor (women, men, urban, rural) - - - -										
Transversal issues - - - -										

STEP 3: Proposing options for the composition of the stakeholder group

On the basis of the assessment of the knowledge and influence of the various stakeholders, the Steering Group can then make a proposal for the composition of the Stakeholder Group. The principal criteria for choosing the composition of the Stakeholder Group are:

- the people who have the best knowledge and most influence (i.e. high scores)
- a balance between public sector, private sector and civil society actors
- balanced coverage of poverty reduction and transport issues
- balanced representation of different sectors and interest groups (women and men, urban and rural), and representation of transversal issues.

The proposed composition of the stakeholder group should be justified, indicating briefly why the organisation/person has been chosen in relation to the above criteria. As 20 is a small number relative to the full range of stakeholders, there may be some gaps in the proposed composition (eg sectors, issues or groups not well represented), which should also be indicated. It may also be useful to identify alternatives to the "ideal" composition, so that – if certain organisations/people cannot participate in the review process – other appropriate organisations/people can be easily identified and contacted.

	Selected organization and person	Justification for choice
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		
20.		
Comments on proposal: *Indicate any gaps or weaknesses in the proposed composition, such as issues or groups not well represented.*		

3 DRAFT PROGRAMS FOR THE REVIEW WORKSHOPS

Draft programs for the three review workshops are presented in this chapter. Some adjustments will inevitably have to be made to adapt the programs to country-specific requirements. It is strongly recommended to check any draft workshop programs with the Regional Support Consultants, as they can provide useful feedback and suggestions on the basis of experience in other countries. Further information on the process and method of the review workshops can be found in Part III of the Guidelines.

Important note: The proposed durations of the workshops assume that good preparatory work has been done beforehand. This includes: disseminating the documents well in advance to all participants (i.e. to all members of the Stakeholder Group) and encouraging the participants to read them; and, if possible, organizing small working groups of the participants to read and prepare relevant information prior to the workshops. This was done successfully by Guinea and is strongly recommended to other countries. If this preparatory work is not done, the durations of the workshops must be extended.

3.1 Draft Program for Workshop 1: Reviewing the poverty reduction strategy

The following program for the 1st workshop is based on the experience of Kenya. This was a two-day workshop, which reviewed the poverty reduction strategy. Three days were in fact needed for the workshop, for the reasons indicated above.

Workshop Objectives

The objectives of this workshop are to provide all members of the Stakeholder Group with a shared and comprehensive understanding of:
- The national poverty reduction strategy, including the goals and objectives, the challenges faced by the priority population groups targeted, the strategies and interventions planned for the key social and economic sectors, and the cross cutting issues;
- How problems and issues relating to transport infrastructure and services - such as access to social services and economic opportunities, mobility and cost of transport services for the poor – are addressed in the poverty reduction strategy, and how they could be improved.

Day 1

Time	Activity	Method
9.00-10.10	• Welcome Remarks and Introductions • Official Opening of the Workshop • Explanation of the PRTSR process, its objectives and expected outputs • Explanation of purpose and methods of the workshops (facilitator) • Explanation of method and program of workshop 1 (facilitator) • Brief presentation of the national poverty reduction strategy • Preparation of the group work for after the break (facilitator)	Plenary
10.10-10.30	*Tea/Coffee Break*	
10.30-12.30	• **Extraction of relevant information in the poverty reduction strategy (PRS)** The Stakeholder Group breaks into five working groups and puts together relevant information as follows (see **Fig.11** in the Guidelines for the information to be extracted): a. Goals, objectives and targets b. Economic sectors c. Social sectors d. Priority population groups e. Key cross-cutting issues <u>Note</u>: All groups must pay attention to geographical aspects, for example variations between rural and urban areas, or between different areas of the country.	Work undertaken in five small groups
12.30-13.30	*Lunch Beak*	
13.30-15.00	• **Extraction of relevant information in the poverty reduction strategy** continued	Group work continues
15.00-15.20	*Tea/Coffee Break*	
15.20-17.30	• **Presentation of the information on the poverty reduction strategy and the treatment of transport-related issues** The five working groups present their findings, and the poverty reduction strategy analysis matrix is completed, following **Fig.12** in the Guidelines	Plenary

<u>Day 2</u>

9.00-9.15	• Explanation of the day's program and tasks	Plenary
9.15-10.30	• **Assessment of the poverty reduction strategy (PRS) and its treatment of transport-related issues** This session is a structured discussion, based on the findings of the first day's work and following six questions (see **Fig.13** of the Guidelines). The facilitator guides the discussion, and ensures that all comments and recommendations are recorded. 1. How clear is the place of transport in the PRS? How well does the strategy specify the expected contribution of the transport sector to the overall poverty reduction objectives? 2. Are the transport related difficulties of the priority economic sectors well identified in the strategy? Does the strategy indicate clearly how the transport sector can or will contribute to reducing the problems and to developing these priority economic sectors? If not, what aspects are missing?	Plenary
10.30-10.50	*Tea/Coffee Break*	
10.50-12.30	• **Assessment of the poverty reduction strategy and its treatment of transport-related issues** continued 3. Are the transport-related difficulties of the priority social sectors well identified in the strategy? Does the strategy indicate clearly how the transport sector can or will contribute to reducing the problems and to developing these priority social sectors? If not, what aspects are missing? 4. Are the access and mobility difficulties of the priority population groups, and of other key actors in reducing poverty, well identified in the strategy? Does the strategy indicate clearly how the transport sector can or will contribute to reducing the difficulties they face and to supporting their efforts to reduce poverty? If not, what aspects are missing?	Plenary
12.30-13.30	*Lunch Break*	
13.30-14.30	• **Assessment of the poverty reduction strategy and its treatment of transport-related issues** continued 5. How well are the geographical dimensions of issues addressed, such as the differences between rural and urban areas, or the problems and development opportunities of the different regions? 6. Does the strategy indicate which crosscutting issues are relevant to the transport sector and how they might be addressed? To which cross-cutting issues can the transport sector make a contribution?	Plenary
14.30-15.40	• **Discussions on the overall findings** - Agreement on overall workshop findings and recommendations - Agreement on any additional steps that need to be taken (e.g. further consultations/analysis)	Plenary

15.40-16.00	*Tea/Coffee Beak*	
16.00-17.30	• **Closing session** - Agreement on reporting of workshop and validation of report - Preparation for workshop 2, to assess the transport policy and strategy - Closing of the workshop	Plenary

3.2   Draft Program for Workshop 2: Reviewing the transport strategy

The following program is for the 2nd workshop. A program for a two-and-a-half day workshop is presented, although experience suggests that three full days might be required. The workshop reviews the treatment of poverty reduction issues in the transport strategy as well as the coherence between the poverty reduction and transport strategies.

<u>Workshop Objectives</u>

The objectives of the 2nd workshop are to provide all members of the Stakeholder Group with a shared and comprehensive understanding of:

• The extent to which the country's transport strategy takes into account poverty reduction objectives and priorities;

• The strengths and weaknesses of the transport strategy in terms of its contribution to poverty reduction;

• How the transport strategy should be improved to better contribute to poverty reduction.

<u>Day 1</u>

Time	Activity	Method
09.00-10.10	• Welcome Remarks and Introductions • Official Opening of the Workshop • Explanation of method and program of workshop 2 (facilitator) • Brief presentation of the transport strategy • Preparation of the group work for after the break (facilitator)	Plenary
10.10-10.30	*Tea/Coffee Break*	

10.30-12.30	• **Extraction of relevant information in the transport strategy** The Stakeholder Group breaks into five working groups and puts together relevant information as follows (see **Fig.15** in the Guidelines): a. Objectives and difficulties to overcome, especially relating to poverty reduction b. Transport problems and strategy for the economic sectors c. Transport problems and strategy for the social sectors d. Transport problems and strategy for priority population groups e. Transport strategy related to key cross-cutting issues <u>Note</u>: All groups must pay attention to: geographical aspects (e.g. variations between urban and rural, and between different areas of the country); all modes of transport and both motorized and non-motorized forms of transport; and interventions by public, private and civil society stakeholders.	Work under-taken in five small groups
12.30-13.30	*Lunch Beak*	
13.30-15.00	• **Extraction of relevant information in the transport strategy** continued	Group work continues
15.00-15.20	*Tea/Coffee Break*	
15.20-17.30	• **Presentation of the information on the transport strategy and on its treatment of poverty-reduction issues** The five working groups present their findings, and the transport strategy analysis matrix is completed, following **Fig.16** in the Guidelines	Plenary

*Note: <u>Overnight preparation</u> by the facilitator and resource person: the matrix chart from the 1st workshop on the poverty reduction strategy and the transport strategy matrix chart must be re-assembled, to allow comparisons of the two strategies. Refer to **Fig.17** of the Guidelines.*

<u>Day 2</u>

09.00-9.30	• **Explanation of the day's program and tasks** - The re-assembled chart is presented to the participants - Explanation of day's program and tasks - Organization of working groups	Plenary
9.30-11.00	• **Comparative assessment of the poverty reduction strategy (PRS) and the transport strategy** Four small working groups discuss the findings of the comparison between the poverty reduction and transport strategies: - transport and poverty reduction strategies for economic sectors - transport and poverty reduction strategies for social sectors - transport and poverty reduction strategies for priority population groups - transport and poverty reduction strategies for cross-cutting issues	Working groups
11.00-11.20	*Tea/Coffee Break*	

11.20-12.30	• **Comparative assessment of the poverty reduction strategy (PRS) and the transport strategy** continued The four working groups feed back their findings in plenary, and participants discuss.	Plenary
12.30-13.30	*Lunch Break*	
13.30-15.00	• **Comparative assessment of the poverty reduction strategy (PRS) and the transport strategy** continued This session is a structured discussion on the findings of the assessment and the recommendations for improvements, following six questions (see **Fig.18** of the Guidelines). The facilitator guides the discussion, and ensures that all comments and recommendations are recorded. 1. Which <u>poverty reduction goals and objectives</u> does the transport strategy contribute to achieving? Which are less well addressed by the transport strategy? Which should be better addressed by the transport strategy in the future? 2. To what extent is the transport strategy meeting the objectives and needs of <u>economic sectors</u> prioritized in the poverty reduction strategy? Which economic sectors are well served by the transport strategy and which not so well? How could the transport strategy improve its contribution to the development of priority economic sectors (indicate for each economic sector)? 3. To what extent is the transport strategy meeting the objectives and needs of the <u>social sectors</u> prioritized in the poverty reduction strategy? Which social sectors must be better served by the transport strategy? How could the transport strategy better meet the needs of the social sectors (indicate for each social sector)?	Plenary
15.00-16.20	*Tea/Coffee Break*	
16.20-18.00	• **Comparative assessment of the poverty reduction strategy (PRS) and the transport strategy** continued 4. To what extent is the transport strategy meeting the access and mobility needs of the <u>population groups</u> and other actors targeted by the poverty reduction strategy? Whose needs, and which needs, must be better served by the transport strategy? What are the priorities for action within an improved transport strategy? 5. If the transport strategy needs to be adapted to better meet the needs of priority social and economic sectors and of population groups targeted by the poverty reduction strategy, what are the implications for transport sector plans and priorities? What adaptations might be needed? 6. Which <u>cross-cutting issues</u> are taken into account by the transport strategy, and which are less well addressed? How can the transport sector make a more substantial contribution to meeting the various cross-cutting goals (indicate for each goal)?	Plenary

<u>Day 3</u>

9.00-9.10	• Explanation of the day's program and tasks	Plenary
9.10-11.00	• **Overall findings and recommendations** - Agreement on overall workshop findings and recommendations - Agreement on any additional steps that need to be taken (e.g. further consultations/analysis)	Plenary
11.00-11.20	*Tea/Coffee Break*	
11.20-12.30	• **Closing session** - Agreement on reporting of workshop and validation of report - Preparation for workshop 3, to assess the policy and strategy processes and elaborate the action plan - Closing of the workshop	Plenary

3.3 Draft Program for Workshop 3: Reviewing the policy-making process and formulating an action plan

The following program for the 3rd workshop is based on the experience of Malawi. This was a three-day workshop, which assessed the processes by which transport and poverty reduction strategies are formulated (and who is involved) and also agreed the main elements of an action plan for implementing the review recommendations. Good preparation prior to the workshop, especially collecting relevant information on current policy-making processes and on who is involved in them, is essential. Also, the charts and outputs of workshops 1 and 2 must be brought to the 3rd workshop.

<u>Note</u>: If it has been decided to consider the issue of SSATP country coordination during the third workshop, an additional session must be added to the workshop program (see Fig.24 in Guidelines).

<u>Workshop Objectives</u>

The objectives of this three-day workshop are that the PRTSR Stakeholder Group will:
- Complete the assessment of the links between the national transport and poverty reduction strategies by assessing how policies are currently made and who is involved in decision-making on strategies linking transport and poverty reduction;
- Draw overall recommendations on how to improve the content and process of the policies and strategies on transport and poverty reduction so as to maximise the contribution of transport to poverty reduction;
- Agree the main elements of an action plan to implement the recommendations;
- Agree next steps, in particular who will take forward the action plan.

Day 1

Time	Activity	Method
09.00-10.10	• Welcome Remarks and Introductions • Official Opening of the Workshop • Explanation of workshop method and program (by the facilitator) • Organization of working groups for after the break	Plenary
10.10-10.30	*Tea/Coffee Break*	
10.30-12.30	• **Identification of the current policy processes for linking transport and poverty reduction strategies** The Stakeholder Group breaks into two working groups and puts together relevant information as follows: - **Group 1** focuses on decision-making about transport issues within the poverty reduction strategy (how decisions are made, who is involved). This Group uses the matrix in **Fig.21** of the Guidelines for presenting their information. - **Group 2** focuses on decision-making in the transport sector, especially on how transport users – especially those representing the interests of the poor and key economic and social sectors – are currently involved. This Group uses the matrix in **Fig.22** of the Guidelines for presenting their information.	Two working groups
12.30-13.30	*Lunch Break*	
13.30-14.30	**Feedback from the working groups:** - The two Working Groups present their findings - Discussion	Plenary

14.30-15.30	• **Assessment of the current policy processes for linking transport with poverty reduction strategies** The Stakeholder Group has a structured discussion – using the questions in **Fig.23** of the Guidelines - on the policy process and actors involved, drawing conclusions about improvements that should be made. All comments and recommendations are recorded. <u>Transport policy/strategy:</u> 1. How well are the following sectors and groups represented currently in dialogue and formulation of transport policy and strategy: A) The key economic sectors; B) The social sectors; C) The population groups and key actors targeted by the poverty reduction strategy? Which sectors and groups are well represented? Which are not so well? If some sectors and groups are not well represented, which organizations or bodies could best represent them? 2. How well are the priority <u>cross-cutting issues</u> in the poverty reduction strategy represented in the formulation of transport policy and strategy? Which issues need to be better represented, and who could represent them? 3. What are the <u>mechanisms for dialogue and formulation</u> of transport policy and strategy? How well do they function to ensure that the needs and experiences of stakeholders and users are taken into account, fully and equitably?	Plenary

15.30-15.50	*Tea/Coffee Break*	
15.50-17.30	• **Assessment of the current policy processes for linking transport with poverty reduction strategies continued** 4. What are the <u>mechanisms for consultation and collaboration</u> between the different agencies and actors responsible for the design and implementation of transport policy and strategy, taking into account the need to anchor transport policy and strategy in the national strategy for poverty reduction and pro-poor growth? 5. How could the arrangements and mechanisms for formulating transport policy and strategy at national level be improved, so that transport policy and strategy takes full account of poverty reduction? <u>Poverty Reduction Strategy:</u> 6. How are transport-related issues addressed in the poverty reduction strategy process? Who represents transport issues in this process, and what are the mechanisms for taking transport-related issues into account? 7. How could the poverty reduction strategy process be improved, so that transport-related issues are fully taken into account? 8. Other issues and points concerning how to improve the policy/strategy process to link transport with poverty reduction?	Plenary

3.4   Day 2

09.00-09.15	• Explanation of the day's program and tasks	
09.15-10.30	• **Drawing overall conclusions and recommendations I: How to improve the treatment of transport issues in the poverty reduction strategy** In the morning, the Stakeholder Group reviews the assessment of the treatment of **transport in the poverty reduction strategy** and draws <u>conclusions and recommendations</u> for improving the poverty reduction strategy so that the transport needs of the poor, of priority economic and social sectors and of key cross-cutting issues are addressed thoroughly. Reference should be made to the results of workshop 1 and to the key questions in **Fig.13** of the Guidelines as well as other issues and questions that Stakeholders consider relevant. The Stakeholder Group should particularly consider: - The content of the poverty reduction strategy and how it should be improved - The processes by which it is formulated, implemented and monitored and how these should be improved to better link transport with poverty reduction - Cross-sector dialogue and coordination between transport sector actors and actors from other sectors and issues in the context of poverty reduction and how these should be improved.	Plenary
10.30-10.50	*Tea/Coffee Break*	

3.5 Day 2 continued

10.50-12.30	• **Drawing overall conclusions and recommendations I: how to improve the treatment of transport issues in the poverty reduction strategy continued** - The work of drawing and agreeing conclusions and recommendations for improving the treatment of transport issues in the poverty reduction strategy continues. *It is very important to ensure that all conclusions and recommendations are clearly understood and agreed to by the Stakeholder Group, and are well justified by the analyses and assessments.*	Plenary
12.30-13.30	*Lunch Break*	
13.30-15.30	• **Drawing overall conclusions and recommendations II: how to improve the transport policy/strategy so that the transport sector contributes to poverty reduction** In the afternoon, the Stakeholder Group review the assessment of the treatment of poverty reduction in the transport policy/strategy and draws <u>conclusions and recommendations</u> for improving the transport policy/strategy so that the access and mobility needs of the poor, of priority economic and social sectors and of key cross-cutting issues are addressed thoroughly. Reference should be made to the findings of workshop 2 and key questions in Fig.18 as well as other issues and questions that Stakeholders consider relevant. The Stakeholder Group should particularly consider: - The current transport strategy, including budget and spending priorities, and how these should be improved to better contribute to poverty reduction - The processes by which transport strategy is formulated, implemented and monitored and how these can be improved to better link transport with poverty reduction - Cross-sector dialogue and coordination with actors from the priority poverty reduction sectors and issues in the context of transport strategy decision-making and how these can be improved.	Plenary
15.30-15.50	*3.6 Tea/Coffee Break*	
15.50-17.30	• **Drawing overall conclusions and recommendations II: how to improve the transport policy/strategy so that the transport sector contributes to poverty reduction** - The work of drawing and agreeing conclusions and recommendations to ensure that the transport policy/strategy contributes to poverty reduction continues. *As before, it is very important to ensure that all conclusions and recommendations are clearly understood and agreed to by the Stakeholder Group, and are well justified by the analyses and assessments.*	Plenary

Note: <u>Overnight preparation</u> by the facilitator, resource person and Steering Group: list all the main recommendations in two matrices, one for the poverty reduction strategy, the other for the transport strategy (see matrix format below). If there are very many recommendations it may be useful to cluster the recommendations into groups, each group containing the recommendations addressing a specific aspect of the strategy, policy process or actor (as seems appropriate). The overnight preparation only means grouping and listing the recommendations (i.e. the left-hand column), <u>not</u> completing the other columns, which is the work of the Stakeholder Group on Day 3.

Recommendations for improvements	How these improvements can be achieved	The key people who can bring about these improvements
1.		
2.		
3.		
4.		
5.		
Etc.		

<u>Day 3</u>

Time	Activity	Method
9.00-9.15	• Explanation of the day's program and tasks	Plenary
9.15-10.40	• **Agreeing how the recommendations can be implemented and by whom** In this session the Stakeholders identify, for each of the main recommendations, how these changes can be achieved and who can bring about these changes. Two matrixes will be used for this purpose (see overnight preparation above). It may be best for the Stakeholders to split into two working groups, one taking the poverty reduction strategy, the other the transport strategy – or may stay together to ensure that all Stakeholders agree with the proposals.	Plenary and/or two working groups
10.40-11.00	*Tea/Coffee Break*	
11.00-12.30	• **Agreeing the action plan** In this session the Stakeholders agree the main elements of the action plan to take forward the recommendations. This will require agreeing on the following aspects: - The <u>outcomes</u> (i.e. the most important improvements that need to be made to policy/strategy) - The <u>activities</u> that will achieve these outcomes - The <u>actors</u> who will undertake the activities and the <u>actor</u> who will take responsibility for their implementation - The <u>timing</u> of the outcomes and activities - The <u>resources</u> that will be required. A matrix (e.g. as in **Fig.28**, adding in timing) can be used to present this information. The Stakeholders may wish to stay together or split into small working groups (e.g. each group taking one or two outcomes and identifying the activities, actors, resources and timing).	Plenary and/or working groups

12.30-13.30	*Lunch Break*	
13.30-15.40	• **Agreeing the action plan continued** Work continues to agree the main elements of the action plan, ensuring that all Stakeholders agree with the proposals.	Plenary
15.40-16.00	*Tea/Coffee Break*	
16.00-17.30	• **Next steps** - Agreement on who should take the action plan forward - Agreement on reporting of workshop and validation of report - Other follow-up actions - Congratulations to everyone on their hard work! • **Closing of workshop**	

4 PLANNING GOOD PARTIPATORY WORKSHOPS

4.1 Key features of a good participatory workshop

A good participatory workshop is characterized by:

- **Participation by all the Stakeholders**.
- **High levels of interaction and communication between the participants**, so that views and experiences are expressed, any differences are clarified and consensus reached.
- **Visualization of all information, ideas and decisions** using Metaplan[2] and other techniques (see chapter 6).
- **Transparent and logical steps of analysis** and decision-making.
- **Plenary and group work**. Depending on the knowledge required, the analyses may be undertaken in small groups, reporting back to plenary sessions, where the main decisions are taken. An important feature of a good participatory workshop is its dynamism and the active involvement of all participants. The workshop program and methods should be designed accordingly.
- **Facilitation by a qualified participatory workshop facilitator**. The facilitator sets a realistic agenda, steers the discussion and empowers participants to contribute effectively, while making sure that no time is lost. A good facilitator will:
  - determine a logical sequence for analysis and decision making;
  - know what to do next at any moment;
  - help to lead discussions to conclusions by asking the right question/s;
  - ensure that all information is recorded visually;
  - make sure the workshop achieves its objectives within the time limit.

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[2] Metaplan is a well-used technique – comprising coloured cards, marker pens and large sheets of brown Kraft wrapping paper - for visualising, analysing and recording ideas and information in meetings and workshops. Because each fact or idea is written separately on a card, the resulting information and/or ideas can be easily read and remembered, and can be organised on the charts to show differences and relationships. See Chapter 5.

4.2   Some pointers to planning good workshops

1. Give participants as much advance warning as possible, providing them with background information and ensuring that the terms of their participation are clear and satisfactory.

2. Fix the duration of the workshop according to the outcomes required. Do not rush the process, as the quality of the results and ownership depends on all issues being covered satisfactorily and all participants agreeing with the outcomes.

3. Once the sequence of steps has been decided, design the workshop program, specifying the timing, the method to be used, the supports that will be required, the responsibility and any logistical needs.

4. Ensure that all useful documentation and data are prepared well in advance and brought to the workshop.

5. Check the workshop venue. The workshop room must have ample wall space to stick the large visualization charts. It must be light and spacious, with comfortable seating. It should be quiet and well away from the offices of the participants. Small rooms for working groups may be necessary as well.

6. Obtain all the visualization materials that will be required (see notes on Visualization in Chapter 5). Check that there will be flip-charts (at least two) and, if necessary, pin boards at the venue.

7. When you arrive at the venue, check the rooms. Check the wall space and the arrangement of chairs and tables. Check catering arrangements and find out where the toilet and other facilities are located.

8. Finally, prepare the room for the first session or day of the workshop. If you are using a chart or materials for the introductions, get these ready. Prepare and put up a flip with the workshop objectives. Prepare a chart with the workshop program. Check that the opening presenter knows when he or she has to speak, and for how long.

5   USING VISUALIZATION (METAPLAN)

Visualization is a powerful tool of participatory workshops. Visualization enables information to be retained and used, in contrast to ordinary meetings which are often full of repetition and where many ideas are not recorded or taken into account. Visualization has been proved to assist in thinking, discussing and handling information by giving a physical and time context to the information.

5.1   Metaplan

Some facilitators use only flip charts for recording ideas, but this constrains the classification and assessment of ideas and information, since they are fixed on the page in the order they are written. The "Metaplan" method of visualization, whose basic materials are colored cards, marker pens and large sheets of Kraft paper, is a much more flexible and effective technique for participatory workshops, and provides a much better support to analysis and decision-making involving complex information.

The colored cards are used for recording ideas and information. They can be arranged and re-arranged on the large charts of Kraft paper. They demand that ideas and information be expressed in a concise and clear way. They are colorful, and the colors can be used to identify particular categories of information (e.g. yellow for obstacles, green for objectives…). Information cannot be hidden or ignored if it is on a card on the chart. Because every idea is recorded, the process is very transparent. The cards also help logical analysis, aiding the identification of distinctions and similarities, and making comparisons possible.

Basic cards are oblong in shape (20,5 x 9,5 cm); these are used for recording information during participatory sessions. Some facilitators use only these cards.

Oval, circular or hexagonal cards can be used to create diagrams and images or for title cards. They are not necessary, but are a nice addition to a facilitators' tool kit as well as to the final product.

5.2   Rules for using Metaplan

There are some basic rules for writing on cards, which should be communicated to participants at the start of a session:

- Write very clearly in black marker, using capitals if necessary.
- Only one item of information on each card.

- Three or four lines of writing per card. A short phrase should be sufficient. Two or three words are rarely enough to describe a fact sufficiently clearly, while five or more lines cannot be easily read from a distance.

Some basic rules for facilitators are:
- Use cards of one color for each category of information. Place piles of cards within easy reach of all participants.
- Treat all cards in the same way, making no distinctions unless the group itself wishes to. The facilitator should never give his or her views on the content of a card.
- If the group agrees that a text is not clear; ask the card to be rewritten, but only after the new formulation has been agreed by the group.
- Never remove or reject a card, unless the group has decided that it is no longer needed.
- Place the cards on the chart so that the information can be clearly seen. Never overlap cards so part of the text cannot be read.
- Never stick down cards permanently until it is absolutely sure that the chart has been completed.

5.3   Materials for visualization

The materials needed for the visualization of PRTSR workshops using Metaplan are:
- Large clear areas of wall space on which the charts can be fixed
- Rolls of Kraft paper (wrapping paper). The three PRTSR workshops may need 15-20m of paper, at least 1,2m wide.
- Broad-width masking tape for sticking charts to the wall
- Narrow masking tape for fixing cards to the charts
- Cards in various colors (yellow, green, white, red and blue)**
- Marker pens, some thick markers for headlines (several colors), many medium markers for writing on cards (one black marker for each participant + some red)
- Scissors for cutting paper and masking tape (a cutter is good for cutting paper)
- Glue or clear cello tape for sticking down the cards when the chart is finally complete.

Most materials can be obtained from suppliers of office and graphic materials. **Oblong colored cards can be cut by printers (20,5 x 9,5 cm, 160 g/m² card weight).

6 SOME POINTERS TO GOOD FACILITATION

6.1 The role and skills of a facilitator

A facilitator (or moderator) is someone who manages the process of a workshop so that all participants are involved and have their views and contributions taken into account. A facilitator is a neutral third party, who does not participate in the discussions or try to influence the outcome. Instead, he or she focuses on how the meeting is being run and provides participants with structure, procedures and instruments.

Facilitators make their contribution by:
- Providing processes that help a group to use time efficiently to make high-quality decisions;
- Guiding group discussions to keep them on track, in terms of the agreed objectives and time;
- Creating an attentive group and an active atmosphere;
- Keeping sessions lively and ensuring that all participants are actively involved at all times;
- Ensuring that accurate notes are taken of discussions;
- Using consensus to help a group make decisions that take all the opinions of participants into account;
- Managing differences of opinion using a collaborative approach;
- Fostering leadership in others and empowering the group to take control.

To be a good facilitator, you must firmly believe that:
- Groups can make better decisions than people working alone;
- Everyone's opinion is of equal value, regardless of rank or position;
- People are more committed to decisions if they have reached them by themselves;
- The process, if well designed and well applied, can be trusted to achieve the results that are required.

6.2 Handling process and content

Facilitators are responsible for the process; participants for the content. One of the golden rules of facilitating is not to intervene in the content.

Content: What	Process :How
Participants	*Facilitator*
• The goals • The agenda items • The issues being addressed • The decisions made • The rules	• The program • The methods and procedures • The tools used • The group dynamics • The atmosphere

6.3 Facilitation tools

The facilitator makes use of a numbers of tools, some of which are "behavioral" and others of which are "procedural". A good facilitator has a varied "tool box" at his or her disposal, so as to be able to select the most appropriate tool for the task at hand.

There are some basic behavioral tools for facilitators, which are summarized below.

Stay neutral on content	Your job is to focus on the process and avoid the temptation of offering opinions about the topic under discussion. You should use questions to explore issues that you think may be missed, but never propose an opinion.
Stay on track	Set time deadlines for each discussion. Call out milestones, and indicate when a deadline is coming near. Point out digressions if discussions have strayed from the topic. Off-topic comments and suggestions can be interesting, so post them on a separate chart, to be dealt with later; then return immediately to the main topic of discussion.
Listen actively	Look people in the eye, use attentive body language and, if useful to clarify points, paraphrase – accurately and succinctly - what they are saying. Always make eye contact with people while they speak, when paraphrasing what they have just said, and when summarizing their key ideas. Also use eye contact to let people know when they can speak next, and to prompt the quiet participants in the crowd to participate.

Paraphrase to clarify	This involves summarizing what people say to make sure they know they are being heard, to let others hear the point a second time, and to clarify key ideas. Paraphrasing <u>must</u> be accurate and succinct, otherwise participants will feel their ideas are being misrepresented and others will lose interest when hearing something repeated at length a second time. Paraphrasing should be used only when needed – if used too often participants feel frustrated at endless repetition and the process is slowed down.
6.3.1 Summarize clearly	A good facilitator listens attentively to everything that is said, and then offers concise and timely summaries. Summarize when you want to revive a discussion that has ground to a halt, or to end a discussion when things seem to be wrapping up, and to make the link with the next step.
Collect ideas	Keep track of emerging ideas and final decisions. Have them written down, either by asking for them to be summarized on cards or by recording them – accurately and concisely – on a flip.
Give and receive feedback	Periodically provide feedback to the participants on what is going on and the progress being made. Also ask for and accept feedback about the facilitation to ensure that participants are satisfied.
6.3.2 Keep things in order	A good facilitator is a good housekeeper! Organize the room setting, move tables and chairs if necessary, keep materials and charts in order, tidy up the room during breaks, provide participants with materials, ensure everyone can see the charts and displays,…. A tidy, comfortable and clean environment is important to the well-being of participants.

7   ANNEX 1: CONTACT DETAILS OF THE SSATP SUPPORT TEAM

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