## *The Workshops Cookbook*

Regardless the type of workshop that will be executed, there are two things that are crucial to keep the smooth running of the workshop. One is the good management of the time and the second one is to prepare the meeting with the facilitators of the workshop.

Below, the timing for planning and executing a workshop in optimal time conditions and the common list of topics to talk about in the facilitators meeting for any workshop are explained.

Workshop Timing to-do list:

- To fix the workshop day approximately 2 months before bearing in mind that the date and the timetable of the workshop can help or prevent the attendance of participants. The local time context (working hours, meals timing...) and specific time needs of the participants (religious groups and saint days, or to not end the workshop at night...) have to be taken into account when fixing the date and the timetable

- Around 1 month - 3 weeks before the workshop, send to the participants:
  - The stakeholder's dossier
  - A letter inviting them to the workshop, explaining how and when it is possible to confirm the attendance, what the workshop is for, what will be the results and why it is important his/her attendance.
  - Any other information that will be needed for the specific workshop
    At the same time, telephone the participants to invite them and explain what will be send.

- Approximately one week before the workshop:
  - Do the previous meeting with the facilitators
  - Foresee all the logistics and visit the conference room
  - Telephone all the participants to confirm their attendance at the workshop.

- And finally, approximately two weeks after the workshop, send the workshop report to all the participants

Common list of topics for the facilitators' previous meeting

- Explaining at great length the project, and contextualize the workshop in the project framework.
- Revising the workshop methodology for guaranteeing that all the facilitators will manage the discussion in the same way.
- Revising the communication rules for the facilitators:
    o Let the participants talk, but only about the topics of the workshop.
    o The facilitators can not express their opinion about the project or about the comments on the project that the participants do
    o The facilitators cannot discuss, their role is to make easy the discussion among the participants in the workshop with the aim of reaching the workshop objectives
    o The facilitators only can suggest new ideas in the workgroup discussion when:
        ▪ The discussion is stopped or blocked, for helping
        ▪ It is needed to know the participants opinion about important issues and these topics do not emerge spontaneously
- Warning on the participants and the "hot issues" that can difficult the workshop:
    o explaining at great length the conflictive issues
    o identifying the main characters of the conflict and their attitude
    o giving the facilitators the tools for managing the conflict
    o clarifying how to deal with the participants that do not accept the rules of the workshop (whenever it is needed, even if it is the PM)

## 1. One day project partners workshop

Number of participants: Around 8 - 10 participants. Whenever the number of participants will be less than 8 participants it is not needed to do a workshop. However, the dynamics and other instruments of the workshop can be useful for a meeting with less than 8.

Profile of participants: PM and project partners or future project partners

Duration: 5 hours

Aim of the workshop: To define proposals and strategic action lines and ranking them according to the agreement degree.

### 1.a. Specific issues for the previous meeting with the facilitators

Beside the common topics to be explained in each workshop, the specific items for the one day project partners' workshop are:

### 1. Explaining the key issues

It is needed to explain at length the (maximum 5) key issues that have been more voted by the participants which will focus the discussion in the workshop. The depth and details degree of the discussion in the workshop depends in large extend on the facilitators' comprehension degree of the key issues. Therefore, it is very important that the facilitators have a good knowledge of the "subissues" that each key issue entails.

### 2. Get ready the pairs for the workshop

Do two lists with the participants, one including all the participants that have been interviewed before and therefore know the project, and a second one with the participants of the workshop that have not been interviewed, so they get in touch with the project thanks to the workshop dossier sent before. These two lists are to differentiate between the very well-informed participants and the well-informed ones with the aim of mixing in pairs a participant that has been interview with one that has not.

The other criterion for making pairs is mixing different type of partners and dimensions. In other words, avoiding the pairs made with two PM or two financial partners (for example).

Whenever the organization of the workshop considers that is better to do not work in pairs, the criteria for the composition of the subgroups are the same. Basically it is needed to mix interviewed and not interviewed participants and participants of different dimensions too.

**1.b. <u>Logistics and human resources</u>**

Human resources: Two facilitators, one takes notes and the other plays the role of conference and workgroup facilitator

Logistics:

- List of all the participants to check their attendance at the workshop and give them the personalized folder
- Personalized folder with:
    - The workshop program
    - Paper and pen
    - The list of participants and their organization (example: Mr. Fanno ENEA)
    - Nine cards, 3 red, 3 yellow and 3 green for voting
- Post-its
- Role of paper or slate of paper
- Felt-tip pens (different colours)
- Stickers (for putting the name of the participants)
- Foresee the coffee break
- Drinks and something to eat (depending on the moment of the day that the workshop will be done – brunch, breakfast...-)
- A conference room with a round table

## 1.c. Program for one-day project partners workshop

This is a sample of a concrete agenda for the workshop; it can be applied directly or it can be adapted to the contextual, cultural and social needs.

### First Part: Introduction to the workshop (1 hour)

0 – 0.10   Accreditation and welcome to the participants

0.10 – 0.30   Explanation of the project and the visions

0.30 – 0.50   Explanation of the key issues to discuss and the associated sub issues

0.50 – 1.00   Explanation of what they will do in the workshop, and what will be next

### Second Part: Working in pairs (1 hour)*

1.00 – 1.05   Introduction of the participants: the facilitator introduces himself/herself and asks the participants for doing the same

1.05 – 1.10   Find a pair with the opposite colour; help them to mix avoiding pairs of the same dimension or same type of actor

1.10 – 2.00   Work in pairs: answering the question: For each issue, in your opinion what would be the most important action to do? They have post-its to write the proposals  (maximum 3 proposals**)

*If the organization decides to do not work in pairs, it is needed to elaborate fewer proposals per issue; otherwise there is the risk of having a large number of similar proposals that do not contribute to enrich the debate and  the results.*
*** The number of proposals to do in pairs depends on the number of key issues, the more key issues the less proposals, but maximum 3.*

*In the meantime the facilitators can write the key issues as headlines in a slate of paper*

### Third Part: Sharing Proposals (40 mins.)

2.00 – 2.40   One representative of each pair explains the proposals for each issue and sticks the post-it under the respective headline

*2.40- 3.00     Coffee break*

### Fourth Part: Grouping proposals and Defining Strategic Action Lines (1 hour)

3.00 – 3.30   Ask the participants to put together the similar proposals. (Put the post-its with similar proposals in columns) It is possible that contradictory columns emerge, but this is not a problem. Explain to the participants that if they do not agree with a strategic action line they can show it voting against at the end of the workshop.

3.30 – 4.00   Ask the participants to read the proposals of the columns and think about which title can define better the group of proposals as strategic action

line*.
*If there are 5 key issues the maximum number of strategic action lines is 3 for each headline)


**Fifth Part: Priorizing the strategic action lines and end of the workshop (50 mins.)**

4.00- 4.20*  Vote of the strategic action lines: Use the colour cards for voting the strategic action lines for each headline/key issue:
Green: absolutely agree
Yellow: indifferent or not important
Red: absolutely disagree
Every participant has 3 votes of each colour for distributing them as they want among the strategic action lines.

4.20-4.30  Break *(in the meantime the facilitators recount the votes)*

4.30 – 4.45  The facilitator reads the strategic action lines that generated more agreements, summarizes the workshop, thanks the participation and gives the floor to the PM for closuring the workshop.

4.45 – 4.50  PM speech for closuring the workshop

*The needed time for voting depends on the number of strategic lines for each key issue / headline*

## 2. One-day stakeholders' workshop

Number of participants: 20-25 (maximum) participants

Profile of participants: PM, project partners and stakeholders chosen (those that have been interviewed or that have not been interviewed before) with the aim of having a good social sample following these criteria:

| Balanced dimensions | Variety of social actors | Advocates and opponents | Gender | Other criteria |
|---|---|---|---|---|
| Partners-financers Technology Market Societal-cultural Science Politics-policy | Public administrations Private sector companies Civil social organizations Silent majority | Close-by Affine Indifferent Opposite Not clear position | Men and women | Path actors Interviewed and not interviewed stakeholders Others that the PM or the consultant consider appropriate |

Obviously the PM should attend the workshop too as another participant.

Duration: 6 hours

Aim of the workshop: To define proposals and strategic action lines and ranking them according to the agreement degree.

### 2.a. Specific issues for the previous meeting with the facilitators

Beside the common topics to be explained in each workshop, the specific items for the one-day stakeholders' workshop are:

### 1. Explaining the key issues

It is needed to explain at length the (maximum 5) key issues that have been more voted by the participants which will focus the discussion in the workshop. The depth and details degree of the discussion in the workshop depends in large extend on the facilitators' comprehension degree of the key issues. Therefore, it is very important that the facilitators have a good knowledge of the "subissues" that each key issue entails.

### 2. Distribute the roles in the workshop.

In this type of workshop, with plenary and subgroup work, it is needed to differentiate between the conference facilitator and the subgroups facilitators.

The conference facilitator is the facilitator of the plenary, his/her functions are:

- Facilitate the first plenary; he/she welcomes the participants, explains the project, visions etc and explains what will be done in the workshop.
- During the subgroups workshop: welcomes the participants that arrive late, does the support tasks (giving the office stationery that is missed or helping to moderate the conflictive subgroups) and warns about the time, five or ten minutes before the end of the subgroups work and the breaks.
- Facilitate the last plenary: moderates the presentation of the subgroups proposals, makes possible the addition of the similar strategic action lines and moderates the vote

And, in other hand, the subgroups facilitators are who moderate and facilitate the subgroup discussion for reaching the subgroup goals.

3. Setting the subgroups.

The attendance of approximately 20- 25 participants involves dividing the participants in (maximum 3) subgroups for making easy the dialogue and trying that everybody speaks.

It means that in the previous meeting the facilitators have divided the participants in (maximum) three subgroups. The composition of these subgroups should be as similar as possible.

Each subgroup should have a good sample of the variety of participants found in the workshop. It is needed to avoid as much as possible that one type of participants stay together in the same subgroup or are majority, because it can distort the subgroup results.

The other criteria for making the subgroups is trying to keep the balance of <u>very</u> well-informed participants and well informed ones with the aim of doing pairs mixing a participant that has been interview with other that has not.

4. Get ready the pairs.

Each subgroup should have two lists (with different colours) one including all the participants that have been interviewed before and therefore know the project (very well-informed ones), and a second one with the participants of the workshop that have not been interviewed, so they got in touch with the project by the workshop dossier sent before (well informed ones). In each list there should be a sample of the variety of stakeholders participating in the workshop. So, whenever it is possible, avoid the pairs of participants of the same dimension or        the        same        type        of        social        actor.

**2.b. <u>Logistics and human resources</u>**

Human resources:

1 Conference Facilitator and minimum 3 and maximum 6 subgroups facilitators

Logistics:

- A list of all the participants to check their attendance at the workshop and give them the personalized folder
- Personalized folders with the name of each participant and
    o The workshop program
    o The name (A, B, C) of his/her subgroup
    o The entire list of the participants of his/her subgroup
    o Paper and pen
    o Nine cards, 3 red, 3 yellow and 3 green for voting
- Post-its
- Role of paper or slate of paper for each subgroup
- Felt-tip pens (different colours) for each subgroup
- Stickers (for putting the name of the participants)
- Foresee the coffee break
- Drinks and something to eat (depending on the moment of the day that the workshop will be done – brunch, breakfast...-)
- A plenary room and one additional room with a round table for each subgroup (maximum three). In the door of each subgroup room there should be the list of participants of the subgroup fixed on the door.

## 2.c. Program workshop

This is a sample of a concrete agenda for the workshop; it can be applied directly or it can be adapted to the contextual, cultural and social needs.

### First Part: Plenary

### Introduction to the workshop (1 hour)

0 – 0.10    Accreditation and welcome to the participants

0.10 – 0.30    Explanation of the project and the visions

0.30 – 0.50    Explanation of the key issues to discuss and the associated sub issues

0.50 – 1.00    Explanation of what they will be done in the workshop, what will be next and introduction of the subgroup facilitators and where will each subgroup be held

*The plenary is not the discussion space (it should be done in the subgroups), and thus, only clarifications are allowed*

### Second Part: Subgroup work

### Working in pairs (1 hour)*

1.00 – 1.05    Introduction of the participants: the facilitator introduces himself/herself and asks the participants to do the same

1.05 – 1.10    Find a pair with the opposite colour; help them to mix avoiding pairs of the same dimension or same type of actor

1.10 – 2.00    Work in pairs answering the follow question: For each key issue, in your opinion what would be the most important action to do? They have post-its to write the proposals  (maximum 3 proposals**)

*\* If the organization decides to do not work in pairs, it is needed to elaborate fewer proposals per issue; otherwise there is the risk of having a large number of similar proposals that do not contribute to enrich the debate and  the results.*
*\*\* The number of proposals to do in pairs depends on the number of key issues, the more key issues the less proposals, but maximum 3.*

*In the meantime the facilitators can write the key issues as a headline in a slate of paper*

*Each subgroup will choose a spokesperson (which cannot be the facilitator) who will explain their strategic action lines in the last plenary before the vote.*

### Sharing Proposals (40 mins.)

2.00 – 2.40    One representative of each pair explains the proposals for each issue and sticks the post-it under the respective headline

*2.40- 3.00      Coffee break*

**Grouping proposals and Defining Strategic Action Lines (1 hour)**

3.00 – 3.30   Ask the participants to put together the similar proposals. (Put the post-its with similar proposals in columns) It is possible that contradictory columns emerge, but this is not a problem. Explain to the participants that if they do not agree with a strategic action line they can show it voting against at the end of the workshop.

3.30 – 4.00   Ask the participants to read the proposals of the columns and think about which title can define better the group of proposals as strategic action line.
Try to synthesize and reducing the number of strategic action lines* and write them in a piece of the role paper under the key issue as headline

*Example: 5 key issues and 3 subgroups and for each headline there are 3 different strategic action lines. It means that 9 strategic action lines would be voted for each (5) key issue in the plenary, so in the subgroup there should be a synthesize effort for reducing the strategic action lines.*


**Third Part: Plenary**

**Explanation of each subgroups result (1 hour)**

4.00 - 4.10   Fix on the wall all the pieces of role of paper with the headline and the strategic action lines*.

4.10 - 4.40   The spokesperson of each subgroup explains briefly the strategic lines for each key issue

4.40 – 5.00   The conference facilitator puts together the similar strategic action lines with the agreement of the participants and explains how will be the vote

*It is recommended to put the same key issues together for facilitating the addition and reduction of strategic action lines*


**Priorizing the strategic action lines and end of the workshop (50 mins.)**

5.00- 5.20*   Vote of the strategic action lines for each headline/key issue using the colour cards:
Green: absolutely agree
Yellow: indifferent or not important
Red: absolutely disagree
Every participant has 3 votes of each colour for distributing them as they want among the strategic action lines.

5.20 - 5.30   Break *(in the meantime the facilitators recount the votes)*

5.30 – 5.45   The facilitator reads the strategic action lines that generated more agreements, summarizes the workshop, thanks the participation and gives the floor to the PM for closuring the workshop.

5.45 – 5.50   PM speech for closuring the workshop

*The needed time for voting depends on the number of strategic lines for each key issue / headline*

## 3. Two-days stakeholders' workshop

Number of participants:  20-25 (maximum) participants

Profile of participants: PM, project partners and stakeholders chosen (those that have been interviewed or that have not been interviewed before) with the aim of having a good social sample following these criteria:

| Balanced dimensions | Variety of social actors | Advocates and opponents | Gender | Other criteria |
|---|---|---|---|---|
| Partners-financers Technology Market Societal-cultural Science Politics-policy | Public administrations Private sector companies Civil social organizations Silent majority | Close-by Affine Indifferent Opposite No clear position | Men and women | Path actors Interviewed and not interviewed stakeholders Others that the PM or the consultant consider appropriate |

Obviously the PM should attend the workshop too as another participant.

Duration: First day 3.30 hours and second day 4 hours

Aim of the workshop: To define proposals and strategic action lines and ranking them according to the agreement degree.

### 3.a. Specific issues for the meeting with the facilitators

Beside the common topics to be explained in each workshop, the specific items for the two-days stakeholders' workshop are:

1. Decide what kind of second day workshop is the most suitable

In the two-days workshop, the first day is for discussing and reflecting jointly the visions. During the first day, all the participants will know all the visions and attitudes and a lowest common shared knowledge on the project will be established. Therefore at the end of the day the participants will be able to rank the key issues after reflecting and discussing on the visions.

The second day of the workshop is for making proposals and strategic action lines. In this second day it is possible to do two different workshop procedures. The first one is to reproduce the same mechanics of the stakeholders' one-day workshop (A option). And the second one (B option), which will be explained below in the Workshop Program, lies in: each of the three subgroups of the workshop only discusses and makes proposals in one key issue. This involves that first the participants give priority to all the key issues. Secondly the three

key issues that have more votes will defined the subject of three subgroups. Finally the participants will choose in which subgroup they want to participate.

Therefore, the decision is to discuss and make proposals on all the issues in all subgroups (A option) or to discuss one key issue in each subgroup (B option).

2. Setting the subgroups.

The attendance of 20-25 participants involves dividing the participants in subgroups. It means that the facilitators have to foresee how to manage the division of the groups for the first and the second day of the workshop.

First day subgroups:

The criteria for building subgroups for the first day of the workshop should be the same as the one-day stakeholders' workshop. In other words:

- Dividing the participants in maximum 3 subgroups
- Each subgroup should have a sample of the variety of participants, avoiding that one type of participants become majority in a subgroup.
- Keep the balance between the well-informed participants (those that have not been interviewed before) and the very well-informed participants (who have been interviewed before).
- Each subgroup should have two lists with different colours, one for the well-informed and another one for the very well-informed participants. In each list there should be a sample of the variety of stakeholders participating in the workshop to avoid pairs made of actors from the same dimension or the same type of social actor, (whenever it is possible).

Second day subgroups:

General Criteria:

The composition of the second day subgroups will be made with the same criteria of the first day subgroups with the exception of the well-informed and very well informed criterion which is not appropriate anymore.

A option: All the subgroups will make proposals on all the most important key issues by pairs. If it is possible, it would be better to mix the pairs and do not repeat the partner.

B option: Each subgroup will make proposals in one important key issue. In this case, the concrete distribution of the participants depends on their preferences; but trying to keep the general criteria for the subgroup composition.

Whenever the organization of the workshop decides that is better to do not work in pairs, the criteria for the composition of the subgroups are the same.

3. Distribute the roles in the workshop.

In this type of workshop, with plenary and subgroup work, it is needed to differentiate between the Conference facilitator and the subgroups facilitators.

The Conference Facilitator is the facilitator of the plenary, his/her functions are:

- Facilitate the first plenary; he/she welcomes the participants, explains the project, visions etc and explains what will be done in the workshop.
- During the subgroups workshop: welcomes the participants that arrive late, does the support tasks (giving the office stationery that is missed or helping to moderate the conflictive subgroups) and warns about the time, five or ten minutes before the end of the subgroups work and the breaks.
- Facilitate the last plenary: moderates the presentation of the subgroups work and moderates the vote

In the other hand, the subgroups facilitators are who moderate and facilitate the subgroup discussion for reaching the subgroup goals.

**2.b. <u>Logistics and human resources</u>**

Human resources:

One Conference Facilitator and minimum 3 and maximum 6 subgroups facilitators

Logistics:

- List of all the participants to check their attendance at the workshop and give them the personalized folder
- Personalized folders with the name of each participant and
    o The workshop program
    o The name (A, B, C...) of his/her subgroup
    o The entire list of the participants of his/her subgroup
    o Paper and pen
    o (A option)Nine cards: three red, three yellow and three green
    o Issues list
- Post-its (two different colours)
- Role of paper or slate of paper for each subgroup
- Felt-tip pens (different colours) for each subgroup
- Stickers (for putting the name of the participants)
- (B option) 3 different colours stickers (one colour for each subgroup of the second day workshop)
- Foresee the coffee break
- Drinks and something to eat (depending on the moment of the day that the workshop will be done – brunch, breakfast...-)
- A plenary room and one additional room with a round table for each subgroup (maximum three)

**DAY 1: Sharing visions**

**Duration: 4 hours**

The aim of the first day of the workshop is to think about the future of the project. This is the day for reflecting and discussing on the opinion and perception of the project and its future in small groups. Therefore, this is the day for sharing and knowing visions.

**First Part: Plenary**

**Introduction to the workshop (40 min)**

0 – 0.10      Accreditation and welcome to the participants

0.10 – 0.30   Explanation of the project and the visions

0.30 – 0.40   Explanation of what they will do in the workshop, what will be next and introduction of the subgroup facilitators and where each subgroup will be held

*The plenary is not the discussion space (it should be done in the subgroups), and thus, only clarifications are allowed*

**Second Part: Subgroup work**

**Working in pairs (40 min)***

0.40 – 0.45   Introduction of the participants: the facilitator introduces himself/herself and asks the participants to do the same

0.45 – 0.50   Find a pair with the opposite colour; help them to mix avoiding pairs of the same dimension or same type of actor

0.50 – 1.20   Work in pairs answering the follow questions:
              What is your general position regarding the role of (the X energy) in sustainable energy in ( X region)?
              What do you think will be the impact of the project? Positive and negative
              The answers will be wrote in post-its (different colours for positive and negative impacts)

*\* It is possible to do the same without pairs in small groups, and so, each participant will write the answers to the questions.*

*Each subgroup will choose a spokesperson (which cannot be the facilitator) who will explain the results of the subgroup in the plenary.*

**Sharing Comments (1 hour)**

1.20 – 2.00   One representative of each pair* presents their results and organizes them into themes.

2.00 - 2.20   Wrap-up and selection of highlights for the plenary, writing them in a

role of paper

*Or each participant if there has been not work in pairs*

*2.20- 2.40 Coffee break.*

*(B option) In this coffee break the participants are asked to give priority to the issues list (tool 1) and add these key issues are important for them and are not included in the key issues list yet.*

**Third Part: Plenary**

**Explanation of each subgroups work (45 min)**

2.40 – 2.50   Fix on the wall all the pieces of role of paper with the highlights of each subgroup.

2.50 - 3.20   The spokesperson of each subgroup explains briefly the highlights

3.20 – 3.30   (A option) The conference facilitator asks the participants to fill the issues list (tool 1) giving priority to all the issues and the three more voted will be discussed in each subgroup of the next workshop day.

(B option) The conference facilitator asks the participants to give priority to the three most voted issues in order to choose the issue on which they want to make proposals

3.30 – 4.00   The conference facilitator remarks the highlights, summarize the workshop, thanks the participation and gives the floor to the PM for closuring the workshop

**B option:**

Example: In the plenary the conference facilitator gives to the participants a paper like this:

Name of participant: .................................................

**Subgroups Second day workshop:**

|   | Everyday life impact of the wind project |
|---|---|
|   | Technical issues of the installation |
|   | Environmental impact of the installation |

Put 1, 2 and 3 to give priority to the subgroups and the organization will try to put you in the subgroup that you choose as number 1 and if it is not possible in the number 2.

Return this paper before living the workshop.

Whenever the workshop is held in two consecutive days, at the end of the first workshop day a facilitators briefly meeting should be held in order to:

-   Assessing the first workshop day

-   Distributing the participants in the subgroups according to their preferences

-    Preparing the logistics for the next day

**DAY 2: Making proposals[1] (B option)**

**Duration: 4 hours**

**First Part: Plenary**

**Introduction to the workshop (30 min)**

0 – 0.10      Accreditation and welcome to the participants

0.10 – 0.30   Explanation of what they will do in the second day of workshop, what will be next, the dynamics of the vote ...
              Brief explanation of each key issue that will be discussed in the workshop

0.30 - 0.40   Whenever the first and the second day of the workshop are not consecutives to do a review of the first workshop day is suitable

*The plenary is not the discussion space (it should be done in the subgroups), and thus, only clarifications are allowed*

**Second Part: Subgroup work**

**Making Proposals (20 min)**

0.40 – 0.45   Introduction of the participants: the facilitator introduces himself/herself and asks the participants to do the same

0.45 –1.00    Each participant makes proposals for the key issue of the subgroup*.
              Key question: in your opinion what would be the most important action to do?
              Each proposal will be write in a post-it

*The maximum number of proposals to be made by each pair depends on the number of participants in each subgroup: 10 or more than 10 (maximum 3 proposals for participant), less than 10 (maximum 5 proposals for each participant)*

**Sharing Proposals (15 min.)**

1.00 – 1.15   Each participant explains briefly the proposals and sticks the post-it in a slate of paper  near or making columns with other similar proposals

**Grouping proposals and Defining Strategic Action Lines (1 hour)**

1.15 – 2.15   Ask the participants to put together the similar proposals. (Put the post-its with similar proposals in columns) Explain to the participants that this is the moment of agreeing 5* strategic action lines that will be voted in the plenary.
              The facilitator writes the 5 strategic action lines in the slate of paper

2.15 – 2.20   The facilitator explains the mechanics of the vote[2]:
              Each subgroup has been assigned a colour and each participant will have 5 stickers of the assigned colour for voting. The rules of the vote are:

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[1] (A option) the same mechanics as the one day stakeholders' workshop

[2] This is the vote methodology of EASW workshop

each participant can vote any strategic action line distributing the votes as he/she wants, with an exception: It is not possible to vote the strategic action lines made in the own subgroup. If there is one vote of the same colour of the subgroup it is a void vote.

Afterwards, the facilitator distributes the "votes": 5 stickers of the assigned colour.

\* Each group should make the same number of strategic action lines.

*Each subgroup will choose a spokesperson (which cannot be the facilitator) who will explain the results of the subgroup in the plenary.*

*2.20 – 2.40 Coffee break*

**Third Part: Plenary**

**Explanation of each subgroups result (1.15 hour)**

2.40 – 2.45  Fix on the wall all the pieces of role of paper with the headline and the strategic action lines

2.45 – 3.00  The spokesperson of each subgroup explains briefly the strategic lines for the key issue

3.00 – 3.05  The conference facilitator explains again the vote rules to give priority to the strategic action lines of each key issue

3.05 – 3.20  The vote

3.20 – 3.30  Recount of votes

3.30 – 3.45  The facilitator reads the strategic action lines that generated more agreements, summarizes the workshop, thanks the participation and gives the floor to the PM for closuring the workshop.

3.45 – 3.50  PM speech for closuring the workshop