

REGALP

Contract No QLK5-CT-2001-02329

Work Package 5

Making Public the View of the Locals

Work Package Report – Part II

Workshop Manual

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1 ORGANISATIONAL AND TECHNICAL ISSUES

1.1 Preparation activities for workshop 1

1.1.1 When to start and what to do?

When to start	What to do
6 weeks prior to the workshop	<p>Start preparing the presentation material</p> <ul style="list-style-type: none">• If “stories” are done outside the team, for example by high schools, contact the schools and make arrangements. It takes time for them to fit the writing of the essays into their schedules. Essays then need to be collected, possibly selected, maybe retyped (if not submitted via e-mail) etc.• Past / present / future pictures: Start collecting old pictures early enough. It is time consuming to find those which can best illustrate the change of the landscape. The same “motives” then need to be photographed for pictures of the present and photomontages done for future picture.• Charts, maps, diagram for presentation of the pilot area scenario. <p>NOTE ESPECIALLY:</p> <ul style="list-style-type: none">• Prepare enough materials to challenge the workshop participants but not to overwhelm them.• Prepare the presentations carefully. They should be short and informative and stimulative for the discussion. Therefore better avoid definite statements or conclusions but rather stress the important points while leaving them open, so that the participants can add their insights and deepen your understanding of the region.• All prepared material which will be on the walls have to be accessible and readable to the audience (size of letters, size of maps, pictures, posters).
5 weeks prior to the workshop	<p>Start with arrangements for location / premises for the workshop</p> <p>Optimal conditions and other things to be considered:</p> <ul style="list-style-type: none">• The workshops could be held in the municipal building (or similar) of one of the pilot municipalities, possibly in one which is not too remote geographically.• The room should comfortably seat 30 people and allow good communication – like tables and chairs in U shape or square position. It should NOT be a classical classroom or auditorium. All the participants and the team must be seated in such a way as to have a feeling of equal standing!• If working in smaller groups you should provide additional facilities for group sessions.• Since there is a lot of interaction, enough space must be provided for boards, posters etc. and for the movements.



When to start	What to do
	<ul style="list-style-type: none">• There should be some room (foyer, hall) for coffee etc. during the breaks. This can also be inside the room if the room is big enough.• A well lit and airy room helps.• The building should be easy to find, parking facilities advisable.• Facilities for a simple lunch (i.e. a pub or a restaurant) should be in proximity, else catering should be considered, but this may require additional space.• Mondays and Fridays are generally not very suitable days for workshops. <p>Financial issues:</p> <ul style="list-style-type: none">• The host municipality should provide the room for free; mayors (or if you manage to find sponsors) are expected to pay for a simple lunch and refreshments.
4 weeks prior to the workshop	<p>Selection of participants</p> <ul style="list-style-type: none">• It's up to the situation in individual pilot regions to decide who is the “must” participant.• In principle a good mix of participants should be sought. Select them carefully so that they will represent different actors, interests, views and that you will be able to get from them as comprehensive picture as possible since that is what you need. The following should be balanced:<ul style="list-style-type: none">(a) sectors(b) private / public(c) theoretical knowledge / practitioners(d) young / old(e) governmental / NGO(f) “known” / “unknown” (i. e. locals).• Perhaps most of the participants will be some of those that you have already contacted during your activities in work package 2 “Analysing the interrelation between regional development and cultural landscape change in the Alps” (maybe also interviewees) or work package 8 “Dissemination of results”.
3 weeks prior to the workshop	<p>Preparation of workshop material which will be sent in advance</p> <p>The material should include:</p> <p>(a) LETTER OF INVITATION which clearly states things like:</p> <ul style="list-style-type: none">• ... “the workshop is part of the project” (1 - 2 sentences).• Aims of the project (3 sentences).• Aims of the workshop (3 sentences).• What the research team / the participants will do at the workshop and how the results will be used. Note that this part is DESCRIPTIVE, it is not the Agenda.



When to start	What to do
	<ul style="list-style-type: none"> • Why you think that the participation of THIS PARTICULAR participant to whom the invitation is addressed is needed or important. A very crucial part of the letter ! Technical: We suggest the use of mail merge in order to individualize each invitation. • Last sentences such as: Looking forward to seeing you... If you need further information please contact /name of team member/... Please confirm your participation by /set date/ to /name and telephone of administrator/... <p>(b) AGENDA</p> <p>(c) WRITTEN MATERIALS</p> <p>(d) Add REGALP folder in the national language</p>
2 weeks (or at least 10 days) prior to the workshop	<p>Send out workshop materials</p> <ul style="list-style-type: none"> • Call if participation is not confirmed by the date you have stated in the invitation letter. • Prepare a folder for the media, i. e. a short press release prepared from the materials that you have sent to the participants, but SHORTER and visually maybe more attractive. • Send out the materials to the media and keep bothering them!

1.1.2 Other things to take care of

Participating team members	<ul style="list-style-type: none"> • 2 members of the research team with facilitation tasks may be enough. It is useful to have a third person for documentation and during work in groups. Further somebody – needs not necessarily be a member of the research team – should be there to carry out organisational tasks and to support the workshop.
Facilitation	<p>NOTE ESPECIALLY:</p> <ul style="list-style-type: none"> • The facilitator of the workshop should gather all available information about the participants to be better prepared for facilitation. • Select the facilitator carefully since her/his role is very important, (s)he will have to endorse the agreed rules during the workshop, stimulate and facilitate discussion. If working in groups you need a facilitator for every group. • A person with good listening and communication skills and respect for others has to play the role of the facilitator.
Equipment	<p>Prepare all technical devices you will need in the workshop for presentations and visualisation of discussions:</p> <ul style="list-style-type: none"> • PC and LCD (if needed) • overhead projector • flip chart.
Bring along	<ul style="list-style-type: none"> • Posters informing about the workshop (large and small ones): they need to be put on the front door and maybe further down or up the corridors.



	<ul style="list-style-type: none">• REGALP posters.• Badges with names (written BIG enough), some extra ones for new names.• Plain A4 (or hard paper) to be folded and placed with names in front of the participants.• Large sheets of paper (big brown papers 1m * 2m).• Felt pens of different colours.• Large self-stick papers or cards.• Pins.• Empty overheads.•
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1.2 Preparation activities for workshop 2

For general instructions see Chapter 1.1.

- **Date:** not later than 4 weeks after workshop 1.
- **Protocol of workshop 1** needs to be delivered along with the invitation for the second workshop and not later than 10 days in advance.
- **Participants:** Possibly the same as in workshop 1.
- **Duration:** perhaps slightly shorter than workshop 1.
- **NOTE: more equipment,** in particular flip charts or some kind of boards will be needed to work in groups !

2 WORKSHOP AGENDAS

Two workshop agendas are presented below. The main difference between the two alternatives is, firstly, in the question which is posed to workshop participants: in A they are asked about their perception of developments in the CL in the past 20 years, whereas under B they are asked about the future. Secondly, in A they work out and evaluate an own regional development scenario, and in B the scenario prepared by the research team is complemented with observations of workshop participants and then evaluated. Different is also the basis on which the action plan is prepared during the second workshop.

2.1 Workshop 1 - Alternative A

Main aims:

- To learn about the views of actors from pilot regions on regional development and cultural landscape change in the past and in future.
- To confront the “top-down” and “bottom-up” views.
- To learn about the “bottom-up” view on national and EU policies impacting upon cultural landscape (input to WP6 “Proposing adjustments to EU and national policies”).

Outputs:

- A list of major cultural landscape changes in the past 20 years, as observed by workshop participants, grouped by topics.
- A short protocol from discussion “comparing the views” (optional).
- A prioritized list of expected developments in the cultural landscape including driving forces, consequences, the role of policy etc. – the “local” regional scenario.

The first workshop: “from the past to the future”

What	How	Who	When
Welcome by host	Verbally	Host	9.00
Welcome by research team	Verbally	Team	9.05
Getting to know each other: name, institution and 1 personal sentence	Verbally	All	9.10
Agenda and workshop programme	Overhead or Flip	Facilitator	9.40
The view of locals: what were the main cultural landscape changes in the past 20 years? What were the driving forces behind? → <u>leads to a list of major past changes and driving forces grouped by topics</u>	Plenary, cards	All, facilitator(s)	9.45
Short presentation of research results: what is cultural landscape, some facts about the Alps and about the pilot region from the regional report: some findings about the past	Overh/beamer	Team	10.45
Discussion: comparing the views	Verbally	All, facilitator	11.00
<i>Coffee Break</i>			<i>11.15</i>
Scenario presentation: Scenarios 1 and 2 for total Alps (shortly) Scenario 1 for the pilot region: facts, pictures, stories	Overh/beamer, posters, story-reading	Team	11.30
Short questions for better understanding	Verbally	All, team	12.15
<i>Lunch</i>			<i>12.45</i>
What do participants think is likely to happen - the “local” regional scenario? All topics should be treated (1-2 per group) → <u>leads to a prioritized list of expected developments in the cultural landscape including driving forces, consequences, the role of policy etc.</u>	Work in groups (f. ex. Nominal Group Technique)	All, facilitators (2-4)	14.00
<i>Including coffee break</i>			
Presenting results in the plenary session	Flip	Participants	15.30
Plenary discussion	Verbally	All	16.15
Summary, outlook to Workshop 2, thanks	Verbally, overh	Facilitator	16.45
<i>The end</i>			<i>17.00</i>

2.2 Workshop 2 - Alternative A

Main aims:

- To define the needs and to path the way for future action on the local/regional level.
- To elaborate requirements with regard to EU and national policies.

Outputs:

- An action plan for local activities and input for WP 6 “Proposing adjustments to EU and national policies”.

The second workshop: “from the future to the present”

What	How	Who	When
Welcome by host	Verbally	Host	9.00
Welcome by research team	Verbally	Team	9.05
Getting to know the new participants (if necessary)	Verbally	All	9.10
Short presentation of the results of the first workshop: main topics, priorities, results of discussion	Overh/beamer	Team	9.20
Introduction to work in groups: discussion on results of the first workshop	Verbally	All, facilitator(s)	9.45
Short presentation of regional activities by responsible persons (PHARE CBC, other regional programmes etc.)	Overh/beamer	Participants	10.15
<i>Coffee break</i>			<i>11.00</i>
From the future to the present, part I: What are the goals? What has to be done? What exactly? By whom? What are the steps? What is the output? Who is responsible? Until when? What EU/national instruments would help? → <u>action plan for local activities and input for work package 6</u>	Working groups, set of questions, prepared pin-walls	All, facilitators	11.15
<i>Lunch</i>			<i>12.45</i>
From the future to the present, part II: see above	See above	See above	14.00
Presentations of ideas and proposed actions in the plenary including short questions and discussion	Pin-walls	Participants	15.30
Next steps in the region, next steps of REGALP	Verbally, overh	Team, host	16.30
<i>The end</i>			<i>16.45</i>

2.3 Workshop 1 - Alternative B

Proposed agenda for the first workshop: “discussing the future”

What	How	Who	When
Welcome by host	Verbally	Host	9.00
Welcome by research team	Verbally	Team	9.05
Getting to know each other: name, institution and 1 personal sentence	Verbally	All	9.10
Agenda and workshop programme	Overhead or Flip	Facilitator	9.40
Warm up by the team, what is cultural landscape, some facts about the Alps and about the pilot region from the regional report: some findings about the past to get into the topic	Overh/beamer	Team	9.45
The view of locals: what will be the main changes in the cultural landscape in the next 20 years → <u>leads to a list of major future changes grouped by topics</u>	Plenary, cards (not more than 50)	All, facilitators (2)	10.00
<i>Coffee Break</i>			11.00
Scenario 1 for the pilot region (only a few words about the Alpine scenarios as a background): facts, pictures, stories (during lunch the team will add a few further cards to the pin-wall with their main findings - if necessary)	Overh/beamer, posters, story-reading	Team	11.15
Short questions for better understanding	Verbally	All, team	12.00
<i>Lunch</i>			12.30
Common evaluation of the cultural landscape changes grouped by topics → <u>overview of the main topics and how they are estimated by the locals</u>	Points on cards: 5 positive, 5 negative per participant	All	13.45
Discussing the cultural landscape changes and the pos/neg estimation in groups: all topics should be treated (1-2 per group): discussion is based on questions prepared by the REGALP team, including driving forces, consequences, the role of policy etc.	Pin-wall protocols	All, facilitators (3-4)	14.00
<i>Including coffee break</i>			
Presenting results in plenary session		Participants	15.30
Plenary discussion	Verbally	All	16.15
Summary, outlook to Workshop 2, thanks	Verbally, overh	Facilitator	16.45
<i>The end</i>			17.00

Main aims:

- To get to know the opinion of the locals on the future changes of cultural landscape in their regions, on reasons for (driving forces), and consequences of, these changes and on the role of policies.

Outcomes:

- A list of major future changes grouped by topics.
- Amended regional scenario, estimated by the participants.
- Protocol of discussion on cultural landscape changes, driving forces, consequences, the role of policy etc.

2.4 Workshop 2 - Alternative B

The second workshop: “from the future to the present”

What	How	Who	When
Welcome by host	Verbally	Host	9.00
Welcome by research team	Verbally	Team	9.05
Getting to know the new participants (if necessary)	Verbally	All	9.10
Short presentation of the results of the first workshop: main topics, priorities, evaluation, results of discussion	Overh/beamer	Team	9.20
Short presentation of regional activities: by responsible persons (LEADER+, INTERREG, other regional programmes etc.)	Overh/beamer	Participants	9.45
<i>Coffee break</i>			<i>10.30</i>
From the future to the present, part I: What are the priorities? What has to be done? What exactly? By whom? What are the steps? What is the output? Who is responsible? Until when?	Working groups, set of questions, prepared pinwalls	All, facilitators	10.45
<i>Lunch</i>			<i>12.15</i>
From the future to the present, part II: see above → <u>action plan for local activities</u>	See above	See above	13.30
Presentations of ideas and proposed actions in the plenary including short questions and discussion	Pin-walls	Participants	15.00
Next steps in the region, next steps of REGALP	Verbally, overh	Team, host	16.00
<i>The end</i>			<i>16.15</i>



Main aim:

To find out the opinion of the locals on options for own projects and activities and ways to implement them.

Outcomes:

Action plan for local activities.

3 DESCRIPTION OF THE PROPOSED METHODS

3.1 General rules for the workshop or the “group contract”

The necessity to adopt general rules for the workshop depends to a high degree on estimation of probable behaviour of participants, i. e. whether you expect problems regarding mutual respect, letting other people express their views without interruption. If prepared in advance and offered to the group, the content of a group contract mirrors the expected problems. If the contract is prepared with contributions from participants, it reflects their beliefs and concerns.

Some possible items of the group contract are (after G. Purser):

- Use of equal “Air Space”.
- Honour and respect for other peoples views and opinions.
- Active listening and no interruptions while members of the group are contributing.
- Punctuality.
- Use of bad language.

The issue should be dealt with at the beginning of the first workshop, after the introductory steps and before the “real” work begins. It usually takes from 10 to 30 minutes. If the group is large, it is better to prepare the rules in advance and to then complement the list with contributions from participants.

3.2 The Nominal Group Technique

Number of participants: 3-7, but by experience it works to up to 9.

Material needed: flip charts or large papers to be put on the wall, felt pens, empty paper sheets, self-adherent coloured points.

Steps:

1. Members of every group elect from among themselves *a timekeeper, a keeper of the minutes and a reporter*. If there are not enough facilitators, a member of the group may perform this task.
2. The context is explained and/or the question stated at the beginning. In WS 1 A this would be: *What do you think are the processes which are likely to take place in the cultural landscape in your region in the future?*



3. Reflection and generation of ideas: Participants quietly reflect and write down their ideas. They order the ideas by priority and prepare to present them to the group. The ideas should be stated as clearly as possible, the statements should contain verbs. (5 min.)

4. Presentation and explication using the Round Robin technique: Members of the group are seated in a circle and asked to speak one after another. Every member of the group proposes one of his ideas at a time. If a member (temporarily) runs out of ideas, her/his next neighbour continues. Usually three rounds are performed, but this is a matter of time allocated to the activity, and/or of agreement in the group.

Ideas are written down quickly and in exact wording of the author. At this time, they are not commented upon. When the time (10 min.) has expired, the facilitator asks for additional interesting or important ideas.

After that, members pose questions about the presented ideas. The aim of the activity is mainly to clarify what was meant by the author(s). (10-20 min.)

5. Evaluation and discussion: Every member of the group obtains a certain number of coloured points, which he uses to mark the ideas he (dis)agrees with.

Following is a discussion in which views and information are shared, some ideas are explained in more detail, evaluation is commented upon etc. If necessary, the distribution of votes may be discussed. In the end, members may move their points to other ideas if they think this appropriate. In WS 1 A the result would be *a prioritized list of expected developments in the cultural landscape*.

For the purpose of WS 1 A, a discussion on driving forces, consequences and role of policy may follow. The findings would then be written down on flip charts or papers.



4 STRUCTURE OF WORKSHOP PROTOCOLS

The exact structure of workshop protocols depends on the programme of the workshops. Basically each report should include:

A. Introduction

States the framework for the workshop (part of the REGALP project etc.), main aims of, and main facts about, the workshop such as where and when it took place, number of participants. May include a short description of introductory steps.

B. Workshop programme

The main steps are presented as a list and shortly described.

C. Results of single steps

Depending on the tools and techniques used these may be transcriptions of flips or pin-wall protocols, summaries of discussion etc.

For WS 1 A it could include:

- *The view of locals: major past changes and driving forces (transcription of results from pin-walls)*
- *Comparing the views (summary of discussion)*
- *The “local” regional scenario (transcription of results of working groups)*

For WS 2 A it could include *the Action plan for local activities and input for WP 6.*

D. Next steps

The next steps regarding the REGALP project and workshop results, if they were presented at the workshop.

E. List of participants

Possibly with contact information for future communication among participants.



5 LITERATURE

Toplak, C. et al. (eds.), 2001, Moderiranje skupinskih procesov. Priročnik za moderatorje, Umanotera, Slovenska fundacija za trajnostni razvoj, Ljubljana.