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# REPORTS ON APPOINTING LOCAL CHANGE DRIVERS

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

PP2 - Mindspace, Hungary prepared the Methodology for appointing Change Drivers & establishment & operation of Local Stakeholder Platforms. (Deliverable D.T1.1.1., September 2017). This documentation is available on NewPilgrimAge website. Visit: <http://www.interreg-central.eu/Content.Node/NewPilgrimAge.html>

This document was prepared to facilitate project partners in the process of selecting proper local Change Drivers as key catalysators of the NewPilgrimAge project and to help the establishment and operation of Local Stakeholder Platforms.



### 3. PP1- SZOMBATHELY, HUNGARY

Szombathely fortunately has some experience in involving local stakeholders in local issues, as ongoing projects like URBACT and CLLD made it possible to gain experience in finding the appropriate stakeholders, organisations as well as appointing suitable group leaders. Thus we had a pool of organisations as well as persons to choose from.

The decision was made by Szabolcs Szakály, thematic leader of Szombathely's project part, after consulting local political decision makers.

Taking into consideration the necessary professional knowledge, management skills as well as embeddedness in the city life, the final decision appointed two persons to serve the work of the Local Stakeholder Platform as Change Drivers.

1. **Ms. Andrea Csapláros** (46), historian, archaeologist is Director of Savaria Museum, the local-regional museum having diverse exhibitions, displays, fields of interest and hosting a small Saint Martin Institute. Her main field of research is antiquity, early Christianity - that is, the time of St. Martin. She is a professional lecturer on history and archaeology, and has developed a multi-level professional network in the region.

Her role in the leadership of the Local Stakeholder Platform is to provide apt knowledge, digestible information concerning St. Martin and his time, his societal embeddedness in order to better understand the deeds, values, virtues of St. Martin, and be better able to convert his heritage into the XXI. century. Being the director of the Museum, the involvement of the St. Martin Institute will also be very easy.

2. **Mr. Tibor Polgár** (45) is an expert of spacial development, having many years of experience by being one of the main leaders of a central state development company. Presently he is managing director of a local company focusing on regional project and economic development. His company is member of the CLLD Local Support Group, he personally is the recognised leader of the Municipality's URBACT project's Local Support Group.

Combining management skills with development experience and deep patriotism (being born in Szombathely), he will be responsible for the daily management of the Platform and directing the work on the practical level.

The Municipality is aware that the cooperation of two LSP leaders is not necessarily trouble free. However, having long years' experience in cooperation with both of them, we trust that the divided leadership will strengthen the work of the LSP, as their cooperation brings synergies



into the project. To ensure their strong bond to the project, Tibor Polgár took part of the Change Drivers' training in Ljubljana on the 26th of October 2017, and together with both of them we had two small-circle meetings.

The Municipality is preparing their contract related to their work in the LSP, to be able to cover occurring expenses (mainly travel and accommodation).

#### 4. PP4 - MOM, MARIBOR, SLOVENIA

Short report on selection of Change Drivers (competent, credible and motivated persons building a bridge between public authorities & stakeholders, at transnational & local level) by PPs to lead LSPs and coordinate their activities within the project.

We have considered very carefully Methodology for establishment and operation of local stakeholder platforms. (Deliverable D.T1.1.1). Guide for setting up and operating local stakeholder platforms involving CH management and enabling the dialogue and co-working of representatives of the public, private, academic and civil sector along the quadruple helix approach.

When choosing Change Driver, we also considered the following:

- Active knowledge of English;
- Lecture skills (to transfer knowledge from TEM to LSP members);
- The joy of working in people;
- Good communication skills,
- Tourist and catering providers who are familiar with the target market (smaller companies and young people);
- Persons working with young people, who are the target group of the project "NewPilgrimAge".
- People who work in the field of tourism and have international experience in promoting products related to St. Martina.

For a Change Driver we initially selected a competent person who met all the criteria to be a Change Driver. At the 1st Transnational Exchange Meeting (TEM) in Ljubljana, it turned out that it is necessary for the Change Driver to have already dealt with the field related to the protection of the cultural heritage of St. Martin.

**Change Driver Uroš Vidovič, M.Sc, (Vice president of the Cultural Center of St. Martin of Tours /Slovenia)**

Mr Uroš Vidovič, M.Sc. completed his studies in Geography and History at the University of Ljubljana, Faculty of Arts in Ljubljana, Slovenia. After the



completion of his graduate studies, he has successfully completed postgraduate studies in Geography, Department of Tourism and Transport.

In his professional career he worked 3 years as a professor in high school.

In the last couple of years, he has been working as a Project Manager in many international projects funded also by EU. He has successfully managed and completed four three-year cross-border projects in the field of hiking: St. Martin's Pilgrimage route from Szombathely (H) to Zreče (SLO), Mary's Pilgrimage route from Mariazell (A) to Marija Bistrica (HR) and St. James Pilgrimage route from Graz (A) via Maribor (SLO) to Klagenfurt (A).

Since 1986 he is also involved in Alpine Association of Slovenia where he has chaired a local Mountaineering Association in Ptuj, was member of the Commission for the mountain trails PZS, and a member of Management Board PZS. Since 2001, he is a representative of Slovenia in the ERA, where he is a President of the Path Commission ERA, which includes 57 organizations from 39 European countries with a total of 3.9 million members.

He speaks 6 languages: English, Slovene, German, Spanish, Croatian, and Serbian. He is a licensed international mountain guide, an international tour guide, and also an instructor for mountain paths.

#### EXPLANATION:

Mr Uroš Vidovič was selected as a Change Driver for "NewPilgrimAge" project because of his professional background, i.e. B.Sc. and M.Sc. from Geography and History.

During his work as a professor in high school he gained experience in teaching and working with younger population. Therefore, he has also experience as a lecturer. He worked as a Project Manager in many cross-border projects funded also by EU. He is familiar with principles of international projects and understands the importance of international projects.

The projects that Mr Vidovič has successfully managed are closely connected with cultural heritage: St. Martin's Pilgrimage route from Szombathely (H) to Zreče (SLO), Mary's Pilgrimage route from Mariazell (A) to Marija Bistrica (HR) and St. James Pilgrimage route from Graz (A) via Maribor (SLO) to Klagenfurt (A).

He has valuable knowledge of several languages, can work in international environment. With his experience as a tour and mountain guide he also has skills to manage and guide people.



## 5. PP5 - UNPLI, VENETO, ITALY

### BACKGROUND

Two main considerations guided the selection of our Change Driver:

1. The Methodology for appointing Change Drivers document developed by Mind's Space stated that „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.”
2. The peculiarity of Unpli Veneto profile in the framework of the project. In fact Unpli is the only „Associative” partner, representing many other stakeholders of the territory of the Veneto Region. So, compared to the Municipalities partner of NPA, we have a direct and wider group of stakeholders composed by 530 local Pro Loco Associations.

For those reasons we built up a double-helix approach appointing two Change Drivers, one „internal” and one „external“, in order to better answer our needs: **the internal for dealing directly with our Pro Loco Associations and the external for covering all the other possible stakeholders and to get a more extensive vision on the possible subjects to involve in the process.**

**Mrs. Silvia Trento:** internal CD. She's been working for one of the local departments of UNPLI Veneto called UNPLI Treviso, since 2007. She has a ten years' experience working in a tourist office so she has an extensive knowledge the regional material and not material cultural and touristic heritage. She has extensive knowledge of the events, traditions and of course, the historical and cultural attractions of the Veneto Region. Moreover for her daily job she deals with local and regional Public Institution, for whom she is a preferential stakeholder and contact.

She has training and networking skills that she has developed working with Pro Loco Associations and other organizations for several projects mainly in the touristic field. One of her main activities consists in creating cooperation among the Pro Loco and promoting their events and activities, building community not only inside a Pro Loco but among different organizations.

So for the aims of the project she is the correct person to appoint as CD.

**External CD:** to be defined. He/she will need to answer to the profile described in the introduction because he/she will help us to get in contact with the regional stakeholders which will be identified during the project development.

The added value of an external expert to be involved in this process will be the possibility to discuss several aspects of the project from another point of view,





which could help us to direct the activities following “external” policies or parallel projects.

## 6. PP6 - ALBENGA, ITALY

The process for appointing the local Change Driver took some time, as it was organised in subsequent steps, and involved both political members of the local authority (the mayor and elected members of the council) and officials of the municipality involved in the project implementation process.

Based on the guidelines provided to project partners, a brainstorming session was organised for mapping the more relevant and active components of the local community, and identifying a set of criteria to be met by an individual to be considered for being appointed as NPA Local Change Driver.

The characteristics considered as the more relevant were the following:

- Thorough knowledge of the local community (socio-economic structure, local heritage, ...)
- Networking skills
- Ability to motivate and engage people in complex paths
- Experience in managing and coordinating large group of stakeholders
- Facilitation skills
- Communication skills
- ICT skills & social media-based communication
- Organisational and coordination skills.

At that point, all the persons involved in the working group identified at least three persons each having the right characteristics to be appointed as NPA Local Change Driver. A first contact with those persons potentially suitable to have the role of ChD took place in order to verify certain minimal characteristics and the eventual availability to be actively involved in the project for the next two and a half years at least.

At the end of this informal process, a meeting was held to compare the lists of potential ChD individually identified by each member of the working group (those remaining after the informal contacts), and come out with a final list of persons to be contacted in order to further verify their personal skills and suitability to the role, and their eventual availability.

Two persons were finally invited for a formal interview, both having all the necessary knowledge (of the local community) and skills (communication, facilitation, etc.) to act as NPA Local Change Driver.

As a result of the selection process, Mattia Righello was appointed as NPA Local Change Driver for Albenga.



Mattia was born and still works in Albenga, where he owns and manages a communication agency. After having studied in Turin (multimedia) and in Genoa (communication), he started his professional experience in 2002 as project manager in communication campaigns, production of multimedia communication tools, organisation of events and in the development of local-based networks in the field of tourism promotion. He provides his services to public authorities (in particular tourism-related units), civil society organisations, and private organisations (including enterprises) and associations.

He has a thorough knowledge of the Albenga community (both under a socio-economic and cultural heritage point of view), and has an extended network of contacts with citizens and different components of the socio-economic structure (enterprises, economic associations, cultural associations, education providers, NGOs, etc.). He collaborates since 2012 with the Municipality of Albenga in the organisation of the Palio dei Rioni (historical ‘palio’ held in the town’s historical centre one per year, and involving the entire community) and was assigned a number of communication projects.

Mattia has also additional specific expertise which is also valuable for the project activities. Among others:

- Organisation and management of cultural events and exhibitions
- Production of promotional videos focusing on the local/regional heritage and tourism offer
- Promotion and valorisation of regional economic areas and activities
- Technical assistance to public authorities participating in international selections (e.g. City of Sport)
- Technical assistance to private organisations for the organisation of events and implementation of projects targeting the youngest (e.g. Festa dello Sport, support of youth initiatives, etc.).

Mattia demonstrated an enthusiastic approach to NPA Project activities, and has a satisfactory command of English.



## 7. PP7 - DUGO SELO, CROATIA

### **Background for selection of change driver for NPA project in Dugo Selo**

Following the »Methodology for appointing Change Drivers & establishment & operation of Local Stakeholder Platforms«, obtained by Mind's Space we selected the change driver in Dugo Selo with support of the Local stakeholder Platform.

We studied carefully most important skills of potential change drivers:

- Administrative skills
- Facilitation skills
- Community development skills
- Negotiating and mediation skills
- Project development skills
- Research skills
- Strategic thinking
- Monitoring and evaluation skills

### **Education, skills and experience**

**Change driver of Dugo Selo - dr.sc. Ines Sabotič**

#### **Scientific field**

Ines Sabotič is a doctor of science in field of history.

She is professor in Croatian Catholic University in Zagreb and Vice Dean for teaching.

She is also president of Cultural center of Saint Martin of Croatia.

She has great experience in teaching and leading local, regional, national and international projects.

#### **Experience in Saint Martin heritage**

The town of Dugo Selo is first town in Croatia who became in 2007 the member of Cultural route of Saint Martin in Croatia.

In cooperation with Ines Sabotič the town made a decision to be a part of Cultural Route of the Council of Europe dedicated to Saint Martin.



Through that process the town of Dugo Selo was connected with Cultural centre of Saint Martin in Tours, France.

Ines Sabotič help to local community and to local authorities to recognize the importance of Saint Martin's cultural heritage in past and we expect through project NewPilgrimAge that she would help again to promote cultural heritage of Saint Martin.

She make changes in 18 towns in Croatia and all that towns became a part of European Cultural route of Saint Martin.

She has great connection with experts in whole Europe especially in fields of Saint Martin's cultural heritage (thanks to her and her connections with people in Europe, for example Szombathely, the town of Dugo Selo became a partner in NewPilgrimAge).

### **Language skills**

She is born and graduate in Paris, she is great in speaking English and French.

She is mentor of lot of project for students and local communities, and she is active in scientific work (editor of scientific book of cultural heritage of Saint Martin).

### **Knowledge of Saint Martin heritage of Dugo Selo**

She knows very well the town of Dugo Selo and his local community, local civil society organizations, local people, local cultural institutions, local history, local government.

She wrote lot of articles about Dugo Selo and Saint Martin's heritage.

She is a leader of lot of scientific events, and have great experience in taking part in different meetings and activities in local, regional, national and international level.

She is very respectable person and scientific researcher in Croatia and in Europe.

She has great interest to help in development of Saint Martin's heritage in Dugo Selo.



## Conclusions

Ines Sabotič as a change driver for NPA project in Partner Dugo Selo will help project team of the partner to encourage and develop local stakeholder capacity through interactive multimedia training sessions.

She will transfer the acquired knowledge to LSP from training sessions on transnational exchange meetings.

The result of her work and involvement in the project should be plan for sustainable future exploiting cultural heritage in Dugo Selo, through web based technologies.

In interaction with LSP of Dugo Selo, local vision should be transform in concrete actions, new products and services.