



RES Publica Project

Workpackage 2 – Sustainable Energy Forum

Guidelines - methodology for organising and facilitating local Sustainable Energy Forum

Final version

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Workpackage 2 – Setting of a common methodology for the organisation and facilitation of local Sustainable Energy Forum

1. Overview

General objectives:

- Provide a common framework and methodology for preparing and facilitating local Sustainable Energy Forum by partners

Specific objectives:

- Provide common guidelines for preparing and facilitating local Sustainable Energy Forum
- Support the organisation of 1 local Forum in the area of each partner (6) involved in RES Publica Project (3 Italy, 1 Spain, 1 Germany, 1 Hungary)
- Promote the engagement of at least 20 representatives of key stakeholders categories (more or less 2 rep. each) for each local Forum.

Outcomes:

A21L Board:

- Guidelines for preparing and facilitating local Sustainable Energy;
- Report on 6 local Forum.

Activities for each local partner:

- Stakeholders Analysis
- Local Energy projects mapping;
- Creation of communication channels to involve stakeholders;
- Setting organisational aspects of local Forum (logistics, materials, promotion);
- Setting of rules/conditions for stakeholders participation in local Forum;
- Time planning of consultation process;
- Design of the consultation process
- Contents and thematic working groups organisation;
- Facilitation techniques to apply during the consultation process (brainstorming sessions, structured discussion, SWOT Analysis, Metaplan, Problem solving/conflict resolution);

- Feedback reports during the consultation process.

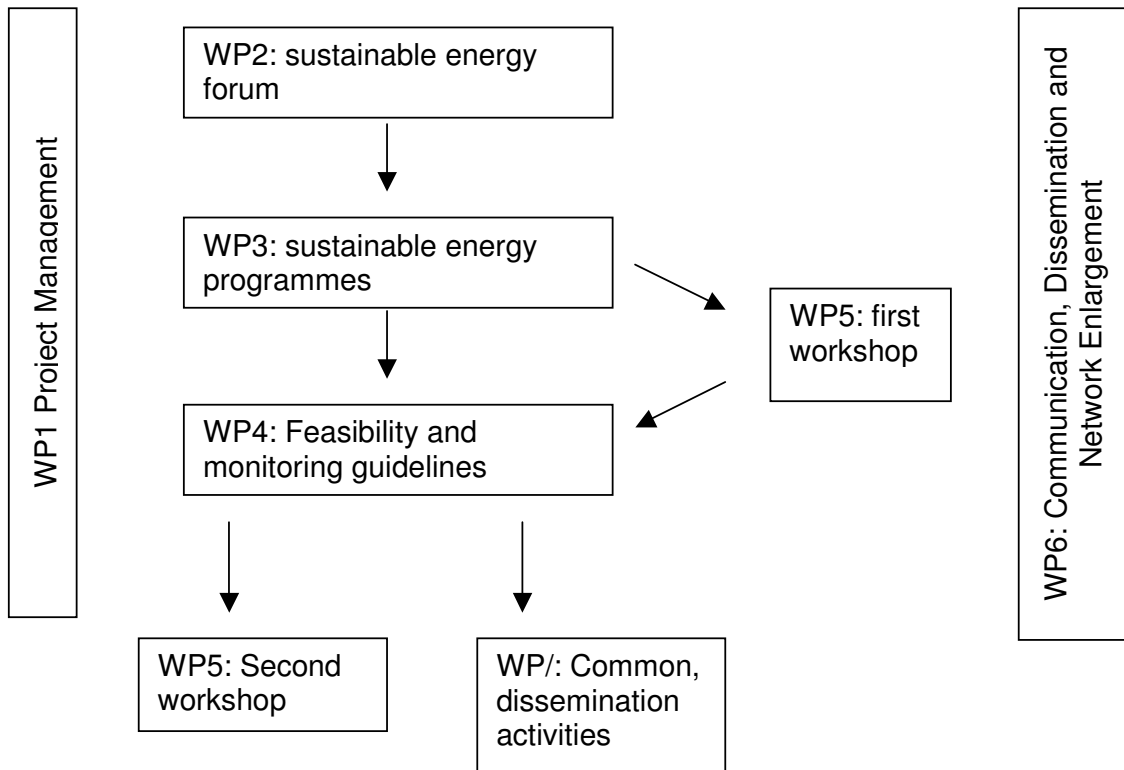
Approach:

- Multistakeholders processes
- Major Groups UN A21L
- Level of participation:
 - information
 - consultation
 - partnership – co-design of projects
- Group Facilitation – Structured Discussion
- Sinergies with existing local Energy Forum or projects
- Local partnerships on dedicated projects
- Capacity building

Tasks:

- Provide and share common guidelines for preparing and facilitating local Sustainable Energy Forum and consultation processes (A21L Board);
- Information for partners personnel (all partners);
- Methodological support for preparing 6 local Forum, stakeholders engagement in local Forum;
- Report on 6 local Forum organisation (A21L Board).

RES Publica Project – Overview



Context

In the last years, in front of the need to find solutions to global environmental problems and emergencies on climate change, the aim of involving citizens in “energy management” has become increasingly ahead of the political agenda, considering that the success of a sustainable energy policy depends on the engagement of different stakeholders and that a global approach is strictly connected with local energy management.

This trend, expressed by the European Union and confirmed in the UN Framework Convention on Climate Change and energy policies, underlines the importance of stakeholder and citizen commitment and their participation, according to their role and capacity for implementing projects, tools and actions.

Objectives of the Sustainable Energy Forum

The Sustainable Energy Forums foreseen by the ResPublica Project are public places of discussion, where different local stakeholders can voluntarily participate and share ideas to:

- define a Local renewable Energy Action Plan and relative projects that should be implemented at local level by different stakeholders involved in the Res Publica project;
- implement projects, which can be measured and monitored applying accessible tools based on transparency criteria.
- promote a sustainability model which combines economical wealth, social development and conservation of natural resources;

The paper provides in short way operative guidelines in order to prepare, promote, organise, facilitate Local Forum, defining features, roles and conditions to implement these activities.

The opportunities of bottom-approaches and multistakeholder participation

The costs of top-down decisions in various public and private policies are arising increasing problems such as conflicts, lack of information sharing, reduction of capacity building and innovation at various levels, lack of credibility and legitimacy towards public institutions, with social, environmental, economic tangible and intangible costs.

Participation is a key condition-factor of promoting local sustainability and of Local Agenda 21 processes.

The main opportunities of bottom-up approaches, if well managed, may be at different levels to:

- overcome the current crisis affecting representative democracy and lack of trust between stakeholders and public authorities;
- to provide more information sharing and transparency;
- to facilitate more awareness;
- to stimulate co-responsibility of each actor to find solutions to problems;
- to reinforce social dialogue and social cohesion;
- to promote a better citizenship;
- to prevent inefficient conflicts;
- to facilitate learning processes and collective knowledge;
- to promote more capacity building amongst different stakeholders in order to find policy sector solutions.

2. Forum Working Methodology

Levels of participation

The Forum approach complies with the deliberative democracy and multi-stakeholders new theoretical principles, applied to sustainability policies.

The stakeholders involvement can be implemented at different levels-degree and at different stages of project management process or decision making process (see table below)

- *Information* – the local authority promotes the decision making process and provides information about a policy implemented or planned. Analysis, evaluations and decisions have been already done. Stakeholders can only react. At this level we don't have true deliberation.
- *Consultation* – stakeholders have the opportunity to influence the decision making process, supplying information and expressing opinions, even if the holder of final decision is the local authority.
- *Participated planning- Partnership* – problems analysis and multi-level solution and implementation involve different stakeholders, in partnerships.
- *Empowerment* – stakeholders organise and implement activities working in autonomy (self-help). Collaboration between stakeholders and Local Authority is possible, but the Local Authorities support the process instead of promoting it.

<i>Participative process steps</i>	Problems analysis	Ideas solutions generation	Projects definition	Projects implementation	Evaluation
<i>Levels of participation</i>					
Empowerment					
Participated planning – Partnership					
Consultation					
Information					

The levels of participation in the Sustainable Energy Forum of Res Publica Project should be at the following levels and at the different stages (from problem analysis to assessment-evaluation):

- information
- consultation
- partnership – co-design of local pilot projects.

Why a local Forum and advantages of participation ?

The Forum is the main factor-structure of a Local Agenda 21 process, as a dedicated public place to engage different stakeholders on several activities to define and implement projects.

A public Forum may offer different advantages to different stakeholders and promoters of a participated process, such as:

- to enlarge the quality and quantity of stakeholders and citizens involved;
- to provide more representativeness of stakeholders involved (sector, gender, age);
- to facilitate better contacts with decision makers who have promoted the process;
- to facilitate multiple perspectives on problems;
- to find shared solutions after dedicated structured discussion through different working steps;
- to provide more accountability and transparency during the process;
- to offer the possibility to organise thematic working groups and focus groups on specific issues linked to plenary session;
- to use different different facilitation techniques.

As far as is concerned with the potential advantages of participating to the Res Publica project for various stakeholders, we can mention the following:

- to access up-dated information on local and EU situation on sustainable energy production and consumption;
- to have more awareness;
- to receive proposals of collaboration on new projects;
- to prevent conflicts;
- to find new business and research opportunities;
- to contribute to global challenges and EU strategies;
- to reinforce social dialogue and social cohesion;
- to promote Corporate and Territorial Social Responsibility
- to develop more capacity building on energy issues.

In a public Forum the unavoidable differences of stakeholders interests, opinions and values among participants have to be thought as a positive factor, which enrich the sustainable project planning at local level, obviously according to some basic rules provided from the beginning to all stakeholders.

It is clear that if the objectives and procedures of Forum are not clear and well defined in advance, the stakeholders are not involved in a appropriate way, the commitments and responsibilities of promoters and stakeholders are not coherently put in practice, this may arise many limits to the success of a Forum.

3. Stakeholders Analysis

Stakeholders categories to be involved

Given the main objectives of Res Publica project on promoting renewable energies, is required a multistakeholder approach engagement process.

A necessary initial activity carried out by partners should be dedicated to define the potential stakeholders, in theory, those actors which may be directly or indirectly affected or may contribute to the achievement of a company's or Local Authority's project, in our case Res Publica general objectives.

Here following the potential main key eight stakeholders categories at local level who should be involved, with at least 20 representatives:

- *Energy suppliers*
- *Industrial sector*
- *Agricultural sector*
- *Construction sector*
- *Universities, research Institutes, Energy Agencies*
- *Local Administrations*
- *NGOs and Civil Society Organisations*
- *Schools*

For each of stakeholders category it should be defined their potential contributions, relevance to the projects aims, the potential obstacles, the messages to dedicate to them.

At the beginning existing contacts within the Public Administrations can be a useful data base; the personnel dedicated to the Forum organisation is supposed to create new contacts.

It is suggested, by experience and at least as regards the Italian context for example, to invite around 40/50 representatives of the 8 main categories, in order to have at least 5/6 potentially interested and have 3/5 for sure for each category who confirm their presence to the participated process; in practice, invite around 40/50 stakeholders to have for sure 20.

In the letter of invitation to the list of stakeholders, it should be recommended to mention clearly that adhesion participation will be confirmed after that it has been reached a reasonable balance in terms quantitative representativeness of the 8 sectors. After invitations by letters, direct phone calls should follow contribute to find this balance with specific contacts.

Mapping of local energy projects

During stakeholders engagement, personnel dedicated to the Forum organisation should collect information about local renewable energy projects implemented or in progress (renewable energetic sources; rational use of energy/energy saving; technological innovation) promoted by single stakeholders as well as the results achieved in terms of strenght and weaknesses.

This background content based information can help to prepare in a more efficient an more result-oriented new projects.

4. Communication channels for stakeholders engagement

Steps:

- *Invitation letter* specifically addressed to each stakeholder; the letter should have the following main contents:
 - *Project logo header plus local promoter logo plus partner logos in footer;*
 - *RES Publica Project general objectives,*
 - *The aims and expected results of Forum and stakeholders engagement in general;*
 - *The role and the potential contribution in RES Publica Project;*
 - *The advantages for the stakeholder in participating to the Forum;*
 - *The Timing of the process and the rules;*
 - *The logistics for Forum and working thematic groups.*
- *Informative Brochure* about the workshop with synthetic description of the context, of project's objectives, of in progress activities, expected outcomes, Forum approach, conditions and contacts;
- *Confirmation form* about Forum participation containing:
 - name, surname and organisation address and contact data, formal availability to participate to the Forum and to accept rules plus some questions on eventual project carried out promoting renewable energies;
- Workshop promotion through national network and websites on sustainability and energy projects;
- Collecting formal confirmation about workshop participation;
- Press release about the process addressed to local media.

Other tools if possible according to resources:

- Dedicated poster;
- Radio campaign spot advertising;
- Interviews to key local experts on energy;
- Town notice board;
- Web-sites dedicated to energy;
- Advertisement on local press;
- Civic network;
- Public Relations Office;
- Local opinion leaders.

6. Organisation

Personnel involved and Accompanying Coordination group

A dedicated local Res Publica Accompanying Coordination group (Acg) should be set up with the aim to manage all activities of stakeholders engagement through the Forum and the thematic working groups.

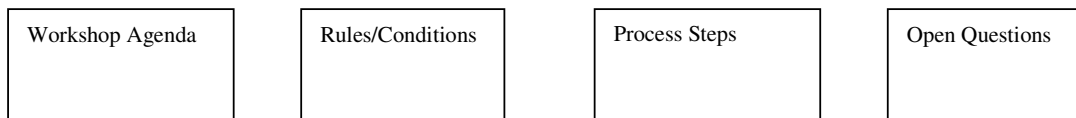
The Acg, established within the Local Authority official partner of the project with a political commitment for the projects aims, should be composed of different persons with different competencies (technical, organisational, communication, facilitation):

- A Chief Department/Service Responsible for Energy Services and projects;
- Single Responsible of various Departments in order to provide a better mainstreaming and contribution of different sector policies and projects;
- A secretariat responsible for collecting and disseminating information materials, invitations and maintaining contact inside and outside the Local Authority promoter;
- An facilitator expert of stakeholder management on sustainability projects.

Logistics conditions

- Choose a fixed place and a room for each thematic working group;
- Spaces if possible full of light and easily accessible;
- Movable chairs disposed in a horseshoe or U-shaped configuration;
- Empty walls or movable panels to expose posters, photograph, images, maps, schemes;
- Paper flip-board with coloured felt-tip pens;
- Big adhesive post-it, paper, medium felt-tip pens for each participant;
- Overhead projector;
- Drinks.

Materials – Posters display for supporting the visualisation of discussion-consultation



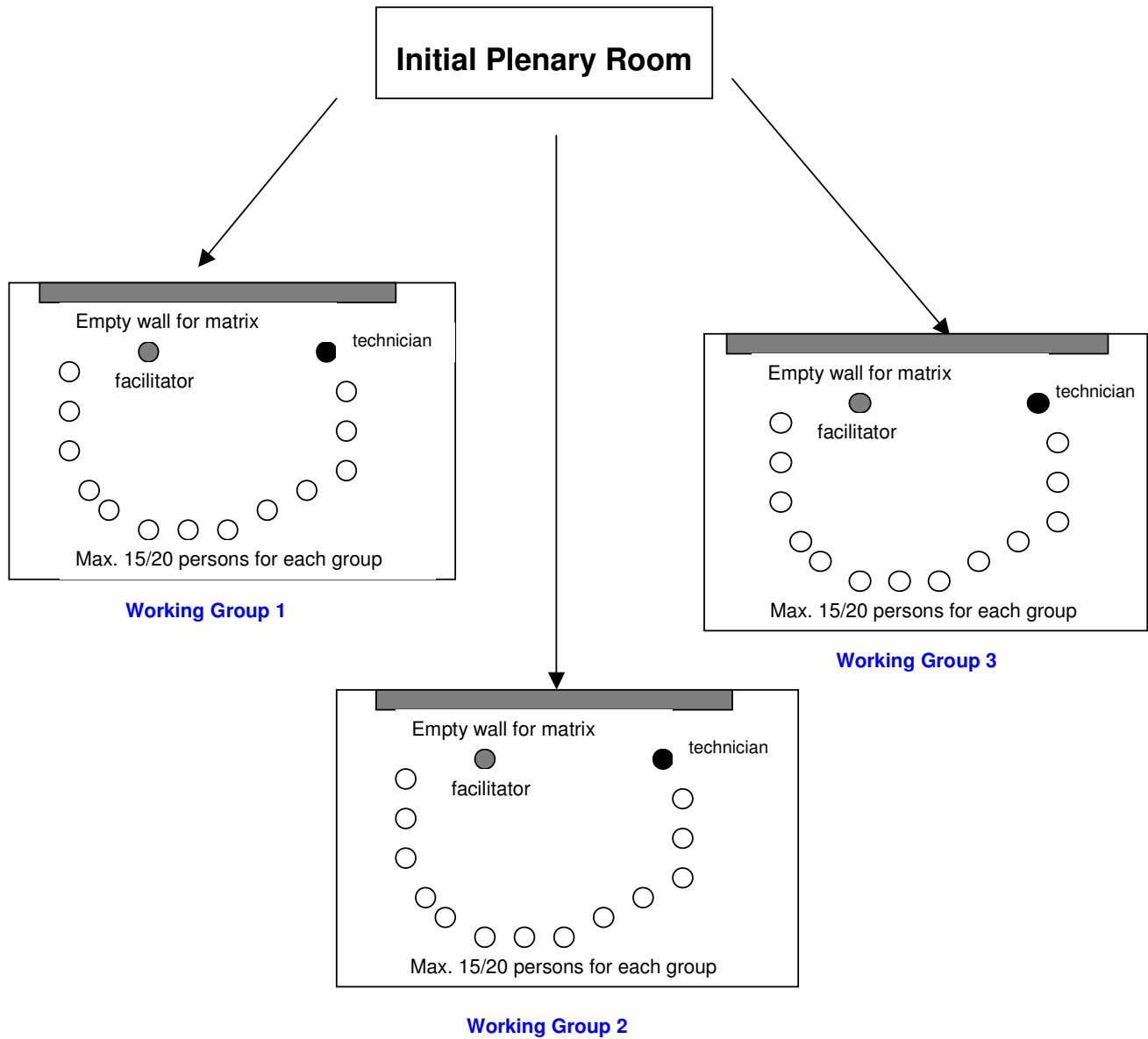
Matrix for participated planning (different questions)

Toolkit for facilitators (according to local needs)

- Videorecorder
- Overhead projector
- Transparencies
- Movable panels and posters
- Laptop and printer
- Photocopier
- Adhesive post-it (different sizes and colours)
- Coloured sheets
- Glue
- Adhesive tape
- Coloured pencil
- Scissors

- Coloured adhesives.

FORUM AND WORKING GROUPS LOGISTICS
SUSTAINABLE ENERGY FORUM – RES Publica Project
 1 plenary room and 1 room for each thematic working group



6. Setting of conditions for stakeholders participation

Participation rules

In order to implement in an efficient way the activities of a local Forum and dedicated working groups, some basic and general conditions and “rules” must be followed by the promoter and all participants, and provided through a short document or leaflet at the beginning of the process:

- a constructive approach, result oriented, starting from the inevitable differences;
- availability towards negotiation focused on solutions instead of starting positions;
- co-responsible engagement in order to implement projects.
- contribution of all stakeholders, according to their skills and roles, in order to find efficient solutions to pre-existing problems;
- promotion of existing innovative experiences promoted by different stakeholders as Social and Human capital;
- availability to give value to diversity of opinions and development of local capacity building as local strategic resource.
- Participation of all stakeholders at local level (institutions, enterprises, NGOs and Civil Society Organisations, environmental Organisations, cultural organisations, citizens);
- Result oriented participation: finding solutions to existing problems and suggesting ideas as a contribution to local decision making processes;
- Representativeness of participants (all are important and relevant in principle);
- Quantitative balance among different stakeholders categories;
- General agreement about process steps;
- Concision and importance of interventions;
- Timing and Agenda observance;
- Respect of different opinions/ decisions in the majority;
- Constructive confrontation approach and co-responsibility of each stakeholder;
- Intersectorial approach (environmental, social and economic issues).

Local Partners Commitment

The local partner, coherently with most recent international documents about sustainable development and as a promoter of RES Publica Project, is committed in:

- promoting, organising and facilitating the consultation process, through dedicated personnel who invites to the Forum Sessions and to the thematic working Groups and who gives support information;
- developing a governance approach, understood as a shared and co-responsible government at local level;

- spreading an intersectorial approach and a culture of sustainability;
- co-ordinating and supporting at local level the activities in order to spread on the territory sustainable development policies;
- connecting, at local and global level, to the experiences and with the international networks of local governments committed in promoting sustainable development practices from social, environmental and economic point of view.

Forum Participants Commitment

According to the principles of participated planning, to partnership approach and to shared and co-responsible commitments, stakeholders voluntary involved in the Forum should be committed in:

- participating regularly to the Forum Sessions and to Working Groups;
- contributing in developing sustainable renewable energy projects
- promoting projects which can be realised thorough intersectorial activities;
- observing working conditions/rules in thematic groups, time planning and agenda;
- giving concise and relevant contributions;
- informing about projects and activities implemented or in progress in local organisations in order to increase the awareness among participants;

A specific timing of the Forum activities should be defined initially by the promoter, with a schedule with dates, timing, location for each working group, for defining the local energy programme (6-10 months) as well as a dedicated schedule for accompanying the implementation of the projects. Both must be shared with stakeholders who participate with the Forum. The schedule timing for each partner must be coherent with the Res Publica project management timing.

Commitment to implementing projects

Stakeholders involved should be committed, according to their skills and to the available human and economic resources, to implement in autonomy and in partnership (Joint Implementation) feasible projects designed during the participative process, with dedicated targets, time and resources.

7. Consultation process and facilitation techniques

The initial Forum

Steps

Once the stakeholder map, contacts and collecting confirmation of participation by stakeholders have been carried out, the local promoter have to invite official participants to the initial Forum. The structure-sequence organisation should in general follow the structure indicated here after.

Personnel involved

- Chairman to open and close working session
- Facilitators to facilitate working groups

0. Welcoming

Participants register their presence and collect documents provided by promoters.

1. Welcoming and informative panels/posters

People arriving at the Forum site, are guided and invited to commenting information panels on local renewable energy projects (if relevant and on-going) (using post-it, felt-tip pens, stickers).

2. Forum

Participants are invited to take place in a room with seats disposed in a horseshoe or U-shaped shape (see previous map).

Presentation. Feed back and comments about information panels . Discussion

3. Introduction in Forum plenary session

Presentation. Feed back and comments about information panels . Discussion (30 min)

4. Thematic working groups

Persons are divided in thematic groups according to their interest in dedicated renewable energies projects. Each group is disposed in a horseshoe or U-shaped configuration and works about specific issues shared in the plenary session (see scheme following)

5. Final plenary session / Networking

Presentation of results coming out in thematic working groups and final discussion

6. Next appointments and Reports / networking through Informal contacts

7. Networking . Informal contacts and discussion

The Forum develops its activities through thematic working groups.

Thematic working groups

Most of the participative processes promoted at European and at international level are based on methodologies tested for intersectorial working groups. This trend is due to different reasons:

- More efficacy in process managing;
- Debate more specific;
- More in-depth discussion;
- More participation of all participants in comparison with classical assembly, where only a few opinions prevail and interventions are not structured;
- Display of the discussion with the support of a matrix. At the end of working groups session, each group presents the results of its discussion in plenary session.

Thematic working groups are the “engine” and the “core” of participation in participative processes:

- they are small groups - 8-15 persons focus group/workshops (the number of participants can influence the quality of participation. In case of a 20 persons group it's recommended to subdivide the group);
- they discuss and analyse specific issues;
- they develop ideas, projects, action plans with participative methodologies;
- they evaluate environmental, social and economic impacts through an integrated assessment;
- they involve technicians in order to have support and experts witnesses, both from the public sectors and from civil society;
- they should be more representatives as possible of all local stakeholders categories (multistakeholders).

The facilitator

In order to manage discussion between stakeholders in a more balanced, efficient, interactive and project-oriented activities aiming at the expected results, a skilled facilitator should co-ordinate and animate each working group, with the following tasks-role:

- Coordinates the Workshops;
- Introduces the agenda for each meetings;
- Makes participants observe time planning and agenda and give equal opportunities to all to make contributions;
- Provides a summary of debate going on and remind key questions to discuss;
- Facilitate visualisation of participants contributions to display the discussion going on with key words or by collecting post-it with contribution by participants;
- Makes clusters of ideas/contents after discussions;
- Reminds key questions to discuss and timing;
- Prepare a Report at the end of each workshop session;
- 1 facilitator for each working group.

In each local Forum facilitators should have enough experience in stakeholder management. He/she can be selected externally as a free-lance professional or among people who attended training courses about A21L methodology and facilitation techniques within the Local Authority promoter of the project.

When facilitators are not available in a sufficient number (1 facilitator for each of the 3 working groups) the local staff should select local authority personnel. training them with the support of skilled facilitators.

RES Publica facilitators are supposed to use a common working plan, considering that the results of the 6 local Forums should be reported, step by step, through homogeneous documents and will be part of a common final Report.

Facilitation techniques to apply during the consultation process

In this section we suggest some methodologies that can be applied to the specific aims of the project (some codified, other more flexible) which could be used during working sessions in thematic groups, but these examples are not exhaustive or binding. Each local Forum should select the most suitable methodology according to previous experiences of facilitators, participants number, their attitude and experience in working groups.

- **Brainstorming sessions:**

Brainstorming is a group creativity technique that was designed to generate a large number of ideas for the solution of a problem.

It is widely used in the first steps of a process/projects, in order to find solutions to existing problems and to focus on issues that should be discussed.

(cfr. *Osborn, A.F. (1963) Applied imagination: Principles and procedures of creative problem solving (Third Revised Edition). New York, NY: Charles Scribner's Sons*)

- **SWOT Analysis**

SWOT Analysis is a strategic planning tool used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieving that objective.

- Strengths: attributes of the organization/activity that are helpful to achieving the objective;
- Weaknesses: attributes of the organization/activity that are harmful to achieving the objective;
- Opportunities: *external* conditions that are helpful to achieving the objective;
- Threats: *external* conditions that are harmful to achieving the objective.

SWOT analysis may be used in any decision-making situation when a desired end-state (objective) has been defined.

(www.businessballs.com/swotanalysisfreetemplate.htm)

- **Metaplan**

This facilitation technique can be used for communication processes management within working groups, to develop opinions, to build a common understanding and to formulate objectives, recommendations and actions plans in order to focus on a problem and its possible solutions. Moderators lead the group in order to ensure a good communication, cooperation and high levels of understanding.

Larger problems are systematically broken up into smaller parts and larger groups into smaller ones, in order to maximize the involvement of all participants.

All people in the group write down ideas which came into their minds, one idea on one card. Then all cards are collected and fixed on a pin board affixed with a sheet of brown paper. Only now the ideas are processed. The cards are organized according categories in order to collect opinions and cluster them in logical groups.

www.metaplan.com/

- **Structured discussion-Action Planning**

An approach to planning and urban design used during workshop sessions which organize discussion above specific objectives: problems and opportunities, approach strategies, optional

solutions, main issues implementation, monitoring results.

Involving the organisation of carefully structured collaborative events, this technique produces an action plan, a sort of proposal for action, usually in the form of a list of steps required, who should take them and when.

(cfr. N. Wates, "The community Planning Handbook. How people can shape their cities, towns and villages in any part of the world", Earthscan Publications Ltd, London 2000).

We underline that many other facilitation techniques are available and that some of them could be potentially used within the Res Publica Forum activities, such as Open Space Technology (OST), European Awareness Scenario Workshop (EASW) or GOPP-Project Cycle Management), which we describe briefly with some references.

- **Open Space Technology (OST)** - Workshop process for generating commitment to action in communities or organisations. Open space workshop provide a highly democratic framework for enabling any group discussions on almost any theme without much preparation. They are particularly useful for dealing with general policy issues, for generating enthusiasm and for dealing with urgent issues needing quick action.
(cfr. www.openspaceworld.org; Owen H., (1997), *Open Space Technology: A User's Guide*, San Francisco, Berret-Koheler Publishers, Inc.)
- **European Awareness Scenario Workshop (EASW)**
The scenario-workshop method has been developed as a tool to examine, at local level, obstacles and visions on urban ecology and to discuss and encourage the development of ecological sustainable cities and housing.
The scenario-workshop is a two day meeting among 24-32 participants from four role groups: residents, technological experts, policy makers and private sector representatives. In this process all participants have the role of the expert, because as local actors:
 - * they know the local possibilities and obstacles to change
 - * the changes depend on them, on their activity now and in the future.(cfr. *European Commission Handbook* - <http://cordis.europa.eu/easw/home.html>)
- **GOPP (Goal-Oriented Project Planning)** - Is an innovative tool for project management. Interactive workshops involving all stakeholders in a project are conducted by an external moderator at different points in the project lifecycle. PCM.
(cfr. www.gopp.org)
- **Project Cycle Management** - The way in which projects are planned and carried out follows a sequence beginning with an agreed strategy, which leads to an idea for a specific action, oriented towards achieving a set of objectives, which then is formulated, implemented, and evaluated with a view to improving the strategy and further action. The project cycle provides a structure to ensure that stakeholders are consulted and relevant information is available, so that informed decisions can be made at key stages in the life of a project. The core tool used within PCM for project planning and management is described as the Logical Framework Approach (LFA). The LFA is a technique to identify and analyse a given situation, and to define objectives and activities which should be undertaken to improve the situation. After programme and project preparation, the LFA is a key management tool for monitoring during implementation and evaluation. It provides the basis for Activity Schedules and the development of a monitoring system, and a framework for evaluation.
(cfr. *European Commission, The Project Cycle management Handbook, 2002*)

However, we suggest a “mix and match” of these techniques and approaches described before, according to local context, previous experiences, that facilitators could follow during the different working session as Action Planning:

- Assessment of local energy needs starting from previous projects about different energetic sources;
- SWOT analysis about new possible projects for the promotion of renewable energies in collaboration with different partners;
- Selection of priorities;
- Definition of objectives and measurable targets which should be reached thanks to the implementation of selected projects;
- Definition of roles and contribution of each partner involved in the project;
- Assessment of costs and sources of financing in order to implement projects
- Project time;
- Assessment and evaluation through measurable indicators.

Decision making process

Final decisions in the groups where possible should be as much as possible consensual, according to a consensus building approach. In case opinions are irreconcilable, decisions are taken selecting and voting priorities by majority.

However, minority position and relative ideas which has not been voted as priorities are taken in equal consideration and reported in final documentation.

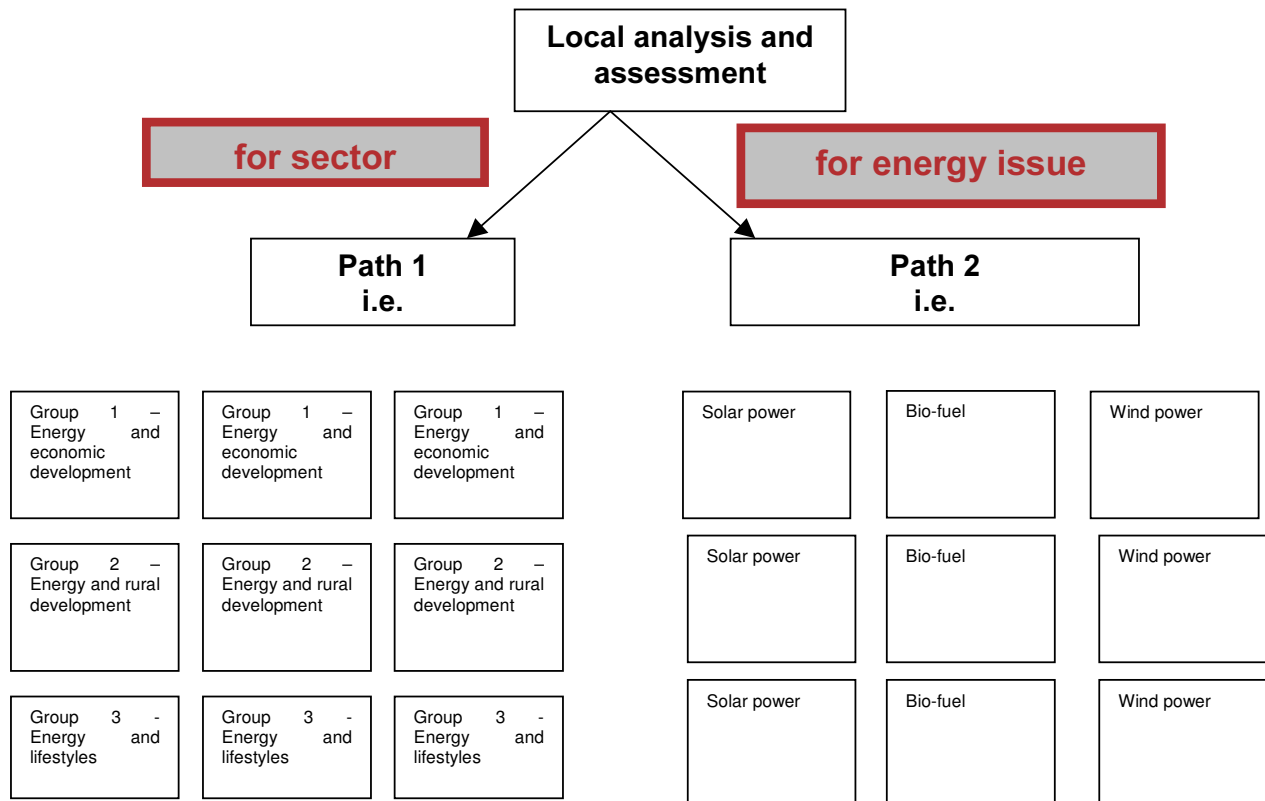
8. Contents of Forum and Thematic Groups

Structure of discussion of Thematic working groups

Themes which will be discussed in the thematic groups will have to follow instructions in details described in Workpackage 3.

Anyway it may be suggested as a general introduction two different possible way to face the consultation through thematic working groups (see the schemes following):

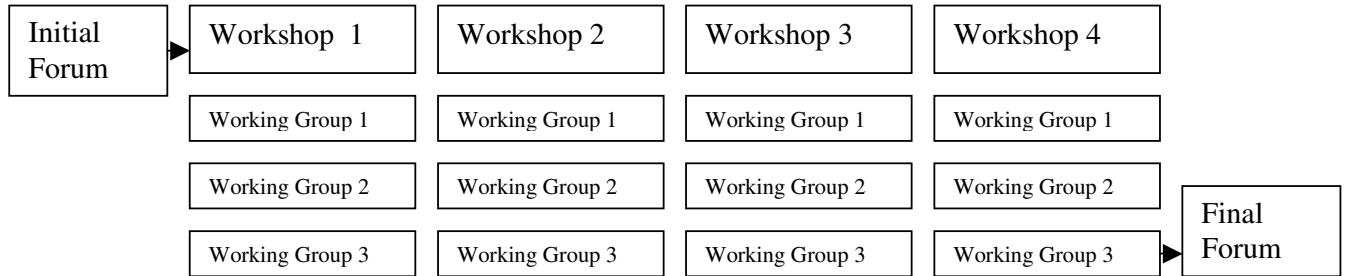
- the first one structured in terms of sector/stakeholders (keeping the multistakeholder dimension);
- the second one, with a stronger multistakeholder profile, focused on energy issues.



Thematic working groups

The suggestion is aimed at facilitating at min. 4 thematic working group meetings in order to be able to define projects according to specific questions/aspects. Here following it is suggested as a scheme a possible framework, which is detailed and described in Workpackage 3.

4 workshops



Analysis of Current projects (strengths/weaknesses)	Promoters	Potential support for Res Publica projects	Local Energy Needs	le. matrix	
Possible local Res Publica projects	Priorities	Objectives	Actions / tools	Targets definition	1° meeting
Roles of participants	Timing	Costs	Sources of financing		2° meeting
Project Evaluation	Tools	Relation with other projects	Dissemination of results		3° meeting
					4° meeting

9. Feedback report on consultation process workshops

Report on Forum and working groups results

- Collect the working group matrix with adhesive post-it;
- Write out in fair copy each working group matrix
- Draw up a list of the participants
- Write a short introductory resume and attach any technical introduction supplied by experts
- Take note of any problem in order to find solutions in view of the following work session (shared issues, possible conflicts, work atmosphere, any other participants that might be involved, comments, needs)
- Send reports to participants and to other facilitators by e-mail or mail and to the communication responsible in order to put each document on the process website.

While reporting the results of workshops facilitators are supposed to use a common framework, in order to collect homogeneous documents and to produce a common final Report. (see Workpackage 3 for instructions about the common framework).

Report on Forum and working groups results

- Starting from single workshops Reports, prepare a final Report which synthesizes and comments the consultation process.
- Send final Report by e-mail or mail to participants and to the communication responsible, in order to put it on the process website.

General references

N. Wates, "The community Planning Handbook. How people can shape their cities, towns and villages in any part of the world", Earthscan Publications Ltd, London 2000;

R. Chambers, "Participatory Workshops. A sourcebook of 21 sets of ideas and activities", Earthscan Publications Ltd, London 2002.
www.communityplanning.net

www.openspaceworld.org

www.metaplan.com/

<http://cordis.europa.eu/easw/home.html>

www.gopp.org

Link:

BELIEF project web site: www.belief-europe.org

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