

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:

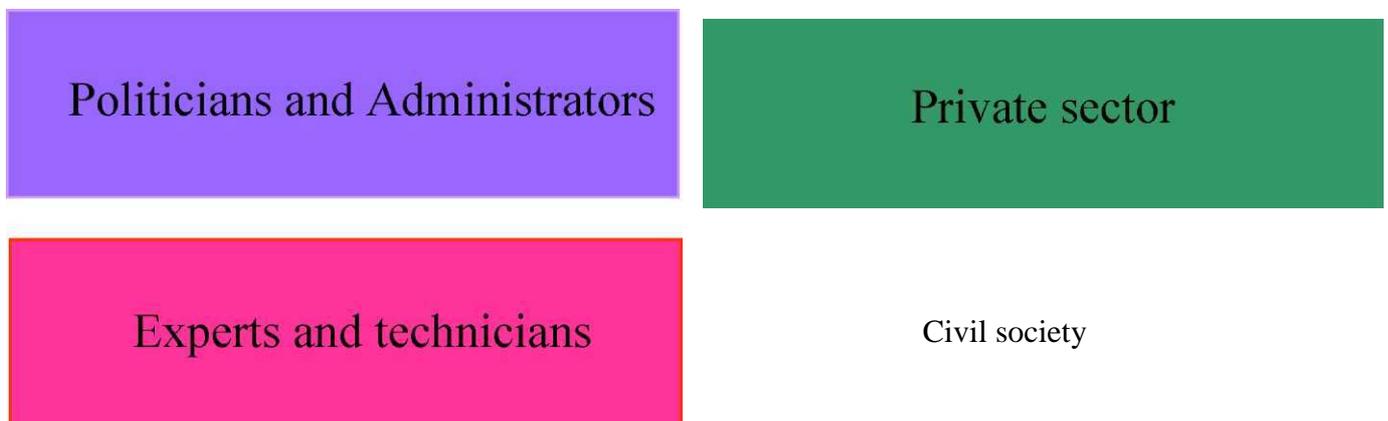
1. "Citizens"
2. "Private Sector Representatives",
3. "Policy-makers"
4. "Experts."

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

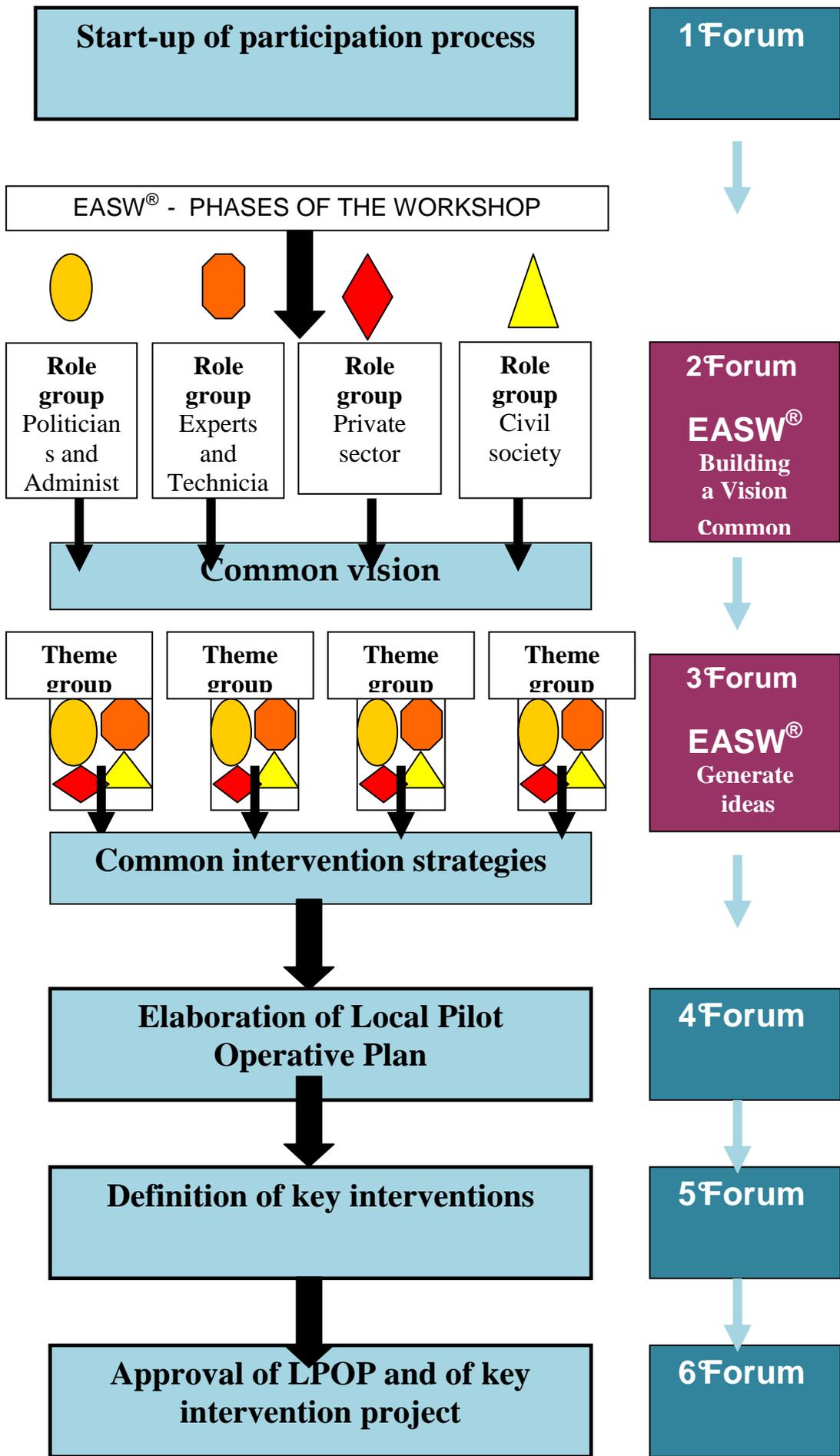
The Forum Management Team is responsible for providing the relevant material in the "package" (like the programme and the documentation file) in time, in order to enable participants to prepare adequately for the scenario-workshop.

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

Thematic Area D
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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”