



IEE/07/710/S12.499412

EGS-IEE07-WP04.01-FI[EN]

D4.1 Common methodology for the organization and management of the forums

Co-operative ECO-ONE
FINLAND
&
Sogesca s.r.l.
ITALY

Index

1. Overview

Introduction

Context

Objectives of the EGS Local Community Energy Forum

2. Common Forum Working Methodology

Levels of participation

Why a Local Forum?

3. Setting of conditions for stakeholders participation

Participation rules

4. Stakeholders Analysis

Stakeholders' categories to be involved

Key Actors' roles

5. Communication channels for stakeholders engagement

Communication steps

6. Organisation

Forum activities

Procedure for organizing forums

Logistics conditions

7. Consultation process facilitation

The initial Forum

Facilitation techniques to apply during the consultation process

8. Report

Report on Forum and working groups results

Feasibility documentation template

1. Overview

Introduction

This is a Common methodology for the creation, organisation, development and finalisation of the national and international forum, including a common template for the creation of the feasibility plans that will be developed later on.

Aims of the Methodology are to make available all the preparatory activities for schools local communities. In this action the involvement of local communities will be realised having the school as the point of reference. The forum (similar to the Local agenda 21) will be the site where the participated process will take place.

By using this document, the Project partners will organise and manage a forum for each school partner. The homogeneous approach allows an exchange of information and a 'peer support' in case of difficulty.

Local communities will be involved aiming to reinforcing the educational role of the schools in their territory. 13 processes will be organised and carried out around the 13 schools involved.

Local working sessions will allow the involvement of the local communities, the identification of their needs and the link with innovative solutions and funding sources.

In addition to the Local sessions of the forum, 2 international meetings will be organised providing international contribution to the local processes.

The international meetings will be attended by the partners and some guests (experts, SMEs associations, local bodies, etc.) which can contribute with their best practices. International meetings are planned at the beginning (initial inputs), and at the end of the local processes (project collection overview).

At the end of the processes an action plan for each forum will be produced as well as a collection of local projects coming from each school/community. This final deliverable will be shared among the partnerships, their communities and the schools that will enter the network.

Context

EGS starts from the need to involve local communities in tackling energy issues and improving energy efficiency. The main actor contributing to involve a whole community and at the same time training the younger generations is the school, and more specifically high-schools. The project focuses on 4 main levels: developing new educational contents for pupils; teachers training; involvement of the local productive sector (SMEs); and governance. EGS will create a network of 13 bottom-up school for involving families, local Administrations, SMEs, training institutions, environmental and energy agencies, public and private financial actors and all relevant stakeholders in 10 different countries.

The main outputs will be: an energy manifesto for schools; energy management systems and audits in schools; training for pupils and teachers; and a collection of at least 39 new energy projects out of which each school forum will implement one pilot activity that will be monitored and evaluated during the project life.

Objectives of the ESG Local Community Energy Forum

The Local Community Energy Forums foreseen by the EGS Project are places of discussion, where different local stakeholders can participate and share ideas to:

- discuss the analysis of the framework of implementation of energy efficiency in schools
- strengthen the internal capacities of the schools
- strengthen the schools role in policy making
- make schools capabilities available for the local communities
- increase the local communities participation in the energy efficiency process
- tackle local energy issues
- collect ideas to increase energy efficiency at the local community level related to the schools
- start concrete pilot actions
- stimulate the EGS partner and other stakeholders cooperation for new activities

There main players in the formal educational environment for young people structured by the EGS project can be recognised as:

- Students: Kids and young people, since they are the recipient but also the main actor of education
- Teachers - they are the ones who put into practice the new curricula
- School boards / Education Authorities - they have the power to introduce the new curricula
- Energy and Environmental Agencies — they give inputs and expertise for new curricula
- Universities and Training organisations — they provide expertise in teachers training and new educational paths
- Local / Regional Policy Makers

2. Common Forum Working Methodology

Common methodology

The forum will follow a common methodology inspired by the Local Agenda 21 process and the EASW method (European Awareness Scenario Workshops) in order to ensure the maximum involvement of stakeholders and an easy benchmarking of the activities.

The methodology foresees plenary sessions and thematic working group sessions (usually 3 themes per forum). The groups will work to define main problems, objectives, priorities and actions to be undertaken within the local community and having the school as the centre.

In order to do that in the best way possible and with the maximum efficiency for the creation of an effective action plan, it is preferable to have external facilitators. In fact the expertise is missing within the schools and/or local partners but also because external facilitators usually have a super partes approach because they do not directly represent any of the stakeholders organisations or the schools.

Why a Local Forum?

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 local communities involved
- to provide more representativeness to the stakeholders involved
- to give the participants the opportunity to contribute to the contents of the action plan
- to reinforce the educational role of schools in the local communities' territory
- 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

3. 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 (students, teachers, families, local and regional authorities, school boards, school building owners, policy makers, enterprises, NGOs and civil society, professional associations, trade associations, private and public financial actors, etc)
- Result oriented participation: finding solutions to existing problems and suggesting ideas as a contribution to local decision making processes
- Representativeness of participants (in principle, all are important and relevant)
- Quantitative balance among different stakeholders categories
- General agreement about process steps
- Respect of different opinions/ decisions in the majority
- Constructive confrontation approach and co-responsibility of each stakeholder

4. Stakeholders Analysis

Stakeholders' categories to be involved

A necessary initial activity carried out by partners should be dedicated to define the potential actors which may be directly or indirectly affected or may contribute to the achievement of EGS general objectives. The project hypothesis is that the main actor that can contribute to involving the whole community and at the same time train the younger generation is the school.

The project will act on four levels:

- educational curricula for students
- teachers training
- involvement of SMEs in educational activities
- governance: involvement of the whole community, with families in the first place

Here is a general list of the main target groups at local level who should be involved. The participants to the forum should be at least 15 in order to guarantee the presence of members from all target groups.

- Students (some representatives, not large groups)
- Teachers
- School boards and educational authorities
- School building owners
- Local / Regional / National education authorities
- Local / Regional Administrations
- Financial actors (banks, foundations, financial institutions)
- Civil society and its organizations
- Architects and building services
- Industrial and agricultural enterprises
- Trade and professional associations
- Chambers of Commerce
- Energy Agencies and other experts
- Families

Specific attention need also to be given to Energy Agencies because they often develop educational initiatives and project, therefore they can gain further experience and enlarge their network of partners. Nevertheless Energy Agencies, thanks to their expertise, contacts and political engagement can, as a whole, be considered as a target group but, if and when properly involved, they should be included in the group of key actors.

In order to make the results of the project concrete, lasting and replicable, it is necessary to involve directly Local and Regional Administrations, private and Public financial actors and National policy makers.

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.

5. Communication channels for stakeholders engagement

Communication 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;
 - EGS Project general objectives,
 - The aims and expected results of Forum and stakeholders engagement in general;
 - The role and the potential contribution in EGS Project;
 - The advantages for the stakeholder in participating to the Forum;
 - The Timing of the process and the rules;
 - The logistics for Forum and possible working groups.
- Informative Leaflet about the Forum 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
 - indication of the thematic working group that the stakeholders intend to be in (see chapter 6 for details)
- Forum promotion through local/regional/national networks and websites on sustainability and energy activities
- Collecting formal confirmation about participation
- Press release about the process addressed to local media

6. Organisation

GOALS of the EGS Forum activities

1. Organisation of 3 local meetings (with plenary and thematic working groups sessions) in each of the EGS forums

2. Definition of the forum ACTION PLAN and PROJECT COLLECTION shared among the forum stakeholders.

The ACTION PLAN includes (problems, objectives, priorities, actions, responsibilities). See Annex I for a template.

PROJECTS can concern different items related with energy efficiency: education and training, governance, SMEs cooperation (e.g. internship programs; job opportunities), technical services (auditing, buildings refurbishing, renewables), etc. For each of them the local partnership, the contents, the budget, the responsibility, the financial sources etc., will be defined. See Annex II for a template.

Procedure for organizing the EGS forums

The **procedure for organizing forums and finalize local action plans** of the EGS project has to follow the following steps:

- 1) Identifying the local stakeholders for the forums (see chapter 4)
 - a. organize group to identify stakeholders
 - b. stakeholders could be identified by using analysing tools
 - c. identified stakeholders could be divided in different subgroups
- 2) Planning local (3 sessions) forums
 - a. forum place and timing
 - b. select main issues and speakers
 - c. prepare invitation and program
 - d. decide the title of the 3 thematic working groups (i.e.: ENERGY CURRICULA FOR STUDENTS, ENERGY TRAINING FOR TEACHERS, SCHOOLS AND LOCAL ENTERPRISES: specific local needs should be taken under consideration)
- 3) Contact stakeholders (see chapter 5)
 - a. direct contacts
 - b. invitation by email or regular mail, phone
 - c. web site
 - d. using common networks
- 4) Forums
 - a. Plenary session: opening presentations (no more than 1 hour)
 - b. discussions and thematic working groups (no more than 1,5 hours)
 - c. Plenary session: brief presentation of the results of the thematic working group (10 minutes each)
 - d. Discussion (no more than 30 minutes)

1st Forum:

- a. Plenary session: introduction to the project's objectives and forum rules; presentation on related energy education issue
- b. Thematic working groups: selection of local problems and related objectives (according to Action Plan Structure: see Annex I)

2nd Forum:

- a. Plenary session: presentation on related energy education issues
- b. Thematic working groups: selection of local priorities and responsibilities starting from previously selected objectives (according to Action Plan Structure: see Annex I). Distribute Local Projects Template (see Annex II) and propose to fill them in by next forum

3rd Forum:

- a. Plenary session: presentation on related energy education issues;
- b. Thematic working groups: selection of actions and possible discussion of local projects

5) Finalization of local EGS action plan with local project collection

6) Selection of most suitable and feasible local projects

- a. Organisation of an official final meeting for the presentation of the action plan and local projects; agreement with stakeholders about action plan implementation

7) National report from forums and action plans to AREHN

Possible Logistics conditions

- Choose a fixed place and a room for each 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 if needed;
- Paper flip-board with coloured felt-tip pens;
- Overhead projector;
- Drinks.

7. Consultation process facilitation

The initial Forum

Steps

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

1. Welcoming

Participants register their presence and collect documents provided by promoters.

2. Forum

Participants are invited to take place in a room with seats disposed in a horseshoe or U-shaped shape.

Presentation(s), Feed back and comments,

3. Thematic working groups

Persons are divided in thematic groups according to their interest in dedicated topics.

4. Final plenary session / Networking

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

5. Next appointments and Reports / networking through Informal contacts

6. Networking . Informal contacts and discussion

The Forum develops its activities through thematic working groups.

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 working group;
- 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.

EGS facilitators are invited to use the common methodology and working plan, considering that the results of the 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

Every facilitator selects a suitable (related to the group and to the topic) technique from the common group creativity techniques, for example:

- Brainstorming sessions
- Swot Analysis
- Metaplan
- Structured discussion-Action Planning

8. Report

Report on Forum and working groups results

1 ACTION PLAN and 1 PROJECT COLLECTION according to the templates provided in annexes I and II.