



MedStrategy Project - Integrated Strategy for Sustainable Development of Mediterranean Rural Areas
Project reference no.: 2G-MED09-282

**C4 – PARTICIPATION COMPONENT:
Strategic Common Vision**

- Phase 1 - Establishment of community participation process**
- Phase 3 - Construction of a Transnational Strategic Common Vision (TSCV)**

**“Review of participation method
and Forum regulation”**
Guidelines for the organisation of the participation process and EASW Guidance



**Archanon- Asterousion
Municipality**



KAPE CRES | CENTRE FOR RENEWABLE ENERGY SOURCES AND SAVING



Diputación de Teruel





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Strategic Common Vision**

Phase 1 - Establishment of community participation process

**“Guidelines for the organisation
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October 2011



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ENERGY SOURCES AND SAVING



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INTRODUCTION

C4-Ph1 Establishment of community participation process

Aim of this phase of the project is activating a Participation Process (Forum) in each area territorial involved in the project. The Forum will involve local communities in a planning process, centred on a particular sector, will lead to the drafting of an action plan for the area itself.

As foreseen in the Working Plan of the MedStrategy project the final product of this phase will be the 4 Forums Regulations - one for each country involved in the project - for an efficient implementation of forum activities and 24 Forum Minutes (6 for each region) including list of participants, issues discussed, decisions taken, results agreed in each meeting. The meetings will be divided into Plenums and Thematic Focus Groups and managed according to consolidated facilitation techniques. Stakeholders of other local communities will be invited to participate as observers.

Topics discussed and agreed in the Forums will orient strategic lines and policies, which will have to be shared by all the territorial institutional actors.

Phase	Resp. Partner	Involved Partners	Location	Deliverables
C4-Ph1	P2	P1, P3, P4, P6, P6, P7	Pembroke (Malta) Teruel Zaragoza (Spain) Attiki Irakleio (Greece) Palermo Messina (Italy)	<u>Review of participation methods</u> A synthetic description of most common participation methods and tools. <u>4 Forums regulation</u> Rule and procedures for an efficient implementation of Forum activities. <u>24 Minutes of Forum meetings and workshops</u> These will include list of participants, issues discussed, results agreed in each meeting of Local Forums.

Scheme included in the project working plan

Aim of these guidelines is to propose a synthetic description of most common participation methods and tools and to suggest the main lines to be followed in implementing this phase.

1. PARTICIPATION PROCESS

1.1 Objectives and results

The realization of an effective Participation Process for defining and implementing for sustainable development strategies, able to activate the local community involvement, is a complex challenge requiring, since the beginning, a particular attention to the peculiarities of the local context. This means that the knowledge of the local context is fundamental both to understand which are the most suitable actors to be involved and also to discuss, during the process, the most interesting topics for the local community.

In spite of that some general guides can be given.

Firstly it can be said that main objectives of the participation process must be:

- Involving stakeholders in the territory;
- Identifying possible criteria and ideas for the territorial development in order to define possible projects;
- Providing support and advice to local authorities.

Moreover, if the process is applied in a correct way, it should:

- provide a space for discussion and for an open and multi-sectorial dialogue;
- facilitate the contribution of the local community for finding common and jointly responsible solutions;
- encourage an integrated and inter-sectorial approach to problems;
- experimenting an institutional participatory decisional model for the local development.

In reaching the above mentioned objectives, participation process can meet some difficulties, such as:

- difficulty in giving a sense of responsibility, in taking commitments and in implementing them to the Forum participants;
- long time in planning and realizing the process;
- poor integration in sectorial policies and problems in establishing a strategic vision;
- lack of short-term results.

2. METHODOLOGICAL APPROACH

2.1 Introduction

For the successful participation process it is very important the exact definition of the process development and in particular the local actors (stakeholders) selection criteria and methods. For doing that, it is necessary to analyse the characteristics of the context and the dynamics of the local participation . Finally it would be fundamental to work on a wide information campaign for involving the different actors of the local community.

The methodology will have to take into consideration:

- a multisectorial approach addressed to the definition of local development scenarios and projects;
- a running method which will have to include the support of facilitators,
- individual and group work.

The results of participation process will strongly depend on the attention given to the organization of the process. Since the beginning the communication with the stakeholders about the objectives to be pursued must be clear. Communication must moreover be effective in language and it especially does not never be episodic or casual. On the contrary it must ensure continuity during the different steps of the process.

2.2 Planning of the participation process (objectives, time, procedures)

As part of a participation process, it is important to define its "mission" (also through facing-off the local partners involved in the project) in order to set strategic objectives and expected results and to identify working themes.

Regarding to that, the organization of specific preparatory meetings for the definition and development of strategy and forum management tools is strongly suggested. These elements will be outlined in a document which will include explanations on how to address the methodological work of the Forum. The document will have to be presented during the first meeting (the one constituting the Forum) in order to build the working plan and it will contain

its organization and management. The document will have to be validated by the Forum itself. In particular it will include the following topics:

- ✓ FORUM WHO: identification of the actors participating to the Forum;
 - ✓ FORUM WHAT: definition of the Forum mission and tasks;
 - ✓ FORUM HOW: definition of criteria and procedures for the Forum organization and working;
 - ✓ WORKING THEMES: definition of the themes to be developed during the Forum, thanks to specific working groups;
 - ✓ FORUM WHEN: definition of a working plan and timetable.
- drafting of a specific and updatable mailing list;
 - monitoring of participatory activities (number of participants, representativeness level, satisfaction degree, suggestions given, time or logistic problems solved, etc.).

2.3 Construction of a technical secretariat dedicated to the participation process

The beginning of the participation process and the definition of a shared Local Pilot Operative Plan (LPOP) requires a strong commitment in defining a participatory working method and in establishing a “ participation place” (the Civic Forum).

At the same time, the complexity and strategic nature of a planning participation process need the creation of a structure ensuring a good coordination between the public administration activities and the Forum activities. This is to prevent that the confrontation process activated in the Forum would be completely disconnected from the evolution of analytical, information and decision-making processes in the local public administration.

In this phase it is therefore important the establishment of a working group (facilitators and technical secretariat) which will give technical and operative support to the Forum.

The Role of the Facilitator:

The role of the facilitator is strategic for the success of a participation process. They must be able to organize, manage and motivate participants, using consolidated "participatory" techniques. Above all they must be able to synthesize and negotiate any conflict enhancing the inputs and knowledge of each local actor.

The facilitator has to record and display the group discussion, to encourage the participation of all participants, to respect the timetable and working plan, to press for brevity and relevance of speeches. He/She never participate to the technical part of the discussion.

In other words, he/she just makes the meeting easier for the participants. His/Her main task is to help the group increase its effectiveness by improving its processes. A facilitator manages the method of the meeting, rather than the content. Facilitators are concerned with how decisions are made instead of what decisions are reached.

The Role of the Technical Secretariat:

The technical secretariat has the task of preparing the mailing list of potential participants, organizing the logistics of meetings, preparing the distribution of material, sending invitations, preparing the list of actual participants, writing the minutes of the meetings.

2.4 The selection and involvement of participants

The selection and involvement of participants needs to be done in a careful and balanced way. Local stakeholders are the most qualified actors to play an active role in improving the quality of life for the local community, as they know its dynamics and mechanisms.

Local stakeholders are therefore different types of partners (Politicians and Administrators, Experts and Technicians, Private sector, Civil society) having the following characteristics:

- being in possession of qualified expectations in relation to the development of a territory;
- able to give a significant contribution (in the analysis and the proposal phase) to the construction of a Local Pilot Operative Plan;
- crucial in the implementation of a strategy (and/or of projects).

It then becomes fundamental:

- the preparation of an initial list of stakeholders (institutional, economic, social, scientific actors);
- the organization of preliminary meetings / interviews with key stakeholders, aimed to raise questions and expectations and identify an efficient way for the development of the participation process;

- the completion of the potential partners frame and the building of a mailing list to be used for the organisation of the Forum.

Suggestion of a grid for identifying stakeholders

ORGANIZATION	NAME of PARTICIPANT	PHONE / FAX	E-MAIL

To Forum even those people who belong to other geographical areas but who are interested in participating in project activities as "observers" will be invited.

It is also important to remember that, in the participation process, every participant in the group has the same "weight" and plays the role of "expert". This is because:

- every participant knows the local problems and obstacles requiring a change;
- every participant has experience and useful knowledge to formulate proposals for change;
- changes and improvements in the local quality of life also depend also on the contribution of each person / actor without having to delegate to others their own opinions / suggestions / commitments.

2.5 Preparation of the documents and supplies to be used during the meetings with stakeholders

For each meeting of the Forum you must prepare the supplies to support the work of the participants.

In the first meeting you need to prepare:

- Document presenting the objectives of the Medstrategy project so that the participants identify the context in which they operate, starting from the results of the previous, i.e.:
 - territorial analysis (C3-Ph1);
 - institutional analysis (C3-Ph2);

- SWOT analysis (C3-Ph3);
- Success cases (C4-Ph2)
- Description of the process and of the basic rules of participation.

For all the meetings you have to prepare the following supplies / documents:

- agenda, with the meeting objectives and the working plan;
- summary of the results of the previous meeting;
- open issues;
- attendance sheet.

Secretariat will define the format for the different communication tools (formal adhesion to the Forum, invitation to the meeting, reporting on carried out activities, etc..)

2.6 Logistic organization

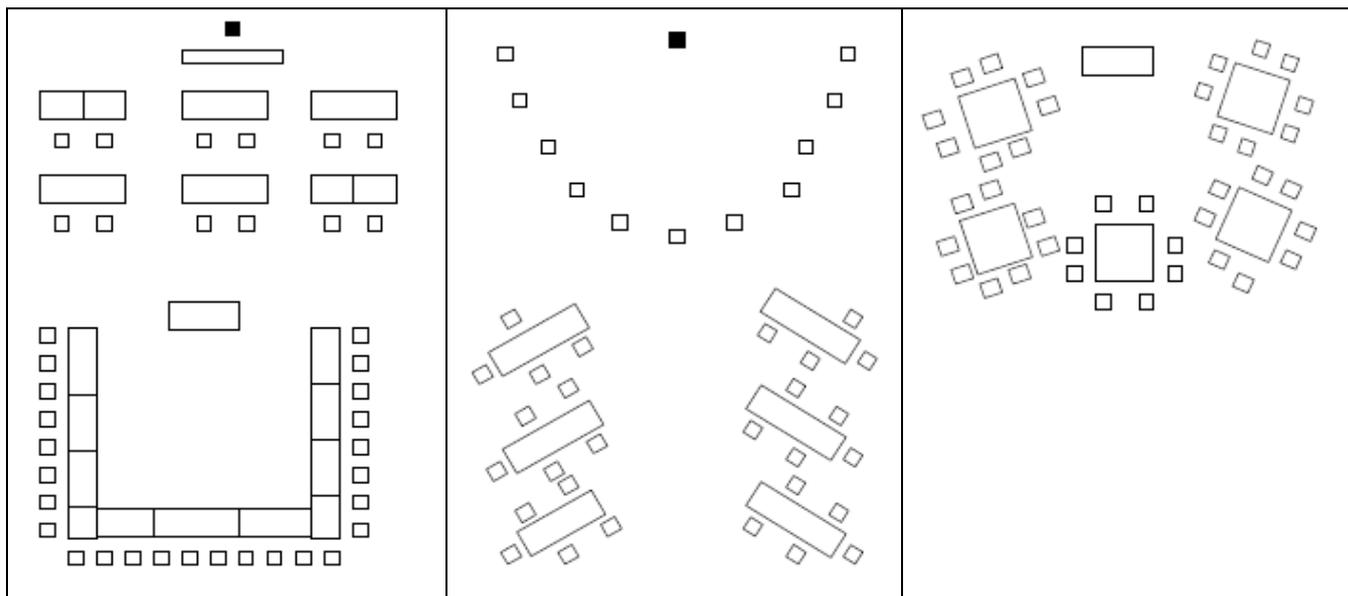
For a good and successful Forum is necessary to define the logistics of the meetings from the beginning.

The selection of the place where the meetings will be organized is therefore fundamental.

It is necessary to identify a fixed place, made of one room for each thematic group (possibly bright and easily accessible for participants) and of another larger room that can host together all the various groups of participants for Plenary Sessions.

Moreover it is important that every room contains:

- a blank wall in which it is possible to stick posters;
- mobile chairs disposed in a semicircle so that all participants can see each other;
- a flip chart with markers of all colors;
- an overhead projector (or a pc with projector) for overheads or presentations;
- Post-it stickers, notepads and colored markers to be distributed to all participants.



Examples of disposal of the rooms

2.7 Monitoring activities

In this activity you must:

- monitor the participation to the meetings (number of participants and their organization);
- monitor the "acceptance / success rate" through the use of questionnaires (to be distributed at least in two phases - intermediate and final - for the collection of evaluations and suggestions), and the processing of results.

2.8 Working method

All the meetings of the Forum have to be managed adopting facilitation techniques in order to ensure the effectiveness of the participation process, namely the achievement of the expected results in due time as foreseen by the project, with a broad and active involvement of local actors.

Forum will be developed through plenary meetings and thematic working groups, according to the procedures laid down in the guidelines related to the Forum characteristics.

The work has to be done through the subdivision in groups of the participants. Subdivision will be made by expertise area or in a transversal / multi-sectorial way.

The most successful method appears to be the one based on cross-sectorial groups, as it shew:

- More effectiveness in the process management.
- Increased specificity of the debate.
- Closer examination.
- Increased participation of the actors compared to the classic public assembly, where only the some opinions prevail and where interventions on various subjects are windy and unstructured
- Direct display of discussion with work matrices

2.9 The facilitation activities

Facilitation allows, through the use of flexible techniques adapted to different political technical and social contexts, to promote and stimulate the work with stakeholders and to achieve the foreseen objectives in terms of concrete results.

Facilitators define the organizational and methodological aspects in managing the process in relation to the local context, the logistics, the preparation of intermediate and final reports.

Facilitation is usually conducted by "external" experts (external to the local public administration promoting the participation process) in order to ensure neutrality and independence from local interests and dynamics.

2.10 The techniques

There are a set of techniques which are used in different contexts (social, economic, urban, environmental context) to encourage participation, facilitate the management of potential conflicts and problems and to promote collaborative learning processes. Each technique must

still be adapted to local territorial and social contexts and must be flexible to the needs and purposes of the participation process.

We report below some of the most commonly used.

EASW - European Awareness Scenario Workshop



EASW methodology - which was adopted, promoted and disseminated since the early 90s by the European Commission's Innovation Programme - allows participants to drive the development of common scenarios on the future of the topic under discussion (i.e. on the definition of an integrated long-term objectives system) and the identification of some priority actions to be developed in the short / medium term in order to achieve the above mentioned scenarios.

To construct the scenarios, strong hypothesis are necessary. The basic scenario is one built on the hypothesis that the actual socio-economic trends will remain constant in the short term and that any drastic macroeconomic or policy change will not take place in the next few years. The other scenarios are built on the basis of different hypothesis borrowed from the strategic lines that local governments intends to pursue.

In an EASW, participants will meet to exchange opinions and to develop an agreed future scenario for their community and to suggest ideas on how to carry it out. This can be done by answering the following basic questions:

- How is it possible to solve the identified weaknesses? What do we have to work on?
- Who is in charge of implementing the suggested actions? Public sector, private sector, both or citizens?

In this sense the EASW methodology is suitable for facilitating participatory planning processes that use, in following steps, other methods for the identification and design of concrete actions (such as Focus Groups, GOPP, etc.).

Focus group

This technique is used when you need to focus on a phenomenon (from which the name “focus group”) or to investigate on a specific topic (creation of a pedestrian zone, limiting the traffic in some roads, etc.), using the interaction among the different focus group members.

The focus group technique can be used in the planning process for different purposes, as for example:

- to define the operational objectives;
- to identify and define a problem that could have different facets;
- to set a real planning process for the definition of a strategy or intervention.

GOPP - Goal Oriented Project Planning

The GOPP method is part of an integrated approach called PCM (Project Cycle Management). It was disseminated in 1993 by the European Commission as a quality standard in programming, management and evaluation of complex interventions.

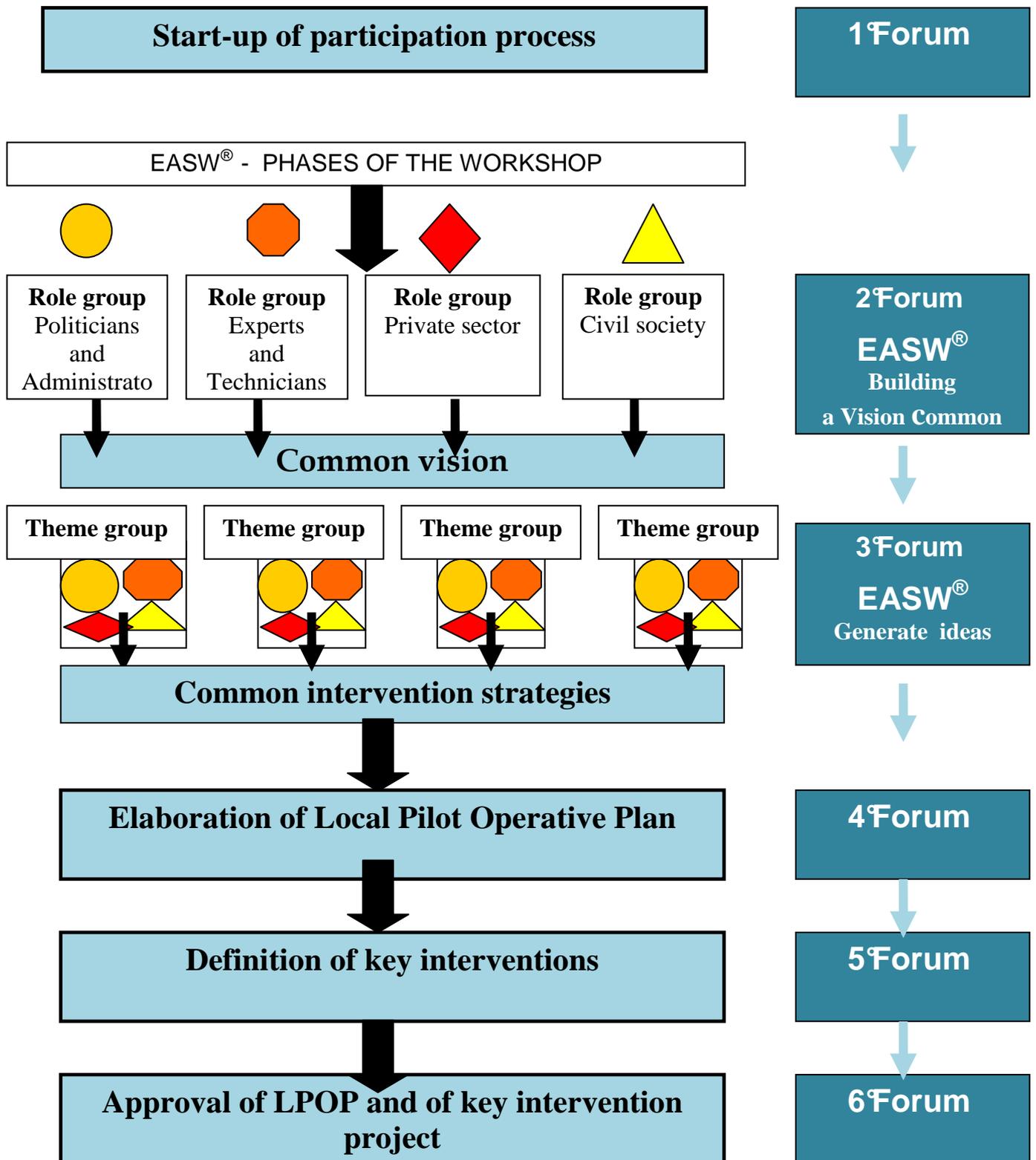
During the life cycle of a plan / project the GOPP can be used:

- in the identification and definition phase: to analyze problems, determine possible solutions, objectives, results, activities and indicators for monitoring and evaluation;
- in the activation and final planning phase: to clarify the tasks subdivision among the different actors involved and to make possible adjustments;
- in the evaluation and verification phase of the Plan: to share possible adjustments if problems or new opportunities emerged;
- in the final evaluation phase: to monitor the achievement of the objectives and to identify any suggestion for future improvements.

2.11 Communication and Information of the results at different stages of the process

You should also define, according to the communication plan and the project objectives, the contents, tools and methods to communicate and inform the territory on the activities of the Forum (such as press conferences, press releases, newsletters, newspaper articles, services, web page etc.).

3. PROGRAM OF PARTICIPATION PROCESS ACTIVITIES



<i>1st Forum meeting</i>		
Aim	Start-up of participation process	
Work mode	Plenary session	
Time	November	
Documents	Basic documents	
	Working documents	Working modalities and rules of the participation process
	Output	Final version of participation process rules
Results/Deliverables	Establishment of Forum and approval of participation process rules	

Proposed agenda

- Stakeholders fill in the Forum adhesion form and provide it to the management team (Forum Management team: work team of partners + facilitators)
- Presentation of MedStrategy project (aims and expected results)
- Presentation of the analysis results: Local report of C3-Ph1 and C3-Ph2, Diagnostic report (C3-Ph3);
- Presentation of Success case studies (C4-Ph2);
- Presentation of the proposal on working modalities and rules of the participation process
- Approval of participation process rules

<i>2nd Forum meeting – 1st EASW meeting</i>		
Aim	To build a share Common Vision (general objectives)	
Work mode	Role groups and Plenary session	
Time	November	
Documents	Basic documents	Local report of C3-Ph1 and C3-Ph2; Diagnostic report (C3-Ph3); Success case studies (C4-Ph2)
	Working documents	
	Output	Vision of each role group
Results/Deliverables		

Proposed agenda

- Plenary session: Presentation of the activities to be carried out during this meeting and division of stakeholders in the 4 Role Groups ((1. Politicians and Administrators, 2.Expert and Technicians, 3. Private sector, 4.Civil society)
- Each role group defines its own negative and positive vision (role groups are supported by the facilitators); both positive and negative vision should be related to the 4 thematic areas;
- Plenary Session: each role group presents its own vision at the plenary session
- Plenary Session: discussion of the roles group visions and individuation of common issues

See the next page for an example of a Role group output

We suggest the following thematic areas:

– **Thematic area A: Innovation processes for local development**

Innovation in the economic development of a territory has been for a long time object of empirical and theoretical analysis which recognized its central role in detecting policies and actions. In this context the discussion should be focused on the interaction between research and local productive systems, on the ability of the small and medium-sized enterprises to introduce innovation in their production, on the need to innovate services in the tertiary sector, on the transfer of knowledge for human capital, etc.

The theme looks therefore to innovation in its general meaning - therefore technological, economic, organizational, market innovation - as well as to the ability of the public system to innovate its own organizational structure for improving local development.

The objective of the group work will be to outline scenarios and to determine actions "using" innovation, introducing innovative approaches or determining new management models for the existing tools with the purpose to assure a new territorial governance through innovative processes.

– **Thematic area B: Territorial cooperation and cohesion**

Territorial cooperation is the search and promotion of joined solutions to common problems among public administrations, among private organisations, among public and private sectors, in the fields of urban development, rural development, creation of economic relationships and networks of SMEs, etc. Cooperation is moreover addressed

toward research and technological development, the information society, the environment, the prevention of risks, the integrated management of resources.

The theme is besides connected to 'cohesion', as defined by the European Union, as promotion of a balanced, harmonious and sustainable development of the local community, with the purpose to reduce its disparities.

This theme will stimulate therefore in the group reflections and proposals on the possibilities to activate collaborations, partnership, projects that jointly involve the public sector, the private sector or both, so that to promote together its development.

– **Thematic area C: Integration of economic sectors**

This theme concerns actions for a greater and more careful involvement of enterprises / bodies / organizations belonging to different sectors from that of reference. Within the working group, deepening the existing interconnections with sectors "connected" to that of reference (i.e. involved in direct or indirect way by the action that you want to undertake in the chosen sector) can be useful above all with the purpose to promote, to structure and to propose, inter-sectorial collaborations, integrated development models and effective actions taking into consideration the existing interconnections among the different economic sectors of the territory.

– **Thematic area D: Competitiveness and territorial marketing**

Competitiveness, within the objectives of macroeconomic development, is generally defined as the ability to improve the productivity of a territory, the ability to produce goods and services which meet the international market demand, guaranteeing better life conditions, higher employment rates and increased wealth. The Reports on economic and social cohesion of the European Committee (from 2004 to 2010) define territorial competitiveness as "the ability to anticipate and to promote changes". It is therefore interpreted as the level of territorial dynamism and its ability to react at the right moment to the new global challenges (in international contexts that always ask for new abilities and strategies of growth). Territories have therefore asked to strengthen their competitiveness and 'appeal', taking however into consideration the existing economic, social and territorial disparities.

This theme, even if already discussed in participated planning or in promotional plans of many territories in the past, has always new food for thought both with reference to strategies for territorial competitiveness and with reference to the correct analysis of the

territorial needs, the study of the strength / weakness points of the local systems, the ability to correctly organize the "production factors", the perception that non-residents have of a territory, the need to create a unique image, etc.

The thematic group will work on the close examination of these themes and on the elaboration of actions that mostly makes territory competitive in the selected sector.

The above thematic areas are proposed by LP and PP2-AnciSicilia but they have to be approved by all partners so please **let us know as soon as possible if you agree with our proposal.**

Please consider that the definition of the thematic areas is a very important issue both for the development of participation activities (Forum and EASW) as well as for the implementation of the Local Pilot Operative Plans (Component 5).

The thematic areas should refer to the Objective 4.1 of MED Programme (Coordination of development policies and improvement of territorial governance) as our project was chosen for contributing to this objective. Furthermore the thematic areas should be suitable with the 4 different sectors (social sector, energy, etc) on which the 4 territories (Italia, Greece, Spain and Malta) will work. As you know each territory will work in a different sector (social sector, energy etc.) but the Local Pilot Operative Plans (LPOPs) of the 4 territories should have a common structure; the thematic areas will constitute the common axes around which the 4 LPOPs should be structured.

2nd Forum meeting – 1st EASW meeting
 Example of a Role group output

Vision of the Role group *Experts and Technicians*

Slogan:

Participants:

Name	Organization	
.....	
.....	
.....	
.....	
.....	

Positive Vision of the Group *Expert and Technicians*

Thematic Area A
Thematic Area B
Thematic Area C
Thematic Area D

Negative Vision of the Group *Experts and Technicians*

Thematic Area A
Thematic Area B
Thematic Area C
Thematic Area D

WORK OF THE FORUM MANAGEMENT TEAM

	<i>Between the 2nd and the 3rd forum meetings</i>
Aim	To build a share Common Vision (general objectives)
Work materials	Four Positive Visions of the Role Groups
Times	November/December
Results	Common Vision

The work team will gather the positive visions defined by each Role Group during the 2nd meeting and will “assemble them” in a single common vision. This document will open the next EASW meeting.

See the next page for an example of the common vision output

3rd Forum meeting – 2nd EASW meeting		
Aim	Idea generation – Identification of the strategic lines in each theme	
Work mode	Thematic groups and Plenary session	
Time	December	
Documents	Basic documents	Local report of C3-Ph1 and C3-Ph2; Diagnostic report (C3-Ph3); Success case studies (C4-Ph2)
	Working documents	Common Vision
	Output	Ideas generated by each thematic group
Results/Deliverables	Final EASW report	

Proposed agenda

- Plenary session: Presentation of the common vision
- Division of stakeholders in the 4 Thematic Groups. Each thematic group (supported by the facilitators) defines:
 - What actions can be undertaken nowadays to reach the common positive vision
 - Who stakeholders will be involved in the implementation of this action
- Plenary Session: each thematic group presents its own work at the plenary session

See the next page for an example of a Thematic group output

3rd Forum meeting – 2nd EASW meeting
 Example of a Thematic group output

Ideas generation - Thematic group A

Participants:

Name	Organizazion	Photo
.....	
.....	
.....	
.....	
.....	
.....	

Thematic Area A	What ?	Who ?

WORK OF THE FORUM MANAGEMENT TEAM

<i>Between the 3rd and the 4th forum meetings</i>	
Aim	Drawn-up of Local Pilot Operative Plan
Work materials	Common vision and the outputs of the 4 Thematic groups
Times	February (*)
Results	First draft of Local Pilot Operative Plan

The work team will gather the results of the two EASW meetings and will “assemble” and “convert” them in the main elements of the Local Pilot Operative Plan (LPOP). This document represents the first step of the C5-Ph1 and it will be included in the first draft of LPOP.

WORK OF THE FORUM MANAGEMENT TEAM

Between the 3rd the 4th forum meetings

Example of the sheet to be included in LPOP first draft

Thematic Area	Objectives (Visions)	Strategies (What)	Actors (Who)
A	Objective n.1..... Objective n.2..... Objective n.3..... Objective n.....	A.1 A.2 A.n.	
B	Objective n.1..... Objective n.2..... Objective n.3..... Objective n.....	B.1 B.2 B.n.	
C	Objective n.1..... Objective n.2..... Objective n.3..... Objective n.....	C.1 C.2 C.n.	
D	Objective n.1..... Objective n.2..... Objective n.3..... Objective n.....	D.1 D.2 D.n.	

4th Forum meeting		
Aim	Elaboration of Local Pilot Operative Plan	
Work mode	Thematic groups	
Time	March (*)	
Documents	Basic documents	Local report of C3-Ph1 and C3-Ph2; Diagnostic report (C3-Ph3); Success case studies (C4-Ph2); Final EASW report
	Working documents	Thematic areas sheets (see example above)
	Output	Target interventions of each thematic area 12 or 20 key interventions (3 or 5 for each thematic area)
Results/Deliverables	Definition of the target interventions	

Proposed agenda

- Division of stakeholders in the 4 Thematic Groups.
- Presentation of the thematic area sheet (see example above)
- Each thematic group (supported by the facilitators) firstly defines the target interventions and then stakeholders choose 3 or 5 key interventions among the target interventions. The key interventions of each thematic group will be presented at the Plenary during the next forum meeting.

See the next page for an example of a Thematic group output.

4th Forum meeting
 Example of a Thematic group output

Target interventions and key interventions - Thematic group A

<i>Thematic area A</i>			
Sustainability objectives	Strategies	Target interventions	Key intervention
Objective n.1	A.1	X
Objective n.2	A.2 A.3	X X
Objective n.3	A.4 A.5	 X
Objective n.	A.6	 X

WORK OF THE FORUM MANAGEMENT TEAM

<i>Between the 4th and the 5th forum meetings</i>	
Aim	Description of key interventions
Work materials	The outputs of the last meeting of the thematic groups
Times	March/April (*)
Results	Further data to be included in the Local Pilot Operative Plan

The work team will gather the results of the last forum meeting and will prepare a presentation of each key intervention. This document will be included in the LPOP.

In order to describe the key interventions the following sheet could be used.

WORK OF THE FORUM MANAGEMENT TEAM

Between the 4th and the 5th forum meetings

Example of the sheet to be used for describing a key intervention

(N°)		(Title of key intervention)	
SUMMARY			
	Main	Other related sectors / thematic areas	
SECTOR	Tourism	Mobility	
THEMATIC AREA	A	B	
Sustainability Objective			
Strategic Line			
ACTORS INVOLVED			
TIMING	(short term, medium-long term, long term)		
COSTS & FUNDING SOURCES			
DESCRIPTION			
<p>(Why this intervention is “key”? How this intervention will be implemented? Which are the problems to solve? Which are the expected results)</p>			

5th Forum meeting		
Aim	Definition of key interventions	
Work mode	Plenary session	
Time	April (*)	
Documents	Basic documents	Local report of C3-Ph1 and C3-Ph2; Diagnostic report (C3-Ph3); Success case studies (C4-Ph2); Final EASW report
	Working documents	Outputs produced by of the 4 thematic groups during the last meeting (see example above)
	Output	attribute a “priority level” to the key interventions
Results/Deliverables		

Proposed agenda

- Each thematic group presents the 3 or 5 key interventions that were chosen during the last forum meeting.
- Stakeholders discuss on the key interventions presented
- Stakeholders attribute a “priority level” to each key intervention.

See the next page for an example of the sheet to be used for the attribution of “priority level”.

5th Forum meeting
Example on how attribute a “priority level” to the key interventions

Thematic area	Key interventions	Vote (1 less prior – 4 most prior)
A	A.1.	
	A.2.	
	A.3.	
	A.4.	
	A.5.	
B	B.1.	
	B.2.	X
	B.3.	
	B.4.	
	B.5.	X
C	C.1.	
	C.2.	
	C.3.	
	C.4.	
	C.5.	X
D	D.1.	
	D.2.	
	D.3.	X
	D.4.	
	D.5.	

WORK OF THE FORUM MANAGEMENT TEAM

	<i>Between the 5th and the 6th forum meetings</i>
Aim	Provide the Experts Board with the key interventions selected in Forum
Work materials	
Times	April (*)
Results	

The work team will sent to the Experts Board the description of the key interventions (sheets) and the list of key interventions in “priority order”.

6th Forum meeting		
Aim	Approval of LPOP and of key intervention project	
Work mode	Plenary session	
Time	May (*)	
Documents	Basic documents	Local report of C3-Ph1 and C3-Ph2; Diagnostic report (C3-Ph3); Success case studies (C4-Ph2); Final EASW report
	Working documents	
	Output	second draft of LPOP and draft Project of key intervention
Results/Deliverables		

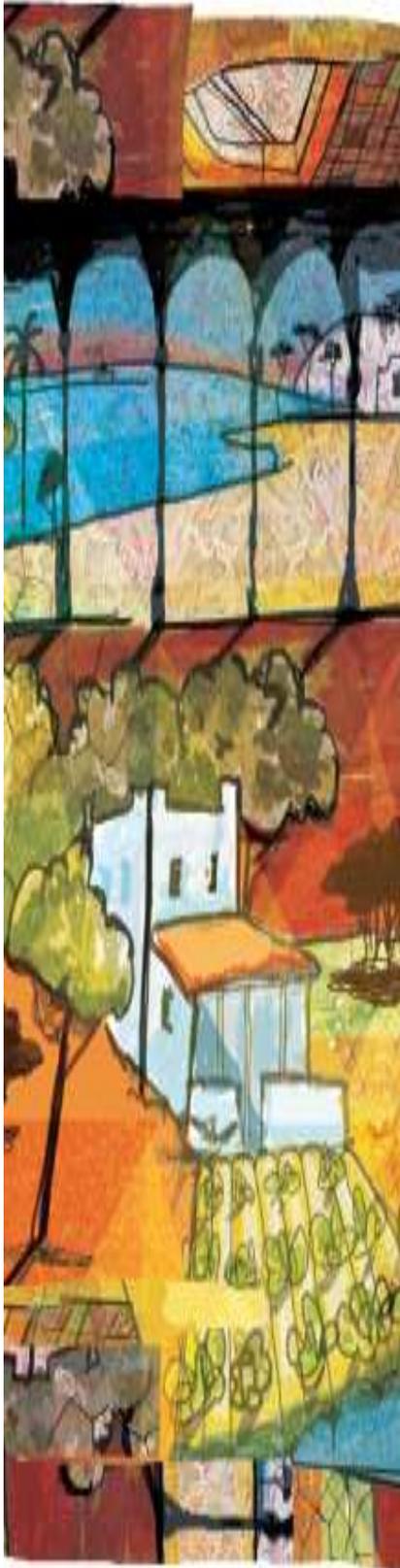
Proposed agenda

- Forum management team will present to the stakeholders the second draft of LPOP and the project of the key intervention (C5-Ph3)
- Stakeholders discuss on these documents and propose modifications/integrations
- Stakeholders approve the above mentioned documents.



Projet cofinancé par le Fonds Européen de Développement Régional (FEDER)

Project cofinanced by the European Regional Development Fund (ERDF)



EASW



Guidance

For MedStrategy
Project



Archanon- Asterousion
Municipality

What is the European Awareness Scenario Workshop?

The European Awareness Scenario Workshop (EASW) is a tool to support and facilitate the active participation of people from across society, in discussions for issues that are of great interest and importance for the society and trying to find possible solutions. The workshops offer a forum to gauge the supply and demand of innovation, as well as encouraging public debate and creating a balanced relationship between the community. The tool is not only used for raising awareness and providing information; it can also be used to identify responsibilities and priorities. The workshops involve more people in planning and decision making processes, with the hope that realistic solutions can be found

The EASW is a method to involve the **general public** concerned and other **stakeholders** in discussions about essential questions in order to facilitate the **formulation of visions** and technological and social solutions, based upon their own needs and interests.

The central element of the method is the dialogue with the aims that the participants develop their own visions and later their options for actions and measures, based upon their own experiences, concepts and interests.

The Purposes of a EASW

Short-term Objectives

In very general terms, the objectives of a EASW can be summed up as follows:

- to identify and clarify the various possible combinations of technology, public policy, action by entrepreneurs and by residents towards new governance models;
- to allow an exchange of knowledge, opinions and ideas between experts, residents, private-sector representatives and policy-makers;
- to identify and discuss the similarities and differences in the perception of problems and their possible solutions between the different social groups involved;
- to generate new ideas and guidelines for action, policy and future initiatives to be undertaken at local, national and supra-national level;
- to stimulate public debate in local communities

Long-Term Objectives

The EASW method encourages a more effective social participation in order to achieve a balance between technological, social and environmental development.

The Participants at a Easw

The various “protagonists” involved in the promotion, organisation and running of a EASW can be divided into two different groups:

1. Those who organise and manage the EASW.
2. Those who directly take part in it.

EASW

Delimitation to other participatory methodologies

Even though the EASW is closely related to other participatory methodologies working with scenarios, one important feature is the comparatively strict structure of activities during the EASW. Another is that the EASW works with a well-researched and formulated basic scenario (in our case the sectors that have been chosen from each region) and with the explicit aims to involve the different local interest groups in the scenario process.

Based upon already known technological factors, the scenario workshops also try to as far as possible approximate imaginable future developments.

In the EASW there also is an important element of positive thinking and planning for an active guidance of the future along the roads of sustainability.

At our Case: EASW at MedStrategy Project

Basic Elements of EASW

The basic elements in the building of common vision and ideas are the following:

a) The subject for the scenario workshop

Each region (Sicily, Crete, Teruel and Spain) had already choose the sector on which both Forum activities and Strategic Plan will Focus. Consequently the subject of the EASW should be related on this sector.

It is crucial that the subject **is closely related to problems, which the local actors meet in their daily lives** and at work. It should deal with conflicts and contradictions which are part of the local life – and most important – it should take up problems which it makes sense to put upon the local agenda i.e. problems which are possible subjects to local decisions, planning and actions. It is very important that the participants also from the beginning know which the real conditions are for their possibilities to exercise influence.

b) Two dimensions

An important part of the EASW is to find **two dimensions** to the workshop subject.

These dimensions should inspire to a discussion about **Who? and How?**

c) Four sub-themes

The main subject (the sector that each region choose) should be evaluated by **subdividing it into four sub-themes**.

Thematic area A: [Innovation processes for local development](#);

Thematic area B: [Territorial cooperation and cohesion](#);

Thematic area C: [Integration of economic sectors](#) and

Thematic area D: [Competitiveness and territorial marketing](#)

d) Role groups

For Medstrategy EASW the role groups are:

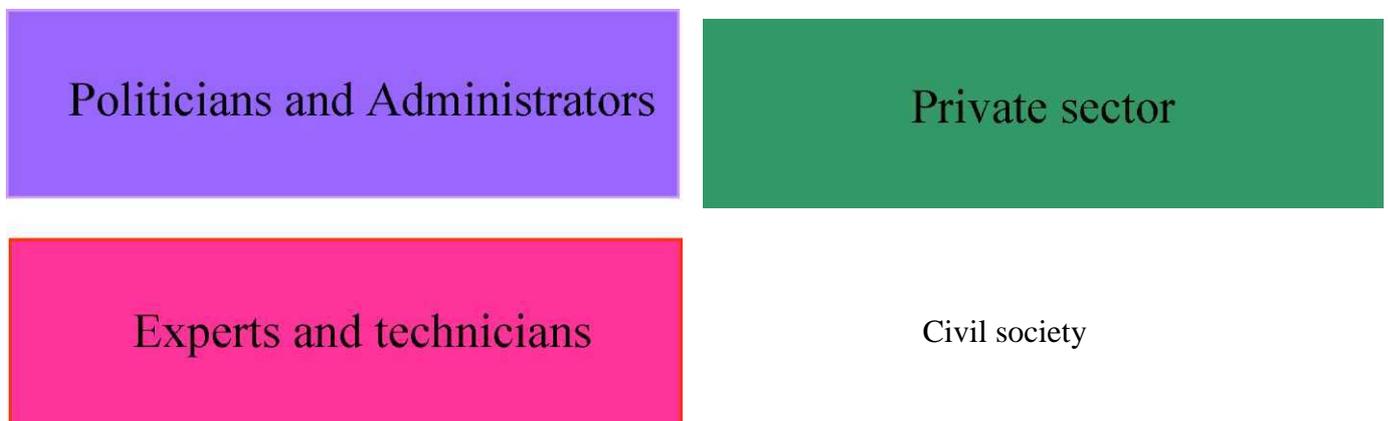
1. "Citizens"
2. "Private Sector Representatives",
3. "Policy-makers"
4. "Experts."

PARTICIPANTS

As mentioned before the participants at the EASW should represent equally four different social categories:

1. Residents: this group is made up of "representative" residents' and includes, whenever possible, representatives from local special-interest associations or from local residents organised movements.
2. Technological experts: this group is made up of experts in technology, representatives of firms within the jurisdiction of the municipality, researchers and consultants on the themes under discussion.
3. Policy makers: this group is made up of politicians, public officials, local administrators, civil servants etc.
4. Private-sector representatives: this group is made up of businessmen representing the local or regional business community in those sectors closely linked to the themes discussed at the EASW.

STAKEHOLDERS (Representative of the territory)



a) A basic scenario

The basic scenario should primarily provide the necessary background information. **It should present the present situation and possible future developments with the help** of e.g. actual known trends.

b) The Narratives

The narratives are **possible future situations**. It should be invited to discussion about different options.

The narratives should describe the participants' vision of their own future in what regards the actual theme.

Handouts for Scenario Workshop Participants

Visions/Scenarios in Role groups (1st & 2nd EASW meeting)

In the **1st EASW meeting** we work with the construction, **formulation and presentation of individual and common visions and scenarios**, which interpret and reflect our concepts of a possible development the coming years up to the year 2011.

We thereby try to include both our **fears and perceived dangers** and our **hopes and visualised chances**.

We, therefore, first formulate *negative visions/scenarios*, reflecting the worst possible developments

Secondly we formulate *positive visions/scenarios*, reflecting the best possible developments.

2nd EASW meeting: Starting from these negative and positive visions (scenarios), in the **2nd EASW meeting** we elaborate ideas (Alternative Actions, Demands and Measures etc.), aiming at the best possible development and its influence upon the different aspects of our lives producing the **Common Vision**.

According to the 4 thematic areas each region has to work at both EASW meetings having always in mind the orientation that comes from the chosen regional sector.

The process

HOW THE WORKSHOP IS ORGANISED

The MedStrategy EASW is sequel of 2 meetings at which the participants from different social categories (residents, technical experts, policy makers and private-sector representatives) gather to discuss the future of their own city. In particular the discussion focuses on four specific themes, which are oriented to the chosen sector for each region.

The workshop process is a combination of different moderated activities, brainstorming methods, construction of visions, presentations, dialogue and negotiations.

The initiative focused on two particular fields of action:

- ❖ Assessing the transferability of best practices between different cultural and political contexts, including identification of conditions for success.
- ❖ Identification and further development of instruments and tools to support the know-how transfer processes

PREPARATION OF THE WORKSHOP

Forum Management Team which is composed by the work team of project's partners, local organisers and the facilitators should ensure that all the different categories of people for the workshop is invited and that roles groups and thematic groups are well instructed and informed.

Once the stage of selecting all the different categories of people for the workshop is completed, it is the responsibility of the Forum Management Team to ensure that they are instructed and informed. For this purpose they should:

- make sure that all members of the organisation team receive a copy of the basic workshop materials (e.g. EASW Organisation Manual, the available Medstrategy deliverables, data concerning the locality where the workshop is being held, etc) and organise meetings in which to set out the objectives of the workshop, the methods used and the tasks that each member will have to carry out;
- make sure that about ten days before the start of the workshop the participants receive a copy of the materials (for example the promotion brochure, the available Medstrategy deliverables, the workshop agenda).

SELECTION CRITERIA FOR PARTICIPANTS

General

All participants should have a general attitude in favour of the investigated issue; they should recognize the existence of problems that need to be solved, however without a need to agree on how to solve them.

The scenario-workshop has 40 to 50 participants, coming from four role groups:

- .. a citizens / residents group
- .. a policy makers group
- .. a technological experts group
- .. a private sector representatives group.

Each group has *at least eight* participants.

For the selection of participants in all four role groups, a general criterium is pluriformity (without ending up into randomness): participants should be selected in such a way that each role group has a pluriform constitution. As far as feasible, the selection of participants should provide a good reflection of the local population, not only in terms of expertise and background, but also in terms of age and sex.

The technological experts group

The technological experts to be selected have their hands well into the local or regional ground; they should be familiar with the local conditions. Expert has an operational, practical meaning, here. Given the pluriformity criterium, the technological experts group should be constituted so as to cover the technological domain, as much as possible,

The private sector representatives group

Participants in the private sector group should have primarily involvement in the subject of the scenario-workshop *from a commercial / marketing* perspective. They differ from participants in the technological experts group in that respect that the latter consider sustainability *from a technical* perspective, primarily.

Pluriformity could mean here, that participants are active in different fields of the private sector.

The citizens / residents group

Citizens / residents should be selected so that the group has a pluriform constitution: i.e. like the other groups it shall include both women and men, including both younger and older people, including both people who are active in the environmental field and not etc. The citizens / residents to be selected should have preferably not a legislative, policy making position. It may be advantageous to select residents living in the same housing area, since they will have a natural common action orientation.

The policy makers group

Participants in the policy making group should have at least some active involvement in local policy development or implementation, preferably as a local civil servant or as a local elected servant, in the local council or so. Application of the pluriformity criterium could mean that there is some spread in the various sectors of local government

Organisation of Meetings

Given that the Forum Management Team's role during the EASW is essentially to co-ordinate and control, it is his job to chair meetings of the team and also those that mark critical points in the programme of work, including:

- the meeting in the evening of the day before the workshop opens, planned to issue final instructions and co-ordinate the workshop team;
- the meeting at the end of the 1st EASW meeting, to prepare the document which summarises the common features that have emerged during the vision-making activity;
- the meeting after the 2nd EASW meeting, to identify the ideas selected during the meeting;
- the meeting closing the workshop, at which the final results are gathered and the conclusive presentation is prepared.

The Forum Management Team is responsible for checking the implementation of the actual organisation of the workshop. The Forum Management Team prepares the list of invitations of the participants. The Forum Management Team is also responsible for providing follow-up on

future dissemination activities by identifying partners who could act as "multipliers" in increasing awareness of the workshop methodology.

The following list of tasks clarifies and describes in a more concrete way, what is expected of the Forum Management Team. Below, we will start from the assumption that the roles of the Forum Management Team. This implies that the Forum Management Team is project advisor and "methodological police".

•• ***Workshop methodology***

The Forum Management Team checks whether the methodology of the local scenario-workshop is in accordance with the programme and procedure. Although there is some room for variation according to local circumstances, the basic structure of the workshop must not be affected. The Forum Management Team therefore has the role of "methodology police" before and during the workshop. The FMT will ensure that tasks of participants selection, procedures etc. are accomplished in accordance with the prescriptions in this documentation file.

•• ***Workshop key-roles***

In the Forum Management Team should be a good, professional *facilitator* who can accomplish the tasks described in the instructions for all the EASW meetings. He will ensure that this person is willing and capable to prepare the facilitator role and to discuss the documentation file with the Forum Management Team in advance, if necessary.

Instruction and information

The Forum Management Team will ensure that all members of the local workshop organisation are well informed of the objectives and the procedures of the workshop, and will accept these. All these persons should be prepared to accomplish their respective roles and have had the opportunity to read and discuss the documentation file, well in advance of the workshop.

During the workshop the Forum Management Team has the responsibility to arrange and chair the meetings of the organizing team: The Forum Management Team will also arrange and chair an evaluative meeting with the organizing team after the workshop.

The participants

The Forum Management Team will select and invite the participants according to the criteria . And will make sure that the participants will fill out the scheme with personal informations in order to be able to include it into the general documentation file.

Other responsibilities

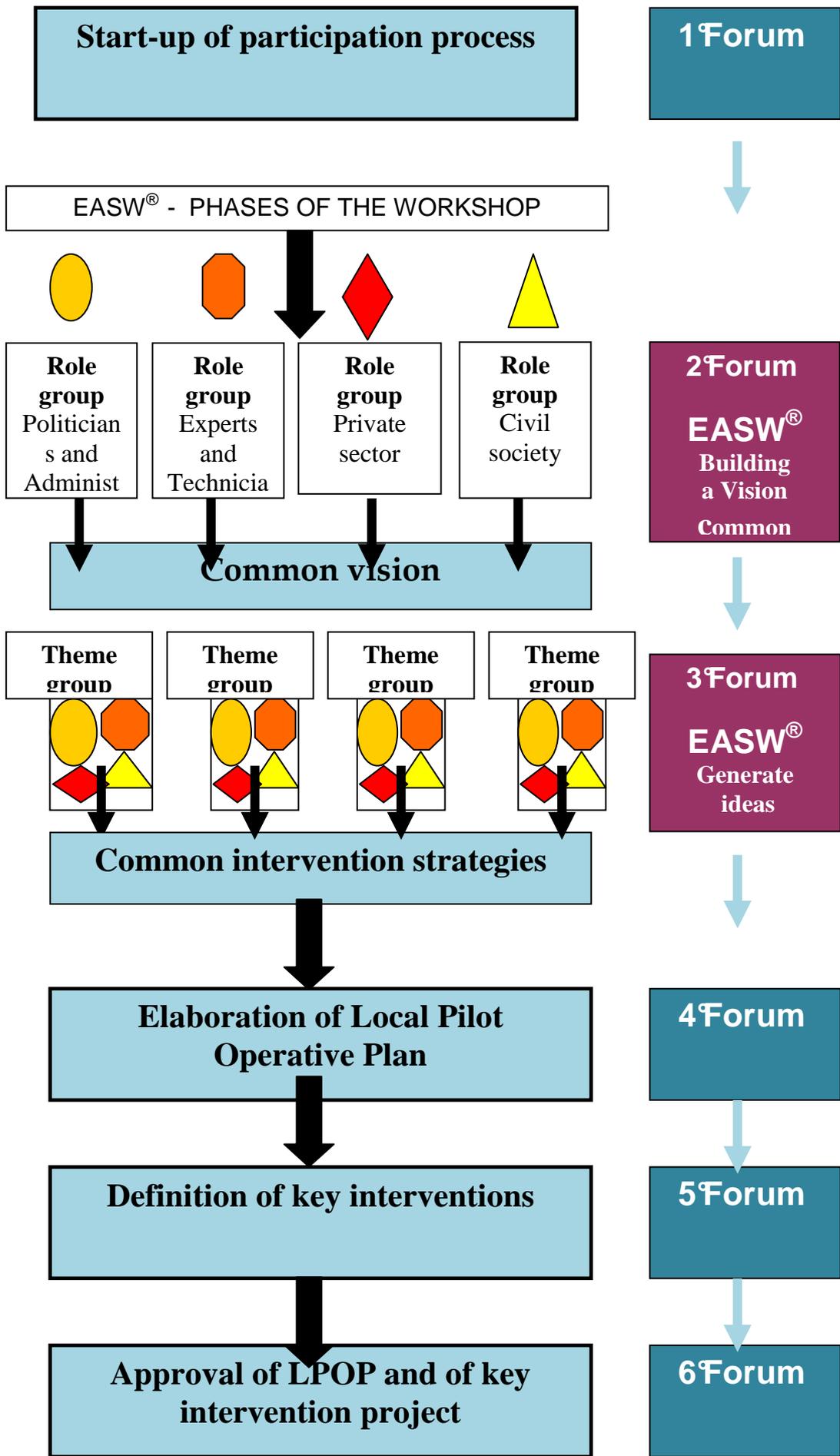
The Forum Management Team is responsible for providing the relevant material in the "package" (like the programme and the documentation file) in time, in order to enable participants to prepare adequately for the scenario-workshop.

The Forum Management Team will collect all the *evaluative observations* of the people involved in the project organisation.

In advance of the local workshop, the Forum Management Team will organize the *press relations*, or will see to it being organized. In particular he will take care of providing a press release, concerning the organizing of a local scenario-workshop, and of inviting the press.

Press presentations should be adapted to the local needs and circumstances. It will be necessary to establish at an early stage, what the requirements of the local authorities are, in terms of press coverage. It will be necessary to manage relations with the press carefully, by providing for individual interviews for the different representative groups, i.e. between the local authorities and the press etc.

If a press release will be issued after the workshop, it will have to give a representative picture of the opinions and perceptions of the participants. This release could be prepared by some of the participants before or during the presentation after the final plenary session on the second workshop day.



Day zero

Before the opening of the workshop all the people belonging to the organisation team meet (Forum Management Team).

The purpose of this meeting is essentially:

- to decide on the final preparations for the workshop;
- to co-ordinate the activities of the various members of the team;
- to make a final check of organisational facilities and arrangements.

First Forum meeting

The activities on the first day consist of:

- A plenary introductory session (briefly introducing the themes of the workshop, the project).
- Presentation of the results of the analysis area (C3-Ph1), institutional analysis (C3- Ph2) and SWOT Analysis (C3-Ph3),
- Presentation of Success Cases (C4-Ph2),
- Membership of the participants Group-work (participants are divided into groups: “Role groups” according to their social category and work on two different assignments associated with the scenarios).
- Formation of the Forum
- Rules of the participatory process

For Forum activities implementation see the guidelines produced by PP2-ANCI Sicilia

2nd Forum meeting – 1st EASW meeting: Common Vision

The 1st EASW meeting is devoted to developing the participants' various visions.

In the **development of visions** the participants must build its own independent vision of the future of the local environment in which they live.

Goals and Visions developed by converging and common interest groups are collected and organized to provide participants the starting point and objectives for the thematic areas of the next phase

In the first EASW meeting each role group (i.e. experts) is going to formulate the negatives and positives visions/ scenarios for the chosen sector according to all thematic areas i.e. Innovation processes for local development.

A more clear example would be:

(taking as an example Greece, in the region of Archanon Asterousion Municipality)

Greece has chosen the sector “Sustainable Rural Development”.

With this point of view, at the first EASW meeting **each role group** (i.e experts) will formulate negatives and positives visions/ scenarios for “Sustainable Rural Development” in Archanon Asterousion Municipality according to **each thematic area** (Innovation processes for local development, Territorial cooperation and cohesion; Integration of economic sectors and Competitiveness and territorial marketing)

“2nd Forum meeting – 1st EASW meeting
Example of a Role group output.
Vision of the Role group: Expert and Technicians”

See the Drafts:

2nd Forum meeting – 1st EASW meeting
Example of a Role group output

Vision of the Role group *Expert and Technicians*

Slogan:

Participants:



Name	Organization	Photo
.....	
.....	
.....	
.....	
.....	
.....	



Positive Vision of the Group *Expert and Technicians*

Thematic Area A
Thematic Area B
Thematic Area C
Thematic Area D

Negative Vision of the Group *Expert and Technicians*

Thematic Area A
------------------------	----------------------------------

Thematic Area B
------------------------	----------------------------------

Thematic Area C
------------------------	----------------------------------

Thematic Area D
------------------------	----------------------------------

Graphical representation

[Day's Schedule - Proposal]

8.45 Registration, coffee

9:00 Opening scenario-workshop,
welcome: facilitator

Official welcome

9.20 Introduction into the local scenario-workshop: facilitator

- presentation workshop programme
- workshop context: roles of various parties involved
- workshop objective
- setting the ground rules of the workshop
- "what are we expecting from the participants"
- "what can the participants expect from the workshop"

10.00 Presentation: city representative

10.30 **Role group session**

Role group 1: Citizens/residents

Role group 2: Policy makers

Role group 3: Technological experts

Role group 4: Private sector representatives

12.30 Short tea break

13:00 Each role group defines the its own negative and positive vision
(role groups are supported by the facilitators); both positive and
negative vision should be related to the 4 thematic areas

14:00 Each role group presents its own vision at the plenary session

15.00 Discussion of the roles group visions and individuation of
common issues.

Closing and informal drink.

3rd Forum meeting – 2nd EASW meeting: Ideas generation

The 2nd EASW meeting's activities consist of:

- A short plenary session to present the common vision emerging at the end of the 1st EASW meeting and the programme for the 2nd EASW meeting: ideas generation
- In the proposed ideas is passed, however, to formulate proposals on the operational actions needed to be taken to realize the future

In the second EASW meeting are being constructed the Theme Group by the participation of members from all the Role Groups. With this way are being constructed four Theme Groups with the participation of “Citizens”, “Private Sector Representatives”, “Policy-makers” and “Experts”.

Now, each Theme Group has to generate ideas and propose actions for the chosen sector of the region.

The output of this session is the building of the Common Vision Perspective.

See the Draft:

WORK OF THE FORUM MANAGEMENT TEAM

Between the 3rd the 4th forum meetings

Example of the sheet to be included in LPOP first draft

Thematic Area	Objectives (Visions)	Strategies (What)	Actors (Who)
A	Objective n.1..... Objective n.2..... Objective n.3..... Objective n.....	A.1 A.2 A.n.	
B	Objective n.1..... Objective n.2..... Objective n.3..... Objective n.....	B.1 B.2 B.n.	
C	Objective n.1..... Objective n.2..... Objective n.3..... Objective n.....	C.1 C.2 C.n.	
D	Objective n.1..... Objective n.2..... Objective n.3..... Objective n.....	D.1 D.2 D.n.	

[Day's Schedule - Proposal]

8.45 Coffee

9:00 Welcome and presentation of 2nd day workshop programme,
The Forum Work Team presents the single positive vision defined during the 1st EASW meeting.

Presentation of the common vision.

9.30 Division of stakeholders in the 4 Thematic Groups in order to reach the objectives of the positive common vision

Theme group 1: Innovation processes for local development

Theme group 2: Territorial cooperation and cohesion

Theme group 3: Integration of economic sectors

Theme group 4: Competitiveness and territorial marketing

11.30 Coffee break

11.45 Plenary session: Each thematic group (supported by the facilitators) defines:

- What actions can be undertaken nowadays to reach the common positive vision
- Who stakeholders will be involved in the implementation of this action

Each thematic group presents its own work.

14.00 Lunch

14.45 Filling out a evaluation questionnaire
Preparing a presentation of the workshop results: facilitator and a member from each theme group

16.30 Closing and informal drink

Evaluation questionnaire

At the end of each local scenario-workshop, all participants and other people present at the workshop are asked to fill out an evaluation questionnaire. Although this questionnaire contains some open questions, giving the participants the opportunity for an outlet, most questions are closed, thus creating the possibility for a quick analysis.

Conclusions

The EASW methodology proved being, through its applications, a much stronger communication tool than originally believed. Whenever applied the method gave positive results, either in knowledge dissemination, sharing experiences or community planning involvement. Even though the participants differed in cultural background, age or education, all of them were elated by the vision creation process and the possibility to propose future actions.

Of course to really become an objective process, **a lot of preparation and effort on the part of organisers should be taken**. As already started a most important issue is the proper representation of all parties or groups involved in the subject of the workshop. All age groups should be included and the appropriate experts conveyed. Local and if possible regional decision makers and Authorities invited.

Participants could be selected either by the local organizers or assigned by their own group or involved parties and should be open minded individuals with a thorough knowledge of their own field of representation. The discussion subject should be clearly and thoroughly presented and the equivalent information material distributed well ahead the event. For better results, preparatory meetings with the involved groups are advised.

In general we conclude that the EASW method:

- is a strong tool for information and dissemination of knowledge
- promotes consensus on communal solutions
- helps to identify proper actions for the realization of proposals
- knowledge of different possibilities and plurality of approaches creates open-minded procedures
- connects local environmental problems to global issues

“WITHOUT A VISION, YOU DON’T KNOW WHERE YOU ARE GOING. YOU NEED TO HAVE THE BIG PICTURE, THE BIG FRAMEWORK AND THEN BUILD SPECIFIC SCENARIOS THAT FIT THAT VISION”