

Asia Pro Eco-project\*:  
**Improving the living and working conditions  
of people in and around industrial clusters  
and zones in Indonesia**



Training workshop for mediators  
of the Community Dialogue Platforms

Semarang, April 30 – May 2, 2007



**research and consultancy on sustainability**



\* This project is funded by the European Union's Asia Pro Eco II programme

# Training workshop for mediators of the Community Dialogue Platforms

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## Session 1 –

- Agenda of the workshop
- Get acquainted
- Objectives of the workshop
- Community Dialogue Platforms in its context



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# Agenda

- *Day 1 – morning:*  
CDP in the overall project
- *Day 1 - afternoon:*  
The context of CDP
- *Day 2 - morning:*  
Communication processes
- *Day 2 – afternoon:*  
Role of the moderator / mediator
- *Day 3 - morning:*  
Operational planning
- *Day 3 - afternoon:*  
Wrap up /flex-time



## Get acquainted (who is who)

- Name
- Institution and position within the institution
- Professional background
- Experience in working with group processes  
/ dialogue moderator
- Expectations from this workshop



## Objectives of the workshop

- Get acquainted with the overall set-up of the project
  - Other components
  - Relation with other components (input vis-à-vis)
- Understand the objectives of the Community Dialogue Platforms
- Be aware of the community dialogue / group process (with different stakeholders and potential conflicts) dynamics
- Strengthen your skills as moderator of group processes
- Discuss and agree upon the envisioned roles for the moderators
- Discuss and plan the upcoming activities for establishing CDPs

## Working procedures

- The workshop is tailored how to moderate dialogue processes
- Dialogue processes with an open agenda setting and no predefined issue focus
- This requires interactive involvement in this workshop
- Therefore not too many presentations, but merely interactive discussions to tailor the workshop to your needs and questions
  - *I hear... and I forget*
  - *I see... and I remember*
  - *I act... and I learn*

# The project

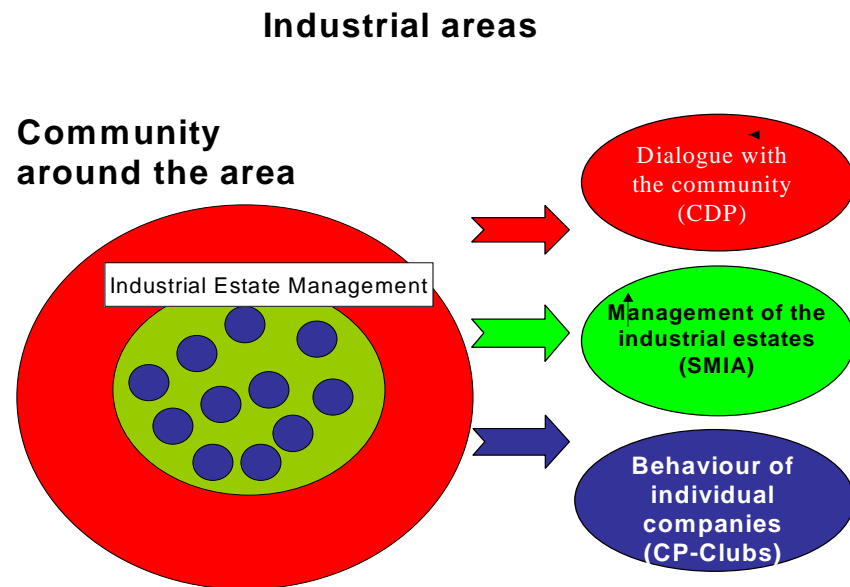
## Overall objective:

local stakeholders have the capacity and suitable concepts available to reduce the impacts on people in local communities in urban areas caused by the environmental pollution of industrial clusters and zones.

## Specific objective:

National and local government, service providers and industries in the clusters jointly implement and test an integrated approach to industrial pollution prevention in urban areas.

1. Cleaner Production Clubs
2. Sustainable Management Industrial Areas
3. Community Platform Dialogue
4. Monitoring
5. Dissemination





# Community Platform Dialogues

- Industry is not operating isolated, but always in a local community setting, utilising resources (natural resources and human resources) from that community and having impact on that community
  - positive (e.g. prosperity, employment) and
  - negative (environmental burden, health & safety risks).
- In order to moderate the dialogue between all relevant organisations community dialogue platforms will be established to:
  - create awareness and understanding between each partner and
  - ease potential stress and conflicts.

## Activities under component CDP

- Recruitment / training of moderators
- Select industrial areas (linked with other components)
- Build Community Dialogue Platforms:
  - Identify relevant stakeholders per area
  - Approach and motivate representative to participate
  - Establish baseline for the dialogue
- Regular Platform meetings (envisioned quarterly)
  - Meetings linked with other components
- Open agenda setting, but logical sequence of issues addressed per meeting
- Intermediary activities in-between meetings
- Community Action Plan
  - Define, Communicate, Implement, Monitor / evaluate

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## Session 2 –

- Situation and problem analysis
- Stakeholder mapping
- Issue inventarisation

# Stakeholder group mapping & analysis

- Identify the stakeholders in the respective industrial area
- Segment them into homogeneous subgroups
- Analyse their interests (benefits)
- Assess their knowledge, attitude, behaviour and how can it be changed
- Assess their (power) relationships (stakeholders)



# Stakeholder analysis

- Is the stakeholder well defined ? Homogeneous or not ? Formalised or not ? Do we know who to address ?
- Is the stakeholder essential for effectiveness of the dialogue ?
- Are we equipped to approach the stakeholder (do we have the contact and the 'authority') ?
- Is the stakeholder interested to participate in the dialogue platform ?
- What is the awareness, knowledge and attitude of the stakeholder with regard to the topic of the dialogue (performance of industry) ?

# Situation & problem analysis

- Problem analysis:
  - What are the issues / problems to be expected to be discussed?
  - For who (who is affected / problem perception) ?
  - To what extend (priority) ?
  - Why (cause analysis) ?
- What / who need to be changed ?
- How can the stakeholders been changed ?
- What is hampering the change process ?
- What do the stakeholder group need ?

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## Session 3 –

- Dialogue processes



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## Role play

- 4 different stakeholders (each with 1-2 persons)
  - Industry
  - Community / Neighborhood
  - Government
  - NGO
- Moderator
- Specified roles for each role (don't share with each other, play your role)
  
- Rest of the group observer
- Afterwards evaluation, reflection



# Roles people take in a dialogue process

- The Dominator
- The Doer
- The Clever One
- The Talkative



- The Skeptic
- The Thick-skinned
- The Introvert
- The Cynic

## Difficult situations (1)

- A few participants monopolise discussions
  - Summarise the participants' viewpoints, then move on
  - Ask others for their inputs
  - Ask the participants to hold off until a break
- A participant goes off on a lengthy talk unrelated to the current discussion
  - Ask the participant to hold off until later in the event
  - Summarise the participant's viewpoint and move on
  - Address directly that a tangent has been raised and restate the purpose of the discussion

## Difficult situations (2)

- Some participants continually hold private conversations
  - Use non-verbal methods to regain the participants' attention through eye-contact, move closer
  - Ask one of them a question, using the participant's name
  - Ask them to refrain from talking, privately, if possible
- A participant express disagreement with what the moderator says
  - Summarize the participant's viewpoint
  - Ask others for their opinion
  - Agree to disagree
  - Agree in part, then state how you differ and why
- Some participants do not take part at all during discussions
  - Use non-verbal means to draw the participants into the discussion
  - Ask direct but non-threatening questions
  - Connect with the participants during breaks

- Nobody knows everything but everybody knows something
- The difference between facts and interpretation / perception of facts

# Communication: Said will result in Acting ?



- Said is not heard:
  - Because others may not be listening or due to distraction not able to listen
- Heard is not yet understood:
  - Because differences in 'language', vague or not clearly defined terminology
- Understood is not yet accepted / approved:
  - Because competing believes, untrustworthy or contradictory sources of information
- Approved is not yet done:
  - Because of competing alternatives in practices or structural constraints
- Done is not yet sustained:
  - Because of continuous practice may not be possible, assistance may be stopped, conditions changed, insufficient participation of others, ..

# From Attention to Action : AIDA

Attention

Interest

Desire

Action

# Motivation to change ?

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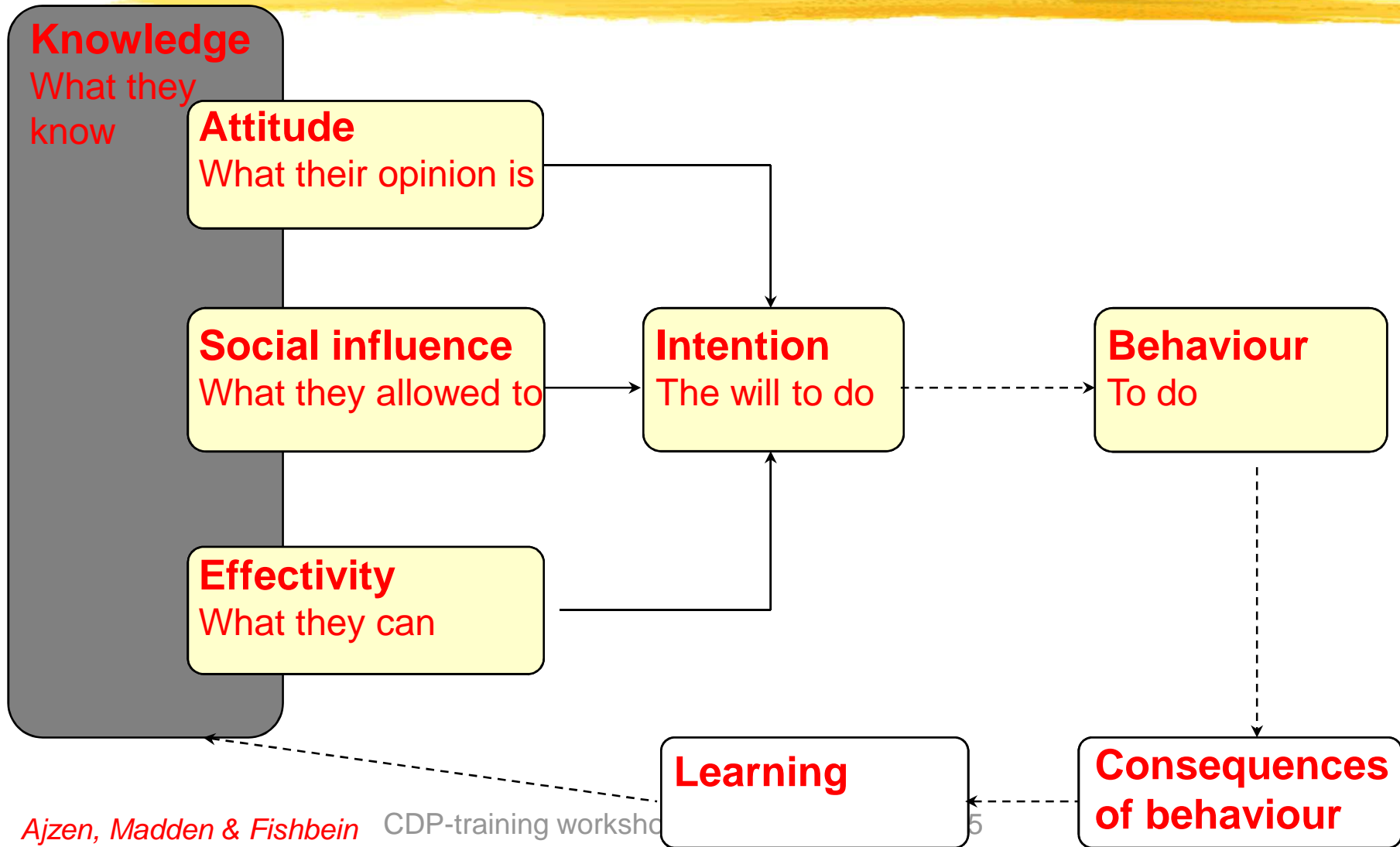
Aware(ness)

Concerned

Knowledgeable

Motivated to Change

# Attitude – Intention - Behaviour





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## Session 4 –

- Moderating / mediating dialogue process
- Roles
- Tools
- Do / don'ts

# The roles of a moderator during Platform meetings



- Motivate the participants for active interaction via creating informal atmosphere
- Secure proper baseline knowledge to avoid knowledge gaps during dialogue
- Facilitate the exchange of information and (clarification of) opinions
- Secure that all information that has been shared also can be understood by everybody – transparent process
- Keep track of what has been said via visualizations during the meeting – via flip-charts with written statements of participants
- Exchange of transparencies used during presentations
- Short but concise report after the meeting to all involved parties (and absent parties), usual as much as possible pictures of flip-charts

## Tools (1)

To get clear understanding of the involved partners

- Stakeholder mapping (who is who, with relations between them)
- Stakeholder analysis (awareness, knowledge, attitude, interest)
- Interviews (beforehand, to avoid unexpected situations)
  - but keep the process transparent, using interviews for your preparation! Not share (too much) information to / from parties outside the meeting beforehand or in-between the meetings

## Tools (2)

To get clear understanding of the problem:

- Situation mapping, drawings of the actual situation (done by the group)
- Joint transect walk
- Pictures of the situation from joint transect walk (or individually taken) to illustrate the discussion
- Problem-cause analysis (WHAT – WHY – HOW)
  - don't jump too quickly from problems towards solutions, without proper understanding of the causes
- Bring in outside 'expert' that gives presentation
- Bring in data, from participants (to be prepared upfront) or get data prepared by independent organisations (appointed by the platform)

# Situation & problem analysis

- Problem analysis:
  - What are the issues / problems to be expected to be discussed?
  - For who (who is affected / problem perception) ?
  - To what extend (scale and priority) - data?
  - Why (cause analysis) ?
- What / who need to be changed (options) ?
- How can the stakeholders been changed (enabling conditions) ?
- What is hampering the change process (barriers)?
- What do the stakeholder group need (assistance) ?

## Do's and Don'ts

- Create informal atmosphere
- Motivate by means of questions that stimulate curiosity and exploration
- Link the issues raised during the event to their own situation and problems (no abstract talking)
- Listen before you talk
- Convince not by preaching but by applying the mutual agreed dialogue rules
- Avoid that there are winners and losers
- Posses tolerance, patience and active listening skills
- Lead without domination
- Be independent and neutral – don't associate yourself with any specific party

## Good questions

- Induce curiosity by posing open questions
- Stimulate further dialogue
- Create group understanding instead of isolating individuals
- Touch common interests
- Strategic advance the group process through personal involvement
- Reveal aims, signify aspirations, or include an explanation of intentions and actions
- Bring out the positive qualities of a group and its achievements
- May be provocative or challenging, necessary or useful

## Bad questions

- Are closed, leading or rhetorical, i.e., demanding “yes/no” or obvious answers
- Are vague, general statements
- Can only be answered by an absent expert
- Required evidence that is unavailable
- Threaten to invade an individual’s privacy or culture
- Are paternalistic or suggestive
- Demonstrate someone’s incompetence
- Do not focus on the problem under investigation



## Roles of the moderator

- (Whenever still necessary) assist to identify the industrial clusters amenable to form Platforms and make preliminary visits to the industrial clusters in order to assess the possibility of establishing a Platform;
- To form the Platform with the assistance of the (local) project coordinator(s) – identify the relevant stakeholders, approach them, motivate them to participate;
- To identify (at least) one resource person from the platform participants to be committed to assist in organising and running of a Platform;
- To coordinate the activities of the Platform;
- To organise the quarterly Platform meetings;
- To moderate the discussions during the Platform meetings; e.g. moderate the discussion neutrally that all participants can have fair and equal participation and all relevant issues can be addressed;

## Roles of the moderator (2)

- To (co)organise site-visits to the industrial clusters whenever relevant back-to-back with Platform meetings to visualise the Platform discussions;
- To (co)organise presentations from outsiders whenever relevant for the Platform meetings;
- To provide relevant input to each Platform meeting from other activities in the project (information to be provided by the local project coordinator(s));
- To co-ordinate and facilitate the implementation of action points decided upon during each Platform meeting;
- To monitor the running of Platform;
- To assist in formulating the action plan for the Platform.
- To provide regular feedback to the project.



# Objectives



- What we want to achieve
- In terms of change in impact knowledge, attitude, behaviour
- Measurable in quality (what), quantity (how much) and time (when)
- Achievable (small steps)



# Implementation and monitoring

- Implementation
- Evaluate the effect:
  - are the expected outcomes achieved?
  - what was good, what needs improvement?
  - do we need to adjust the strategy?
- Adjustment of the plan



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## Session 5 –

- Operational planning

# Plan the set-up and running of the CDP

Objective: 4 CDP's in each region (Semarang and Surabaya)

- Select the Platform areas
- Define the stakeholders
- Approach and invite the stakeholders
  
- Organize 'training-event' for create baseline knowledge
- Organize the first Platform meeting
  
- Subsequent three more Platform meetings envisioned
- (Evolving) Community Action Plan

## Additional events

- Intermediary meetings of all moderators, to keep track on progress and draft lesson learned
- Final event, to share all experiences on the applicability of the approach and disseminate the success-stories
- Moments when international expert(s) meet with the individual and/or group of moderators and monitor, facilitate, supervise and (whenever require) provide additional (refreshment) training

# Planning

- May 1: moderators selected
- 1.5 year left for executing the programme (till end of 2008)
- We do not need to run all CDP's in parallel
- CDP's are linked with CP-Clubs and SMIA
- First CDP's to be launched not later than September
- And last CDP's to be launched not later than November



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## Session 6 –

- Wrap-up (what discussed)
- Action points (who, what, when)
- Evaluation

## What achieved ?

- Clear understanding of the CDP-approach; objectives, activities
- Clear understanding of the CDP-moderator; tasks & responsibilities
- Defined time-table for the entire CDP-cycle
- Coordination rules:
  - Between the motivators in the region
  - Between the regions
  - In the area: between the motivator of CDP and the other approaches (SMIA and CPC)
- Communication channels
- Additional resources for information or assistance, background materials

## Action points (who, what, when)

### Project obligations:

- Who is becoming CDP-moderator in each region ?
- Contractual arrangements (if not employed directly by the partner organization in the projects)
- When the industrial areas will be 'selected' in order to know in which areas to establish the CDP's ?

### Moderator obligations:

- Planning the identification and analysis (via interviewing) the potential / envisioned stakeholders in each CDP ?
- Required time for identifying, motivating and invite the stakeholders in the Platform?
- Deadlines for the CDP's to be established?



# Evaluation



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Content Workshop				
Presentation Workshop				
Understand the concept and roles?				
Confident to fulfill the tasks?				

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