

The advancing democratic innovation toolkit

facilitator guide

This toolkit can be used alongside the [research report](#). All materials can be found via the [toolkit page](#) and the presentation can be copied from [Google Slides](#). If you run a workshop please let us know by posting on social with #COLDIGIT.

Workshop setup	3
Who should participate?	3
What materials should you have ahead of the workshop?	3
What's on the cards?	4
What workshop should I run?	5
Workshop 1 facilitator guide	6
Agenda	6
Introduction to democratic innovations and digital participation (5 mins)	6
Finding a topic and democratic innovation scenario (10 mins)	7
Introduction to Deliver, Expand, Embed framework (10 mins)	7
Identify and prioritise barriers (30 mins)	7
Cluster ideas around enablers (40 mins)	8
Prioritise an idea and agree next steps (10 mins)	9
Workshop 2 facilitator guide	10
Agenda	10
Introduction to Deliver, Expand, Embed framework (10 mins)	10
Decide focus for the day (10 mins)	10
Identify and prioritise barriers (30 mins)	11
Cluster ideas around enablers (40 mins)	12
Prioritise an idea and agree next steps (10 mins)	12

Workshop setup

Who should participate?

This workshop has been designed for people to problem solve and collaborate, which means that you can bring in anyone from within your institution to participate. If you feel that you can talk openly about challenges you face with collaborators outside of your institution, such as community groups, civil society, advocates and special interest groups then you can also invite them.

1. Create teams ahead of the workshop no larger than 6 people
2. Make sure groups are mixed from people across the organisation and levels of experience to draw on the collective intelligence of the group

What workshop should I run?

The toolkit has been designed to enable the delivery of two different workshops:

Workshop 1

You are interested in and would like to deliver a democratic innovation but have not yet delivered a democratic innovation in the past. This workshop will help you:

- Discuss and identify potential barriers you will face in delivering a democratic innovation
- Create ways to overcome these barriers through enablers
- Discuss a long-term strategy toward more participatory decision-making

This workshop will not:

- Provide a detailed assessment of which democratic innovation process and digital participation tool is right for your topic of participation
- Help you design the democratic innovation to best practice, check out [section 2 in the report](#) for a list of some of the best practice guides available

Workshop 2

You are running a democratic innovation already in your institution and want to advance the process. This workshop will help you:

- Find a focus for advancing your democratic innovation

- Discuss and identify barriers you face in delivering and advancing your democratic innovation
- Create ways to overcome these barriers through enablers
- Discuss a long-term strategy toward more participatory decision-making

This workshop will not:

- Evaluate if your process is delivering to best practice

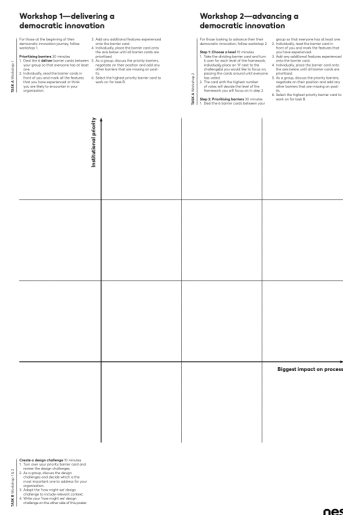
What materials should you have ahead of the workshop?

Please download all of the materials that are available on the toolkit page:

presentation pack



workshop poster (A1) print 1 poster per group



workshop card deck (A7) print 1 pack of 36 cards



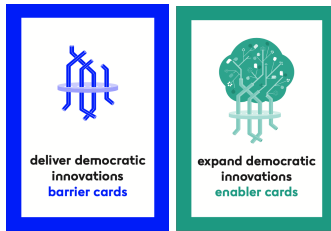
In addition to the materials above, please ensure that you have:

1. Post-it notes
2. Pens
3. Blu-tack
4. A space for each group to work independently
5. Somewhere to present the welcome slides and stick the posters

How should I use the presentation?

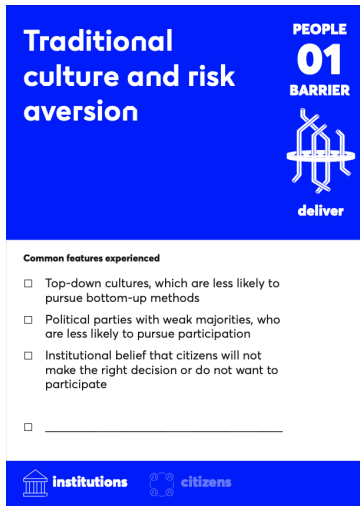
Go to the [Google Slides presentation](#) and copy by selecting File > Make a copy. In this copy, delete the slides you do not need per the guidance below for Workshop 1 and 2.

What's on the cards?



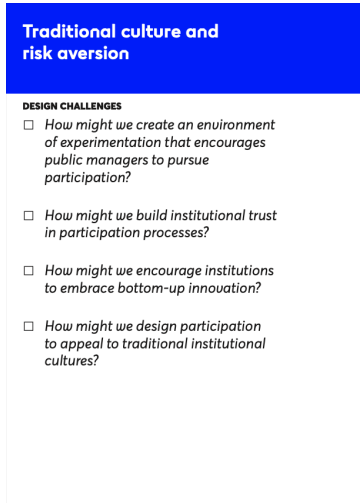
Dividing cards

These divide the deck into each level of the framework, the barrier cards also include questions for the first exercise.



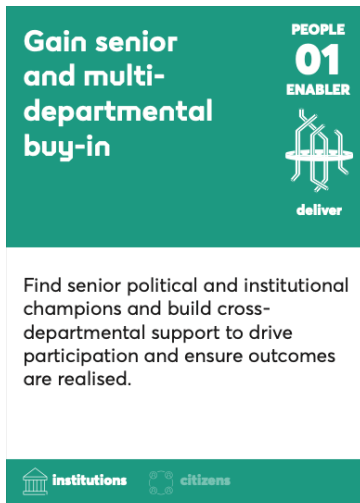
Barrier card front

- Each barrier card indicates a category of people, process or technology, number and level of the framework on the top right-hand side.
- The title is described in further detail through features identified through the research.
- Each card has an institution or citizen focus, as highlighted at the bottom.



Barrier card back

The back of the barrier card has a series of design challenges that participants can use as inspiration.



Enabler card front

- Each enabler card indicates a category of people, process or technology, number and level of the framework on the top right-hand side.
- The title is further elaborated on through a short description.
- Each card has an institution or citizen focus, as highlighted at the bottom.



Enabler card back

The back of the enabler card has a series of actions that participants can use as inspiration.

Workshop 1 facilitator guide

Agenda

Introductions (5 mins)

[Optional] Introduction to democratic innovations and digital participation (5 mins)

[Optional] Finding a topic and democratic innovation scenario (10 mins)

Introduction to Deliver, Expand, Embed framework (10 mins)

Identify and prioritise barriers (30 mins)

Generate ideas and interventions (20 mins)

Cluster ideas around enablers (40 mins)

Prioritise an idea and agree next steps (10 mins)

Introduction to democratic innovations and digital participation (5 mins)

Only present this part of the presentation if the audience is unfamiliar with democratic innovations and digital participation.

Finding a topic and democratic innovation scenario (10 mins)

This section is necessary if your group do not already have a democratic innovation or topic of participation in mind. This is a quick way to generate a scenario for the rest of the workshop and to identify potential barriers, however, much deeper consideration should be given as to what type of democratic innovation to use for your priority topic.

1. Instruct the group that the topic should be:
 - a. Clear, focused and bounded
 - b. Linked with a specific policy or area of influence in your institution
 - c. Something that citizens can influence
 - d. Something that citizens are motivated to engage on
2. Run a 3 minute exercise generating topic ideas and prioritise one topic.
3. Review which democratic innovation might best suit the topic, e.g. if there is a need to generate ideas and engage wide numbers then pursue participatory budgeting, if there is need to debate a complex topic and reach a considered public judgement then pursue a citizens' assembly.
4. Write a clear scenario of the topic and democratic innovation.

Introduction to Deliver, Expand, Embed framework (10 mins)

Introduce the context of the framework:

- Overarching question is to move beyond pilots and ask: What are the barriers and enablers for advancing democratic innovations in our institutions?
- Barriers and enablers are categorised by people, process, technology.
- However, there are many challenges and we need a way to organise the many barriers and enablers that are experienced when advancing democratic innovations.

Run through each level of the framework before introducing the exercise.

Identify and prioritise barriers (30 mins)

Task A: Prioritising barriers

The purpose of this exercise is to identify and prioritise barriers that have or may be experienced in the future. This prioritised barrier map can be kept as a reference for the team to shape future activities.

5. Deal the 6 deliver barrier cards between your group so that everyone has at least one.
6. Individually, read the barrier cards in front of you and mark all the features that you have experienced or think you are likely to encounter in your organisation.
7. Add any additional features experienced onto the barrier card.
8. Individually, place the barrier card onto the axis below until all barrier cards are prioritised.
9. As a group, discuss the priority barriers, negotiate their position and add any other barriers that are missing on post-its.
10. Select the highest priority barrier card to work on for task B.

Generate ideas and interventions (20 mins)

Task B: Create a design challenge

We use a ['how might we'](#) framing to create a challenge that is specific enough to generate actionable ideas, but open enough that it does not lead us to one solution.

1. Turn over your priority barrier card and review the design challenges.
2. As a group, discuss the design challenges and decide which is the most appropriate one to address the barrier you have discussed.
3. Adapt the 'how might we' design challenge to include relevant context, or create an entirely different challenge if not appropriate, but still use the 'how might we' framing.
4. Write your 'how might we' design challenge on the other side of this poster.

Task C: Generate ideas

This is a free idea generation exercise, your idea can be digital, physical, or operational, it can be delivered by you or a partner, it can be aspirational or practical, this exercise should prioritise quantity over quality. Each idea should be clear and written or drawn on separate post-its.

1. Make sure everyone is clear on the barrier and design challenge.

2. Individually, write or sketch as many ideas as possible, one idea per post-it for 7 to 10 minutes.

Cluster ideas around enablers (40 mins)

Prioritise enablers

Now, get the group to prioritise enablers to make clustering the ideas easier.

1. Deal all 6 enabler cards for the level of the framework you are working on, so that everyone has at least one.
2. Individually, read the enabler card in front of you and place on the scale below.
3. As a group, discuss the priority enablers, negotiate their position and add any other enablers that are missing on post-its.

Clustering enablers

We use a 'Yes, and...' approach which means that we keep building on each other's ideas. This means as one person shares back their idea, another person should build on it with their idea until there are no more similar ideas.

1. Individually, place your ideas under the enabler card they most align with.
2. Once all ideas have been placed under the relevant enablers, choose one of the ideas under the prioritised enabler from Step 2 and ask the author to explain it to the group.
3. If there are other similar ideas, bring these together to form a cluster around one title, this should be a distinct idea rather than a theme.
4. If no one has a similar idea, then choose another idea under the enabler.
5. Repeat until all the ideas under the top 3 enabler cards have been clustered into clear interventions or actions that you can take forward.

Prioritise an idea and agree next steps (10 mins)

Finally, you should bring the group together around one idea and identify a person responsible to carry the idea forward.

1. Working individually, place a mark or sticky dot by the cluster of ideas that you would like to take forward.
2. For the cluster(s) that receive the most votes, identify a lead within your team to develop the idea further

You should agree on what and how the person responsible will take the idea forward. They can consider:

- What is the desired impact of the intervention? Try to set a measurable goal.
- What existing resources could you use to deliver the intervention?
- What new resources will you need to deliver the intervention?
- What is the first step to put this idea into action?
- If this intervention is successful, what would it look like in 5 years?

Workshop 2 facilitator guide

Agenda

Introductions (5 mins)

Introduction to Deliver, Expand, Embed framework (10 mins)

[Optional] Decide focus for the day (10 mins)

Identify and prioritise barriers (30 mins)

Generate ideas and interventions (20 mins)

Cluster ideas around enablers (40 mins)

Prioritise an idea and agree next steps (10 mins)

Introduction to Deliver, Expand, Embed framework (10 mins)

Introduce the context of the framework:

- Overarching question is to move beyond pilots and ask: What are the barriers and enablers for advancing democratic innovations in our institutions?
- Barriers and enablers are categorised by people, process, technology.
- However, there are many challenges and we need a way to organise the many barriers and enablers that are experienced when advancing democratic innovations.

Run through each level of the framework before introducing the exercise.

Decide focus for the day (10 mins)

This can be done ahead of the workshop or done depending on the interest of the group. Alternatively, if you believe you should be looking beyond 'deliver' and there are enough for two groups, then you can have one group focus on 'expand' and the other group focus on 'embed'.

3. Take the dividing barrier card and turn it over for each level of the framework, individually place an 'X' next to the challenge(s) you would like to focus on, passing the cards around until everyone has voted.
4. The card with the highest number of votes will decide the level of the framework you will focus on in step 2.

Identify and prioritise barriers (30 mins)

Task A: Prioritising barriers

The purpose of this exercise is to identify and prioritise barriers that have been experienced. This prioritised barrier map can be kept as a reference for the team to shape future activities.

1. Deal the 6 barrier cards between your group so that everyone has at least one.
2. Individually, read the barrier cards in front of you and mark all the features that you have experienced or think you are likely to encounter in your organisation.
3. Add any additional features experienced onto the barrier card.
4. Individually, place the barrier card onto the axis below until all barrier cards are prioritised.
5. As a group, discuss the priority barriers, negotiate their position and add any other barriers that are missing on post-its.
6. Select the highest priority barrier card to work on for task B.

Generate ideas and interventions (20 mins)

Task B: Create a design challenge

We use a ['how might we'](#) framing to create a challenge that is specific enough to generate actionable ideas, but open enough that it does not lead us to one solution.

1. Turn over your priority barrier card and review the design challenges.
2. As a group, discuss the design challenges and decide which is the most appropriate one to address the barrier you have discussed.

3. Adapt the 'how might we' design challenge to include relevant context, or create an entirely different challenge if not appropriate, but still use the 'how might we' framing.
4. Write your 'how might we' design challenge on the other side of this poster.

Task C: Generate ideas

This is a free idea generation exercise, your idea can be digital, physical, or operational, it can be delivered by you or a partner, it can be aspirational or practical, this exercise should prioritise quantity over quality. Each idea should be clear and written or drawn on separate post-its.

1. Make sure everyone is clear on the barrier and design challenge.
2. Individually, write or sketch as many ideas as possible, one idea per post-it for 7 to 10 minutes.

Cluster ideas around enablers (40 mins)

Prioritise enablers

Now, get the group to prioritise enablers to make clustering the ideas easier.

1. Deal all 6 enabler cards for the level of the framework you are working on, so that everyone has at least one.
2. Individually, read the enabler card in front of you and place on the scale below.
3. As a group, discuss the priority enablers, negotiate on their position and add any other enablers that are missing on post-its.

Clustering enablers

We use a 'Yes, and...' approach which means that we keep building on each other's ideas. This means as one person shares back their idea, another person should build on it with their idea until there are no more similar ideas.

1. Individually, place your ideas under the enabler card they most align with.
2. Once all ideas have been placed under the relevant enablers, choose one of the ideas under the prioritised enabler from Step 2 and ask the author to explain it to the group.
3. If there are other similar ideas, bring these together to form a cluster around one title, this should be a distinct idea rather than a theme.

4. If no one has a similar idea, then choose another idea under the enabler.
5. Repeat until all the ideas under the top 3 enabler cards have been clustered into clear interventions or actions that you can take forward.

Prioritise an idea and agree next steps (10 mins)

Finally, you should bring the group together around one idea and identify a person responsible to carry the idea forward.

1. Working individually, place a mark or sticky dot by the cluster of ideas that you would like to take forward.
2. For the cluster(s) that receive the most votes, identify a lead within your team to develop the idea further

You should agree on what and how the person responsible will take the idea forward. They can consider:

- What is the desired impact of the intervention? Try to set a measurable goal.
- What existing resources could you use to deliver the intervention?
- What new resources will you need to deliver the intervention?
- What is the first step to put this idea into action?
- If this intervention is successful, what would it look like in 5 years?