COMMUNITY SOURCED CULTURAL HERITAGE VALORISATION MODEL:

MODEL COMPONENT 1

COMMUNITY ENGAGEMENT SCHEMES FOR SMART CULTURAL HERITAGE VALORISATION

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| **Deliverable D.T3.1.1**  **Prepared by: NewPilgrimAge PPs** | **April 2019** |

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# Executive summary

Model Component 1 on community engagement aims to help the communities (heritage communities, neighbourhoods, villages, local associations etc.), heritage/cultural institutions and other public institutions as well as municipalities to increase community engagement in implementing their heritage projects or activities, at times when individuals or citizens are passive in the community’s interactions and collaborations. The document describes the phases, principles, basic concepts, as well as some methods and techniques related to the theory of community engagement, based on participatory and inclusive approaches.[[1]](#footnote-1) Some examples are enriched by case studies and experiences of the NewPilgrimAge Project’s partners until the 30th of November 2018 (mid-term of the project) to present how the theory works in practice.

The NPA Project’s main objective is to improve and enhance the integrated cultural heritage management of the tangible and intangible heritage linked to St. Martin for the upcoming generations. By its revival and appreciation by local residents, the St. Martin’s heritage will be available to a wider audience through contemporary interpretation approaches and interactive promotion methods and tools, adapted to the 21st Century developed technology. The pilot activities will apply and test new, innovative and participative approaches such as mobilising citizens to become active participants and contributors of cultural life rooting in their city’s historic heritage, as well as encouraging the cultural and creative industry sector to get involved in heritage management processes. As such, the second goal of the NewPilgrimAge Project is to increase social and economic cohesion of the cities involved, by capitalising on the endogenous cultural and community resources to improve local identity, empower communities and boost local SMEs in the cultural sector, also catalysing the visitor industry to grow. More inclusive communities and more competitive local economies will essentially contribute to improving quality of life in the Central European cities.[[2]](#footnote-2)

Until the mid-term of the Project, NPA’ partners had various opportunities for community engagement in the frames of project activities. These were the following:

* Appointing the local Change drivers (competent, credible and motivated person, who had the task of building a bridge between public authorities, stakeholders at transnational and local level).
* Competence building sessions (trainings) to get new knowledge and experiences on innovative paths for valorising cultural heritage and on community involvement into CH management and valorisation. The trainings were attended by the Local change drivers too.
* Establishing Local Stakeholder Platforms and organizing different meetings for them, addressing vision development, gap analysis and competence needs.
* Organising two workshops and mini meetings (so called master classes) on successful valorisation cases from other areas and selection of local relevant valorisation fields of the CH sector.
* Creation of the Local Vision Statements and local reports on Gap Analysis.
* Selection of the Local Valorisation Fields within the creative and cultural industry.
* Collection of locally awarded innovative project ideas for CH valorisation and preparation of mini workshops for idea holders.
* Active participation in external events, which were attended by the lead partner and knowledge provider partners (Mindspace Non-profit Ltd.. and Research Centre of Slovenian Academy of Science and Arts).

Active involvement of the community theoretically means that members from different types of communities are involved in the heritage activities from the beginning of the project. This includes different phases: planning the activity, implementation of the tasks, management of the heritage items, maintaining the heritage items as well as sustainable utilization of the items for different purposes (e.g. development of social, educational, cultural values, growth of the cultural or slow tourism, beginning of the cultural or creative industry etc.). The results of the active participation of all stakeholders (also local decision-makers, experts, entrepreneurs) are usually seen in more effective solutions for heritage management, developed from the diverse groups in the local community where heritage is situated, safeguarded or practiced. Besides, citizens can improve or get new knowledge and skills in problem solving, increase skills in listening and working in a team, cooperate with people from different backgrounds, built good ties with members of community, increase trust and responsibility in community organizations and local governance and lead to a more healthier, better functioning of the community and society.

Participatory methods and techniques that communities and municipalities can use in order to increase community involvement are: organization of meetings and cultural events, mapping the different sectors of the local community and identifying key potential members within each sector, creating the appropriate group environment, encouraging participation, and leading the group to reach its objectives by using various techniques and methods for generating ideas (like nominal group process, Delphi technique, roundtable discussions, world café, open space technology, proaction café, fishbowl etc.). The Model also suggests adjusting the activities to the needs of the local community.

The document is based on some theoretical explanation enriched by some case studies of the NewPilgrimAge Project’s partners, who carried out various events to increase community’s participatory principles.

1. The Municipality of Szombathely (Hungary) carried out lectures, speeches and meetings, as well as implemented cultural events like Piazza Sancti Martini / Savaria Historical Carnival.
2. The Municipality of Maribor (Slovenia) organised different workshops. In the second one the best pilot idea “Interactive map of St. Martin’s Cultural Path” was presented, and discussed.
3. The Municipality of Dugo Selo (Croatia) organised workshops and events, which encompassed presentations of the project, performance of the St. Martin Procession, design of the virtual exhibition of the church and St. Martin’s quiz application, organisation of the Wine Exhibition, opening of the social shop as well as performance of the best idea awards & NPA PR campaign. Involved stakeholders also prepared the proposal for the inscription of St. Martin’s heritage in the national registry of intangible cultural heritage.
4. The Municipality of Albenga (Italy) organised three workshops leading to the Local Vision Statement, sent out a questionnaire and carried out a structured discussion with local stakeholders.
5. Regional Committee of Veneto Region Pro Loco (UNPLI, Italy) designed local vision development, carried out five workshops, organised the local event for idea call winners and a tour of Legnago (Verona).

The partner reports of well attended and organised workshops clearly present wishes that reflect the needs and ideas of the local communities. A new interactive methodology and enjoyable environment motivated many stakeholders to contribute actively, to create new ideas, to focus on sacral, educational and tourist values. Moreover, in Szombathely, some events reached thousands of participants. In Dugo Selo poor people got help. Gathering people in workshops has become a regular activity in the implementation of the Project outputs. Communities also learned about St. Martin’s heritage and were provided with a platform for socialization. The involvement of the young people enabled them to become volunteers in humanitarian and heritage activities. St. Martin’s heritage is also a step closer to be included in UNESCO’s list of intangible cultural heritage of humanity. Partner from Albenga also established a new tradition of cooperative and participative planning of local development that integrates diverse community’s members and increases their sense of belonging and usefulness in the community. In Maribor and in Dugo Selo special focus has been put on vineyard tradition as St. Martin is also recognised as the saint of the new wine. As Maribor is proud on its old vine, the vineyard heritage will be more deeply valorised and more actively included in new tourist products - the Interactive map. UNPLI can be proud of their wide network that involves lot of communities’ people in their co-planning and co-decision making.

The main role of the ZRC SAZU team and MindSpace (Knowledge provider partners) in the Project is to raise awareness among partners and their cultural drivers on how to research, interpret, valorise, safeguard and sustainably utilize heritage connected with the cult of St. Martin and related activities. the knowledge partners help partners in their challenges in working with local communities and present them how to use heritage practices for sustainable development. Researchers also analysed some partners’ and other case studies to find out possible ways of using heritage in the field of the cultural creative industry, new communication technologies, ways of involving the young people s and SMEs in heritage practices, etc.

The following chapters are based upon the findings in the NPA document titled Community Engagement Training Material, where theory and methodology for community engagement are presented and reflected. According to this document and a training in Budapest (May 2018) the NewPilgrimAge partner tested some methods and tools. After that they presented some good practices, which can be useful for other communities as well.

# Principles of community and participation

The sense of belonging is a basis for human existence. People need communities and society to express their beings and personal/individual identity. Besides individual identity, people construct, develop and fortify social/cultural identity and their living environment too. They should be also actively involved in the sustainable development of their environment, but it depends on nations, local political decision-makers and other social circumstances, how local people (residents) are involved in planning and designing development strategies. However, the social risk of excluding communities from decision making processes has been the growing number of oppressed marginalized individuals. There is an overall aim that everyone should belong to somewhere or to somebody, to connect their life with common cultural characteristics and to actively participate in the planning, management and maintaining of the local public cultural and natural resources (cultural and natural elements). Like that the quality of life and the ability to participate in joint activities can bring positive energy, changes and improvements. The high number of participants is an indicator of a healthy and well-functioning community.

Community and way of life of its members can be presented, identified and fortified by many elements; among them the special values have got tangible and intangible elements with long history and tradition, which lasts many generations and years. They are recognised as cultural or natural heritage and they are appreciate because of different values, like historical, cultural, social, educational, or economic.

According to heritage conservators Marta de la Torre and Randal Mason values have become the reference point in many heritage activities (e.g. conservation field) due the local communities getting the right to decide about their criteria and opinions of past’s elements in their living environment. Until recent times, the heritage field was relatively isolated, composed of small groups of specialists and experts. Their work was also validated by the authorities who funded their work. In recent decades, new groups have joined the specialists (Torre, Mason 2002: 3). The public (local people in heritage sites) have got the most important role, due to the fact that they were recognised as the heritage bearers or heritage practitioners. Usually the voices of the citizens differ from the heritage specialists, because local people live in heritage sites or with heritage’s elements and have therefore other needs and ideas (Fakin Bajec 2011). The main question which appeared is still how to involve and motivate people to actively participate in different social/cultural activities, as they are not used to participate in any heritage-related activity and management process.

Participation and belonging to one community can happen organically, through socialization processes carried out in families, schools or in different associations. If the city, village or neighbourhood has an active association, whose members actively work on researching local history or other social and cultural activities, there is an opportunity for a project team to empower and help them to actively participate in decision making process too. Whether the members of community are passive, uninterested and non-collaborative, but the environment where they live has important heritage elements, it is worth to encourage community’s members to take more active part and give their voices about the heritage development. Community engagement therefore could be used when the individuals or community’s members are less willing to participate in the local interactions.

In participatory democracy, as highlighted by the strategic document Europa 2020 of the European Commission, the civil society has the right to know and have a say about what, why and how is going on in their environment. Hence, it is important to encourage members of communities to take an active part in activities that affect their life and work. The best way for a successful participatory process is to combine top-down and bottom-up approaches. Thus, the participatory processes will take into account the needs of those in power (from local municipalities) and those affected by authority decisions (local residents).

# What is community engagement and why to pursue it?

**Community engagement** is the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people. It is a powerful vehicle for bringing about environmental and behavioural changes that will improve the health of the community and its members. It often involves partnerships and coalitions that help mobilize resources and influence systems, change relationships among partners, and serve as catalysts for changing policies, programs, and practices (Silberger et. alt. 2011).

'Community engagement' is therefore a **strategic process with the specific purpose of working with identified groups of people**, whether they are connected by geographic location, special interest, or affiliation **to identify and address issues affecting their well-being**.

The linking of the term 'community' to 'engagement' serves to broaden the scope, shifting the focus from the individual to the collective, with the associated implications for inclusiveness to ensure consideration of the diversity that exists within any community[[3]](#footnote-3)

The members of **a community are engaged when they play an effective role** in decision-making processes. That means they are actively involved in defining issues, identifying solutions, and developing priorities for actions and resources.

UNESCO (the United Nations Educational, Scientific and Cultural Organization) adopted the Convention for the Safeguarding of the Intangible Cultural heritage (ICH) in 2003, which now focuses on viability, meaning that **ICH (also tangible heritage) is constantly recreated by local communities** in response to their environment, their interaction with nature and their history, and provides them with a sense of identity and continuity, thus promoting respect for cultural diversity and human creativity. Basically, with this Convention, local people were recognized as the basic practitioners and bearers of cultural heritage (CH).

An **engaged community is** therefore **a key factor in the process of identification, inventorying, safeguarding, maintenance, promotion and transmission of CH**. According to their attitude towards the CH and the meanings and importance they give to heritage items, they preserve, maintain and utilize culture for different purposes (social, cultural, educational, developmental, economic, etc.).

Due to the fact that communities are not static and unchanging, but rather fluid entities, and it is not always clear what is the relationship between different group of stakeholders who work on heritage management (local decision makers, experts, entrepreneurs) and between members of a specific community, who practice certain ritual or hold certain knowledge, the Declaration of ICH defines the necessity of participatory development approaches, where experts and government officials have to support community participation by providing information, using specific approaches and handing over decision-making to local people. People must have an opportunity to participate in public debates on matters which concern CH safeguarding and sustainable use. New concepts of participatory approaches enable the involvement of the different stakeholders from the very beginning of the heritage activity or heritage project.

Benefits of a participatory process engaging citizens are:

1. To increase the likelihood that projects or solutions will be widely understood and accepted by community’s members.
2. To create more effective solutions as it is drawing on local knowledge from a diverse group, who creates solutions that are practical and effective.
3. To improve citizens’ knowledge and skills in problem solving, listening and working in a team. Citizens receive an in-depth knowledge which allows them to see multiple sides of an issueand can practice communication and decision-making skills.
4. To empower and integrate people from different backgrounds. When people from different areas of the community work together, they often find that they have much in common.
5. To create local networks of community members. More people who know what is going on and who are willing to work toward a goal, the more likely a community is to be successful in reaching its goals.
6. To create several opportunities for discussing concerns. Regular, on-going discussions allow people to express concerns before problems become too big or out of control.
7. To increase trust in community organizations and local governance.
8. Working together improves communication, understanding and empathy.
9. Leads to a more inclusive, healthier, better functioning community and society.

## 3.1. How to involve local residents in community engagement?

Community engagement can take many forms. It can also be seen as a continuum of community involvement. Figure 1 below, modified from a diagram originally drawn by the International Association for Public Participation illustrates the way of thinking to community engagement as a continuum. Over time, a specific collaboration is likely to move along this continuum toward greater community involvement, and any given collaboration is likely to evolve in other ways, too. Most notably, while community engagement may be achieved during a time-limited project, it frequently involves — and often evolves into — long-term partnerships that move from the traditional focus on a single heritage management to address a range of social, economic, political, and environmental factors that are involved with sustainable preservation, safeguarding or utilization of heritage items/assets.[[4]](#footnote-4)

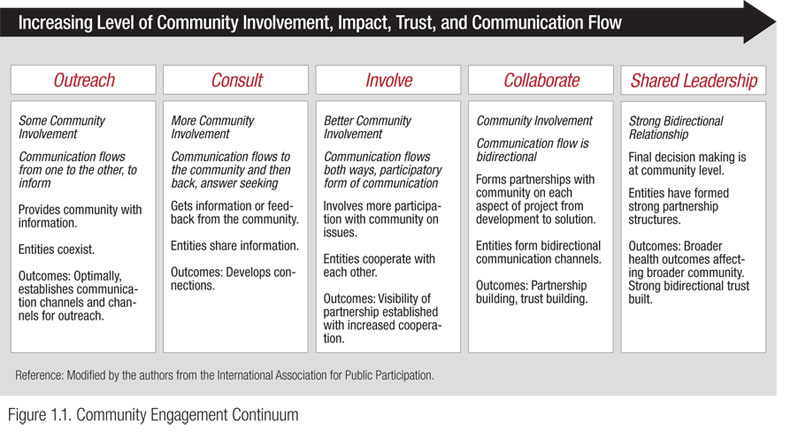
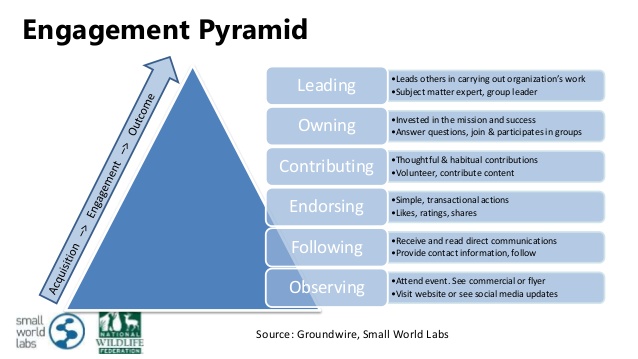


Fig. 1 – Community Engagement Continuum

A comprehensive consultation process allows community members to express ideas, thoughts, needs to be heard and accepted. Even if community members do not ultimately agree with the decisions that are made, they have the benefit of understanding the process of getting there.

Creating a well-functioning community requires continuous work and presence. It takes time and commitment to develop the skills and experience of the community. There are different levels of involvement. The NPA Project’s partners investigated levels of involvement that are referred to as an Engagement Pyramid.

## 3.2. Engagement pyramid[[5]](#footnote-5)



**Observing Stage:** This is when local people, in one community, find information of a project and they have a look thought website pages and social media. Project’s partners can monitor these stages via Google Analytics. When looking at the bounce rate, a high bounce rate means the user is leaving the website straight away and are not necessarily finding what they are looking for. Lower bounce rates indicate users are interested in what is offered and look around. The average time on site is another indicator of how long users are staying on the project-related website.

**Following Stage:** This is when local people or community’s members take the next step to becoming a web friend or member by requesting more information or by signing up to become a web friend or member. The person then gives his/her personal details to the organisation so they can begin direct [communications](https://www.memberevolution.com/benefits/marketing-communications) with them. The user also starts to follow the organisation.

**Endorsing Stage:** The endorsing stage is when people begin to perform simple transactional actions. The member performs likes, ratings and shares on the organisations posts on social media. This is a great stage for members to be in as they feel the information is engaging and others will also benefit from the posts. This is how an online community can start to build as more and more people get involved and the existing network will grow.

**Contributing Stage:** This is the stage where community’s members start contributing thoughtful and habitual information which could be in the form of content or volunteer work. Members contribute on social media feeds. To allow this sort of collaboration it is needed a central social media hub on a website so members can easily contribute, and see topics of interest either on Facebook, Twitter, LinkedIn or Google+. There is a huge range of options to enable collaboration (one can be also local stakeholder platforms and organizing meetings for them), and it is important to have a seamless integration between all elements such as the member portal, stakeholder platform and project’s events and news. One could even gather ideas from the community on their own inspiring stories or achievements.

**Owning Stage:** This is the second highest engagement type when a member invests in the mission of the project. They may answer questions other members may have on websites, forums or Q&A and they may join and participate in stakeholder’s meetings.

**Leading Stage:** The leading stage is the top engagement metric where the member takes on a more important role within the project, this may be to carry out project work such as creating events, sending newsletters and other jobs. He/she becomes a group leader and expert within the industry. These people become assets to the organisations as well and they should be valued as leaders. The aim is to get as many members from the beginning stages up to the top-level stages, and as a result the project will grow and increase engagement.[[6]](#footnote-6)

Different methods and tools can involve people in heritage activities. It is up to the local authorities or project’s team to find out ways to hear the needs, expectations, and ideas of local residents. One of the ways to achieve this aim can be interactive workshops, where the facilitator uses different interactive methods and tools (SWOT analyses, problem tree, word café, etc.) to involve all participants in the discussion. To this aim, the NPA Project’s partners tested and developed the techniques and methods for preparation and organisation of different workshops and cultural events. Firstly they appointed a Change Driver (look Methodology for appointing Change Driver, establishment and operation of local stakeholder platforms -D.T1.1.1), then they established Local Stakeholder Platforms (LSP, D.T1.1.3) and finally they organised different workshops (with different purposes) and Project events.

## 3.3. Levels of engagement that NPA’s partners managed to achieve in different stages of the project

### **Municipality of Szombathely (HU)**

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| **Project Partner** | LP - **Municipality of Szombathely** |
| **Project activity** | LSP workshop |
| **Place, date** | Szombathely, 27th of November 2017 – 15th of August 2018 |
| **Level of engagement** | Contribution |
| **Contact person** | Szabolcs Szakály, [szakaly.szabolcs@szombathely.hu](mailto:szakaly.szabolcs@szombathely.hu) |

**Description**

The continuous work of the LSP in Szombathely has reached the level of contribution. The regularly participating members of the LSP became involved in the evolution of the Project and in the development of a cultural heritage valorisation strategy. In different meetings the engagement reached different levels: when there were more lectures, speeches, the observing/following level was reached. When the LSP’s members were asked to contribute to the gap analysis, the engagement reached higher level, mainly due to the applied interactive methods in the meeting (OPERA method, NET-MAPPING method). However, the numbers of participants reaching the level of Contribution remained relatively low, compared to other levels of engagement. At the Observing level they reached appr. 8000 people via Facebook, LSP meetings, TV broadcasting and other elements of the PR campaign.

### **Municipality of Maribor (SI)**

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| **Project Partner** | PP4 - **Municipality of Maribor** |
| **Project activity** | Workshop on gap analysis and competence needs assessment, D.T2.2.4) |
| **Place, date** | Maribor, 20th of June 2018 |
| **Level of engagement** | Contribution/Owning |
| **Contact person** | Alenka Likar Mastnak, [alenka.likarmastnak@maribor.si](mailto:alenka.likarmastnak@maribor.si),  Darja Ivanuša Kline, [darja.ivanusa.kline@inuk.si](mailto:darja.ivanusa.kline@inuk.si) |

**Description:**

On the 20th of June 2018 a workshop was organised for the local stakeholder platform detecting the problems and the needs of the valorisation of St. Martin heritage, performing the SWOT analysis, setting priorities and ranking them. Also, the local vision was defined using the participative planning method (brainstorming). Strategic goals (priorities) were checked with participants, and divided into individual activities which were then ranked according to their relevance. Then, activities were divided according to the planned time-frame into short-, medium-, and long-term period. This process consisted of two activities: a) dividing the most important actions in thematic activities and assigning them a short-, medium- and long-term implementation; and b) the operationalisation of actions. Finally, consensus on valorisation fields was reached. The workshop was coordinated by an expert (Urška Antolin), invited as an external facilitator. Participantswere actively contributing to the result and were asked to propose their own ideas for the valorisation of St. Martin heritage. They also answered questions posed by the workshop coordinator. There were 9 participants at the workshop in total, representative of different stakeholders’ groups, identified by the NPA Project team, that have also direct interest to contribute to the NPA Project.

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| **IMPORTANT NOTES: Why is facilitation important?**  Organising workshops and leading team work, where participants come from different institutions, communities, sectors etc., demands good facilitation and ingenious moderator. Moderator can be someone from the project team or an external expert. In the case of Maribor, the facilitation work was done by an external expert, who also drafted the final document *’Local reports on gap analysis and competence needs assessment*’.  According to experts who performed team building in different business organisations, the facilitation is essential to successful team and group work. It is helpful to keep the team on track, keep relationships intact, and successful outcomes achieved. Good facilitators have the role of easing a process, where there are strong feelings on different sides. Facilitators should take a neutral position and focus on the process that gets a group, or even just two people to achieve an objective. Everyone in the organisation benefits from good facilitation skills. Those that benefit from most are likely to be team leaders and supervisors, or those leading projects. Facilitation skills enable a team to arrive at a satisfactory outcome with different stakeholders’ involved, different agendas and varied preferred outcomes (more information can be reached on internet-side <https://weareholst.com/why-is-facilitation-important/>). |

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| **Project Partner** | PP4 - **Municipality of Maribor** |
| **Project activity** | Workshop |
| **Place, date** | Maribor, 22nd of October 2018 |
| **Level of engagement** | Contribution |
| **Contact person** | Alenka Likar Mastnak, [alenka.likarmastnak@maribor.si](mailto:alenka.likarmastnak@maribor.si),  Darja Ivanuša Kline, [darja.ivanusa.kline@inuk.si](mailto:darja.ivanusa.kline@inuk.si) |

**Description**

The aim of the workshop held on the 22nd of October 2018 was to present and discuss the best pilot idea “Interactive map of St. Martin’s Cultural Path” with interested NPA stakeholders in order to further develop a local valorisation concept, called the Interactive Presentation of St. Martin’s Cultural Path (map). The participants actively contributed to the further development of the idea with different suggestions about the final product, taking into consideration their needs and the needs of all other potential users of the Interactive map. The workshop was coordinated by an external expert (Urška Antolin). There were totally 11 participants in the workshop, representative of different stakeholders’ groups, identified by the NPA Project’s team, that have also direct interest to contribute to the NPA Project.

### **Municipality of Dugo Selo (HR)**

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| **Project Partner** | PP7 – **City of Dugo Selo** |
| **Project activity 2** | St. Martin procession and St. Martin in the summer: Wine Exhibition – Anniversary of St. Martin footprint |
| **Place, date** | Dugo Selo, 11th of November 2018 / St. Martin in the summer – 1st of July 2018 |
| **Level of engagement** | Observation / Contribution / Leading |
| **Contact person** | Zvjezdana Budor Klarić, [zvjezdana.budorklaric@dugoselo.hr](mailto:zvjezdana.budorklaric@dugoselo.hr) |

**Description:**

On the 1st of July 2018 St. Martin in the summer and on the 11th of November 2018 St. Martin’s procession were organised involving the citizens of Dugo Selo. Both events involved the whole community to join the activities/initiatives. St. Martin in the summer celebrates the Anniversary of St. Martin footprint and features a wine exhibition whereas St. Martin procession features a play on the topic of St. Martin. During the St. Martin in the summer event, the NPA Project was presented and the idea contest was launched. The main event was focused on the awards to wine-makers. During the St. Martin procession, high-school students were actively involved in the event by acting as persons related to the life of St. Martin. The music school performed concerts to promote the value of sharing; the City of Dugo Selo offered a meal to all participants. Local entrepreneurs as well as wine-makers also participated in the event. The engagement of participants ranged from observation (attending the event), through contribution (offering their free services), to leading (taking active roles in acting, in the organisation of the event, etc.).

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| **IMPORTANT NOTES: Public communication, social events, competitions, art workshops – methods to engage people and fortify common identity**  Social events (e.g. lectures, picnics, cultural events) are useful when you need to attract wider population (or specifically targeted community). An event can be an informal, networking gathering that provides an opportunity to get in contact with others in a setting that encourages discussion. The social event can serve as an umbrella event for other type of activities (e.g. a picnic can also include a public debate). Like that such events make people stop and think, engage with the topic actively and informally, and interact with other people. It is about taking participants out of their comfort zones and represents a good opportunity to raise awareness, spark, promote and collect new ideas (Pogačar et. alt. 2019). |

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| **Project Partner** | PP7 **– City of Dugo Selo** |
| **Project activity 3** | Best idea awards & PR campaign |
| **Place, date** | Dugo Selo, 29th of October 2018 |
| **Level of engagement** | Observation / Owning |
| **Contact person** | Zvjezdana Budor Klarić, [zvjezdana.budorklaric@dugoselo.hr](mailto:zvjezdana.budorklaric@dugoselo.hr) |

**Description:**

On the 29th of October 2018, the award ceremony for the best pilot idea was organised. At the public contest (since it was a public contest, it also included a wide participation), two pilot ideas were chosen: a) the virtual exhibition and walk through the reconstructed old church, and b) St. Martin quiz for the mobile app. The award ceremony was again an opportunity to promote the NPA Project and sensitise the local community with the future pilot actions to be implemented. The award ceremony was organised in the City Hall. It was an opportunity to organise a PR campaign for the NewPilgrimAge Project so the participants received pens, bags, paper folders, flash drives and brochures. Project posters were put in visible places and interviews with awarded authors filmed than produced both in Croatian and English versions. Participants were mainly engaged by attending the event, whereas the authors were engaged by owning (replying to questions for the filmed interview). In total, there were 39 participants including representatives from primary and high-schools, City administration, senior citizens, Red Cross, private companies and City library.

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| **IMPORTANT NOTES: How to involve young generations?**  An effective way to involve the wider public in project activities is competition, where project leader invite participants to make and submit their work. Like that, participants are encouraged to think about and reflect on their attitudes and expectations, as well as on potential influence of heritage on place and local people. Competitions are also useful, when the leader wants to reach people with different cultural backgrounds (marginal groups, new residents, young people etc). Artistic competition can be designed to speak to wider audiences as well. In particular, photo competition is highly useful in an age of social media.  Competitions involve: call of the contest theme, selecting the winner(s), awarding ceremony and exhibition (Pogačar et. alt. 2019). |

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| **Project Partner** | PP7– **City of Dugo Selo** |
| **Project activity 4** | Opening of the social shop for poor people |
| **Place, date** | Dugo Selo, 28th of May 2018 |
| **Level of engagement** | Contribution / Leading |
| **Contact person** | Gordana Kocaj, Director of the Dugo Selo Red cross |

**Description:**

The Red Cross association opened the social shop for poor people on the 28th of May 2018. The idea of opening a social shop stem since long time but it was clearly stated during the workshop organised for the Gap Analysis. The shop is located at the Red cross premises in Dugo Selo. The social shop dependents on the donations and local community started donating the clothes and food for people in need. Local community is involved in contributions (donations) whereas the Red cross association is involved in leading. Currently, contracts with supermarket chains are prepared for donations to the social shop. Cooperation with Kaufland has been set up in a way that a basket for food is offered for people to put donations in. Food can also be brought directly to the social shop which has been announced through a regional radio, different web portals and by way of a flyer distributed through schools, Centre for Social Services and in person. Three persons from the Red cross are working on the collection and distribution of food to the persons in need. So far, there are almost 500 users of the social shop, which is open every working day from 8-16 o’clock.

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| **Project Partner** | PP7– **City of Dugo Selo** |
| **Project activity 5** | Preparation of the proposal for the inscription of St. Martin heritage in the national registry of intangible cultural heritage |
| **Place, date** | Dugo Selo, HR, 17th of July 2018. |
| **Level of engagement** | Leading |
| **Contact person** | Dr. Antonija Zaradija Kiš and Ines Sabotič, Cultural Centre of St. Martin – Croatia, [ines.sabotic@unicath.hr](mailto:ines.sabotic@unicath.hr) |

**Description**

Within the NewPilgrimAge Project initiative, which emerged during the project, to inscribe St. Martin’s heritage on the UNESCO list (together with Maribor and Ljubljana), the City of Dugo Selo, together with the help of Daniela A. Jelinčić from the Institute for Development and International Relations, Zagreb initiated the inscription of St. Martin’s heritage in the national registry of intangible cultural heritage since it is a prerequisite for the inscription on the UNESCO list. Dr. Ines Sabotič from the Cultural Centre of St. Martin - Croatia, the NewPilgrimAge appointed change driver, took over the initiative to write this application. It is expected that the inscription will be appointed by the end of 2019. This work has a larger national impact since St. Martin heritage is celebrated in several Croatian locations; therefore, the application for the inscription had to include all of them. Thus, not only local but also national impact will be achieved. As much as this activity included a smaller number of persons, it is important due to its wider geographical impact.

**Municipality of Albenga (IT)**

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| **Project Partner** | PP6 – **Municipality of Albenga** |
| **Project activity** | LSP workshops leading to the Local Vision Statement |
| **Place, date** | Albenga  25th of November 2017; 3rd of February 2018; 24th of February 2018 |
| **Level of engagement** | Owing |
| **Contact person** | Davide Geddo, [davide.geddo@comune.albenga.sv.it](mailto:davide.geddo@comune.albenga.sv.it)  Michela Vecchia, [michela\_vecchia@yahoo.it](mailto:michela_vecchia@yahoo.it) |

**Description**

The cycle of workshops launched in autumn 2017 allowed to involve/engage a large variety of local stakeholders in a participative process. The **first LSP workshop** represented the first opportunity for having representatives of the community sitting together, reflecting on the opportunity given by the NPA Project, get to know the Change Driver and engage all participants in the participative process. The workshop was an interactive informative session during which participants had a high proactive attitude, with the majority of them giving inputs and asking questions. A brief questionnaire was also administered to all participants for verifying their interest in taking an active part in the process, and for identifying the main topics/areas of intervention they considered as relevant for a sustainable local development.

With the **second LSP workshop** a structured discussion concerning the Local Vision started, with the representatives of the community discussing together and reflecting on the mid- and long-term objectives they attribute to the NPA project. The data resulting from the questionnaire (workshop1) were presented and, based on that evidence, participants autonomously divided into two sub-groups starting an in-depth discussion of the possible goals and objectives of the Local Vision, including possible courses of action. The two groups represented the civil society (associations, businesses, volunteers, etc.) and institutional bodies (the local administration, research centres, the Church, education bodies). After the discussion session, the results achieved by the two groups were presented to the general assembly and approved as the basis for the subsequent meeting. During the workshop, a video shooting took place in order to document the work undertaken by the stakeholders, and to gather their thoughts and impressions (the video shooting was continued during the third LSP workshop).

During the **third LSP workshop**, the representatives of the local community continued the discussion initiated during workshop 2 and deepened their reflection on the mid- long-term objectives that resulted in a set of actions to be undertaken in the future. The work in groups was organised in two rounds (morning and afternoon), and a **light lunch** was served that allowed the components of the two working groups to compare and discuss their ideas in an informal way. The workshop was concluded after the presentation of the groups’ conclusions in plenary.

A first draft of the Local Vision Statement was circulated to participants, feedback gathered, and a final version of the LVS circulated to all participants again and published on the NPA local website.

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| **IMPORTANT NOTES: INFORMAL WAYS OF GATHERING**  When you are organising a meeting of local stakeholders with the aim of including/engaging them in project activities, you have to think of the informal part of the meeting as well (in the spirit of the “after party”). In the initial stages of the project, this part of the meeting is the most important, as it allows stakeholders to get to know each other, share experience, make friends and achieve mutual trust. Try to include local food and drinks as well, as food links people and adds to a friendlier and more domestic atmosphere. |

### **UNPLI Veneto (IT)**

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| **Project Partner** | PP5 – **UNPLI VENETO** |
| **Project activity** | Local Vision Development |
| **Place, date** | 2018 |
| **Level of engagement** | Endorsing |
| **Contact person** | Erika Follador, Unpli Veneto |

**Description**

NPA proposes a challenging bottom-up approach with the aim to develop project activities together with local communities. This aspect is particularly important for Unpli, as it is an umbrella organisation representing more than 500 Pro Loco Associations in the Veneto Region. This approach, therefore, is fundamental and it is guiding the activities from the beginning of the NPA Project. With this in mind, UNPLI started working on the Project, trying to involve all Pro Loco Associations, Municipalities, and the Regional Administration in the background research on St. Martin related heritage in the Region. UNPLI contacted relevant stakeholders via emails, FB page and phone, doing a very huge work. More than 100 answers were received and contacts collected, which constituted the baseline for the activities. UNPLI aggregated the members of the leading group (Local Stakeholder partnership) asking people to support the work of the NPA Project from inside, taking decisions and proposing directions. People filled the online template and now can be regularly informed by Project activities through website and FB page and contact us at any time.

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| **IMPORTANT NOTICE: STAKEHOLDER MAP AND COMMUNICATION**  An important part of participatory work is to prepare a stakeholder map, which help to identify the relevant stakeholders, and to design a communication plan, where the decision on what content and to who communicate is reflected.  The STAKEHOLDER MAP should include relevant stakeholders, their social, political and/or economic statutes, background, motives and interests. A stakeholder is any person or group with the capacity to influence or be influenced by the objectives and activities of a project or of an organisation (Freeman 1984). Young people may be an important member of stakeholder group and as yet under-recognised stakeholders can play a significant role in the future development and preservation programme of CH.  After the identification and mobilisation of the stakeholders, it is worth to think to a COMMUNICATION PLAN – how to regularly inform active participants and other people about the ongoing project’s activities. Good communication tools are social media (Facebook, Instagram, Snap chat), e-mails, newspaper news etc. News should be short, sharp and clear! |

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| **Project Partner** | PP5 – **UNPLI VENETO** |
| **Project activity** | Leading group Workshops |
| **Place, date** | 5 meetings, from October 2018 |
| **Level of engagement** | Owning |
| **Contact person** | Erika Follador, Unpli Veneto |

**Description**

A group of almost 15 people took part in the leading group being in charge of proposing activities, discussing strategies and adopting solutions. From the beginning of the Project this group – external to Unpli Veneto even though moderated by UNPLI - took the decisions regarding the Project on their own. The leading group, composed mostly by volunteers from Veneto Region Pro Loco Associations, had the aim of giving the possibility to decide about the Project trajectory so to its members in finding the most suitable solutions to develop activities which will last after Project conclusion. In this regard, the leading group decided to directly promote the NPA Project in every possible way (events, meetings) and to support the Via Sancti Martini’s promotion in the Veneto region.

### **MINDSPACE (HU)**

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| **Project Partner** | PP2 - **Mindspace** |
| **Project activity** | External event |
| **Place, date** | Budapest, HU, 20-21 September 2018 |
| **Level of engagement** | Contribution |
| **Contact person** | Emese Nanasi, info@mindspace.hu |

**Description**

During Ars Sacra Festival (20-21 September 2018, Budapest, HU), thanks to a fortune constellation of Mindspace, Inner City Parish Church and Verkstaden, hand-printed Saint Martin ‘statement’ T-shirts and bags were co-designed and produced. The 2 days-workshop aimed to refresh community’s knowledge and connection to Saint Martin, and related values, memories and legends. Participants were invited to share some factual, mystical and personal stories, they took notes and made sketches, by which they filtered and reworded what the 4th-century humanitarian values mean in their everyday life. Everyone had a part in the creation of the final design, someone helped with symbols, other persons drew, or added some words or extra details. After this all learnt silk screen printing, an old-fashioned technique used by Verkstaden. **Participants (including co-organizers and workshop attendees) were actively contributing** to the result, walked home with new T-shirts or bags, increased their knowledge on Saint Martin and the NewPilgrimAge Project and personal stories of making something together.

# Principles of community engagement

Community engagement can be complex and labour-intensive, and it can require dedicated resources such as time, funding, and people with the necessary skills. Citizens and leaders in communities in many parts of the world are struggling to make the right choices for the communities and issues they address. Building and implementing effective strategies, as well as other public activities, require a solid grounding in the best tools, techniques, and information available.

A number of organisations and scholars have identified core principles of community engagement.[[7]](#footnote-7) The NPA Project’s partners followed and tested the following ones:

* **Inclusivity:** Lack of knowledge or trust can limit involvement by some groups. You need to reach out into sections of the community that have not participated in the past and which might not at first seem to be fertile ground for recruitment.
* **Diversity:** All members of the community need to participate to represent different viewpoints and interests. Viewpoints that at first seem unconventional sometimes turn out to hold the seed of a solution.
* **Equality**: Everyone participates on an equal basis. It should be clear that decisions are not controlled by a small group. Leaders need to ensure that open discussion occurs, and all ideas are treated with respect.
* **Transparency**: The work of the community group needs to be open. Important roles cannot all be reserved for those in charge. Public communication about the project needs to be clear and consistent.
* **Legitimacy**: Decisions made by the group need to be justified to all. Describe how all participants had input into the final decision.
* **Deliberation**: Create an environment that encourages people to share but also allows the group to prioritize some ideas. The process should lead to consensus.
* **Substance**: Create opportunities for learning and using that knowledge in group discussions.
* **Influence**: Ensure that your projects responds to local needs and the outcome of the process influences the local community decisions, policy-making and life.
* **On-going**: The process should consist of more than one meeting and allow participants time to think about the issue before making decisions.
* **Accommodating**: Provide opportunities for people to gather in multiple places and at multiple times that are convenient for them. Remember that not everyone who wants to contribute can make meetings at night, during the daytime, or in only one part of the community.

## 4.1. Some lessons learnt from partners

### **Municipality of Szombathely (HU)**

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| **Project Partner** | LP **Municipality of Szombathely** |
| **Project activity** | LSP workshop |
| **Place, date** | Szombathely, 27th of November 2017 – 15th of August 2018 |
| **Principle(s) involved** | Inclusivity, equality, transparency, deliberation, substance, on-going |
| **Contact person** | Szabolcs Szakály, [szakaly.szabolcs@szombathely.hu](mailto:szakaly.szabolcs@szombathely.hu) |

**Description:**

Related to the LSP meetings, the Municipality worked along with the following principles:

* **Inclusivity:** Especially at the beginning, but also later, LSP members (private persons as well as organisations) from different fields were invited. The Project team pursued to meet personally with leaders of local organisations from fields that had not appeared at the first meetings.
* **Equality:** All members were taken always as equal –all opinions were listened to, all opinions were taken into consideration in group work.
* **Deliberation:** During group work all opinions were listened to, and through consensus the result was reached and decision taken.
* **Substance:** Each meeting had at least one session with the possibility to learn – let it be new data and facts or new methods. The methods applied to the LSP meetings (OPERA and Net mapping) were all worth to be part of and learn from them.
* **On-going:** From the very beginning we communicated that the work of the LSP is continuous, and that we count on the participation and substantial contribution of all members.

### **Municipality of Maribor (SI)**

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| **Project Partner** | PP4 - **Municipality of Maribor** |
| **Project activity** | Workshop |
| **Place, date** | Maribor, 20th of June 2018 |
| **Principle(s) involved** | Diversity, Legitimacy, Equality, Deliberation, Transparency |
| **Contact person** | Alenka Likar Mastnak, [alenka.likarmastnak@maribor.si](mailto:alenka.likarmastnak@maribor.si),  Darja Ivanuša Kline, darja.ivanusa.kline@inuk.si |

**Description:**

At the workshop a number of community engagement principles were considered**:**

* **Diversity**: participants from diverse stakeholder’s groups were involved (public, private and civil society)
* **Deliberation/Equality/Legitimacy**: Participants openly and equally shared their thoughts on the topic of the workshop. All participants equally contributed by replying to the workshop moderator questions and by replying to the survey provided individually and by ranking the proposed ideas by way of prioritisation. The results were then calculated and thus the democratic decision was made on the priority actions.
* **Transparency:** Participants were clearly informed at the beginning on the process of their participation.

**Municipality of Dugo Selo (HR)**

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| **Project Partner** | PP7– **City of Dugo Selo** |
| **Project activity 5** | Preparation of the proposal for the inscription of St. Martin heritage in the national registry of intangible cultural heritage |
| **Place, date** | Dugo Selo, 17th of July 2018 |
| **Principle(s) involved** | Inclusivity, Transparency, Legitimacy, Substance, Influence, On-going |
| **Contact person** | Dr. Antonija Zaradija Kiš and Ines Sabotič, Cultural Centre of St. Martin, [ines.sabotic@unicath.hr](mailto:ines.sabotic@unicath.hr) |

**Description**

By preparing the proposal for the inscription of St. Martin heritage in the national registry of intangible cultural heritage, the following principles of community engagement were followed:

* **Inclusivity/Transparency:** participants of the NewPilgrimAge Project were informed about the initiative as well as the local community.
* **Legitimacy:** participants of the NewPilgrimAge Project were asked to reaching the consensus about the initiative. The idea was presented to the local community through workshops and interviews which received positive reactions.
* **Substance:** the initiative provided an opportunity for learning about other St. Martin initiatives in Croatia.
* **Influence:** since a tourism dimension of the valorisation of St. Martin heritage exists, the initiative definitely supports the tourism development thus corresponding to the local needs.
* **On-going**: there is the idea to continue with the joint inscription of St. Martin heritage on the UNESCO list.

**Municipality of Albenga (IT)**

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| **Project Partner** | PP6 – **Municipality of Albenga** |
| **Project activity** | LSP workshops leading to the Local Vision Statement |
| **Place, date** | Albenga, IT  25th of November 2017; 3rd of February 2018; 24th of February 2018 |
| **Principle(s) involved** | Diversity, equality, transparency, legitimacy, deliberation, on-going, accommodating |
| **Contact person** | Davide Geddo, [davide.geddo@comune.albenga.sv.it](mailto:davide.geddo@comune.albenga.sv.it)  Michela Vecchia, [michela\_vecchia@yahoo.it](mailto:michela_vecchia@yahoo.it) |

**Description**

Thanks to the LSP workshops’ cycle, the NPA Project team managed to follow a number of community engagement principles**.**

* **Diversity:** All members of the community participated in the process (representatives of the civil society and of institutional bodies), thus having different viewpoints and interests represented. Although some turn over in participants was observed, a core group of stakeholders was formed during the workshop cycle.
* **Equality**: All participants had the opportunity to express their views and thoughts, during the different discussion rounds, common positions were agreed at the end of each workshop and the document developed represents a synthesis of all views and needs expressed during the participative process (the Local Vision Statement draft was circulated and approved by the participants).
* **Transparency**: LSP members were informed at the beginning of the process of the objectives and expected results of the activity, including the ‘rules’ regulating the entire process.
* **Legitimacy/Deliberation**: Participants openly and equally shared their thoughts during the workshops, inputs were prioritised in plenaries, and the results of discussion rounds agreed in plenary. The first draft of the Local Vision Statement circulated to all stakeholders (also those not having participated in workshops), feedback gathered, and a final LVS drafted and endorsed by the local authority.
* **On-going**: The process consisted of three subsequent meetings, with time in between allowing participants to further reflect on what emerged from public discussions and making informed final decisions.
* **Accommodating**: All workshops were organised on Saturdays (at different timing) in order to have the largest participation as possible.

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| **IMPORTANT NOTICE: Suitable time of the meeting is difficult to arrange!**  It is not easy to decide the time of the meeting with local community, especially if different groups of stakeholders are invited. It is prohibited to organise an event in the morning, due to people are at work and it is very difficult to get anybody who is not present as part of their working obligations (e.g. volunteers, members of local associations, individuals). In the afternoon, people who would come as part of their working obligations do not attend as they have other private obligations … Also, the interested public has very varied obligations and is difficult to find a suitable date. If the meeting is organized on Saturday morning, the interested and general public can be present, but no public officials. Therefore, it is worth to ask stakeholders, which is the suitable timing for them, so that a good participation can be ensured. |

### **UNPLI Veneto (IT)**

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| **Project Partner** | PP5 – **UNPLI VENETO** |
| **Project activity** | Call of Ideas |
| **Place, date** | October 2018 |
| **Principle (s) involved** | Diversity, Transparency and Legitimacy, Deliberation, Influence |
| **Contact person** | Erika Follador, Unpli Veneto |

**Description**

The Call for Ideas launched in 2018 for the selection of innovative ideas to promote Saint Martin heritage born with the aim of engaging the entire community in the Veneto region.

With this in mind, UNPLI opened the call to each and every subject, with no distinction.

UNPLI could have chosen its common target only, meaning the Pro Loco Associations who are members of Unpli Veneto, but it was decided to completely fulfill project requirement/proposal. So, the below principles were followed:

* **Diversity:** All members of the community could participate.
* **Transparency and Legitimacy**: Most of the Project steps could be followed by direct contact to UNPLI or via FB or webpage. The Call for Idea evaluation criteria were public and the award decisions too.
* **Deliberation**: The Project leading group decided autonomously winners and selection of projects.
* **Influence**: Call for ideas content was developed with the support of the leading group, based on their previous work and decisions.

# Why should be citizens involved in community projects?

There could be many reasons why citizens should be engaged in community projects. Discovering what motivates people to be more active member in a community can help the engagement process. Here are a few reasons for participating:

* A project is personally interesting or important to them and will have a direct impact on their lives or on the life of someone close to them.
* Feeling that what they have done is useful and important for the community.
* Feeling of belonging to somewhere or to something with a good cause.
* Recognition and respect by their neighbours, friends etc. for their contribution to improving the community and their environment.
* New relationships that they can build while working with other community members.
* Opportunities to gain new experiences and learn new skills.
* The reward of seeing the long-term results of the projects that they have worked on.

# How can organisations attract citizens?

Creating a well-functioning community requires continuous work and presence. It takes time and commitment to develop the skills and experience of the community. There are different levels of involvement. These levels of involvement are referred to as ‘the ladder of participation’ and it is illustrated in the figure below.

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Figure 1: Ladder of participation

The process of collaboration in the project’s activities or LSP meetings might begin with a smaller number of participating members. However, if the goals are clear and comprehensible, the process of participation is enjoyable and the results are meaningful in some way (either the output or the process creates good atmosphere and connections locally) it will widen, and more and more people can get related. The number of active members might change periodically, depending on many other factors. So, results shall be measured on a longer term and regarding initial difficulties you should keep in mind that the community can overcome issues with the right approach and by giving adequate amount of time.

Other than attracting citizens you should make sure also to keep the ones who are already your partners. Get to know what motivates them, appreciate and always integrate their opinion, give feedback, be clear and honest about the processes and results is essential.

To encourage regular participation, you must continue offering worthwhile experiences and opportunities. Facilitation can play an important role in ensuring a well-run engagement process. Useful facilitation skills include **planning, creating the appropriate group environment, encouraging participation, and leading the group to reach its objectives**.

## Planning

Community decisions can rarely be made without meetings and personal discussions. Meetings that are structured and conducted efficiently will provide the best opportunity for useful public participation. Poorly organised and evaluated meetings make participants feel as if they wasted their time, and they are not likely to return.

So, the most important question to consider is whether you really have a valid reason to call participants for a personal meeting (or it could be solved by phone, e-mail). Before you hold a meeting make sure, as an organiser, to understand the goals and objectives, to prepare an agenda, and to assign the individual responsibilities. At the beginning of the meeting do clarify these elements with the participants as well. Also, make sure you are being available for the community during the whole process.

Before you organise a meeting, you can have semi-structured interviews with some relevant members of the community. Interviews are a good opportunity to listen to the problems, challenges, thoughts of some people beforehand to better organise the meeting and to better understand the logic of the community, their historical background, good or less good experiences. Like that, the organiser of the meeting can avoid some problems or unfavourable situations that can happen if the organiser is not familiar with the community. The organiser, as an interviewer, can get more in-depth view on problems, wishes, and experiences of the community as well as on residents’ ideas of how to resolve same challenges. Interviews also allow the interviewer to inform and raise awareness among interviewees about the issues addressed by the project. Interviews are particularly useful for getting the story behind the participant’s experiences.

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| **IMPORTANT NOTICE: Some guidelines for the organisation and implementation of the meetings:**   1. **Preparation of the meeting**  * **WHO:** Think about WHO are the main participants in the meeting. Invite those who might be interested. Think of stakeholders from different sectors, NGOs and other groups. If possible, invite the members from four sectors: public authorities, knowledge providers, civil society and business. As the meeting should be well presided, choose the facilitator of the meeting carefully. He/she should have knowledge of the topic and of the specific context of the project’s challenges. It is not necessary that the facilitator comes from the project’s team, he/she can be an authority of the partner’s organisation or an external expert. * **WHEN**: Another very important factor is to choose the right day and time to get all participants. Think about the minimum amount of time needed for all topics that should be discussed. The meeting should not be too long (two hours maximum). * **HOW**: Think carefully on the content of the meeting and all other practical matters (meeting room and maybe catering should be booked in advance; the invitation letter should contain the purpose, the date and the location of the meeting and has to be submitted three weeks before the meeting and then, some days before, again as a reminder; the room should have all needed facilities).  1. **Execution**  * **INTRODUCTION**: Present the main goals and purpose of the project (shortly) and of the meeting. Present the schedule of the meeting. Another very important point is the introduction of participants. As the participants should reflect openly on their opinions and experiences, it is very important that they feel safe, the atmosphere is constructive and there is room for critical voices to surface. Therefore, it is necessary that firstly the members of the project’s team and the facilitator introduce themselves. The second part of the introduction entails the introduction of the participants. Even if the participants already know each other, it is important that the facilitator gets an impression who the participants are, what their expectations are, what they want to learn during the implementation, etc. * **CORE CONTENT**: Look at the main topics that should be discussed. You can choose different methods to get qualitative results and solutions (interactive discussions – think about ice breaker questions; brainstorming and discussions, problem tree analysis, world cafe, etc). * **EVALUATION AND FEEDBACK**: The third main part of the meeting is the evaluation and conclusions, where the facilitator asks the participants for their feedback. It is important to evaluate the meeting for two reasons. First, to see if the expectations and learning points of participants as expressed during the introduction are met. Second, the participants’ evaluations can serve as a valuable input for future meetings. The best way to conduct evaluation is to prepare an evaluation form the participants can fill in at the end of the meeting, with the following questions: * What are the most important insights you gained from the meeting? * How did you experience the presentation and facilitation of the participants and project’s team (pleasant, unpleasant, informal, formal, informative, etc.)? * What could be improved about the stakeholder platform and conducting the meeting?  1. **Evaluation**   After the actual execution, it is important to evaluate the stakeholder platform’s feedback with the project’s team and facilitator. It is necessary to evaluate the feedback from the participants during the meeting, possibly the evaluation forms, and the experiences and reflections of the facilitator. Discus among all members who prepared the meeting what went well and what not. |

## Encouraging participation

To avoid limitations, keep in mind that just about everyone could be a potential member of the community actions as anyone could contribute with unique knowledge, skills, unexpected ideas or constructing critics toward your project. However, to keep your community work manageable, you can start with identifying the different sectors of a community:

* Because if you can bring different types of members into your group, it will be more representative of the full community; your project will gain broader community support.
* Because with a multi-sector membership, more different opinions will probably be expressed and discussed; that means better decisions may get made.
* Because the contacts and connections made in a diverse, multi-sector group lead to new community relationships. And these relationships can spark new community initiatives that might never have otherwise existed.

You can start by mapping the different sectors of the local community and identifying and listing key potential members within each sector (you can prepare a stakeholder map). See some brief ideas below, on targeting and reaching out to different sectors:

* **SCHOOLS**, especially public schools, local colleges and universities. It is advised to send an invitation letter to directors; to contact them by e-mail; to phone them to call their attention on your project; to inform personally the director, teachers and to visit classes to explain the project; to agree with schools to place posters, hand out flyers, badges, bags; to organise fun events, games or competitions for students, where they can informally get to know your project; to place creative installations which grab their attention and raise questions in them; to reach out to the youngest by creative photos; to shot videos and very short descriptions on the social media.
* **CHURCHES**, which may also include organisations and groups within the churches. In this case, it is advised to inform the director, priests, and leaders formally and personally; to agree with them to circulate information among the church members; to co-create events and voluntary days etc.; to place posters, flyers at agreed spots; to emphasise the relevance of the project to religion and sharing.
* **BUSINESSES**, particularly large employers, profitable businesses, small private companies. In this field, it is advisable to inform the managers and Human Relations departments; to place posters, flyers at agreed spots; to invite HR directors in meetings preferably at the end, or right after the end of their office hours, to co-create events which are informative and allow people to think out of their regular tasks and work, emphasise the new skills and knowledge that they can gain. If we are looking for local development, the economic component of the community is essential.
* **MEDIA**, including local newspapers, local radio and TV, and other community-wide print publications. In relation to media, it is relevant to create a press list, including those journalists, TV or radio host who are relevant to the cultural and social activities of the community. It is advisable to regularly update them about your project, especially in relation to public events. It is important to invite the media representatives to your events, to prepare press kits including informative materials on the project, notepads, pen, logoed gifts.
* **GOVERNMENT** - town or city find the appropriate contacts working in cultural field, write official, informative letters, and introduce short and long-term effects and importance of the project in the local community life.
* **NON-GOVERNMENTAL ORGANIZATIONS.** It is essential to find first the ones with similar profile (community engagement, culture, art) and inform them about the project aims and activities. Ask them to circulate information through their network; invite them to co-creative sessions, events; include their knowledge and point of view in the project activities and results (where relevant); agree with them to promote your events among their contacts.
* **INDIVIDUAL CITIZENS –** It is essential toidentify member of the local community that can be involved in project activities and become ‘messengers’ of the project aims and objectives. Place information at popular public places of the town (library, cafés, cinema, theatre, concert venues etc). When acting with thiferent groups (heritage associations, teenegers organisations, social organisations etc.), it is important to hold personal contacts, to identify the influencers in the town, to speak to community members and emphasise the chance to do something important and good for their own community.

On the road of community engagement, there are moments when you have to deal with difficulties or even rejection and you have to accept the fact that it can be time consuming and it can require flexibility and adaptability to finally have the community on your side. Do not be discouraged. Gaining even a few good new members can easily justify the time you spent. Winning those new members to your cause usually does not happen all at once. It is important to continuously “plant the seed” and share thoughts on the importance of the revival of CH together with the local community.

## Some experiences from the NPA’s partners:

### **Municipality of Szombathely (HU)**

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| **Project Partner** | LP - **Municipality of Szombathely** |
| **Project activity** | Piazza Sancti Martini (new event place of the yearly Savaria Historical Carnival) |
| **Place, date** | Szombathely, 27th of November 2017 –26th of August 2018 |
| **Target group** | Locals and tourists, families with children, local history lovers |
| **Channels used** | Carnival brochure, Carnival website |
| **Contact person** | Szabolcs Szakály, [szakaly.szabolcs@szombathely.hu](mailto:szakaly.szabolcs@szombathely.hu) |

**Description**

Savaria Historical Carnival, the largest community event of Szombathely, is about traditions, transmission of heritage and continuous storytelling, when - in the frame of a costumed historical game - the common heritage, knowledge and the passion are inherited from father to son. On the initiative of the NewPilgrimAge Project, the range of the existing festival locations was extended by a new and major one: the Piazza Sancti Martini. Shows of military tradition-preserving groups, concerts in the church, guided night walks in the cemetery, illumination of the church on the life of St. Martin, and historical family playground were organised and perfomed in the square in front of the renewed church built upon the birthplace of Saint Martin the last weekend of August. Of course, leaflets and brochures were available about the NewPilgrimAge project as well as the NAP Call for Ideas.

The range of the target groups was broad: the event was intended to reach and involve all participants of the Carnival. In fact, a broad range of participants came to Piazza Sancti Martini: mostly families with children and locals that were interested. Altogether around 2500 visitors were present at the new location of the Carnival despite the rainy and windy weather. The highest success was related definitely to the very eye-catching illumination show of the St. Martin church (light painting): it bewitched young and old, even when holding umbrellas in hand. There were no crowds at the venue, partly because the Piazza mostly offered moments for quiescence, introversion with organ concert, candle-lit walk in the cemetery and the usual ceremonies.

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| **IMPORTANT NOTICE: ORGANISATION OF CULTURAL EVENTS CAN ENCOURAGE COLLABORATION AMONG DIFFERENT COMPONENTS OF THE COMMUNITY**  The organisation of heritage events and festivals can link people from diverse public and private organisations (e.g. municipalities, museums, libraries, NGOs, research institutions, tourist organisations and business companies). Members of these organisations not just present or sell their products at the events, they provide many opportunities for conversations, making friends, further formal cooperation and networking. |

### **Municipality of Maribor (SI)**

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| **Project Partner** | PP4 - **Municipality of Maribor** |
| **Project activity** | Workshop |
| **Place, date** | Maribor, 20th of June 2018 |
| **Target group** | Local community, diverse stakeholders’ groups |
| **Channels used** | Social media, e-mail, personal communication, phone calls |
| **Contact person** | Alenka Likar Mastnak, [alenka.likarmastnak@maribor.si](mailto:alenka.likarmastnak@maribor.si),  Darja Ivanuša Kline, [darja.ivanusa.kline@inuk.si](mailto:darja.ivanusa.kline@inuk.si) |

**Description**

In June 2018 and in October 2018, two workshops were organised for the local stakeholder platform with representatives from the public (Maribor Tourist Board, Old Vine House) and private sector (ARTmijeMAR, destination store, Bračko, tourism farm, Aritours, local travel Agency) and the civil society (Pika day centre, day centre for kids, Montessori Elementary School). The LSP members were informed about the workshop by e-mail and through the Project Facebook page. Participants received additional invitation and information about the workshops through personal face-to-face or telephone communication. All the participants expressed interest to contribute to the NPA Project as they expected some kind of benefits from the Project (e.g. profit, content, activities…). They also asked for information materials about the Saint Martin Cultural Route to be distributed to their members, guests, customers etc. The representatives of the school and of the kids day centre (PIKA Day Centre) were interested in organising a hike through the Maribor part of the Saint Martin Cultural Route for their kids. About 40% of the participants were new to the topic, and this responded to our intention of getting in touch with people not having been already involved to get their opinions with the aim of reaching a wider consensus about the vision and priorities of the Project.

### **Municipality of Dugo Selo (HR)**

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| **Project Partner** | PP7– **City of Dugo Selo** |
| **Project activity 1** | Workshop |
| **Place, date** | Dugo Selo, 9th of May 2018 |
| **Channels used** | Website, e-mail, personal communication |
| **Contact person** | Daniela A. Jelinčić, IRMO, [daniela@irmo.hr](mailto:daniela@irmo.hr);  Zvjezdana Budor Klarić, [zvjezdana.budorklaric@dugoselo.hr](mailto:zvjezdana.budorklaric@dugoselo.hr) |

**Description**

The workshop held in May 2018 involved representatives from the public and private sector, as well as the civil society. Thus, representatives of the City of Dugo Selo were present as well as representatives of the Centre for Social Services, of the local kindergartens and primary/high schools, music school, public university, city library, Dugo Selo Tourism Board, Red Cross association, parishes, the Youth Council of Dugo Selo, Cultural & Art Society “Preporod” and representatives of the media. The majority of participants were pupils since the NewPilgrimAge Project specifically targets them. The representatives of the local community were informed about the event by e-mail, through the publication of news in the City website, but also received additional information thanks to personal face-to-face or telephone communication. Since the workshop included the possibility to interact with ideas even after the event itself, the communication continued via e-mail and telephone with some of the participants. The idea for their active participation lies in the bottom-up principle of the involvement of the whole community in the participative planning and decision-making. Also, this principle ensures organic idea making as well as the creation of a sense of pride. The large benefit is also seen in reaching consensus on important issues: the workshop, in fact, was especially important in sensitising the local parish representatives who are rather restrictive about any development linked with the church and critical to any secular event focusing on Saint Martin.

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| **IMPORTANT NOTICE: DISARMING THE ETERNAL OPPONENT**  It may happen that a member of a community is the so-called ‘***eternal opponent***’, never satisfied with anything, always opposing any solution. This may prove detrimental to the effectiveness of constituting/running a community as well as to trust-building. Not least, it may significantly hinder discussion, as well as planning and implementing participative processes. Therefore, it is important to detect potential community members who might be prone to such a conduct, as well as people with strong social, motivational competences. Think in advance on what task to delegate to whom, based on their personality traits. Disarm the eternal opponents by tasking them with the presentation of a problem, asking for a detailed, researched and argued explanation of their view, or request that anybody who wants to talk has to present a solution and their eventual contribution to its realisation (Pogačar et. alt. 2019: 47) |

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| **Project Partner** | PP 7 – **City of Dugo Selo** |
| **Project activity 2** | St. Martin procession and St. Martin in the summer: Wine Exhibition – Anniversary of St. Martin footprint |
| **Place, date** | Dugo Selo, 11th of November 2018 / St. Martin in the summer – 1st of July 2018 |
| **Channels used** | Website, personal communication, posters |
| **Contact person** | Zvjezdana Budor Klarić, [zvjezdana.budorklaric@dugoselo.hr](mailto:zvjezdana.budorklaric@dugoselo.hr) |

**Description**

Saint Martin’s Summer Procession was a public event open to the whole community. Approximately 150 members of the community were involved. They were activated thanks to the City website, personal communication and posters distributed in schools. It was the second time that the procession was organised, and the activity is planned to become regular event due to the positive feedback provided by the community. Pupils are directly engaged as actors in the procession, and inspired by this activity in the organisation of further humanitarian actions (e.g. the Christmas selling of hand-made ornaments whose income was to be further donated to the people in need). The idea of the whole procession was to promote sharing and solidarity. Although other members of the community did not directly engage with the NPA Project, their support was visible in their willingness to help in the organisation of the procession and some other related outcomes of the project (such as the opening of the social shop). People also learned new Saint Martin-related facts and socialised together.

In 2018, the representatives of minorities joined the procession, which thus became an international event (Slovaks, Hungarians, and Slovenians).

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| **IMPORTANT NOTICE: COMMON CELEBRATIONS**  Celebrating [e.g. a community picnic, cultural events, sport events, etc.] is a core part of the community building process. Celebration is a big part of common culture that creates an opportunity for bonding and building trust. Community actions linked to heritage celebrations might be a very important step for the involved municipalities and communities to rethink not only heritage, but also the joint role in the maintenance and improvement of local public resources. |

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| **Project Partner** | PP 7 – **City of Dugo Selo** |
| **Project activity 3** | Best Idea Awards & PR campaign |
| **Place, date** | Dugo Selo, 29th of October 2018 |
| **Channels used** | Website, e-mail, personal communication, posters, media, NPA FB, YouTube |
| **Contact person** | Zvjezdana Budor Klarić, [zvjezdana.budorklaric@dugoselo.hr](mailto:zvjezdana.budorklaric@dugoselo.hr) |

**Description**

The Best Pilot Idea Awarding Ceremony and PR campaign were organised in the City Hall for the local community and the media. Ramona Rubin ltd. filmed the video which was then aired on the Jabuka TV (31.10.2018 and 1.11.2018), on YouTube, on the NPA FB page, and was shared with Project partners. Radio Martin recorded a series of interviews which were aired on 30.10. & 31.10.2018. The Portal01 and the Chronicles of Dugo Selo published an article on the event as well. The video will be further used for the promotion of Project activities and achievements, and for targeting the wider market and potential interested parties. The event was promoted through the City website, e-mail were sent for inviting people to participate, personal communication were carried out, posters were put in public spaces, and information about the event published on the NPA FB page.

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| **IMPORTANT NOTICE: HOW TO SHOW PEOPLE THAT THEY ARE IMPORTANT ACTORS IN HERITAGE PRESERVATION?**  A fruitful method to show people how important they are as bearers and practitioners of cultural heritage could be a video film, in which the locals are the main actors. Even if they are against re-enacting the practice for the film, they usually become more relaxed after some experiences and start to express pride over their past way of life, traditions and knowledge, e.g. they want to present everything that have been typical for their village or a region. In this way, local history can be interactively interpreted and presented so that is especially appealing for the “digital generations”. Local identity can be strengthened as well, new social relations and friendships can be formed, and local people may become more self-confident and aware of the local values, including heritage. |

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### **Municipality of Albenga (IT)**

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| **Project Partner** | PP6 – **Municipality of Albenga** |
| **Project activity** | LSP workshops leading to the Local Vision Statement |
| **Place, date** | Albenga, IT  25th of November 2017; 3rd of February 2018; 24th of February 2018 |
| **Target group** | Representatives of education institutions, art and cultural associations, NGOs, civil society, social partners, sectorial associations, enterprises, Church |
| **Channels used** | Emails and Mailchimps, NPA local website, NPA FB page, publication of articles on the traditional and online press |
| **Contact person** | Davide Geddo, [davide.geddo@comune.albenga.sv.it](mailto:davide.geddo@comune.albenga.sv.it)  Michela Vecchia, michela\_vecchia@yahoo.it |

**Description**

With the LSP workshops leading to the Local Vision Statement, we targeted the entire local community by selecting a representative group of stakeholders for bringing together all the components of the Albenga’s civil society and institutions. This process resulted in the identification of a stakeholders’ group composed by representatives of education institutions, art and cultural associations, NGOs, social partners, sectoral associations, enterprises, Church, research centres, …, gathering people of all ages and with differentiated professional backgrounds and personal histories.

A variety of media tools were used to this aim, in particular:

* A mailing list, used for any communication on NPA project activities and community-based events, was created (emails and Mailchimps)
* An NPA local webpage was activated in the Municipality website in order to provide regular information to the general public on project activities, achievements and community-based activities and events
* An NPA local FB page was activated where locally and transnationally relevant news are shared with the local community
* Articles on both traditional and online press were regularly published, thus reaching the entire Albenga’s community.

Although no consolidated tradition of cooperative and participative planning exists in the community, the discussion work demonstrated that there is an overall willingness of sharing objectives. The opportunity of sharing ideas/experiences in order to develop a shared strategic vision able to improve the local development and promoting Albenga’s peculiarities (e.g. agricultural production, archaeological treasures, initiatives involving the youngest, etc.) was also welcomed. Starting from the NPA project activities, a list of relevant stakeholders was established, gathering all components of the local community. A steady participation of around 20% of the general stakeholders group gathering a representative variety of the local community components was obtained. This core group participated in all the community-based activities, and it was also able to involve individual stakeholders who were not engaged since the beginning. Among the positive feedbacks obtained through the participative process launched thanks to the workshop, it can be mentioned the good participation of the community in the Call for Idea, that demonstrated that some transversal cooperation (among different organisations) was initiated. Additionally, during the fieldwork conducted by the expert in charge of the gap analysis, an open attitude in being interviewed and participating in group discussions was observed.

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| **Project Partner** | PP6 – **Municipality of Albenga** |
| **Project activity** | LSP workshops leading to the Local Vision Statement |
| **Place, date** | Albenga, IT  25th of November 2017; 3rd of February 2018; 24th of February 2018 |
| **Participatory/community engagement methods used** | Listening, Facilitation, back-casting |
| **Contact person** | Davide Geddo, [davide.geddo@comune.albenga.sv.it](mailto:davide.geddo@comune.albenga.sv.it)  Michela Vecchia, [michela\_vecchia@yahoo.it](mailto:michela_vecchia@yahoo.it) |

**Description**

The three workshops took place in two ancient buildings located in the historical centre of the town, where associations and public facilities (e.g. library) have their headquarters.

The two working groups of the LSP (Group1 - institutions, research centres, education, public authorities; Group2 – civil society) followed, for their discussion, the back-casting methodology. The first two steps of the process (identification and future vision) were carried out during LSP workshop 2, so the discussion during LSP workshop 3 was focused on the three remaining phases of the process:

* Development of actions and assumptions – The stakeholders discussed possible steps on how to reach the future vision from the present, addressing those dimensions that require consideration. Multiple options were identified from which the best ones were assessed, and their feasibility considered.
* Analysis – After having developed a set of options, the stakeholders assessed and selected them, to then focus the discussion on an actionable plan also considering threats to successful implementation.
* Elaboration of the vision– The main components of the Local Vision Statement were presented by each group, discussed and shared in plenary. Subsequent steps for the drafting of the Local Vision were agreed. No specific participatory techniques were used, the Change Driver and the members of the project team supported the two working groups by facilitating discussion and ensuring its effectiveness for resulting in a common position shared and agreed by all participating stakeholders.

### **UNPLI Veneto (IT)**

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| **Project Partner** | PP5 – **UNPLI VENETO** |
| **Project activity** | Leading group Workshops |
| **Place, date** | 5 meetings from October 2018 |
| **Target group** | Pro Loco Association members |
| **Channels used** | FB page, website, email, personal contacts |
| **Contact person** | Erika Follador, UNPLI Veneto |

**Description**

The Pro Loco Association members are particularly interested in Saint Martin heritage. This was the first and more natural target for UNPLI Veneto, because as said, UNPLI is an umbrella organisation representing those Associations. However, it is also clear that project sustainability pass through their effective engagement in Project destiny. As a matter of fact, UNPLI Veneto can only propose projects or activities, but each small Association is the real protagonist and can spread project outputs, contribute to create other contents, etc.

UNPLI Veneto worked with these associations through workshops, meetings and discussions, both virtually but mainly face to face. The members of the leading group are really committed and will follow project development because they see their voices are heard. They are of course interested in giving their territory new possibilities., so they have already started to plan the future thus ensuring a very positive impact on all the territory and to involve a lot of people and different communities.

The local event for awarding the idea call winners, carried out on 1st December 2018, was the first attempt to involve local communities in project dissemination activities. The awarding ceremony was public and proceeded by a touristic guide of the hosting Municipality of Legnago (Verona) looking for the footprints of Saint Martin in the city. The tour was fully booked and had a good feedback.

More work has to be done in order to reach the “general” public, but this will be the aim of the second part of the project, when UNPLI Veneto will develop the pilot project.

As said, our best success in engaging people is related to the leading group members. 50% of the initial group became regular and this is a good result, especially because it was not clear to them which benefits the involvement in project activities could bring to them. They are satisfied about the participation and their feedbacks are often very positive.

## Creating appropriate environment or how to build trust and responsibility towards the local cultural heritage

An important element of collaboration and cooperation is that participants feel welcomed and comfortable to share their ideas, opinions and feelings. A professional, but friendly and encouraging environment should be ensured. To this aim, a facilitator or Change Driver (in case of the NPA Project) can crucially help, especially in getting consensus among local decision makers, experts and the local community in the field of heritage management. The local commmunity or individuals should have space to express their ideas and to reflect on them.

The facilitator should remain neutral and be aware of his/her potential to dominate the group. Therefore, the facilitator should avoid talking a lot, not argue with group members, and recognize each member’s comments. In order to create a professional environment, the facilitator should:

* Bbe prepared and speak clearly,
* Establish an effective and well-understood set of ground rules,
* Encourage input from everyone,
* Be an active listener,
* Clarify communication by summarising lengthy contributions, relating to one participant’s ideas to another, requesting clarification on incomplete ideas, or allowing a group member to complete a statement if he/she is cut off,
* Keep everyone focused,
* Avoid criticising ideas, nor individuals,
* Accept feelings as valid data while seeing that ground rules are followed if the discussion gets heated or emotional. Summarise feelings as well as content,
* Restate problems or disagreements so that the group members can work on a possible solution,
* Support the group decision once it has been made,
* Suggest a procedure or problem-solving approach,
* Summarise and clarify steps for the future,
* Close on a positive note,

In addition to what above, for creating a professional environment for community work, you should pay attention to those details that can create a comfortable and friendly atmosphere as well. Such as:

* + - Proper lighting and sound
    - Access to fresh air and good temperature
    - Colours and materials (neutral colours and natural, clean materials are always a good choice)
    - Decoration (e.g. plants as green colour boosts creativity and has a calming effect)
    - Healthy and tasty refreshments (e.g. you can try to include local food, as it links people and adds to a friendlier and more domestic atmosphere)
    - Enjoy what you are doing and spread that spirit
    - Allow members to get to know each other informally as well (e.g. longer coffee breaks, “after party”)
    - Share good quality photos, videos of important moments of your meetings on social media, as it might encourage further participants to join.

## Interactive techniques for leading discussion

Various techniques are developed to catalyse common thinking, creating visions or action plans. They can be combined, repeated or amended depending on what the participative process requires. The following methods could be used when you want to brainstorm, generate, gather, and prioritise ideas.

**NOMINAL GROUP TECHNIQUE’**

The NGT works best when a larger group of people is first brought together to discuss a community issue. Participants break into small groups of about 6 to 10 people. Each small group is given a question and the group members spend a few minutes writing down their ideas. After everyone has a chance to think about the question, group members share their ideas with each other, each taking a turn, until all ideas are listed. A facilitator or note-taker keeps track of all the ideas mentioned. A facilitator enhances this process by seeking input from all members of the group; making sure that no one dominates the discussion; keeping the group focused on the subject at hand; and staying within established timeframes. The note-taker from each small group then reports to the larger group. The larger group then prioritises the ideas. There are a few different techniques that can be used to prioritize, but most often participants vote to pick the ideas that have the highest priority and possibility for action. Because the Nominal Group Technique uses small group discussions, it encourages the participation of those who may not feel comfortable talking in larger groups. It can be used more than one time, to gather ideas from different groups within the community.

For more information, visit: <https://www.cdc.gov/healthyyouth/evaluation/pdf/brief7.pdf>

**DELPHI TECHNIQUE**

Unlike the Nominal Group Technique, Delphi does not require face-to-face meetings, so it is particularly useful to gather ideas from a large group or from people who cannot travel to a central location (such as elders, or people without transportation or who are spread out geographically or experts from abroad etc.) or do not feel comfortable at first sharing ideas in public. Participants in a Delphi Technique process are given a series of surveys they can complete in their own time. The basic idea of the Delphi Technique is to give participants a chance to first give their ideas, and to then react to the ideas of all the other participants in the process. The steps to be followed according to the Delphi Technique are the following: first, select a group of people to participate. Depending on the issue you want to learn about, these could be key members of a specific set of organisations, or a diverse set of community residents. All the people involved in the process are given a survey that asks them to list ideas about community problems, causes, and potential solutions. Then a report summarising all the ideas gathered from the survey is produced, and it is circulated to all the persons having participated in the first survey round. The second survey asks participants to react to the ideas outlined in the report and to prioritise the action steps. Based on the information from both surveys, another report is produced and shared with all participants.

For more information, visit: [https://www.projectsmart.co.uk/delphi-technique-a-step-by-](https://www.projectsmart.co.uk/delphi-technique-a-step-by-step-guide.php) [step-guide.php](https://www.projectsmart.co.uk/delphi-technique-a-step-by-step-guide.php)

**FOCUS GROUPS**

Focus groups are facilitated discussions with a small group of people (5 to 10 persons). Focus groups are a powerful way to collect ideas, opinions, experiences, or beliefs about community issues. Focus groups allow for in- depth discussion of an issue, and they give the opportunity to clarify ideas and statements. Often, discussions between participants can yield new insights, beyond individual perspectives. Focus group participants are selected because they have some knowledge and experience with the focus of the discussion. It is also important to make sure that the mix of people within a focus group will lead to good discussion, and that people feel comfortable sharing their thoughts. Generally, it Is a good rule of thumb to conduct two to three focus groups for each different type of group. It is best to have more than one group to ensure that the focus groups cover the range of themes and discussions within the population. The more focus groups you can afford, the greater the chances of capturing discussions that accurately reflect the most common views. Facilitators in focus groups use a discussion guide. This guide is a script that covers the introduction of all the participants, the purpose of the focus group, the ground rules for discussion, the focus group questions, and the closing statements. The discussion guide should be the same across all the focus groups (if multiple focus groups on the same topic are planned). The main goal of facilitators is to make sure that the environment allows everyone to feel comfortable sharing experiences and thoughts. This means that a good facilitator will enforce the ground rules, which often include giving everyone the chance to speak, not making judgments about others’ experiences, and listening to each other. The facilitators’ responsibilities also include asking questions, clarifying any statement that might be unclear, intervening if discussions become heated, and keeping the group on time and focused. In addition to the facilitator, each focus group has a note-taker, with audio-recording being also an option.

For more information, visit: gap2.eu/methodological-toolbox/focus-groups/

**WORLD CAFÉ**

World Café fosters the interaction and dialogue with large and small groups. It is an ideal way to find out what a community is thinking and feeling about a specific topic. It got its name because it imitates a café setting where small groups (4 or 5 people) are all conversing together around tables (with paper-covered tables supplied with refreshments and pencils). In this case, a cluster of small groups — anywhere from 10 to 1000 — is in conversation about an issue that matters to them or should be resolved. Each table gets a certain issue as question written or slicked (index card or post-it) at the paper cover. The participants sit around a table and hold a series of conversational rounds lasting from 20 to 45 minutes about the questions assigned to the table. Participants are encouraged to write, doodle, and draw notes, insights or key ideas of the conversion on their tablecloths. At the end of each round, one person remains at each table as "host", while the others “travel” to separate tables. The table hosts welcome newcomers to their tables and share the essence of that table's conversation so far. 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. 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.

For more information, visit: <http://www.plays-in-business.com/world-cafe/>

**OPEN SPACE TECHNOLOGY (OST)**

The Open Space Technology is a highly scalable and adaptable facilitation method to enable all kind 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 time boxed sessions (30min, 45min, or 60min) to topics they are interested in. The participants organise themselves in the so-called “marketplace”. All participants sit in a circle. In the middle are post-its, index cards and pencils placed. The facilitator after providing an overview of the process invites people with issues of concern to come into the circle, write the issue on a post-it or index card and announce it to the group. These people are “session hosts” or “conveners.” The session host places his/her paper on the wall and chooses a time and a place to meet. This process continues until there are no more agenda items. The participants cluster and prioritise the agenda items on the wall. After the marketplace, the group breaks and heads to the agenda wall, by now covered with a variety of sessions. Participants take note of the time and place of the sessions they want to be involved in and they participate in the discussion. During the sessions, the host or a recorder takes notes and captures the important points of the discussion. At the end of each session, the notes are published on a shared news wall. Participants are then invited to finish the open space meeting with a closing circle where people share comments, insights, and commitments arising from the process.

For more information, visit: <http://www.plays-in-business.com/open-space-technology/>

**PROACTION CAFÉ**

The ProAction Café is a 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. The ProAction Café combines both the concepts of World Café and Open Space Technology. After building the agenda, the issues to be dealt with are sticked to the tables. Participants must be counted and divided by four or five — this gives the numbers of tables and the number of issues to be dealt with (e.g. 40 participants, you can have 10 issues/tables maximum). Then the conversation runs in 3 rounds (20-30min each). For all rounds, the one who brought the issue remains at the table. All others discussing at the table move to new, different tables. The host briefs the new participants joining the table briefly (focusing on the essence of previous discussion avoiding taking too much time), and the discussion starts again.

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 might not be the final one.
* 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?" — Learnings must then be consolidated into action: What next steps will I take?

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

For more information, visit: <http://www.plays-in-business.com/proaction-cafe/>

**FISHBOWL**

The Fishbowl is a form of dialogue that can be used when discussing topics within large groups. The general idea is that rather than a large group having an open discussion about something, which can be difficult to handle and often only benefits a few active participants, a smaller group (ideally 3 – 6 people) is isolated to discuss while the rest of the participants (maximum of 50 people) sits around the outside and observes without interrupting. Facilitation is focused on the core group discussion (less people = easier facilitation).

The name refers to the set up. Four to five chairs are arranged in an inner circle (this is the fishbowl), the remaining chairs are arranged in concentric circles outside the ‘fishbowl’. A few participants are selected to sit in the fishbowl, while the rest of the group sit on the chairs outside. In an open fishbowl, one chair is left empty, while in a closed one, all chairs are filled. When starting, the moderator introduces the topic and the participants start discussing. The audience outside the fishbowl listen to the discussion. In an open fishbowl, any member of the audience can, at any time, occupy the empty chair and join the fishbowl. When this happens, an existing member of the fishbowl must voluntarily leave the fishbowl and free a chair. In a closed fishbowl, the initial participants speak for some time. When time runs out, they leave the fishbowl and a new group from the audience enters the fishbowl.

The facilitator is in charge of helping the conversation (ask questions) and summaring the results.

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Figure 2, 3: Seating arrangement

An advantage of a fishbowl conversation is that it is suitable for large groups. It also lessens distinctions between the speakers and the audience. This has made fishbowls popular in participatory group meetings and conferences.

For more information, visit: [http://www.kstoolkit.org/Fish+Bowl](http://www.kstoolkit.org/Fish%2BBowl)

## Some experiences of NPA’s partners

### **Municipality of Szombathely (HU)**

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| **Project Partner** | LP **Municipality of Szombathely** |
| **Project activity** | LSP meetings focusing on the gap analysis |
| **Place, date** | Szombathely, 30th of May – 12th of June August 2018 |
| **Participatory/community engagement methods used** | Accommodating, Facilitation, Activating  Net mapping and OPERA methods |
| **Contact person** | Szabolcs Szakály, [szakaly.szabolcs@szombathely.hu](mailto:szakaly.szabolcs@szombathely.hu) |

**Description**

The procedure of the gap analysis elaboration included a serious involvement of the LSP members. The external expert negotiated with the Change Drivers to be able to join the LSP meetings in 2018 springtime and collect inputs form them through moderated work. The expert use the Net mapping and OPERA methods, which were both very inspiring for the participants, and fruitful and successful for the gap analysis. The new methodology and the well-created cosy environment inspired the participants so that even new ideas were born for the possible exploitation of Saint Martin’s heritage.

### **Municipality of Maribor (SI)**

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| **Project Partner** | PP4 - **Municipality of Maribor** |
| **Project activity** | Workshop |
| **Place, date** | Maribor, 20th of June 2018 |
| **Participatory/community engagement methods used** | Accommodating, Listening, Facilitation, Storytelling, Activating, Roundtable discussion, Delphi technique |
| **Contact person** | Alenka Likar Mastnak, [alenka.likarmastnak@maribor.si](mailto:alenka.likarmastnak@maribor.si),  Darja Ivanuša Kline, [darja.ivanusa.kline@inuk.si](mailto:darja.ivanusa.kline@inuk.si) |

**Description**

The workshops organised in June and in October 2018 took place in the Old Vine House, a symbol of wine tradition and cultural heritage of Maribor. Today the house serves as the tourist information centre, it offers guided tours of rich wine patrimony and other museum exhibits to the visitors of the city. The environment in the workshop room was relaxed and inspiring, so that participants did not have any problem to accommodate themselves. The number of the participants was limited to 12 people, so large time for discussion was available. Additionally, the workshop scenarios, prepared by an external moderator, included some introductory activities to help participants to feel comfortable to express their views/opinions. Therefore, all participants openly shared their views, and their personal stories about the topic as well. The workshop moderator just made sure that everyone had the opportunity to speak up.

### **Municipality of Dugo Selo (CRO)**

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| **Project Partner** | PP 7 – **City of Dugo Selo** |
| **Project activity 1** | Workshop |
| **Place, date** | Dugo Selo, 9th of May 2018 |
| **Participatory/community engagement methods used** | Accommodating, Listening, Facilitation, Nominal group process, Roundtable discussion, Delphi technique |
| **Contact person** | Daniela A. Jelinčić, IRMO, [daniela@irmo.hr](mailto:daniela@irmo.hr)  Zvjezdana Budor Klarić, [zvjezdana.budorklaric@dugoselo.hr](mailto:zvjezdana.budorklaric@dugoselo.hr) |

**Description**

The workshop was organised in the City Hall of Dugo Selo, which is considered rather a formal environment. However, as the meeting also included other activities (musical performance, poetry reading, presentation of visual artworks and video material), it was possible to add to the atmosphere. Additionally, the workshop itself was rather interactive so that participants could express their opinions and generate new ideas. The workshop started by introducing the NPA Project and the community engagement work, together with already developed community ideas for the local vision, priorities and further activities. Although at the beginning people were not so open, they easily started opening up, but their engagement was especially visible when writing down on paper g their ideas (gathering individual ideas and prioritising the already existing ones). A possibility was opened to interact even after the workshop, which was a success as some e-mails were received as well as personal communication. Immediately after the workshop, during the lunch break, additional information was gathered from people in a more relaxed atmosphere. Generally, it can be said that the level of citizens’ participation included information, consultation, involvement and participation, depending on the individual preferences (some of the participants were more open than the others although all had the opportunity to get fully involved). The techniques used were a combination of the Nominal Group Technique and the Roundtable discussion (discussing the main problems and strengths, vision and priorities). The Delphi Technique was used for the generation and prioritisation of project ideas.

### **UNPLI Veneto (IT)**

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| **Project Partner** | PP5 - UNPLI VENETO |
| **Project activity** | 3rd LSP meeting |
| **Place, date** | 24 March 2018 |
| **Participatory/community engagement methods used** | World Café |
| **Channels used** | FB page, website, email, personal contacts |
| **Contact person** | Erika Follador, UNPLI Veneto |

**Description**

During the 3rd LPS meeting, around 25 people from very different sectors and professional backgrounds were involved to discuss the same topic: how to valorise Saint Martin heritage in recent times. The meeting was held on Saturday morning in a hotel meeting room, located in a place easily reachable by all participants. People were welcomed with coffee and croissants in order to give then the possibility to know each other in a relaxed and friendly environment.

Participants were then asked to find some relevant areas of action , with the facilitator moderating the group in order to propose ideas of possible activities to develop. All other participants were free to move in the room. The method was successful in terms of outputs and participants’ feedback, and it provided UNPLI with a lot of material to work on.

# 7. Conclusion

Engagement processes can lead to better and more widely accepted decisions and enhanced quality of life for community residents. Getting all the pieces in place to get the local community involved in your project and make their experiences positive can be challenging. It takes considerable time and depends on selection of the right approach. The suggestions and ideas included in this Model Component 1 provide a base and starting point for heritage organisations and municipalities, as well as heritage voluntary associations, in enhancing engagement’s efforts of local communities. It is worth to mention, that the activities and approaches used should be adjusted to the needs of the local community.

According to the findings from the tasks and experiences of the NPA Project’s partners involving different communities and having implemented a variety of events, different levels of engagement were reached.

All partners had similar target groups encompassing the whole local community and tourists visiting towns or spending their holidays in the respective areas. A wide variety of stakeholders in the public and private sector, as well as in the civil society, was engaged during project implementation activities. These were: young people, families with children, minorities, representatives of the city and regional administration, social and day centres, kindergartens, schools and universities (including, pupils and students), tourism-, art- and culture-related associations, parishes, local entrepreneurs, research centres, the Church, NGOs, and volunteers. Most of the partners used a variety of channels to reach their audiences, among which where brochures, flyers, posters, social media, websites, e-mails, personal and telephone communication, TV broadcasting, newspapers and radio. The wide variety of channels used – traditional and digital – helped to ensure that people of all ages and socioeconomic groups could be reached.

In all engagement activities, partners invested their effort to carry out principles of inclusivity, diversity, equality, transparency, legitimacy, deliberation, substance, influence, on-going and accommodation processes. All partners achieved incorporating at least five of these principles in their work. They succeeded in inviting local community members and organisations active in various fields, thus having different viewpoints and interests that reflect local needs, and strived to consider all opinions (e.g., by individual surveying) and to reach consensus in decision making. Partners facilitated bottom-up idea proposition that were later ranked and prioritised. Mostly, meetings and events had learning elements and gave time for decision making and taking, while all project stages were transparent creating influential and long-lasting courses of action.

Partners took the initiative to practice many of the specific community engagement methods learned in the trainings organised during the Transnational Exchange Meetings (TEM). The most often used approaches were accommodating, presentation, facilitation, activation, listening, roundtable discussion and participative planning. Only few partners also applied the Delphi Technique, net mapping, OPERA, the Nominal Group Technique, consultation, back-casting, storytelling and World Café, which gave comprehensive results and a positive feedback from the participants who felt inspired by them.

Participants’ feedback shows that they were positively impressed by the warm, synergetic environment where ideas could flow freely, and which inspired a proactive attitude. In all communities, participants’ responses were at least satisfying and sometimes continued as an on-going communication and contribution process resulting in additional events. People were generally inspired by seeing that they can influence projects, and this resulted in a real commitment from their side.

## Some conclusions made by the NPA Project’s partners

### **Municipality of Szombathely (HU)**

The Project team perceived a very good and satisfying fizzy ambience during the LSP meetings, especially when the participants were facing direct questions or tasks. They also seemingly enjoyed having the chance to exchange ideas with stakeholders they rarely meet in an open, warm environment with any restraints. Ideas were exchanged freely, and new contacts were made. The representatives of the Saint Martin Institute and the Saint Martin Cultural Centre were especially active and became substantial contributors to the Project activities and they are closely affected by the outcomes and results of the Project.

### **Municipality of Maribor (SI)**

The conclusive report on the community engagement includes all the activities carried out with the local community by the Project team. The activities implemented proved to be successful in engaging both the citizens of Municipality of Maribor and those of neighbouring municipalities. Through the Project’ progress, the NPA stakeholders’ platform is constantly increasing in number due to the continuous communication activities aiming at involving all interested parties in the Project. With the involvement of the diverse groups of stakeholders, the Municipality of Maribor ensured that the results of the NPA Project would be of benefit to the whole community and to the visitors of Maribor as well.

### **Municipality of Dugo Selo (HR)**

The activities carried out by the Municipality of Dugo Selo so far proved to be successful in engaging citizens not only in Dugo Selo, but even in the wider community (regionally, nationally and internationally). All sectors were engaged (public and private sectors, and the civil society) as well as people from all ages. Generally, it can be said that the activities increased the likelihood that projects or solutions will be widely heard, understood and accepted since the community was constantly informed or involved in project activities. One group had to be especially involved, these were young people, who were mostly engaged in educational workshops, planning, quizzes, acting, promotion, art production, etc. Different activities, however, engaged different target groups: some were open to the widest possible public, some included representatives of the public sector, some were closed (inscription to the UNESCO list) only because expert knowledge was required for the activity. Some activities (e.g. workshops) contributed to the improvement of citizens’ skills (listening, working in a team). The greatest value of the activities is evident in the Education sector, chosen as one of the valorisation fields. Although Sacrality and Tourism have also been in focus, tourism development is yet to come in due course of the Project, and the sacral dimension is still being worked on. While there is no doubt sacrality is the central feature of Saint Martin’s heritage, further work has still to be done in order to sensitise the members of the parish to accept also the secular needs and perceptions of the community. The activities linked to education and the possible inscription of Saint Martin’s heritage in the UNESCO list provided not only new learning opportunities, but also proud and feeling of belonging. The engagement of high school students as actors in the procession, as well as the involvement of youth in general in sharing their views and perceptions on the importance of Saint Martin’s heritage by producing their own artwork offered them the possibility to (re)interpret the heritage in their own way. The opening of the social shop activated the community, the had the feeling of having done something important and useful by sharing humanitarian values with the people in need, thus leading to a more inclusive, healthier, better functioning community and society. The authors of the winning pilot ideas are especially proud to have been able to produce prerequisites for tourism development by focusing, at the same time, on education as one of the main valorisation fields. Although not yet measured, this activation of the local community will potentially increase trust in the local governance.

### **Municipality of Albenga (IT)**

The LSP workshops leading to the Local Vision Statement development are considered as a successful experience in engaging the local community. A varied range of community’s representatives/stakeholders were involved in the participative process, thus generating an overall more proactive attitude towards the NPA Project activities, and resulted in common efforts for achieving shared goals. For sure, the discussions that took place during the workshops integrated people from different backgrounds and having diverse visions, resulting in the identification of aspirations for the further development and valorisation of their town.

The sharing of different views, and the capacity of finding common positions, also increased the feeling of belonging to a good cause. The members of the community also felt that their ideas/views could be formally recognised (particularly by the local government), and what they did could be useful and relevant for the entire community (this was especially reflected in the participation in the Call for Ideas). Additionally, this experience taught participants working in team and listening to each other, with a process resulting in the sharing of common objectives.

### **UNPLI Veneto (IT)**

During the Leading Group meetings the idea that the only possibility to be effective and engage people in the very challenging aims of the NPA Project-, is to work together and develop a network which could give the possibility to participate to everybody.

The Leading Group, together with UNPLI, agreed on the fact that top-down ideas or proposals are risky because they are not based on community needs, that is why there was the need of opening ears and trying to involve as much people as possible in co-planning and co-decision making; and this was the course of action chosen.

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**INTERNET SOURCES**

* <https://www.rural.palegislature.us/effective_citizen_engagement.pdf>
* <http://www.communityplanning.net/>
* <https://www.communityplanningtoolkit.org/community-engagement>
* <http://www.alancaldwellassociates.co.uk/>
* <http://www.liberatingstructures.com/>
* <https://ich.unesco.org/en/involvement-of-communities-0033> <http://www.plays-in-business.com/proaction-cafe/>
* <http://www.plays-in-business.com/open-space-technology/>
* <http://www.plays-in-business.com/world-cafe/>
* <https://ctb.ku.edu/en/table-of-contents/participation/encouraging-involvement/diverse>

**Figure 2**

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

**Figure 3 & Figure 4**

<https://www.google.hu/search?tbm=isch&q=fishbowl+seating&chips=q:fishbowl+seating,online_chips:fishbowl+technique&sa=X&ved=0ahUKEwi2iMfkkPvjAhUP1hoKHWWhCJwQ4lYIKygB&biw=1366&bih=654&dpr=1>

1. According to the document *An integrated approach to cultural heritage; The Council of Europe’s Technical Co-operation and Consultancy Programme*, the integrated approach combines the promotion and protection of cultural diversity, democratic governance and democratic innovation. It is essential therefore that decision making involves those most directly affected – the owners, inhabitants, local communities and local authorities – who recognize the specific value of heritage for society. Indeed, national‑level cultural heritage protection policies and practices must not be removed from these stakeholders (Bold, Picker ed. 2018: 7). <https://book.coe.int/en/cultural-heritage/7537-an-integrated-approach-to-cultural-heritage-the-council-of-europes-technical-co-operation-and-consultancy-programme.html> (accessed 29. 7. 2019). [↑](#footnote-ref-1)
2. <https://www.interreg-central.eu/Content.Node/NewPilgrimAge.html> (accessed 18. 7. 2019). [↑](#footnote-ref-2)
3. For more information look [https://www.atsdr.cdc.gov/communityengagement/pce\_what.html](https://www.atsdr.cdc.gov/communityengagement/pce_what.html%20)  (Accessed 18. 7. 2019). [↑](#footnote-ref-3)
4. Look: <https://www.atsdr.cdc.gov/communityengagement/pce_what.html> (Accessed 18. 7. 2019) [↑](#footnote-ref-4)
5. The steps presented in the table are used from the concept - How to Build Community Online. The steps can be suitable for construction of heritage community in one municipality as well, due to dissemination activities of projects more or less focus on social media and web-sides as well. Look: <https://www.slideshare.net/smallworldlabs/small-world-labs-american-cancer-society-ptr> (accessed 18. 7. 2019) [↑](#footnote-ref-5)
6. For more information look: <https://www.memberevolution.com/member-engagement-pyramid-how-grow-your-online-community> (accessed 18. 7. 2019). [↑](#footnote-ref-6)
7. <https://www.jrf.org.uk/report/resourcebook-planning-your-community> (accessed 29. 7. 2019). [↑](#footnote-ref-7)