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Deliverable 3.4:

Methodological and procedural approach for the organization and implementation of the workshops

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1. Introduction

The aim of this deliverable is the presentation of guidelines for the effective organization and implementation of the Country Governance Committees (CGC) workshops, which will be conducted within the framework of the project.

The deliverable consists of two different parts, namely:

- The methodological section, which focuses on the establishment and the organization of the CGC's workshops,
- The procedural section, which provides simple instructions and tips for the efficient facilitation and run of the CGC's workshops.

CRES, as Work Package leader, is responsible for the development and the implementation of the methodological and the procedural framework. To this direction, CRES will undertake the implementation of tutorial sessions with the partners from the participating countries with specialized webinars in order to reassure the required level of quality during the preparation, conduction and run of the workshops. Specifically, two webinars in total will be performed, one before the implementation of the 1st round of workshops and the second one before the implementation of the 2nd round of workshops.

Finally, it should be mentioned that the Deliverable 3.4 will be completed before the 4th workshop, because all the preparatory inputs according to the guidelines for the implementation of the four CGC's workshops will be integrated as appendices.

2. Methodological approach

For the conduction of successful and effective workshops, CRES will develop a methodological approach with the proposal of guidelines into collaboration with the Project Coordinator (PC) and the CGC's leaders. The aim of this methodological section is the provision of homogeneous and comparable data and information from all the involved countries leading to the acquisition of common results within the framework of the project.

Each CGC's leader is responsible for the organization, run and conduction of the corresponding workshops and it is crucial to follow the proposed methodological approach in order to reassure the acquisition of the most effective outcomes and results.

The main aspects of this methodological approach consist of:

- *Specification of common objectives for each round of workshop for all the involved countries*

All the implemented CGCs' workshops should have common objectives for all the involved countries. The specification of these objectives should become taking into account the overall concept of the project and contributing to the fulfillment of its goals.

Due to the fact that the objectives may be affected from the progress of the project, it is essential the objectives to be determined before the implementation of each workshop.

Each workshop may target to more than one objective, while additional objectives can be established for each participating country separately taking into account the different regional requirements for the development of the RES H/C plans such as climate conditions, legislative status, renewable potential etc.

The initial specified objectives are differentiated among the three different rounds of workshops, which will be implemented. Specifically, in the 1st round of the workshops the main objectives are the definition of the scopes and role of the CGC themselves as well the assessment of the inputs received from WP5 regarding the methodology for the specification of the baselines, which will be utilised for the development of the RES H/C plans (1st workshop).

The 2nd round of the workshop will focus on the inputs received from WP6 regarding the implementation of RES H/C plans. This 2nd round is composed by two workshops:

- in the first one (2nd workshop) the objective is the assessment and the validation of the baseline, which will lead to the development of local RES H/C plans;
- in the second one (3rd workshop) the objective is the analysis of the strategies for the development of the RES H/C plans and the evaluation of the results of the cost benefit analysis.

Finally, the 3rd round of workshops will focus on the discussion and the acceptance of the developed RES H/C plans (4th workshop) and its main objective is the endorsement of the plans implementation road map and the signature of the Memorandum of Understanding.

From the procedural point of view and in accordance with the established protocol of communication, CRES will send a more detailed set of objectives to the CGC's leaders and to the PC before the starting of each round of workshops according to the proposed protocol of communication. This set of objectives will be then discussed by the CGC's leaders, in accordance with their specific requirements, and the PC in order to achieve a common agreement on the workshops goals.

After the finalization of the objectives the agenda of the workshops will be developed facilitating the effective fulfilment of the established objectives.

As a matter of example for the 1st workshop the initial common objectives, which have to be discussed with the CGC's leaders and the PC, include:

- ✓ The definition of the purposes of the regional RES H/C plans.
- ✓ The analysis of the expectation and requirements of the participating stakeholders.
- ✓ The data collection procedures and analysis of the available sources for the lay out of the regional H/C maps.
- ✓ The agreement of the participating stakeholders to provide their own data and support possible interviews and data collection surveys.

➤ *Development of common template for the provision of the workshops' minutes*

CRES will develop the template for the provision of the workshops' minutes. All the CGC's leaders should provide the necessary information as required by the template of the minutes according to the protocol of communication.

CRES should send the layout of the minutes before the implementation of the CGC's workshops to the corresponding CGC's leaders.

Indicatively, the structure of the minutes can include the following aspects:

- ✓ Date, place, and time of the workshop.
- ✓ Time of adjournment.
- ✓ List of participants.
- ✓ List of absent stakeholders.

- ✓ Approval and short presentation of previous workshop's minutes.
- ✓ Agenda.
- ✓ Objectives of the workshop.
- ✓ Record of main discussed issues, actions taken, and decisions made for each objective and each point of the agenda separately.
- ✓ Distributed material.
- ✓ Conclusions.
- ✓ Suggestions and open issues for the next workshop.
- ✓ Schedule regarding the foreseen action and the provision of inputs from the stakeholders until the next workshop.
- ✓ Date, place, and time of the next workshop.

A sample of the minutes' layout is presented in the appendix. The template of the minutes for each workshop separately will be finalized after the specification of the objectives and the constitution of the agenda as foreseen within the framework of the protocol of communication.

The CGC's leaders should send the minutes to the participants for comments and proposals. After the finalization of the minutes, they should send the finalized minutes to CRES for each implemented workshop according to the protocol of communication.

Finally, the minutes should be sent in English.

➤ *Workshops evaluation forms*

CRES will develop the evaluation forms for each workshop and distribute them to the CGC's leader before the conduction of each workshop according to the protocol of communication.

The evaluation forms will target to evaluate using qualitatively scales all the examined fields of the workshop emphasizing mainly on:

- The clarity of the presentation regarding the objectives of the workshop.
- The overall organization of the workshop.
- The effectiveness of the implemented activities and the distributed material.
- The contents of the workshop regarding their relevance and interest with the initially specified objectives.
- The outcomes of the workshop.

The finalization of the evaluation forms will be implemented after the specification of the objectives and the constitution of the agenda as foreseen in the protocol of communication.

The evaluation forms will be completed from all the participants and the CGC's leaders should send them to CRES according to the protocol of communication.

The completion of the evaluation forms should be made in English. Nevertheless, the CGC's leaders can translate the forms into their national language in the case that they want to facilitate the implementation of the workshops.

➤ *Contingency actions to involve stakeholders that can't participate to the workshops*

The CGC's leaders are responsible for the implementation of the necessary contingency actions so as to either motivate the stakeholders to participate or to substitute them with other more willing for involvement.

Firstly, the CGC's leaders should identify the reasons for their unwillingness to participate and should try to persuade them.

Secondly, they can substitute them with other stakeholders utilizing the outcome of the methodology for the ranking of the stakeholders, which is presented in the Deliverable 3.1 regarding the provided guidelines for constitution of the CGCs.

Finally, the CGC's leaders have the opportunity to ask the technical support from CRES in order to confront any emerging problems. According to the protocol of communication, CRES in collaboration with the PC should provide effective guidelines for the efficient manipulation of these situations.

As already mentioned in the introduction, CRES will organize specialized webinars for the methodological issues in order to strengthen the technical capacity of the participating partners and to increase the level of quality in the implemented workshops.

3. Procedural approach

The current section of the deliverable aims at the introduction of procedural guidelines for the effective organization, run and implementation of the workshops.

During the implementation of a workshop three different types of participants can be identified:

- **The moderator**, who is responsible for the direction, guidance and facilitation of all the implemented procedures. The moderator will present the necessary steps for the conduction of the workshop, he will coordinate them and he will summarize the obtained outcomes.
- **The rapporteur**, who will observe the discussion having as target to summarize the main ideas identifying the main barriers, presenting the proposed solutions and approaches in order to overcome them and highlighting the main points of agreement and disagreement.
- **The rest of participants**, who are being asked to participate actively in the discussion through questions, comments, examples, ideas and disagreements so as to benefit the discussion with their accumulated experience in the specific filed.

The workshops consist of two distinct phases, namely the organization and the implementation phases. The analysis of both of the phases is presented in the following sections.

3.1. Organization phase

The first step during the organization phase of the workshop is the initial planning of a workplan. The main aspects, which must be elaborated within the developed workplan, must include the following issues:

- ✓ The necessary preparatory steps and tasks.
- ✓ The required time for the implementation of the previously specified steps and tasks.
- ✓ The person, who will be responsible for the preparation and the conduction of the workshop.
- ✓ The deadline, which must be specified for the fulfillment of each activity separately.
- ✓ The analysis of the importance of each activity and the identification of the most crucial of them.

- ✓ The development of a plan for the confrontation of potential unexpected issues and problems.
- ✓ The establishment of a detailed timetable.

The next step includes the selection of the place, where the workshop will be implemented. In the case that the space belongs to your organization, you must choose the best room so as to fit suitably to the characteristics of your workshop. Otherwise, you have to book another place attempting to identify a suitable place regarding the type and the size according to your needs.

The workshop's place must:

- ✓ Have the appropriate technical infrastructure (such as power sockets, audiovisual equipment (projectors, videos, microphones), internet access, etc).
- ✓ Be close to the accommodation of the participants.
- ✓ Be easily accessible preferably by public means of transport. Otherwise, you should hire transport services for the accurate arrival and departure of the participants.
- ✓ Be quiet, have sufficient space, appropriate lighting, air circulation and temperature conditions.
- ✓ Have flexible and comfortable chairs and tables.

Prefer to set-up a circle of chairs, because every participant will have the ability to see each other and the screens easily, while it will be avoided the creation of a sense of hierarchy among the participants. Moreover, the tables must be sufficiently far apart.

In the case that you decide to provide also food and coffee to the participants, you can arrange either a catering service or you can bring all the necessary equipment (such as coffeemaker, coffee, creamer, paper cups, etc) for self-service.

Try to keep the participants concentrated presenting the provided material in different ways. Many studies show that the participants respond positively to a variety of activities and material. Nevertheless, be careful because the different methods of learning can lead to completely different results. Specifically, some people prefer to obtain new information through their eyes, while others through their ears. Other people prefer to deal with the details of an idea, others with the overall concept. As a result you should vary the activities in a workshop so as to

increase the possibilities to create a more effective learning environment for each participant.

In the case that you will prepare presentation and any material, it is suggested to utilize the appropriate colors, easy-to-read charts and graphs.

Moreover, try not to provide too much information in each slide giving to the participants the opportunity to keep track of this easily. Regarding the duration of the presentation, try to be over prepared than underprepared. Specifically, you must prepare material for one hour if the duration of your speech is going to be about half an hour.

You must not neglect to establish a registration procedure of the participants and to prepare the name tags for each participant separately.

You should not forget to bring all the necessary material such as pencils and papers, copies of the printed material, easels, newsprint and markers for highlighting ideas and comments, the agenda of the workshop, the list of the workshop and the presentation of the objectives.

It is recommended to create a checklist so as to reassure that you will bring everything you want.

One week before the conduction of the workshop you should contact the participants in order to inform them about the final program and to confirm the final information about the workshop.

Before the opening of the workshop, you should:

- ✓ Visit and check the place, where the workshop will be implemented, according to the initial arrangements.
- ✓ Reconfirm the availability of rooms for the participants.
- ✓ Provide the workshop's agenda and confirm the schedule and the arrangements for the provided food and coffee.
- ✓ Create a list of proposed recreation activities and proposals for sightseeing.



*the organization phase
does not stop when the
workshop will begin!!!*

and remember.....

3.2. Implementation phase

3.2.1. Introduction

The implementation phase of the workshop consists of three different steps the:

- ✓ *Introduction of the workshop*, which refers to the period from the arrival of the participants to the beginning of the main presentation and activities.
- ✓ *Conduction of the workshop*, which involves the main presentation and activities.
- ✓ *Closure of the workshop*, which includes the summary, the evaluation and the ending.

During the introduction of the workshop, it is recommended to arrive one hour before the beginning of the workshop and check that all the arrangements are compliant with your planning.

Then, the first step is to gather the participants according to the agenda welcome them and give them a name tag when each participant will complete registration. After the registration of the last participant, you should print the final participant list so as to have a complete overview of the participants.

When you are going to start the workshop, the main steps include the:

- Introduction of the moderator, the rapporteur and the participants pinpointing their role.
- Presentation of the outline and the agenda of the workshop.
- Analysis of the objectives and the activities of the workshop.
- Establishment of the agreements for the conduction of the workshop.

Finally, agreements and rules of the workshop must be specified, which will help you to run and conduct the workshop smoothly. Some issues for arrangements can be the following:

- Start and end of the workshop on time.
- Equal opportunity to everyone for participation.
- Confidentiality regarding the participants' attitudes and statements.

- Respect the break times.
- Turn off mobile telephones.
- Respect the rules of the accommodation of the place of the workshop.
- Smoking is forbidden in closed areas.

In the case that few participants arrive late, you should welcome them without disrupting the progress of the workshop. If they arrive in the beginning of your presentation you can integrate them into the group immediately presenting them briefly the main points of the already performed activities. If they arrive in the middle of your presentation acknowledge them with a smile and when you will have the opportunity you can pause, welcome them and present what they have missed.

Finally, if something goes wrong unexpectedly, you must implement your back-up plans. Acknowledge that things aren't going according to your plan and provide the option of a quick break, while you are attempting to solve the problem with the aid of the technical staff.

In potential delays don't hesitate to explain the situation to the participants, while it is wise to ask either for their technical help or proposals about how to handle the overall situation. As a last resort, examine the possibility to reschedule the workshop entirely so as to confront the problems.

3.2.2. Conduction

During the conduction of the workshop it is considered as crucial your role as moderator. Among your obligations, you should:

- Create a friendly atmosphere and help participants to feel comfortable.
- Be creative and utilize the humor in order to make your activities more entertaining.
- Be enthusiastic motivating the participants for a more effective involvement.
- Appreciate participants' contributions and statements.
- Encourage any input, feedbacks and proposals.
- Motivate the participants to solve the problems immediately.
- Request for ideas and feedbacks avoiding monologues.
- Wait the participants to respond firstly before your statement.
- Provide the necessary information and positive feedbacks.
- Try to explain any misunderstanding.

- Try not to judge or criticize.
- Respect the right of each member for participation and remember that every opinion counts.
- Questioning is an effective technique in order to present information and to provide answers. Prefer open-ended questions.
- Talk slow and calm.
- Try to look participants when you speak to them and when they speak to you.
- Do not ignore a difficult situation. Remember that it is your responsibility to handle and diffuse a difficult situation.
- Let the group decide if the discussion for a specific issue must continue or not.
- Use non-verbal responses to acknowledge participants' remarks.
- Share your own ideas and thoughts.
- Let the group know the discussion is also beneficial to you.
- Reassure that the participants listen carefully each other.
- Develop and respect the agreements.
- Review the techniques for handling difficult people or situations.
- Keep track of time. Try to avoid unnecessary deviations from the timetable of the agenda.
- Allow adequate time for reflection and discussion.
- The active listening is considered as a key facilitation skill.
- Be open-minded to different feedbacks and ideas.
- Summarizing or repeating what the participants say.
- Be aware of similarities and differences among the ideas of the participants.
- If the number of participants is relatively high, you should split them into smaller groups for the implementation of the activities. Then, you can gather the separate ideas and remarks and provide them as inputs for discussion to the whole group of participants.
- In the case that skeptical participants about the subject of the workshop exist try to examine their expectations.

3.2.3. Closure

In the final phase of the workshop, you should:

- Summarize the main findings of the workshop.
- Give the opportunity to the participants to react to the obtained outcomes. This can be achieved either with a formal procedure or through some simple questions.
- Provide the opportunity to the participants to sum up.

- Revisit the agenda to identify any issues that you possibly forgot to deal with during the conduction of the workshop.
- Depending on participants' interest, you can send any additional material on the discussed issues or on points that you forgot to cover.
- Identify how the participants' expectations will be differentiated after the conduction of the workshop.
- Collect the evaluation forms ensuring that every participant has evaluated the implemented workshop and provided his comments.
- Create the necessary photographic record from the workshop.
- In the case that you will promise to send to the participants any additional material you should do it as soon as possible.
- Send to the participants any summary notes or feedbacks so as to maintain their interest at high level until the next workshop.
- Circulate the minutes of the workshop as soon as possible and give them the opportunity to comment on these.



the preliminary planning of the next workshop must begin after the fulfillment of the previous in order to improve the weak areas!!!

and remember...

As already mentioned in the introduction, CRES will organize specialized webinars for the procedural issues in order to strengthen the technical capacity of the participating partners and to increase the level of quality in the implemented workshops.

References

Candelo C., Ortiz G., Unger B., 2003. Organizing and running workshops A practical guide for trainers. A publication by WWF Colombia, InWEnt, IFOK.

Moynihan M., Guilbert J., Walker B., Walker A., 2004. How to run a workshop.

NWT Literacy Council. How To Kit - Facilitating a Workshop.

UNICEF and United Nations Staff College. How to organize and run learning workshops.

Appendix: Sample of the minutes

Minutes of the CGC's workshop

I. Date:

II. Place:

III. Start time:

IV. Time of adjournment:

IV. List of participants:

<i>Name</i>	<i>Organization</i>	<i>email</i>
<i>1</i>		
<i>2</i>		
<i>3</i>		
<i>...</i>		
<i>n</i>		

V. List of absent stakeholders

<i>Name</i>	<i>Organization</i>	<i>email</i>
<i>1</i>		
<i>2</i>		
<i>3</i>		
<i>...</i>		
<i>n</i>		

VI. Discussion about previous workshop's minutes (short presentation and approval):

VII. Agenda:

VIII. Objectives:

Objective 1

Objective 2

...

Objective n

IX. Discussion about each objective

Objective 1

- Discussed issues
- Actions taken
- Distributed material
- Decisions made

Objective 2

- Discussed issues
- Actions taken
- Distributed material
- Decisions made

...

Objective n

- Discussed issues
- Actions taken
- Distributed material
- Decisions made

X. Conclusions

XI. Suggestions and open issues for the next workshop

XII. Planned actions and required inputs until the next workshop

XIII. Preliminary arrangements for the next workshop

Date:

Place:

Start time:

