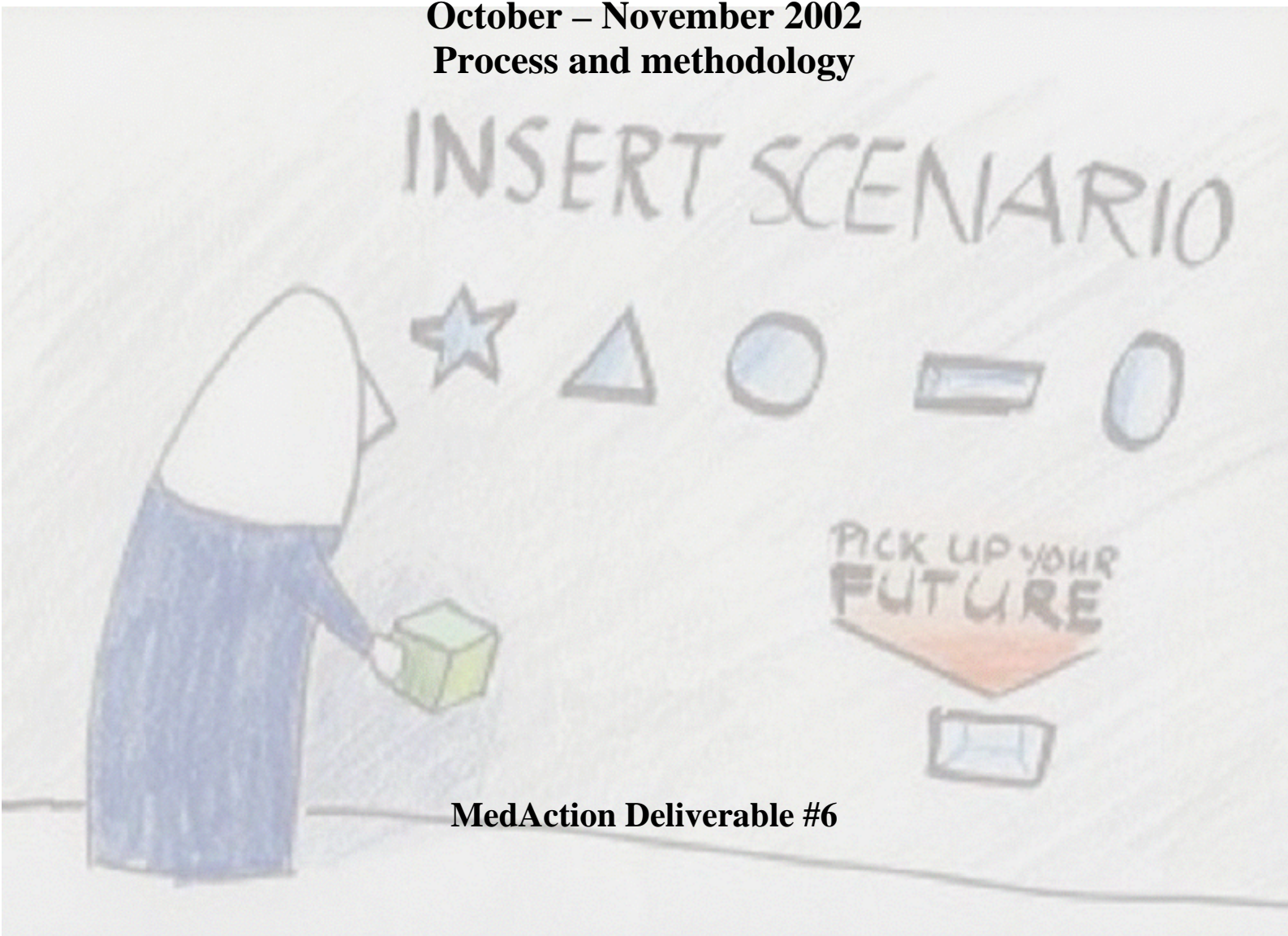


International Centre for
Integrative Studies (ICIS)



Working paper: I03-E002

**FIRST SERIES OF TARGET
AREA WORKSHOPS
October – November 2002
Process and methodology**



MedAction Deliverable #6

ICIS, Maastricht University, P.O. Box 616, 6200 MD Maastricht, The Netherlands
Tel: ++ 31 43 3882662, Fax: ++ 31 43 3884916, E-mail: ICIS@ICIS.unimaas.nl,
website: <http://www.icis.unimaas.nl> Working paper: I03-E002

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Authors:
Kasper Kok
Mita Patel
Dale S. Rothman
Sandra Greeuw

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Chapter 1. Introduction

This deliverable provides a detailed account of the main events that lead to the first series of stakeholder workshops. Although part of the process was not documented, the report provides a good overview of the planning, organising, and execution of the scenario development workshops. The report is meant to illustrate the various stages of this process. The Table below highlights the benchmarks in 2001 and 2002:

Sep/Dec 2001	Brainstorm sessions with the participatory working group at ICIS
Jun 2002	Preparatory workshops in Spain, Italy, and Greece
Oct 2002	Facilitation training session at ICIS
Oct /Nov 2002	First series of stakeholder workshops in Italy, Spain, and Portugal

Three documents resulted from the various stages:

- Initial methodological document drafted at ICIS after a number of brainstorm sessions with the participatory specialists at ICIS. It was used as basis for the program of the first series of stakeholder workshops (Chapter 2)
- Report on the Preparatory workshops in Spain, Italy, and Greece (Chapter 3).
- Lessons learned from the first of the first series of workshops in Val d'Agri, 21 October 2002. (Chapter 4)

All documents are presented here, with very little editing or updating, thus emphasising the process. When reading, one has to keep in mind the following:

Chapter 2 was the result of the series of brainstorm sessions between September and December 2001 and presents the initial ideas of the program of the first stakeholder workshop. The program was gradually adapted during subsequent discussions at two MedAction/DESERTLINKS meetings and during the facilitation training. In broad outlines, the program did not change. The morning was used to discuss on 'the story of the present' and resulted in a common understanding of the stakeholders on the important factors that influence land use at the moment. During the afternoon sessions, three subgroups produced a collage and presented a story of the future development of their Target Area. Details of the actual methodology of both sessions were slightly different from those envisioned during the brainstorm sessions. Most importantly, the workshops lasted a whole day instead of the four hours that were hypothesised. Other details that changed were, for example, the ICIS 'think model' (see Figure 2) was not used to structure the important factors mentioned by the stakeholder during the morning session.

Chapter 3 was originally written to highlight the *problems* during the preparatory workshops, in order to improve the process of stakeholder invitation and participation during the scenario workshop. It takes thus a somewhat critical view on the organisation of the workshops in the various Target Areas. These comments, however, should be viewed in light of the process of improving the communication between the local organisers and local stakeholders, and the participatory working group at ICIS. Despite the remarks, the preparatory workshops were a great success in all Target Areas and served the purpose of enthusing the stakeholders to participate in the scenario workshop.

Finally, Chapter 4 was written immediately after the first workshop in Val d'Agri to enable last minute changes to the program for the workshops in Spain and Portugal that took place two weeks later. Again, one has to keep in mind that its main purpose was to improve the methodology for the workshops in the Guadalentín and in the Alentejo.

The appendices include the original invitation in Italian as distributed in the Val d'Agri Target Area (Appendix 1); a list of detailed instructions that was drawn up after the facilitation training (Appendix 2); the questionnaire that was handed out immediately after the workshop to evaluate the stakeholders' opinion of the procedure (Appendix 3); and a number of photographs that illustrate the main phases of the workshops in Italy, Spain, and Portugal (Appendix 4).

Chapter 2. Initial ideas on methodology for scenario development workshop

Sandra Greeuw in collaboration with the participatory methods working group at ICIS, Maastricht

Objectives

The first workshop will have two goals:

- Gain insights in the ‘interconnection of things’ (variables) *at this moment* in the different regions;
- Creating a set of possible end-pictures 25 years in *the future* for each region.

MedAction scenario process

The basic outline of the process is: We will start with developing three European scenarios based on the European VISIONS scenarios. Following a top-down exercise three scenarios for the Mediterranean will be developed. Simultaneously to the development of the European and Mediterranean scenarios a description of the four target areas at this moment will be sketched (by the partners in the region). From the scenarios some important variables will be chosen which will form the input for the participatory process. This participatory process will be described in more detail below.

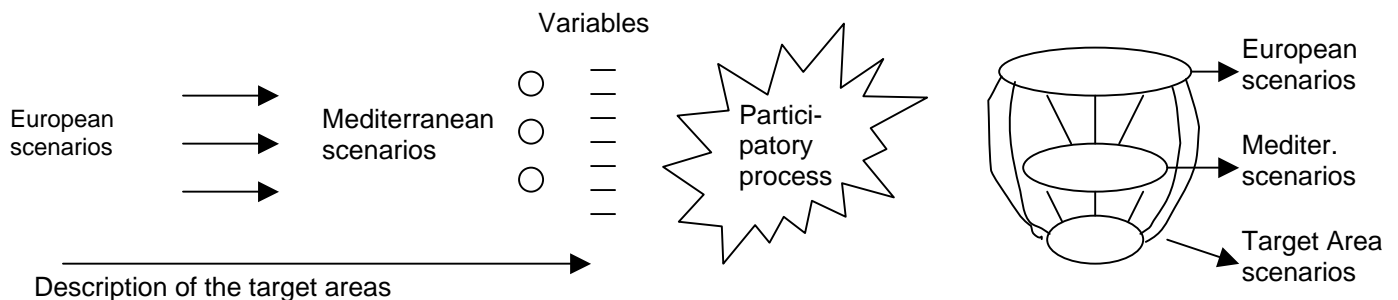


Figure 1. From European to Target Area scenarios

Program of the first workshop

Welcome with coffee

During the coffee questionnaires will be handed out. The answers can immediately be inserted in the Targets model (Rotmans et al, 1997) which will show us what perspective the participants have (egalitarian, individualist, hierarchist). This way we can check whether we missed a perspective and we can decide if we should invite a person with this perspective for the next workshop. In the questionnaire we can also ask some other questions which you can repeat at the end of the four hours to see whether someone’s opinion has shifted throughout the workshop.

* No introduction to MedAction, but start directly with the session

First session: ‘connection of things’ in the region (at this moment)

The participants have to think about what they see as key variables for their region. This we can do using the ‘think model’* (see photos; Rotmans et al, 1998; Rotmans et al, 1999). Beforehand we will identify some key variables and already write them down on the magnetic cards. The participants then have to put the ones they also consider important on the triangle. We will also provide them with some empty magnets on which they can write down variables that they miss.



Figure 2. The process with the think model.

Next, the participants can, with the help of green stickers, indicate what indicators they see as being positive for the region. Red stickers are meant for the ‘problem’ variables for the region. This way we will get an overview of the (according to the participants) important variables (the variables without a sticker will probably be less important).

The relation between the variables (flows) can be determined using a matrix. On the horizontal axis as well as on the vertical axis the variables are displayed.

effect \longrightarrow

cause \uparrow

Variables	1	2	3	4	5	6
1						XX
2	x		x	Xx	xx	
3		x				x
4		x			XX	
5						
6			XX		XXXX	

This matrix will be put on the wall and with the help of stickers the participants can indicate where they see important relations. Important is that we clearly indicate in what direction the relation goes (e.g. 1 \rightarrow 2 or 2 \rightarrow 1). We can prevent people from

* To influence the stakeholders as little as possible, the think model was not used during the actual workshops. We did keep in mind that we needed to have factors from the social, economic, and environmental capital.

sticking the stickers everywhere by limiting the number of stickers provided to them or to set a strict time limit. Somebody should make notes when people are discussing with each other in front of the wall, or it should be recorded by tape (most interesting discussion will be going on here).

External context:

The three European or Mediterranean scenarios will be presented (in a playful way). The participants can indicate what external developments they think have an impact on their region. We could do this with the help of post-its (brainstorming). A separate ‘scenario specialist’ should present the scenarios (so not the facilitator). In this way this will be seen separately from the whole process. The one presenting it could even be a local student.

Second session: End picture > 25 years in the future

With the external context of the Mediterranean or European scenarios in mind, the participants will start creating an end picture for their region. The group of participants will be divided into three subgroups, one group per scenario. In the sub-rooms the European or Mediterranean scenarios will be visually put on the wall. In this way they can refer to that while working on their end picture (1 scenario per sub-room). With the use of making collages they will visualise their ideas. Also some steps of how they came to the end pictures should be explained (so what happens in 2010 to come to the situation they describe in 2030). In a plenary session the collages will be discussed (see for this process Kasemir et al, 1999).

It should be considered whether it is preferable to work with homo or heterogeneous subgroups (according to their perspectives)

Plenary closing

The facilitator closes the day. He should take care that all variables identified in the morning as being important come back in the end pictures.

Maybe we will do another short questionnaire.

Participants

Before inviting participants you will first have to do a stakeholder analysis: which stakeholders are important in the region? This you can do on the basis of the description of the target areas (see schedule above).

The participants should be invited for a workshop on ‘the future of the region’. The people will be more interested to come when this is the subject than when the subject is desertification. This subject will be less attractive for them, especially when they do not recognise it as a problem. To let them think freely about the future of their region during the workshop it is important that they are not too well informed about the project beforehand¹. Therefore we will not give an introduction to the project at the beginning of the workshop, but we will let them immediately think about the future of

¹ We do see a difficulty here with the whole structure of the project. People will be getting information on the project beforehand. However, the description given here would be the ‘ideal picture’.

the region (of course this all depends heavily on where in the three days our session will be planned...).

From each of the four categories (citizens/consumer, governmental bodies, business and NGOs) we would like to invite three participants, together with a 'free thinker' (e.g. a journalist, artist, just somebody from the street) and two experts from the region. This counts up to a total of 15 participants. This is also a good number to divide in three sub-groups.

General

Our preference is to have our session taking place during the first four hours of the three day workshop. People don't know each other yet (except exceptions), they don't have prejudices on the project posed on them by other sessions and it will be a good warming-up for the other sessions (creative, people get loose).

Because ICIS will not be present at all sessions, it would be a good idea to film the different sessions. Afterwards we can analyse the video and maybe we can even identify some cultural differences between the different groups.

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Chapter 3. Preparatory workshops May/June 2002 in Italy, Spain and Greece

Preparatory Stakeholder Workshops in Potenza, Italy (June 17th, 2002), Sigri, Lesvos, Greece (June 17-18, 2002), and Murcia, Spain (June 21st, 2002)

At the joint MedAction-DESERTLINKS meeting in Lesvos, Greece (9-13 May, 2002) ICIS presented their ideas of how to use the Stakeholder Groups, in order to develop Target Area Scenarios during the first series of MedAction Stakeholder Workshops that are to be held in September/October 2002. Although ICIS has had previous experience with scenario development together with local stakeholders, several MedAction partners, especially from the Mediterranean countries, expressed their concerns about the extent to which local stakeholders from their region could be involved in such workshops. It was decided that the first series of MedAction Stakeholder Workshops should be preceded by a series of preparatory meetings in which the methodology would be explained and discussed with the Stakeholders. This preparatory presentation was incorporated in meetings/workshops in the various countries that were already scheduled.

In Portugal, the local partner did not consider a preparatory meeting essential. Besides, the only possibility to present was at a meeting of MEDRAP (6-8 June), which was impractical both in terms of presence of stakeholders (MEDRAP has different objectives) and timing. In Spain and Greece, a preparatory explanation of the methodology to develop Target Area scenarios was presented during the First Stakeholder Workshop in the framework of DESERTLINKS. In Italy, a DESERTLINKS partner organized a special workshop to celebrate the World Day to Combat Desertification, for which a number of local stakeholders were also invited. The preparatory presentation took place during this meeting.

One basic presentation in PowerPoint was prepared in English. This presentation was then translated in Spanish, Greek, and Italian. The actual presentations in Greece and Italy were simultaneously translated; the presentation in Spain was in Spanish, which allowed for more direct interaction.

Celebration World Day to Combat Desertification

Potenza, Italy, June 17th, 2002

The World Day to Combat Desertification (June 17th) was celebrated at University of Basilicata, Potenza, Italy. About 65 persons were present, among which a selection of local stakeholders. They were specially invited in order to establish a first connection with the MedAction project. The stakeholders attending the meeting were:

- A representative of regional assessors of Agriculture
- A representative of regional assessors of Environment (also representing the National and the Regional Focal Point)
- A representative of Farmer's organization (representing 30,000 farmers of the Basilicata region)
- A director of one of the public experimental farms in the region working on extension services about mitigation strategies
- A representative of Regional Agency of Environmental Protection

- A representative of Regional Institute on environmental friendly innovation and adoption by the industrial sector
- A Journalist of local newspaper
- A representative of regional NGOs
- Three representative of farmers (each one involved in different agricultural activity)

Others confirmed their willingness to participate, but for various reasons could not attend:

- Authority of Agri Basin
- National Focal Point
- UNCCD Italian representative
- Some mayors from the Agri area

In contrast with the meetings in Spain and Greece, this was not intended to be a workshop, but a seminar to celebrate the World Desertification Day. Thus, although a fairly large group of stakeholders was present, there was little space in the program for discussion.

General observations

Prof. Giovanni Quaranta from the Università della Basilicata in Potenza, a DESERTLINKS partner, chaired the meeting. The number of stakeholders that attended was somewhat lower than anticipated. Around 50 were invited, out of which approximately 20 were present. Nevertheless, together with a large number of students the total number of participants was more than satisfactory. About 8 persons, mainly stakeholders, gave a short presentation on their role in the region and their ideas on the problem of desertification. The discussions were dominated by stakeholders from the agricultural sector. Stakeholders from the tourist and civic sector were not present. Note that it was never the intention of this meeting to bring together a broad variety of stakeholders as is believed necessary for the scenario development workshop. Others, most notably a journalist that acted much like a chairwoman, seemed impressed by the knowledge of the agricultural sector and were reluctant to express their view on desertification.

Our impression was that the stakeholders that turned up were for the larger part highly educated people, mainly with some connection to the University of the Basilicata. The main conclusion was that in Italy, extra effort would have to be put in the attempt to bring together diverse group of stakeholders. Giovanni, however, was extremely helpful from the beginning and apparently fully aware of these prerequisites. Partly because he proved to be well aware of what we wanted to accomplish in the scenario workshop and what the minimum requirements were to make it a success, the collaboration has been very good. He suggested a few immediate action points and appointed two persons to act as facilitators and come to ICIS to be trained (during the facilitation training). One of the points that we needed to discuss is that he wanted to translate a summary of the three European scenarios in Italian and send that around by E-mail. The question was whether we needed this as part of the general methodology, i.e., did we also want to translate this summary in Spanish, Greek, and Portuguese? It seemed a good idea to keep the stakeholders interested between June and October. In the end, his suggestion was followed and for each of the scenarios for each of the

Target Areas a one-page summary was produced, translated and distributed among the stakeholders a few weeks prior to the scenario workshop.

Summarizing, the stakeholders were interested and seem to be willing to participate in the scenario development workshop. Giovanni together with one of the local facilitators who was present also both understood perfectly what we hoped to achieve with the scenario workshop. Additionally, Giovanni planned to organize the workshop at his University in Potenza, which meant that the rooms would be freely available and that logistics (lunch/diner, coffee, other materials) would be easy and inexpensive. Another advantage was that Giovanni proposed to organise the workshop either directly before or directly after the October MedAction plenary meeting in the Val d'Agri, which would save travel costs. If a choice would have to be made between the four Target Areas, the drawback of Agri is that problems with desertification and land degradation are less pressing compared to for instance the Guadalentín. However, given the many advantages and the enthusiasm of the local organisers, the Val d'Agri is a favourable Target Area to organise the first scenario development workshop.

N.B. The argumentation above was agreed upon later during the facilitation training and the first scenario stakeholder meeting was held directly after the MedAction plenary meeting in October (see Chapter 3).

Land desertification, causes and impacts. The example of Lesbos Island, Greece Sigri, Lesbos, Greece, 17th-18th June 2002

The Agricultural University of Athens in collaboration with: (a) the Aegean University (Department of Geography), (b) the Municipality of Eresos-Antissa, and (c) the Natural History Museum of Lesbos Petrified Forest, organized a workshop in Sigri, Lesbos on June 17-18th. It was organized in collaboration with the local authorities in order to become more attractive by the local stakeholders. The primary purpose of the workshop was to meet objectives of the DESERTLINKS project, but space was made in the programme for our presentation on scenario development for MedAction

Great effort was made to attract people in to workshop by: (a) sending personal invitations to all people involved in administration, institutes, and local municipalities, and (b) advertising the workshop for more than one week on local television, radio, newspapers and megaphones in the villages. However, it must be noted that the farmers were not formally represented, due to their lack of expectation that anything practical would result from such meetings. The input of the farmers is very important for developing further actions in E.U. and at national level in the context of desertification and therefore their absence from the workshop was a real gap. It was attended by 38 land managers as well as other related policy groups drawn from the local population, local public and private organizations including:

1. Department of Regional Development of Northern Aegean
2. Regional Office of Agricultural Development of Kaloni
3. University of Aegean, Departments of the Environment and Geography
4. Municipality of Antisa-Eresos
5. International Cultural Centre Eolis

6. Directorate of Agricultural Development of Lesvos
7. Communal Directorate of Sigri.
8. Directorate of Forestry & Environment of Northern Aegean
9. Museum of Natural History of Lesvos
10. National Greek Committee to Combat Desertification
11. NGOs (Private Companies)
12. Local press, media, and journalists with experience on rural and environmental issues.

The duration of the workshop was 1.5 days. The title of the workshop was “Land Desertification, Causes and Impacts, the Example of Lesvos Island, Greece”. During the first day of the workshop the different speakers analysed the causes and impacts of desertification using the results obtained through previous projects. The Greek national action plan to combat desertification was presented by the president of the National Committee and a discussion followed on the issue of implementing indicators in defining environmentally sensitive areas. In the following day the discussion was concentrated mainly on management issues, related to previous action taken to combat desertification as well as proposed methods to integrate existing information on desertification of the island with the proposed projects for combating desertification. Each presentation was followed by a discussion of 30-50 minutes. The local newspapers and media advertised the workshop strongly emphasizing on the problems of desertification faced by the local communities.

It was during the second day that our presentation on scenario development was made. The presentation was done in English, with Greek slides and simultaneous translation into Greek. The discussion was primarily in Greek, which made it hard for the ICIS representative to follow. What was clear was that many of the participants seemed to feel that their future would be primarily determined by outside forces, over which they would have little control. After a while, though, we were able to convince them that, even in these circumstances, it was worthwhile to think about what their region would look like making different assumptions about how these outside forces would play out.

There was general interest shown in holding a workshop to explore possible scenarios of the future. The biggest obstacle to doing so, however, appeared to be in arranging for local assistance in organizing the workshop. This would be mandatory, particularly because of the language issue. Unfortunately, due to time constraints and other commitments within DESERTLINKS and MedAction, it was very unclear whether this would be possible to arrange without additional funding and personnel.

N.B. Mostly because of time constraints it turned out to be impossible to organise a scenario development workshop concerning the case of Lesvos. We continue to analyse possibilities to organise a joined MedAction/DESERTLINKS workshop where part of the program can be used to develop local scenarios.

**First DESERTLINKS workshop on perception of local stakeholders
Torreguil (Murcia), Spain, 21st June 2002**

The organisers of this workshop in the framework of DESERTLINKS were also the people responsible for the organisation of the MedAction workshops. Around 35 people were initially invited, out of which 21 said they would come when they were asked on June 20th. Unfortunately, only 15 showed up on June 21st. Notably, 3 journalists and 3 representatives from environmental organizations did not attend. It is difficult to give any clear reasons for their absence. The absence of the journalists was most likely related to a general strike that paralysed Spain on June 20. An additional problem associated with Spain was the late lunch hour. Five stakeholders that actively participated during the morning session and the lunch (from 2-4) did not return afterwards. The main reasons were related to the nice weather and the fact that the workshop was organised on Friday, which lured a number of stakeholders to the beach for the weekend. Thus, the scenario development workshop should not be organised on a Friday, and it might be necessary to include a second 'bait' at the end of the day.

There was a camera present and the entire day was filmed, including a microphone that was passed on from speaker to speaker. Nobody seemed to have any problem with this, nor with speaking in public. In general and from an ICIS point of view, the workshop was too focused on presentations and not enough on an open discussion. Additionally, the overall methodology did not comply entirely with the objectives of ICIS. As it is clearly stated in Chapter 2, the methodology defined by the participatory working group at ICIS is directed towards keeping the participants as uninformed as possible about MedAction, desertification and land degradation. A large part of the conceptual differences can be contributed to the different objectives.

Prof. Francisco López-Bermúdez from the Universidad de Murcia, a DESERTLINKS partner, chaired the meeting and started with a 60-minute summary of the definition of desertification and its different aspects, and of the various initiatives to combat desertification at the various levels. This was followed by an introduction round, where all participants was given two minutes to shortly introduce themselves and express their view on the problem of desertification. The common view was that desertification is "the lack of water". As in Italy, the common view was dominated by participants from the agricultural sector, although three participants with a sociology background were present. Unfortunately, they were among those that left before the methodology of the scenario workshop was presented (directly after lunch). Their participation in the scenario development workshop would likely be essential, as they insisted on the socio-economic aspects of land degradation and the use of scenarios.

As in Italy, most of the participants were highly educated, knowing perfectly well what desertification is, how EU subsidies work, and who are used to thinking at a high level of abstraction. It was therefore relatively easy to explain why we needed scenarios and how we wanted to establish the development of local scenarios using participatory methods. They all became very interested towards the end of the presentation when the three Mediterranean scenarios (Convulsive Change, Knowledge is King and Big is Beautiful) were explained. We had quite some discussion on the various futures for Spain in general and the Guadalentín in particular. The stakeholders could identify with the main distant driving forces behind the three scenarios (drought, sun belt formation, expansion of the EU), but had more

problems with shifts in the local society (will farmers in the Guadalentín be Connected or Unconnected?). In general, it seemed a group with a lot of potential, certainly when journalists and environmentalists can also attend.

Because of the presence of various persons at ICIS that speak Spanish, the great advantage of Spain is that we could participate in the discussion without translation, which makes the contact much more direct and vivid. Further direct contact is possible during coffee and lunch breaks. Paco López-Bermúdez and one of the local facilitators were very interested in the approach and thus in the organisation of the scenario development workshop. Both were content with the results of the workshop, although both also noted that the number of participants was relatively low, and it was hard to get everybody to participate equally. Looking at the methodology that ICIS proposed, which is more focused on getting tangible results, the joined organisation of MedAction and DESERTLINKS could be mutually beneficial.

N.B. The successful first collaboration during this June workshop was followed by a scenario development workshop on November 8 in Murcia, during which many of the more negative aspects as mentioned above were improved. For instance, the workshop took place in Murcia itself and stakeholders stayed until the end of the program.

Other general remarks

Stakeholders

In all countries, there was an overrepresentation of the agricultural sector amongst the stakeholders that attended the meetings. The number of farmers, on the other hand, was relatively low. Part of the problem is that stakeholders from other sectors were invited, but did not attend for a variety of (external) reasons. In Greece, this was more influenced by the nature of the workshop itself. The tourist sector was underrepresented in the list of potential stakeholders as well in all cases. This needs to be investigated. Part of the methodology should be a clear list of 20-30 stakeholders that we would like to attend the scenario workshop.

Facilitation

In none of the three regions was there a person with clear experience in participatory processes. It thus became absolutely essential to appoint and train the facilitators of the scenario development workshops. By far the best option is to get everybody together at ICIS, preferably relatively shortly before the fall workshop, i.e. in September. In both Spain and Italy the possible facilitators were identified; this was not the case for Greece.

Scenarios

In both Spain and Italy, the overall impression of the futures on which the three scenarios depend was a negative one. That is, in both regions we got the question whether there was any possibility that the region might 'survive'. Technically, their impression is "wrong", since in Knowledge is King in general (sun belt, tourism) as well as in some countries in Convulsive Change (more aid from the EU) the end situation is rather positive. Nevertheless, we should sit down and discuss the various end pictures that emerge now and maybe decide to change the manner in which the future for the Mediterranean region and especially for the agricultural sector are

presented. In any case, the latter sector will change dramatically in all three scenarios. This might well be the reason for the negative stakeholder perception of the future of all scenarios, and particularly in Knowledge is King (see Deliverable 3): Golf courses, water demand by tourists, and other emerging new sectors are all a direct threat for agriculture. In Greece, there was little discussion about the actual scenarios, other than an apparent agreement that external forces would be instrumental in determining the future of the region. If anything, the stakeholders seemed to identify most of all with Big is Beautiful (see Deliverable 3), specifically the increasing role of the EU.

Chapter 4. The first stakeholder workshop in Val d'Agri (Italy), 21 October 2002

This Chapter provides a short evaluation of the first scenario development stakeholder workshop in Val d'Agri on Oct 21, 2002 in Maratea, Italy.

Organizing institute: Università della Basilicata, Italy

Chief organiser: Prof. Giovanni Quaranta

Facilitators: Giovanni Quaranta, Rosanna Salvia, Monica Caggiano (all working at the Università della Basilicata, Italy)

Observers: Mita Patel (ICIS, the Netherlands), Kasper Kok (ICIS, the Netherlands), Andrea Povellato (INEA, Italy), Isabella Bovola (University of Newcastle upon Tyne, UK)

Preparatory activities

After many discussions, additions and updates, a list of approximately 35 local stakeholders was compiled (see Appendix 1b, Deliverable 7). An invitation was developed at ICIS, and translated and distributed by the local facilitators. The translated version of the invitation can be found in Appendix 1. The exact program of the day was discussed in great detail during the facilitation training at ICIS, the Netherlands. Given the importance of being the first scenario workshop, two Italian facilitators were invited together with a facilitator from Spain and from Portugal. The questionnaire was finalised only after workshop in the Val d'Agri, and its usefulness could therefore not be discussed here.

The workshop

All plenary sessions were videotaped to allow a reconstruction of the process that lead to the final products. The scenario development exercise in three groups was later documented by the three facilitators (see Deliverable 7).

The program of the day was is given in Table 1.

Table 1. Program Val d'Agri workshop

<i>Time</i>	<i>Activity</i>
10:00	Arrival & tea/coffee
10:30	Welcome by Giovanni Quaranta
10:35	Introduction of all stakeholders
10:50	Presentation Session 1 – The story of the present
11:00	Session 1, Part 1 – What are the important factors in the Val d'Agri?
11:45	Break
12:00	Session 1, Part 2 – Organisation of factors
13:00	Lunch
15:00	Presentation Session 2 – The story of the future
15:15	Session 2, Part 1 – Scenario development in three groups
16:45	Break
17:00	Session 2, Part 2 – Presentation of scenarios and discussion
18:00	Explanation of future plans

10:00 Arrival and tea/coffee

Some of the stakeholders arrived the day before, since the location of the workshop in Maratea was relatively far from where most stakeholders live. The disadvantage was the logistical problem of transporting everybody to the venue. The advantage, on the other hand, was that nobody could easily leave before the end of the day. All stakeholders were phoned the day before to confirm their participation. Thirty-one stakeholders were invited, 28 confirmed they would come, and 25 were present. Almost all of them were ready to begin by 10:30.

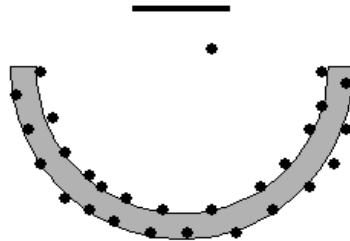


Figure 3. Ideal room layout with stakeholders in an informal, semi-circle setting such that they can see each other and the screen for the presentation.

10:30 Welcome by Giovanni Quaranta and stakeholder introduction

The program started with a short welcome by Giovanni Quaranta. This was followed by a very short introductory round in which the stakeholders presented themselves. The layout of the room was such that the first presentation could be followed very easily, but which turned out to be less suitable to create an atmosphere for discussion and interaction. The best layout to start with is something like a horseshoe, such that all participants can see each other and follow the presentations (see Figure 3). Observers sat at the back out of sight from the rest of the workshop.

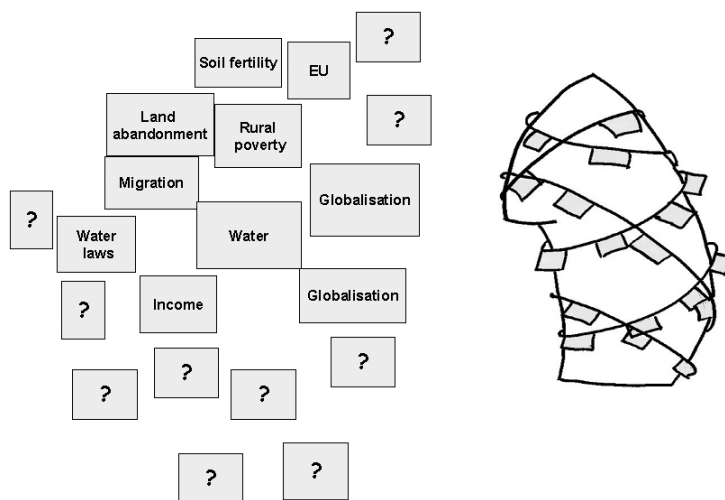


Figure 4. Excerpt from the presentation of the story of the present. Session 1, Part 1. What are the important factors? Original squares are in yellow depicting post-its; the right part illustrates the assumed stakeholder confusion, being confronted with 100 different factors.

10:50 Presentation Session 1 – The story of the present

The first presentation was given by Rosanna Salvia, who presented the program and explained the first Session. The presentation was essentially the same as the one that was presented on June 17 during the Preparatory workshop in Potenza. Although the pace of the presentation could have been slower, the stakeholders understood what was asked of them.

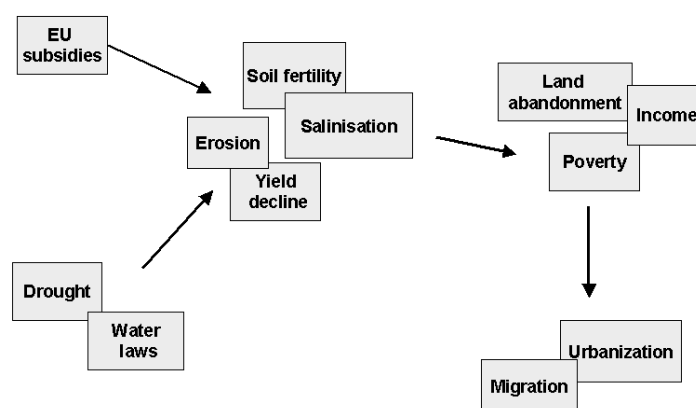


Figure 5. Excerpt from the presentation of the story of the present. Session 1, Part 2. The organisation of factors. Original squares are in yellow depicting post-its.

11:00 Session 1, Part 1 - What are the important factors in the Val d'Agri?

After the presentation the layout of the room was changed to a more workshop orientated setting - into a semi-circular seating pattern. The idea of the first session was to get an overview of the important issues in the Val d'Agri as viewed by the stakeholders. We wanted individual, un-biased opinions without interaction to ensure that everybody gave their personal list of issues. To ensure this, we provided every stakeholder with a pen and a stack of yellow post-its, and we asked them to each write down a number of important issues. The post-its were to be handed to the facilitators who stuck them on a big white board. Stakeholders were a little hesitant in the beginning and probably a bit unsure of what to write. To stimulate the process, Giovanni gave a short talk on the background of MedAction, just to break the silence and to drop a few hints as to what kind of issues we were thinking about, without influencing the stakeholders too much. After the first post-its started appearing on the white board, it quickly became a flow that only started to diminish after about 80-90 post-its were put on the board. The whole process lasted about 30 minutes. It appeared that the stakeholders, although completely unfamiliar with the methodology and clearly not completely at ease with the task at hand, increasingly understood and enjoyed the process. Both the organisers and the participants were highly satisfied with the first session.

11:45 Break

During the break, the facilitators and the observers discussed whether all important issues (or at least the ones that are highlighted in the European and Mediterranean scenarios) were brought up. Examining the issues, it became clear that a very wide variety of issues were mentioned. Ranging from global issues like "globalisation" or "the Common Agricultural Policy" and "Climate Change" to a variety of national and

local issues, including ones that are very specific for the Val d'Agri like "oil extraction" (the largest oil extraction plant of Europe is located in the Val d'Agri).

12:00 Session 1, Part 2 – Organisation of factors

During the break a discussion between the stakeholders was already initiated. This discussion was formalised in the second part of Session 1, in which the randomly organised post-its on the white board were grouped and some causal relationships were identified during an hour of intense discussion. One of the advantages of the first part of session 1 is that in principal all stakeholders had the opportunity to contribute to the discussion, as all issues should be discussed. Although one hour was not enough to address all individual issues that were written down, all stakeholders did get the opportunity to participate in the discussion.

The discussion was initiated by taking the most global issue ("globalisation") and by asking the stakeholder that wrote it down (Marco Arcieri, also active within MedAction) to clarify why he brought up the issue. Other global/European level issues such as the 'Common Agricultural Policy' and 'Climate Change' were added and generated some heated discussion. The facilitators sometimes needed to interrupt to end the discussion and move onto new factors. By 13:00 a rough but clear flow chart had been constructed on the wall illustrating the interrelationships between all issues that had been discussed. There were only a few issues that had not been discussed and many of which had been touched upon.

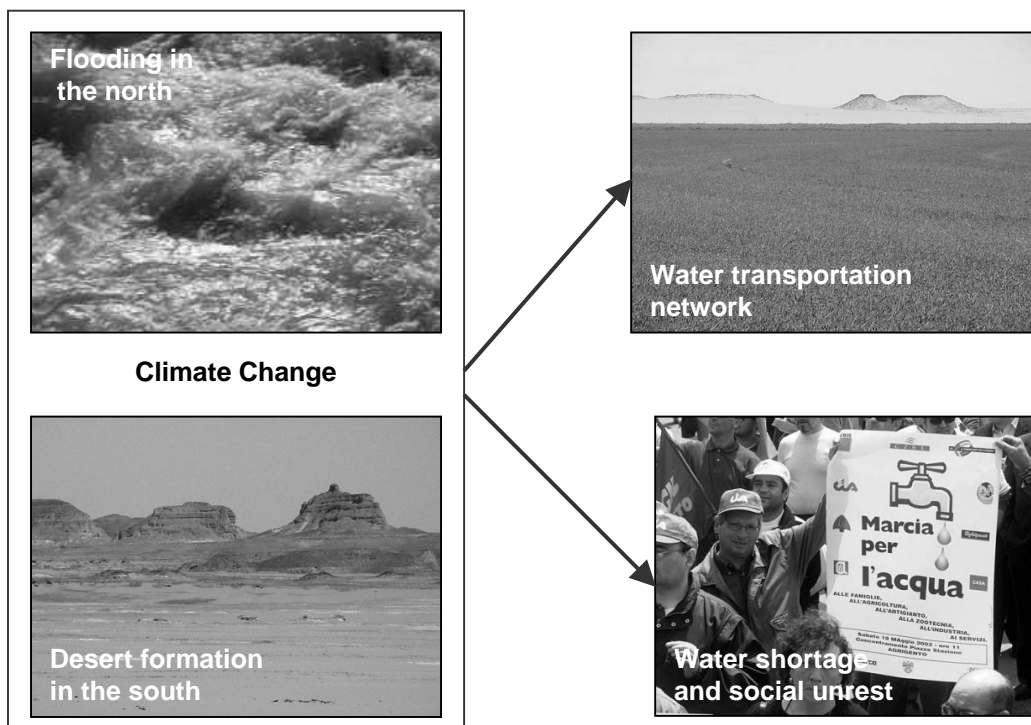


Figure 6. Excerpt from the presentation of the story of the present. Session 2, Part 1. Explanation of Convulsive Change using a few images only, mimicking what we proposed the stakeholders to do and demonstrating the potential of a collage.

15:00 Presentation Session 2 – The story of the future

The afternoon session started with a presentation by Monica Caggiano. In this presentation, the three European scenarios that were developed (Convulsive Change, Knowledge is King, Big is Beautiful) were briefly introduced (see Figure 6), followed by an explanation of the methodology proposed here.

15:15 Session 2, Part 1 – Scenario development in three groups

The methodology consisted of dividing the group in three sub-groups, which were asked to develop a scenario for the Val d'Agri, taking one of the three European/Mediterranean scenarios as a starting point. The suggested end product was a collage of pictures (see Figure 7) that tells the story of the future (~2030) for the Val d'Agri. A broad selection of magazines was provided, including agricultural magazines, glossies etc. to offer a large variety of pictures.

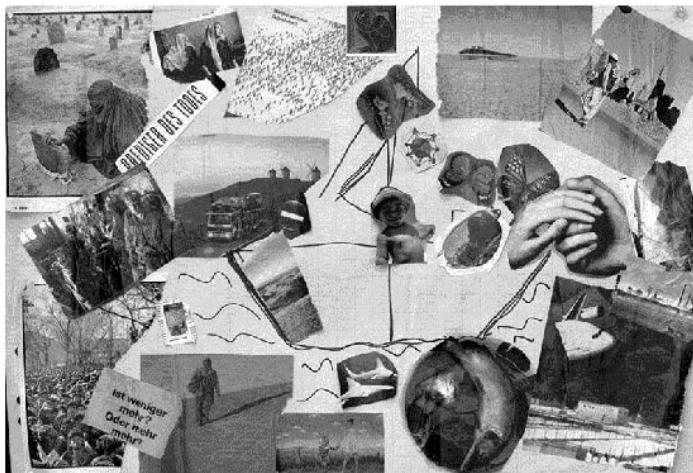


Figure 7. Excerpt from the presentation of the story of the present. Session 2, Part 2. Example of a collage that was produced during a participatory workshop in another project.

Division of sub-groups was decided upon beforehand and indicated by badges in three different colours. In this way, the stakeholders knew who was in the same group, but without knowing which scenario they would be asked to develop. The division was made such that the number of different types of stakeholders in each group was maximised. Three rooms were available for the groups. Each room had a flip-chart, magazines, and large pieces of paper. A map sketching the outline of the Val d'Agri was not provided, which could be a useful addition in the future workshops.

The exercise in each group started with a more detailed description of the European scenario that the local scenario should be based upon. After this, the process followed differed slightly between the three groups. In two, a long discussion followed on how the main drivers at European level would influence the Val d'Agri. In both cases this discussion lasted a little over one hour, which left relatively little time for the actual construction of the product. The big advantage is that consensus was reached and most processes were discussed before the collage was made, which made it a relatively fast and straightforward part of the work. One group (Knowledge is King, under facilitation of Giovanni Quaranta) started off with 'drafting' a collage, directly after agreement was reached on the main issues. The first rough version of the collage was therefore finished very fast, but the process of reaching a consensus and the

discussion about some of the secondary processes still took about one hour more. After two hours all three groups had finished their collage.

17:00 Session 2, Part 2 – Presentation of scenarios and discussion

With about 30 minutes delay, the presentations of the three groups started at 17:30. All three facilitators opted to present the result together with one of the stakeholders. Without going into detail on the scenarios themselves, a few general things can be concluded. All groups gave a very enthusiastic, almost passionate, description of the possible future of the Val d'Agri in 2030. Judging by the number of nodding heads in the audience, all stories represented the feeling of the entire group. Unfortunately, time did not allow for any in-depth discussion, but absence of opposing remarks can be interpreted as general approval of the rest of the stakeholders.

18:00 Reaction of stakeholders

After the last presentation and some closing words by Giovanni Quaranta, one of the participants immediately offered to host the second workshop in the National Park in the region. All participants showed great interest in a second workshop, which will have the objective to present our interpretation of their (draft) scenarios.

Feedback questionnaire

One lesson from the workshop in the Val d'Agri was that it would be valuable to have the stakeholders fill in a feedback questionnaire after the presentations and the discussion (see Appendix 3). This provides us with another means to evaluate the opinion of the stakeholders on the usefulness of the workshop for them and their willingness to participate in future workshops. A preliminary analysis of the results of the feedback questionnaires for the Guadalentín and the Val d'Agri, indicated that all participants were willing and sometimes even eager to return. For about 75% of the participants, it was much clearer afterwards what was the purpose of the scenario workshop. Only a few participants felt that they did not get the opportunity to speak freely. More complete results of the analysis will be published in a later deliverable.

Appendix 1. Invitation to the scenario development workshop in the Val d'Agri (Italy)



“Le piacerebbe vedere come si sviluppa il territorio dell’Agri nel prossimo futuro?”

Lei è invitato a partecipare al
Scenarios Workshop

21 Ottobre 2002

presso sala convegni del Pianeta Maratea
Maratea (PZ)

dalle ore 10:00 alle 17:00



.....dove avrà l’opportunità di collaborare, insieme ad altre persone interessate al territorio dell’Agri, a disegnare i possibili scenari di sviluppo futuro di quest’area.

La sua conoscenza ed esperienza sono considerate necessarie e di grande valore per programmare il futuro del territorio. Il suo contributo all’iniziativa avrà un ruolo fondamentale nello sviluppo di una struttura informativa, capace di influenzare le azioni politiche di medio e lungo termine.

Il workshop sugli scenari è parte fondamentale di un vasto gruppo di attività e progetti di ricerca (MedAction e Desertlinks) che stanno esaminando il cambiamento nell’uso del suolo nel territorio dell’Agri (per ulteriori informazioni si veda la documentazione allegata). Il workshop si avvarrà di persone chiave, come lei appunto, interessate a fare la differenza nello sviluppo della Regione.

Lo scopo del workshop sarà specificamente quello di costruire **scenari per il futuro** del territorio, attraverso un processo graduale che, partendo dalle esperienze passate e presenti, porti alla costruzione di possibili visioni del futuro.

Naturalmente tutto a nostre spese.

Cortesemente compili e invii, per fax, per posta o via e-mail, il modulo sottostante

✂-----

Nome:

Organizzazione/Occupazione:

Indirizzo :

Telefono:

E-mail:

Posso / Non posso partecipare al workshop (indichi la risposta appropriata)

Mi occorre il rimborso delle spese di viaggio: si */no (indichi la risposta appropriata)

*Se sì, indichi l’importo presumibile: _____ (Euro)

G. Quaranta, DITEC – Università della Basilicata, Potenza. Via Macchia Romana, 85100 Potenza.
quaranta@unibas.it - tel. 0971 205411 /fax 0971 205410

Appendix 2. Instructions for facilitators

Dear all,

Following the Italian workshop that was held last Monday Kasper, Dale and I have drawn up some key points/ lessons that we would like to share with you in order to make your workshop a success. Although the Italian workshop itself was in many ways a huge success (the first opportunity of its kind in the region that enabled such a participatory process) there are still many important and general observations that Kasper and I were able to draw from it.

For the purpose of a clear check list for you to follow I have divided the information into specific categories:

Key needs:

1/ **3 facilitators** - In order to facilitate the construction of the scenarios in the afternoon. You may have already thought of this after attending the practice day in Maastricht, but the Italian workshop demonstrated just how important it was for the chosen facilitators to:

- have a full understanding of the scenario that they are facilitating
- able to confidently lead the group:
 - by first going through the scenario;
 - then facilitating a group discussion that would enable key visions/ issues to be identified on the flip chart - the facilitator would have to ensure group consensus of the key points so that no individual feels left out of the process;
 - time was an issue with one group so it may be necessary to keep the discussion flowing between individuals so to avoid one person dominating the conversation too much unless of course the group feel that that individual represents the voice of the whole group;
 - remains objective and only facilitates the session, as in the morning;

2/ **Video camera + camera person** - This would be a very helpful tool in recollecting all information discussed. It would also be useful to have a camera person (perhaps a student who could be responsible for recording)

3/ **Map of the region x 3** - These would be particularly useful for the afternoon session, but would also be handy in the morning. Just a simple map would be best with not too much detail;

Key observations:

Other than that already mentioned about the role of the facilitator/s it is also necessary for all individuals present (aside from Kasper and myself) to participate as stakeholders. For example in Italy a journalist attended as a stakeholder but stayed in the back writing notes for her article. It is important that all those invited know that as invited stakeholders it is expected that they participate equally in the workshop.

Room Layout:

- I have attached a rough sketch that illustrates a good room layout for this kind of workshop. The room only needs to adjust slightly when the groups break up in the afternoon.
- Also it would be useful to have 3 tables available - one for each scenario group in the afternoon.

Presentations:

You may want to consider the following when presenting:

- present the slides slowly - there will be a vast amount of information for the stakeholders to absorb so it may be wise to explain the slides in your own words so that they understand. It may also be an idea to encourage stakeholders to question the presenter during the slides so that they fully understand the concept of scenarios, the importance of their involvement, etc...

- present 'stories' not 'pictures': we felt that there was a tendency for the presenters to be over-reliant upon the pictures and failed to elaborate the story/ the wider meaning of the picture. (This could be overcome by the presenter just preparing his or her own story beforehand.)

(- an alternative suggestion is that we (Kasper and I) could present the scenarios ourselves, Kasper was planning on doing this in Spain anyway (in Spanish of course))

Scenario development:

- As the group needs to be divided into 3 groups it would be useful to have each group in a separate room to enable each group to focus on the task at hand.

Italy pre-prepared this through coloured badges that enabled quick division when it came to the scenario work in the afternoon. It is also important not to have a bias in any one group - but keep each group as mixed as possible.

- It would be good to pre-select a large and appropriate collection of magazines/ newspapers with which the groups could work with.

- Again it is important to encourage all individuals in the group to participate

Kasper and Mita's role:

Kasper and I will quietly sit in the back throughout the workshop - helping out when needed. In the afternoon we will try and move from room to room to ensure everything is going ok and to help out in whatever way we can.

Additional items:

We felt that in order to secure long term stakeholder involvement and to incorporate their feedback into planning of any future workshops, it would be good to give them a feedback form that they could complete and send back to you. This would enable them to express anything that they were either forgot to mention or did not feel comfortable mentioning during the workshop itself, and allow to get feedback from them as to their views of the more practical aspects of the workshop. It is important that stakeholders feel involved in the whole process of organisation and planning, etc... and not just feel like they are approached on single aspects of project. Thus this feedback form would go a long way in securing greater stakeholder confidence! **(I am in the process of preparing a stakeholder feedback form that you can work from and will send it to you in the next couple of days.)**

Checklist of resources needed:

- 1/ Pens - enough for all stakeholder;
- 2/ Felt-tip markers - enough for all stakeholders - this is so that their issues on post-its can clearly be seen from a distance;
- 3/ Video recorder/ camera - if possible!!;
- 4/ Large card - A1 size - for making collages on;
- 5/ A4 lined writing pads - in case anyone wants to take notes....although it is best to discourage this otherwise they will not be actively taking part in the conversation;
- 6/ Plenty of glue / scissors / blue-tack / cello-tape / post-it pads
- 7/ Presentation equipment i.e. Laptop; beamer; screen
- 8/ Magazines, preferably different types. E.g. agricultural, travel, glossy etc.

I hope this is not too much information. I'm sure that you would have thought of a lot of it already I just felt that it was necessary to write down as much information from the workshop as possible just as a check list to help you - it is usually the small things that make a big difference, but you probably already appreciate that.

Kasper and/or I will be able to go through additional issues the evening before the workshop. But in the meantime please write back with any issues you may have or anything that would like for us to do.

Appendix 3. Scenario workshop feedback questionnaire

The workshop was the first in its kind in the Val D'Agri region of Southern Italy and provides the building blocks of generating what we hope to be greater local participation in decision-making for the future development and planning of the region. Although we have our own opinions and thoughts of the workshop it is particularly important that we understand what you thought. Therefore in order for us to make the best from the workshop and to help us plan appropriately for future workshops it would be useful for us to get as much feedback from you as possible.

The questions below address some critical issues relating to the more practical issues surrounding the workshop but if there are any more general comments you have then please include them in question 7.

Also in order for us to keep you informed of the overall response of all stakeholders of the workshop we would like to send you the results of this questionnaire. However if you prefer us not to share you opinion with others then please indicate so below.

1/ Were you informed about the workshop sufficiently in advance?

Yes No - if not please suggest preferred notice time _____

2/ Were you clear of the purpose of the scenario workshop before the event?

Yes, very clear Relatively clear Not really

3/ Are you clear of the purpose of the workshop now?

Yes, very clear Relatively clear Not really

4/ Did you find the workshop useful for expressing your views about the issues in the Val D'Agri?

Yes, very OK Not really

5/ Do you feel that you were able to voice your opinions freely in the workshop setting?

Yes

No If not then why

What would have helped you to speak more freely

6/ Do you think that the outcome of the workshop reflected everyone's opinion in your scenario group?

Yes No

7/ If you have any general comments about the workshop then please express them below:

8/ We would like your continued involvement in the construction of the storylines from the scenarios that you created in the afternoon session of the workshop. Therefore would you be interested in participating in follow-up workshops in the future?

Yes No - if not please state why _____

9/ Please indicate if you would like this information to be shared with others

Yes, I don't mind this information being shared with others

No, I would like the information I have provided on this form to remain confidential

Appendix 4. Photographs of stakeholder workshops in the Val d'Agri , the Guadalentín, and the Alentejo



Figure A1. Room lay-out in the Alentejo



Figure A2. Presentation of Mediterranean scenarios in the Guadalentín.



Figure A3. Post-its on whiteboard after Session 1, Part 1 in the Guadalentín.



Figure A4. Organisation of post-its during Session 1, Part 1 in the Alentejo.



Figure A5. Organised post-its after Session 1, Part2 in the Guadalentín.



Figure A6. The collage-making process during Session 2, Part 1 in the Guadalentín.

