Methodology for appointing Change Drivers & establishment & operation of Local Stakeholder Platforms

NewPilgrimAge project

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Created by Mindspace

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1. Introduction

Saint Martin, the symbol of sharing, is one of the most popular saints in central Europe. Partner cities of the NewPilgrimAge project are located along the European Cultural Route of Via Sancti Martini. They join forces to revive this cultural heritage and promote the common European values of solidarity and hospitality linked to St. Martin. Cities and cultural organisations from five countries will mobilise their citizens, most of all young people and small enterprises, to propose and jointly develop new creative initiatives valorising the untapped heritage potentials. The novel solutions will be available in a 'Community-sourced CH Valorisation Model', replicable in any city with similar profile or ambitions. Partners, together with local stakeholders will develop local roadmaps to define the next strategic steps on the way to sustainable management schemes, also empowering local communities.

Integrated, multi-sectoral and participatory approach is the leitmotif of the NewPilgrimAge project, delivering innovative solutions from cultural, social and technological aspects resulting in multiple cultural and socio-economic benefits. One of the main activities to fulfil this goal is the support of local capacity building by appointing local Change Drivers. These competent persons assigned by project partners, prepared via interactive multimedia training sessions will transfer the acquired knowledge to Local Stakeholder Platforms (LSPs), involving a wide range of cultural heritage and community actors along the quadruple helix. The aim of this document is to provide guidelines for project partners to be able to find the right people who will become change drivers and the key aspects of establishing a stakeholder platform that is active and sustainable on the long term.

Driving change through Local Stakeholder Platforms is a process by which a community looks 2-5 years ahead and makes plans for its sustainable future exploiting its Cultural Heritage, primarily linked to the St. Martin legacy in the case of our project. It will help the community:

- identify a clear vision for its future;
- bring together information on the area;
- identify the main goals it needs to achieve and the strategies it will adopt to achieve them;
- get ready to plan;
- identify and prioritise projects;
- organise themselves and others to make the plan happen;
- monitor and evaluate their work;
- learn from the work as it progresses.

The Quadruple Helix approach focuses on innovation generated by citizens. Social inclusion, user-centrality, and creativity have been encompassed in the knowledge production process as essential elements and civil society has been added as a fourth helix of the innovation system (Internet 1).

According to the Quadruple Helix Approach four pillars are included in the process of innovation, thus ideally represented in the LSP-s as well:

- PUBLIC AUTHORITIES (Local authorities, municipalities, county, provinces, government level institutions);
- KNOWLEDGE PROVIDERS (Experts and professionals from the universities, research or development centres);
- CIVIL SOCIETY (NGOs, households and individual citizens)
- BUSINESS.

2. Who are the Change Drivers?

Change Drivers are key catalysators of the process. They are important and respected members of the community, have an effect and influence on the community. Besides being a visionary, a Change Driver can translate the goals and main idea of the community to real-life, implementable projects. It is

important that they know their community and can find the way and approach to influence them.

A Change Driver can be anybody: a teacher, a priest, the owner of the local pub, the leader of local association or NGOs, activist, expert, individual with leadership and management skills, like the old gossip lady from the corner, who is the centre of the community, or someone from the municipality or heritage institutions (museums, archives, libraries, Univeristies of Adults, etc) involved in local issues. The real power can be absolutely independent from one's societal status, a good Change Driver is well rooted their community and is interested in their own community's future.

3. What are their skills?

There are some essential skills that a Change Driver should have in order to fulfil their role and responsibilities. Though most skills can be trained and improved, the training possibilities are limited within the NewPilgrimAge project, so it is important for the selected ones to have a good base that we can build upon. It is essential that they speak English and feel the motivation to be involved in the project. It is also a good help if they have connections with other potential local Change Drivers. If they can also benefit from the role of being a Change Driver for example for their own project or job, it will most probably increase their long-term commitment to the NewPilgrimAge project.

Some of the most important skills:
- Administrative skills to organise events and your community;
- Facilitation skills to run meetings and events;
- Community development skills to involve people;
- Negotiating and mediation skills;
- Plan preparation skills;
- Project development skills;
- Research skills;
- Monitoring and evaluation skills;

▪ The ability to think strategically.

4. Where to find them?

Most probably, there are various Change Drivers all around, eagerly looking for a new project to commit themselves to. As typically these people are outgoing and open to new challenges, it is not so hard to find them. The harder is to make them committed to this specific issue, which can be done by pointing out their benefits on the long term. A safe start can be finding local smaller projects or organisations who have the interest to join the initiative. Events can also be a very effective tool, providing an opportunity to announce the possibility via the local effective channels to find out who would be interested and feel the motivation to join the project. Local press can also be quite helpful, not only finding the Change Drivers directly, but to raise awareness about the project among potential community members. And of course Facebook is an easy-to-use tool, reaching a wide range of people with quite low cost and time investment.

5. The team around Change Drivers

There are many potential members of the Local Stakeholder Platforms. Future potential Change Drivers, the local project partner, institutions (church, school, municipality, museum, library) or community places.

You can involve people and organisations in different ways. For example, officials and organisations can have an advisory role as opposed to a formal place in the Local Stakeholder Platforms. Others may be happy just to be consulted and kept informed. Some may only want to be involved when you are working on something that is directly relevant to them. It is often easier at this stage to identify partners and organisations than it is to identify individuals in your community. This raises two crucial issues to bear in mind:
▪ Asking for representatives from agencies and organisations does not guarantee you will actually get someone committed to the work ahead;

- It is likely that you will have to rely on community leaders who have already come forward to 'hold the door open' for other local people to become involved as work progresses.

Identify stakeholders is an important process. A wide range of potential stakeholders should be taken into consideration in order to drive all forces in the same direction.

Make a list of the stakeholders who will be involved in the regeneration of your community by focusing on cultural heritage and valorisation. You should consider:
- funders and potential funders;
- all levels of local government;
- service providers;
- community and voluntary groups;
- expert groups and advisory organisations;
- groups or organisations likely to be affected by the results of your work.

You can then use a tool called the Power – Interest Matrix. Power relates to how much influence an organisation can bring to the Local Stakeholder Platform to help it achieve its aims and objectives. Influence could be effected through funding, statutory registration or other forms of more informal lobbying or persuasion. Interest relates to how much of a stake or concern an organisation or group may have in the end result of your work.

		Interest	
		Low	High
Power	Low	A. Non-Partners	B.Those to be kept informed
	High	C. Consultees	D. Key decision makers

6. What are the needs of Change Drivers and their teams?

Working in a Local Stakeholder Platform is likely to be a new experience for some of those involved. Even for those people who are old hands at committees, getting involved in a new initiative will mean meeting new people and forming new relationships. Not everyone will have the same experience or the same level of skills or confidence.

It is important that the local Project Partner provide these people opportunity to understand the project, give them the financial and professional support and backup. The time dedicated to the project is a crucial issue on behalf of all parties. Local Stakeholder Platforms need to clarify the goals and objectives of the project which are in line with their own goals, set deadlines and also workpackages. After a survey of the existing skillset, training and facilitation can be a very helpful tool to fill the gaps. It is also important that the local Project Partner have a „real face" by providing a contact person for the group.

7. How to make Stakeholder Platforms sustainable?

If members of the Local Stakeholder Platforms understand their role and importance in creating sustainable benefits for the community, it is a lot easier to keep them running. The following list can support this process.
Local Stakeholder Platforms will:

- help the community to take responsibility for their future;
- help to get the community involved;
- stimulate forward thinking and clarify future directions;
- build consensus around priority projects and actions;
- build teamwork and expertise;
- help to identify community leaders;
- help to meet others' requirements;
- help to influence rather than be influenced;
- help to get results.

The local Project Partner and the wider community will also benefit from the process, as Local Stakeholder Platforms:

- provide an effective framework for supporting communities;
- is a practical way of delivering the government's policies on sustainable development based on cultural heritage, community planning and neighbourhood renewal;
- provides a basis for support that is rooted in sustainable futures rather than a response to crisis;
- identifies projects which have community support and which have the maximum impact;
- helps develop local skills and create organisations to manage projects.

It is also important to see what the local community and Local Stakeholder Platform members are ready for. Don't forget training, networking and best practice. Encourage your community to take advantage of any training opportunities that will equip them for the journey ahead. From basics like running effective meetings to more detailed courses on fundraising or

establishing a community company, training will be a wise investment. In addition, take advantage of other communities who may have more experience, and learn from them. This will be supported during the project as Change Drivers will have the chance to share their experiences regularly.

For the Local Stakeholder Platform members, there are different levels of involvement and as you plan you should consider which level is most appropriate for the task at hand and the stage you are at. These levels of involvement are referred to as 'the ladder of participation'. The further up the ladder you move, the more involved your community becomes in actually taking decisions. Involving local communities is a complex task. Some communities are already well organised but most are not. It takes time and commitment to develop the skills and experience of your community. People are likely to be familiar with seeing information and occasionally being consulted. They are unlikely to be familiar with actually getting involved in the regeneration of their community relying on cultural heritage or being policy makers and decision takers themselves.
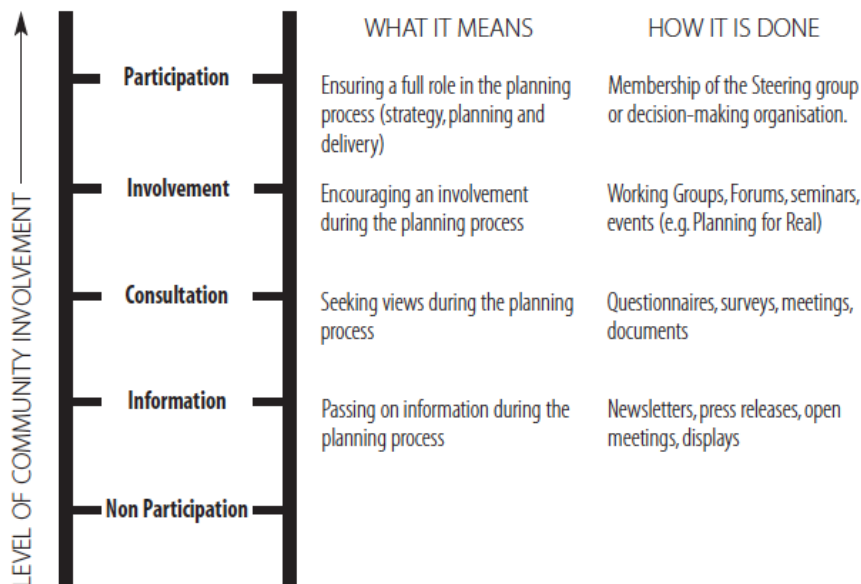

Figure 1 Ladder of participation

8. Facilitation as a tool for effectiveness

Facilitation is a very important tool for supporting communities and groups to be effective and work in a cooperative way. Though ideally facilitation should be done by an independent professional, unfortunately many times there are no financial resources or even the lack of awareness inhibits inviting someone to do it. Change Drivers or any skilled member of the Local Stakeholder Platform can still use various techniques to catalyse common thinking, creating visions or action plans. Depending on the number of participants and the concreteness of the goal to achieve, there are many methods that can help the process to flow the right way.

World cafe or even *Open Space* is a good start to survey attitudes and collect ideas. *Pro Action Cafe* focuses on the steps to take to reach a specific goal. *Moderation techniques* can quickly channel brainstorming ideas of a specific issue to prioritized packages with a potential action plan as output. These are just some highlighted techniques, but there are many available, so every Local Stakeholder Platform can experiment on using the most appropriate tools for themselves. See the detailed description of the most important tool in Annex I.

9. Resources, further readings

Figure 1: Ladder of participation: Alan Caldwell Associates: re: sourcebook
https://www.jrf.org.uk/report/resourcebook-planning-your-community

Internet 1: http://cor.europa.eu/en/documentation/studies/Documents/quadruple-helix.pdf

Detailed information on community planning and involvement:
http://www.communityplanning.net/
https://www.communityplanningtoolkit.org/community-engagement
http://www.alancaldwellassociates.co.uk/

More information on facilitation and techniques
http://www.plays-in-business.com/facilitation-formats-i-use/
http://www.liberatingstructures.com/

World café

[World Café](#) is a group interaction method focused on conversations. It fosters the interaction and dialogue with large and small groups. It is very effective to identify collective wisdom of large groups. It is an ideal way to find out what a community is thinking and feeling about a topic.

Description of World Café

World Café facilitation is a group interaction method focused on conversations. It got its name because it imitates a café setting where small groups (4 or 5 people) are all conversing together around tables. In this case, a cluster of small groups — anywhere from 10 to 1000 — are in conversation about an issue that matters to them or should be resolved.

It is an ideal way to find out what a community is thinking and feeling about a topic.

Rules of World Café

1. The environment is set up like a café, with paper-covered tables supplied with refreshments and pencils.
2. Each table gets a certain issue as question written or sticked (index card or post-it) at the paper cover.
3. The participants sit to a table and hold a series of conversational rounds lasting from 20 to 45 minutes about the questions assigned to the table.
4. Participants are encouraged to write, doodle, and draw notes, insights or key ideas of the conversion on their tablecloths.
5. At the end of each round, one person remains at each table as "host", while the other travels to separate tables.
6. The table hosts welcome newcomers to their tables and share the essence of that table's conversation so far.

7. The table host encourages the newcomers to link and connect ideas coming from their previous table conversations to the table's results and to listen carefully and to build on each other's contributions.

8. The newcomers relate their conversational threads to the table's issue. They add new notes or insights of the conversion on the paper cover.

In this way, the threads of the various conversations are woven together and all participants get a sense of what is being discovered and developed between them.

When to use World Café

World Café is used to

- Foster interaction and dialogue with both large and small groups.
- Surface the collective wisdom of large groups of diverse people.
- Information sharing,
- Relationship building,
- Deep reflection exploration.
- Action planning.

Facilitator Role

- Introduce the participants to the process
- Assign questions to the tables
- Guides participants through the process
- Initiate after several rounds of conversation, a period of sharing discoveries   and   insights.
  In these town meeting-style conversations patterns can be identified, collective knowledge grows, and possibilities for action emerge.

Source: http://www.plays-in-business.com/world-cafe/

ProAction Café

[ProAction Café](#) is a facilitation for action-oriented, creative, and inspirational conversations. The participants are invited to share their questions (around projects, or seed ideas) and get input from others. ProAction Café moves from questions to actions by providing space for creativity and getting deeper input (deeper questions, knowledge, experience) from others.

Description of ProAction Café

ProAction Café is facilitation for action-oriented, creative, and inspirational conversations. The participants are invited to bring in their "call for help" — projects, ideas, questions — or whatever they feel called by and need help to manifest in the world, and they get input from others.

Pro Action Café combines both the concepts of [World Café](#) and [Open Space Technology](#). From World Café is the usage of tables, from Open Space is the idea of self-organised agenda building and session hosting incorporated.

After building the agenda, the issues to be dealt are sticked to the tables. Count the number of participants, divide by four or five — this gives you the numbers of tables and the number of issues to be dealt with in the evening (e.g. 40 participants, you can have 10 issues/tables maximum).

Then the conversation runs in 3 round (20-30min). For all rounds, the one who brought the issue remains at the table. All others on the table move to new, different tables. The host first briefs the new participants joining the table briefly (focus on essence not to take up too much time). Each round is guided by a few generic questions to help deepen and focus the conversations.

- **Round 1:** *"What is the quest behind the question/project?"* — The first version of the question that someone asks might not be the final question).
- **Round 2:** *"What is missing?"* — E.g what is not asked yet, what are perspectives or options not considered yet?
- **Round 3:** *"What am I learning about myself?"* — *"What am I learning about my project?"* — *"What next steps will I take?"* — *"What help do I still*

need?" — Consolidate your learnings into action: What next steps will I take?

The outcome of this round is that the host, but also the participants takes an action away from that round for themselves.

Depending on time available, this 3rd round can be divided into 2 steps:

1. Some minutes for the topic owner to reflect on these 3 questions and harvest key insights with the help of others

2. The rest of the time is reflection time for all participants on what they learned during this process. This is intended to be more a process harvest than a content harvest, but also to become conscious that you learn in conversations, even if you didn't hold an announced topic.

Procedure of Pro Action Café

1. **Preparing the environment**/venue: 1 table for every 4-5 participants.
2. **Check-In**: everyone sits silently in a big circle, the facilitator ensures that people "land" (i.e. enjoys the silence and thinks about what their own question would be) and connect with others and the space.
3. **Calling for Help**: individual participants stand up and present a question for which they need help. The "caller" selects a table and invites other to share the question. If needed bring more table in.
4. **Three rounds of conversation**:
   - **Round 1**: What is the quest behind the question? Try to go deeper than the story provided by the table host. The invitation for the guests on the table is not to give advice, but to help the host of the table to gain new insights.
   - **Round 2**: What is missing? Once the quest has been redefined, what makes the picture more complete? Broaden the picture. What areas were not covered?
   - **Round 3**: What next steps will I take? What help do I need? What did I learn?

Rules of ProAction Café

- Welcome and Check-in circle

- Announcing the topics
- Explaining the process
- Three rounds of conversation
- Closing circle

When to use of ProAction Café

- Need to call up the collective intelligence of a group.
- Identify what's "behind" an issue.
- Find proper actions to implement solutions fast.

Facilitator Role

- Guides through the process.
- Facilitates the check-in
- Facilitates the closing procedure: assists participants in finding proper actions.

Source: http://www.plays-in-business.com/proaction-cafe/

Open Space Technology is a highly scalable and adaptable facilitation method to enable all kinds of people, in any kind of organisation, to create inspired meetings and events. It relies strongly on self-organisation of the group of participants.

Open Space Technology (OST) is a highly scalable and adaptable facilitation to enable all kinds of people, in any kind of organisation, to create inspired meetings and events. OST relies strongly on self-organisation of the group of participants. It is a purpose-driven approach, focused on a specific and important purpose or task — but *beginning* without any formal agenda, beyond the overall purpose or theme.

In OST the participants plan and run self-organised timeboxed sessions (30min, 45min, or 60min) to topics they are interested in. Characteristic for OST is a missing agenda or schedule at the beginning. The participants organise it themselves in the so-called "marketplace".

Procedure of marketplace:

1. All participants sit in a circle. In the middle are post-its, index cards and pencils placed.
2. The facilitator provides an overview of the process and explains how it works.
3. The facilitator invites people with issues of concern to come into the circle, write the issue on a post-it or index cards and announce it to the group. These people are "session hosts" or "conveners."
4. The session host places their paper on the wall and chooses a time and a place to meet. This process continues until there are no more agenda items.
5. The participants cluster and prioritise the agenda items on the wall.

After the marketplace, the group then breaks up and heads to the agenda wall, by now covered with a variety of sessions. Participants take note of the time and place for sessions they want to be involved in.

During the sessions, the host or a recorder takes notes and capture the important points of the session. At the end of each session, the notes are published on a shared news wall.

The participants then finish the open space meeting with a closing circle where people are invited to share comments, insights, and commitments arising from the process.

Rules of Open Space Technology

Marketplace Rules

- Every single issue that anybody cares about enough to raise will be "on the table".
- All issues will receive as much discussion as people care to give them.
- All discussion will be captured in a book, and made available to the participants.
- All issues will be prioritised.
- Related issues will be converged.
- Responsibility will be taken for next step actions.

Sessions Rules

Open Space operates under four principles and one law. The four principles are:

1. Whoever comes are the right people
2. Whatever happens is the only thing that could have happened
3. When it starts is the right time
4. When it's over it's over

The Law is known as the **Law of Two Feet**: *"If you find yourself in a situation where you are not contributing or learning, move somewhere where you can."*

The four principles and the law work to create a powerful event motivated by the passion and bounded by the responsibility of the participants.

When to use of Open Space Technology

Open Space Technology is useful in almost any context including strategic direction setting, envisioning the future, conflict resolution, morale building,

consultation with stakeholders, community planning, collaboration and deep learning about issues and perspectives.

Use it if

- There is a real issue of concern with a need for a quick decision.

- Diversity of players matters.

- Complexity of elements matters.

- There is passion (including conflict).

Open Space will work under all of these circumstances. It is only inappropriate when the outcome of the meeting is predetermined or if sponsors are not prepared to change as a result of the meeting.

Facilitator Role

- Frames and guides the marketplace

- Supports the prioritisation of agenda items

- Facilitates the closing session

Source: http://www.plays-in-business.com/open-space-technology/