

# DOCUMENTATION OF THE COMPETENCE BUILDING SESSION ON COMMUNITY INVOLVEMENT INTO CH MANAGEMENT SCHEMES

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**Deliverable D.T1.2.4**

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## Contents

1. Purpose of this document .....	2
2. Community engagement process as partners feel about it .....	2
3. Levels of engagement - Engagement pyramid .....	7
4. SWOT analysis in practice .....	9
5. Facilitation .....	13
6. Techniques and methods .....	14
NOMINAL GROUP PROCESS .....	15
DELPHI TECHNIQUE .....	15
ROUNDTABLE DISCUSSIONS (FOCUS GROUPS).....	16
WORLD CAFÉ .....	16
OPEN SPACE TECHNOLOGY (OST).....	17
FISHBOWL .....	17
7. Proaction café .....	18
PROACTION CAFÉ.....	18
8. Proaction café testing .....	19
9. Conclusions .....	23
10. References .....	24



## 1. Purpose of this document

Partner cities of the Interreg **NewPilgrimAge** project are located along the Central European part of the Via Sancti Martini, European Cultural Route, now they join forces to revive the cultural heritage and promote the common values of solidarity, hospitality and sharing linked to **St Martin**. Cities and cultural organisations from five countries will mobilise their citizens, most of all young people and small enterprises, to propose and jointly develop new creative initiatives valorising the untapped heritage potentials.

Better decisions are made, and projects have greater positive impact on their communities when they increase the frequency, diversity, and level of engagement of community residents. Also, UNESCO (the United Nations Educational, Scientific and Cultural Organization) adopted the Convention for the Safeguarding of the Intangible Cultural heritage (ICH) in 2003, which focuses on viability, meaning that **ICH 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 recognised as the basic practitioners and bearers of ICH. Therefore, an **engaged community is a key factor in the process of identification, inventorying, safeguarding, maintenance, promotion and transmission of ICH.**

Prior to this document, **D.T.1.2.2 Training material on community involvement into CH management and valorisation** was prepared by Mindspace, in order to describe the principles, basic concepts, explanations as well as some methods and tools related to the theme of community and engagement.

Based on D.T.1.2.2., an interactive training session was held for the NPA project partners (including Change Drivers) at the Second Transnational Exchange Meeting, held on 19 April 2018 in Budapest. The session was moderated by Mindspace.

The purpose of this document is to serve as a reminder of the competence building session, provide a summary report and photo documentation.

## 2. Community engagement process as partners feel about it

Session was held by **Ádám Kobrizsa**, co-founder of Mindspace, facilitator

It is very important to emphasise that however there is a wide range of tools and techniques available in the field of community engagement, it is a **learning by doing process** and it is due to the uniqueness of each community.

The members of a **community are engaged when they play an effective role** in the processes. That means they are actively involved in defining issues, identifying solutions, and developing priorities for actions and resources. In case of NPA communities shall be engaged to identify values of St Martin, to contribute with ideas on how to revive these and to participate in creating actions to safeguard and promote the built and intangible cultural heritage of St. Martin.



Ádám gave example what spectrums community engagement can move, and what characteristic a community can have:

- new to existing
- organic to hierarchical
- bottom-up to top-down
- volunteer based to paid
- location based to location independent
- temporary to regular
- low to high group dynamic



After the overview partners were asked to share their personal or professional thoughts on what is the most important part and what is the most challenging part of community engagement processes. Partners were asked to present their ideas and put their sticky note on the wall.

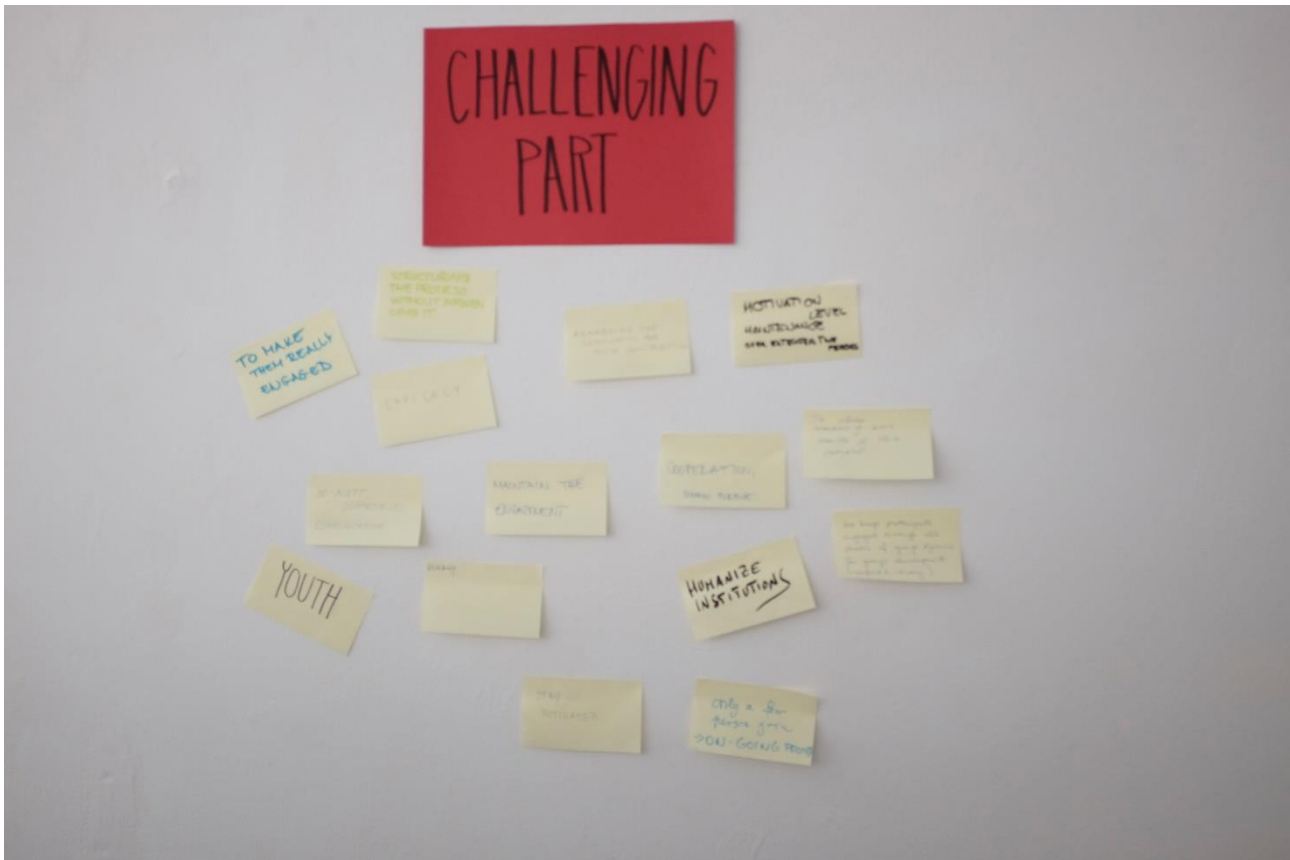


This is a typical facilitation technique used to give floor to opinions, while the rest of the group gives full attention to each other. Facilitator needs to ensure everyone is listened and create a comfortable atmosphere to speak up.





Partners opinions were shared and stucked to the wall in order to give an overview:



Challenging part:

- humanize institutions
- to keep participants through all phases of group dynamics and group development (conflict and itinacy)
- cooperation (common purpose)
- youth
- to accept compromises
- communication
- energy
- maintain the engagement
- only a few people joining at (on-going project)
- stay motivated
- to show community scene results of this project
- motivation level maintenance over extended periods



Most important elements:

- rewarding the community for their contribution
- to understand the NPA project
- digging out the most diverse resources of the community (what they know, what they can, sometimes hidden)
- to make them really engaged
- how to motivate young people
- intangible heritage in Szombathely
- voice (listening to others)
- proactive engagement (large community)
- true sharing moments
- efficacy
- keep the community involvement going
- consistent communication and shared tangible purpose
- just about anybody can be a good member to the community (be opened)
- structuring the process without influencing it
- efficacy



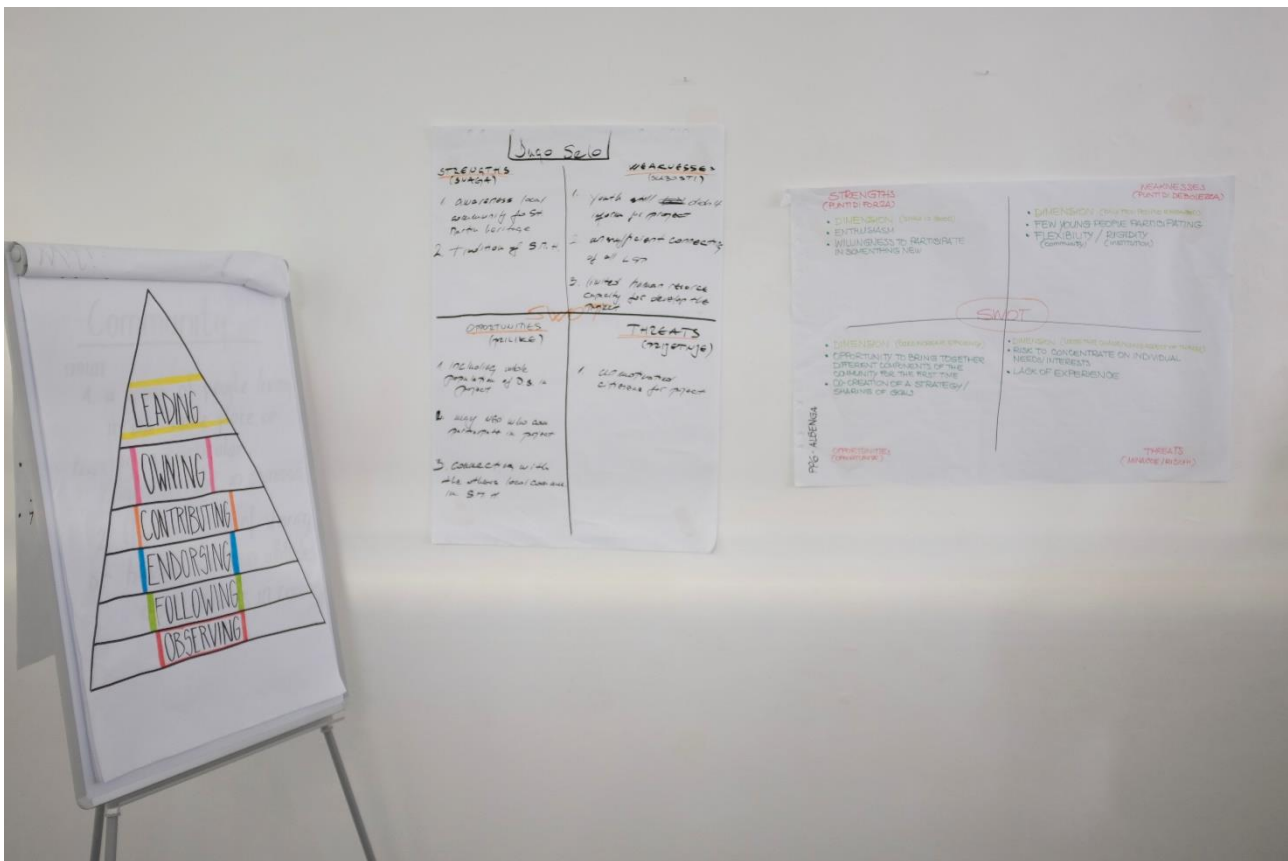


### 3. Levels of engagement - Engagement pyramid

To help partners to approach and understand engagement processes the so-called engagement pyramid was introduced.

The vertical dimension of the Pyramid represents the intensity of engagement, with low level, lightweight engagement at the bottom and high intensity, deep engagement at the top.

Its horizontal dimension represents the number of people involved. Combine the two and you get a pyramid with lots of mildly engaged people at the base and a small number of deeply engaged people at the top.



The mindset of the people at the different stages can be described as below:

- Level 1 (at the bottom): **OBSERVING**  
Interested in the cause and aware of the organization. Awareness is the major factor. “I care enough about the issue to be aware of your organization’s existence, but you haven’t given me reason or opportunity to investigate you first-hand.”
- Level 2: **FOLLOWING**  
Understands and is interested in the cause and cares somewhat about the organization. Attention is the major factor. “I care enough about your work to open my stream of incoming communications to you, but there’s no guarantee I’ll look at what you send me.”
- Level 3: **ENDORSING**





Believes in the mission and trusts the organization enough to approve the use of their name to endorse the organization, its programs or a particular campaign. The endorsement may also include a nominal financial contribution. Trust and time are the major factors. “I endorse the work you do, but it is your work and I’m not prepared to invest a significant amount of my time/money in it.”

- **Level 4: CONTRIBUTING**  
Contributes significant time, financial or social capital to the organization. Time and money are the major factors. “I’m committed to the work and will pitch in to help, but don’t expect me to assume responsibility.”
- **Level 5: OWNING**
- Fully invested in the mission and success of the organization, a program or campaign. Mission-relevant knowledge and skills are the major factors. “You can count on me to figure out what needs doing and to be responsible for getting the job done in the way that makes the most sense.”
- **Level 6: LEADING**  
Leads others in carrying out the organization’s work. Leadership skills are the major factor. “I’m willing to lead us in carrying out this mission.”

It is important to identify the member of our community, as the different levels require different motivation, action and communication tools. For more information, visit:

<http://groundwire.org/blog/groundwire-engagement-pyramid/>

Partners were reminded that a process might begin only with a smaller number of participating members. But 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 partners need to make sure also to keep the ones who are already interested or engaged. Get to know what motivates them, appreciate and always integrate their opinion, give feedback, be clear and honest about the processes and results.



## 4. SWOT analysis in practice

SWOT analysis or matrix can be used to as a strategic planning or mapping technique to help a person or organization identify the **Strengths, Weaknesses, Opportunities, and Threats** related to project. In case of NPA partners were asked to create a SWOT regarding their local community work.



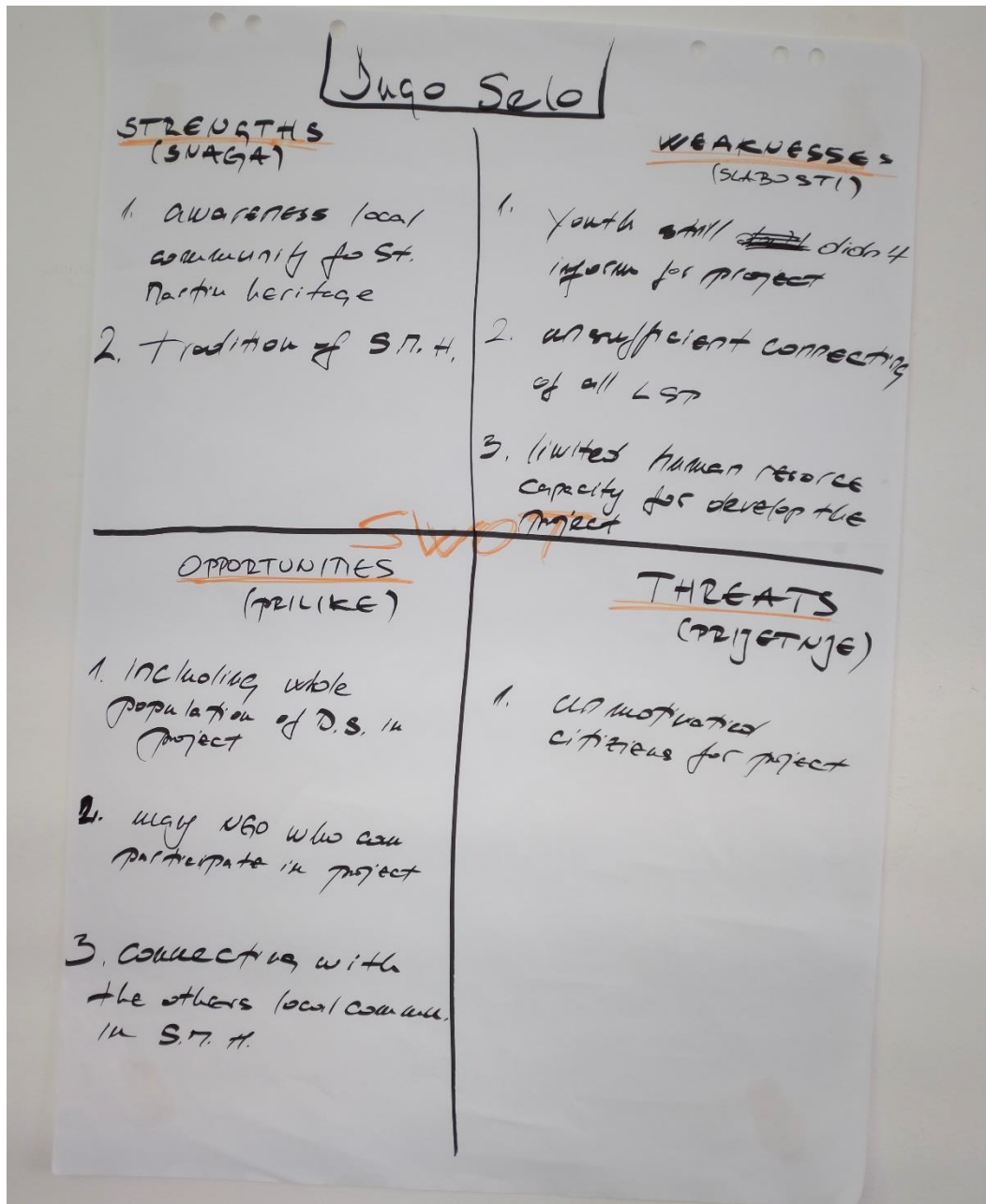
- Strengths: characteristics of the project that give it an advantage over others.
- Weaknesses: characteristics of the project that places the it at a disadvantage relative to others.
- Opportunities: elements in the environment that the project could exploit to its advantage.
- Threats: elements in the environment that could cause trouble for the project.

Session was held by **Ádám Kobrizsa**, who asked partner to break into smaller groups. Start with drawing up the matrix and to write up the 4 topics in their original language. The partners were encouraged to use their national language. The task of the facilitator to help the group with creating a comfortable situation for discussion and to visit groups to help them with questions if they get stuck. For a more inspiring group work we provided colourful pencils and flipchart paper, so partners had space and opportunities to make their board more visual.



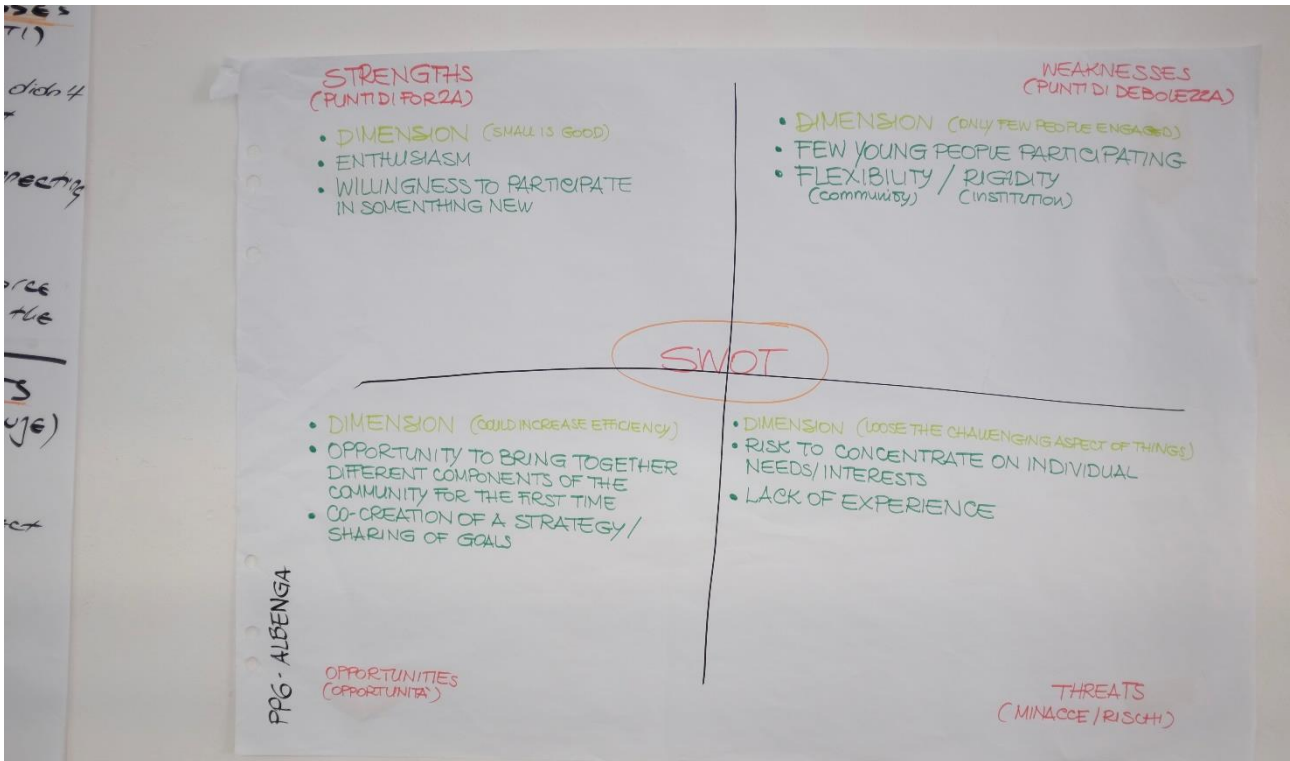
Partners SWOT matrixes were also placed on the walls:

Dugo Selo

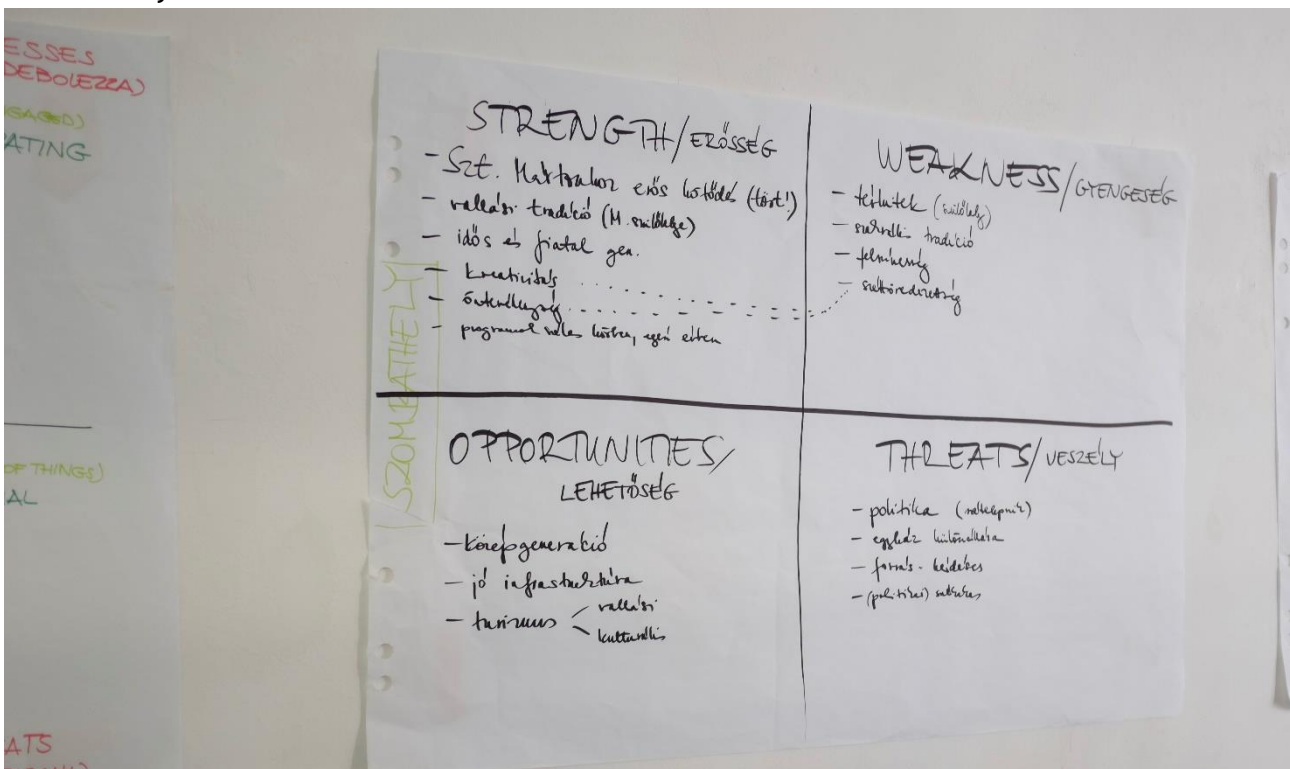




Albenga



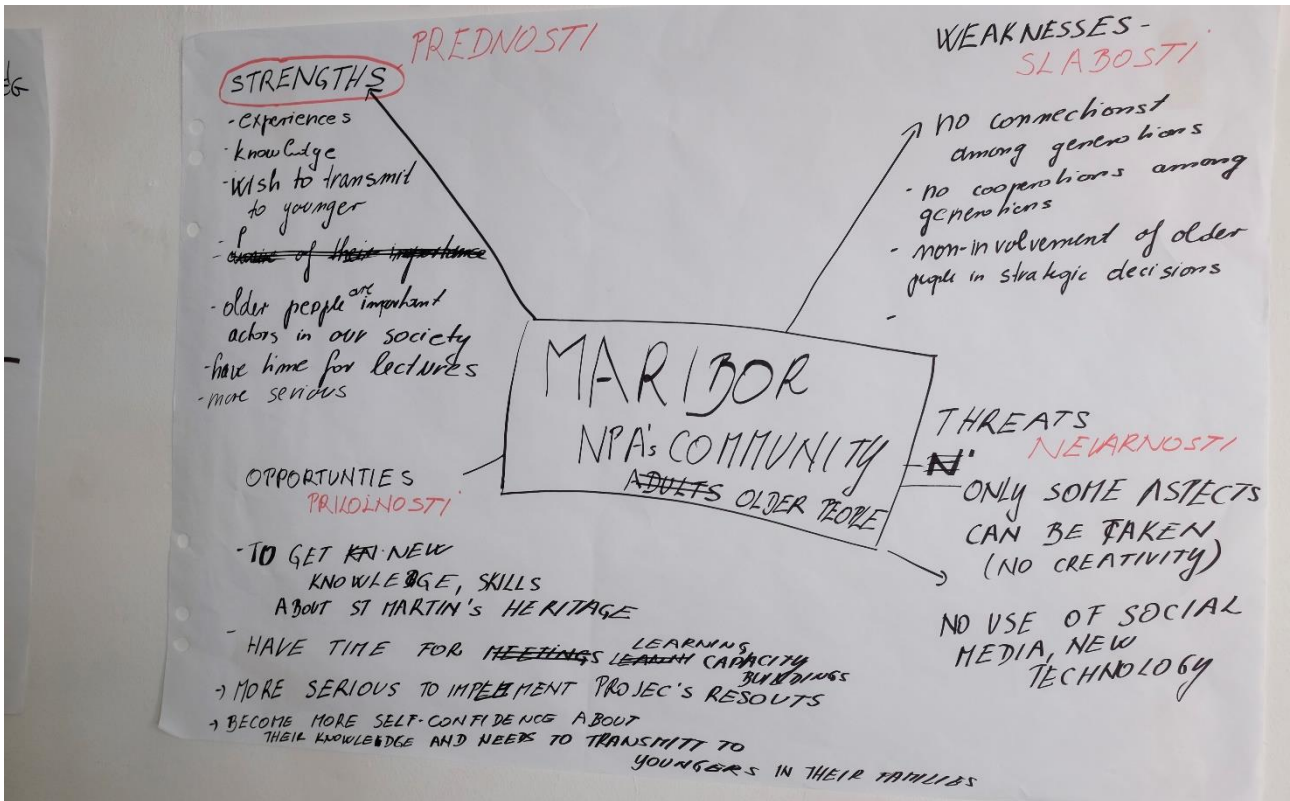
Szombathely



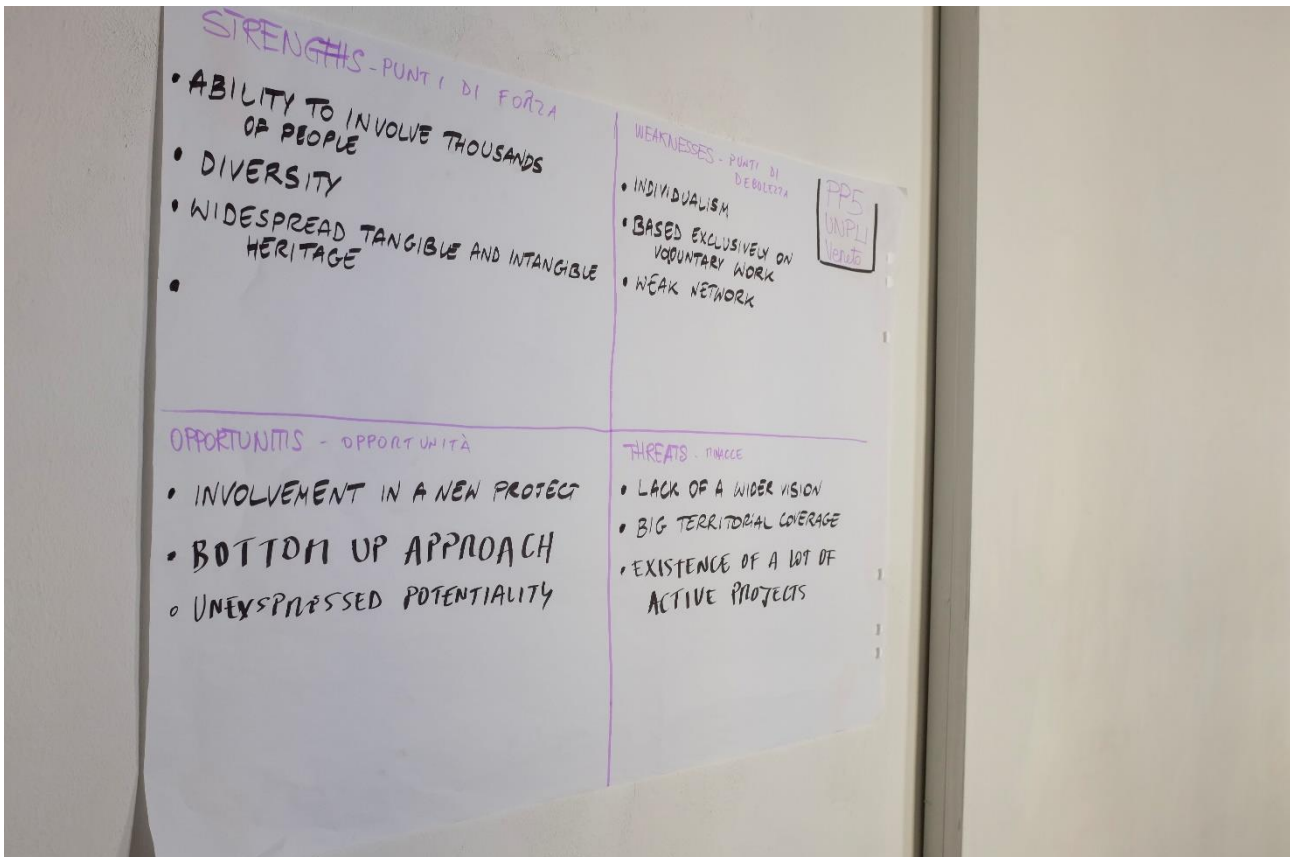




Maribor:



UNPLI:





## 5. Facilitation

Session was held by Szilvia Zsargó, co-founder of Mindspace, facilitator.

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.

The facilitator is responsible for the process, not the content.

Facilitation helps groups:

- To reach quality decisions
- Increase devotedness
- Decrease time necessity
- Increase cooperation
- Strengthen personal satisfaction
- Facilitate learning





## 6. Techniques and methods

Various techniques are developed to catalyse common thinking, creating visions or action plans, and these 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 prioritize ideas.

Session was held by Szilvia Zsargó, who explained and visualized in details participatory techniques and methods, as listen in the **D.T.1.2.2 Training material on community involvement into CH management and valorisation.**

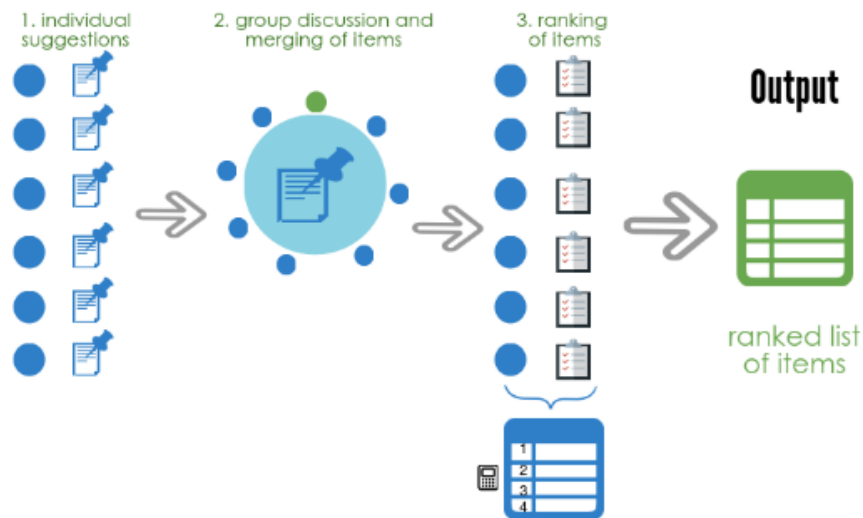




## NOMINAL GROUP PROCESS

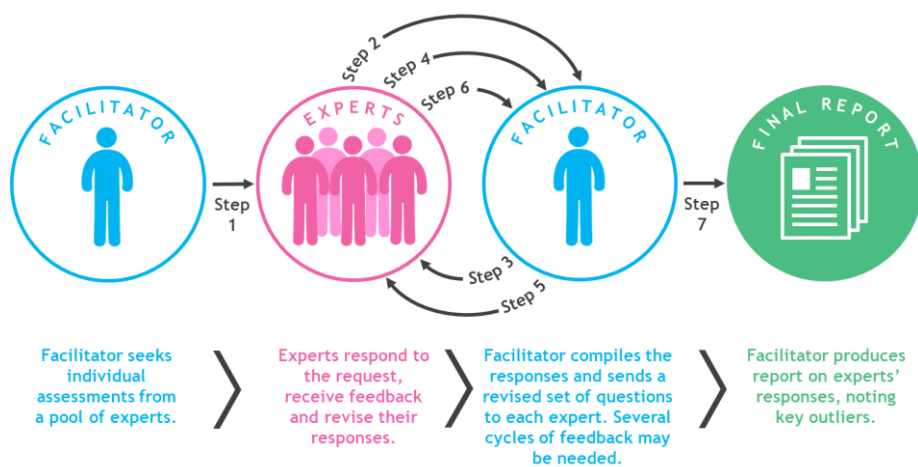
# Nominal Group Technique

## Process



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

## DELPHI TECHNIQUE



For more information, visit: <https://www.projectsart.co.uk/delphi-technique-a-step-by-step-guide.php>



## ROUNDTABLE DISCUSSIONS (FOCUS GROUPS)



For more information, visit: [gap2.eu/methodological-toolbox/focus-groups/](http://gap2.eu/methodological-toolbox/focus-groups/)

## WORLD CAFÉ



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

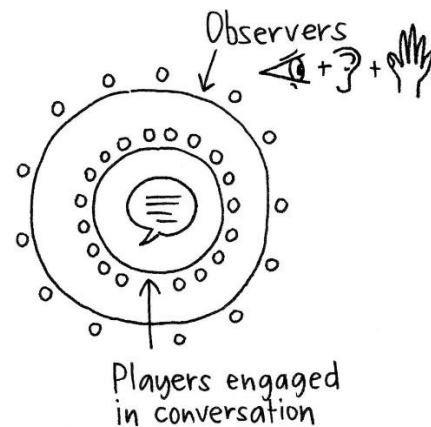
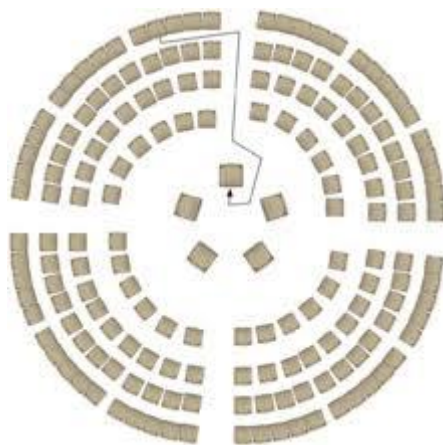


## OPEN SPACE TECHNOLOGY (OST)



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

## FISHBOWL



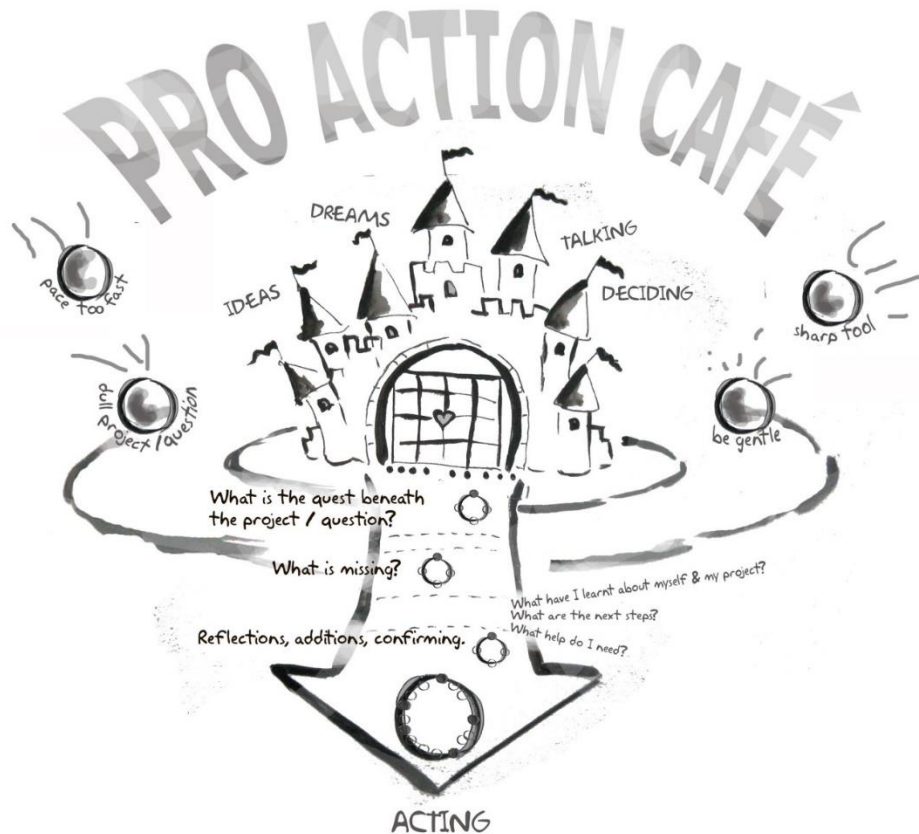
For more information, visit: <http://www.kstoolkit.org/Fish+Bowl>





## 7. Proaction café

### PROACTION CAFÉ



It 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. ProAction Café combines both the concepts of World Café and Open Space Technology. After building the agenda, the issues to be dealt are stuck to the tables. Count the number of participants, divide by four or five – this gives you the numbers of tables and the number of issues to be dealt with in the evening (e.g. 40 participants, you can have 10 issues/tables maximum). Then the conversation runs in 3 rounds (20-30min). For all rounds, the one who brought the issue remains at the table. All others on the table move to new, different tables. The host first briefs the new participants joining the table briefly (focus on essence not to take up too much time). Each round is guided by a few generic questions to help deepen and focus the conversations.

- Round 1: "What is the quest behind the question/project?" – The first version of the question that someone asks might not be the final question).
- Round 2: "What is missing?" – E.g what is not asked yet, what are perspectives or options not considered yet?



- Round 3: "What am I learning about myself?" – "What am I learning about my project?" – "What next steps will I take?" – "What help do I still need?" – Consolidate your learnings into action: What next steps will I take?

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

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

## 8. Proaction café testing

Challenge owners got selected:

- 1) Jasna Frankin, ZRC SAZU:  
Challenge: How to build multi-level community?
- 2) Simone Giotto, UNPLI:  
Challenge: How to build the right bottom-up approach?
- 3) Körmenov Gál, Szombathely:  
Challenge: Communication tools that are inspiring for all age groups

Challenge owners stayed with their challenge while the rest of the participants, could have 3 X15 minutes sessions discussing the following question:

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

Facilitator took control of the time and that each round discussing the proper questions, Szilvi helped the group with questions or listened to the flow of conversations.

The session was closed with a final circle. This time can be used to summarize what was learned during the rounds, what are the conclusions. In our case we used this time to ask challenge owners whether they felt this process useful in getting to know their challenge better and whether this format was useful and enjoyable as a technique. Participants gave positive feedback on the pro-action café testing.







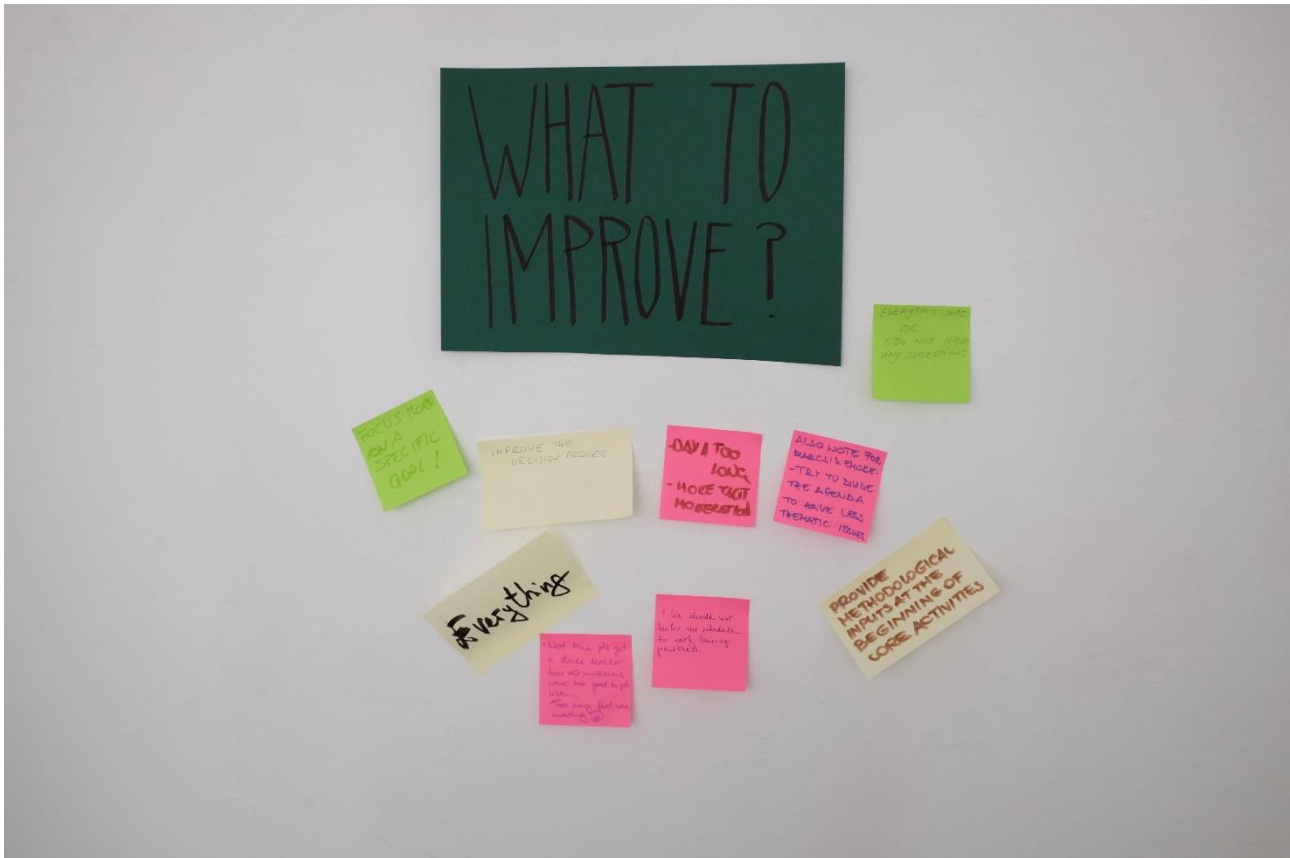


The training session participants could share thoughts on what they enjoyed the most during TEM 2 and what to improve for TEM 3.



Partners' positive experience:

- the possibility of collaboration
- surroundings (place, environment, foods, drinks) excellent
- good and full agenda
- interaction
- presentation and learning interactive methods
- flowers, the food, the venue, the training (own experience to learn), the training materials, the apple juice
- the study visit
- people
- it was very nice and good organized. thanks
- everything
- venue
- environment, veggie bites, timing



**What to improve:**

- next time please get a dance teacher too, musicians were too good just to listen ☺
- day 1 too long
- more moderation
- focus more on specific goals
- improve the decision process
- we should not tailor our schedule to early leaving partners
- provide methodological inputs at the beginning of core activities
- note for Marcsi, Emőke (LP) try to divide the agenda to have less thematic issues
- everything was ok, I do not have any suggestions
- everything

## 9. Conclusions

Partners acknowledged the importance, the benefits, and the challenges of engagement processes. **D.T.1.2.2 Training material on community involvement into CH management and valorisation** together with **D.T.1.2.4 Documentation of the competence building session on community involvement into CH management schemes** provide comprehensive documentation, while participants could try in practice what community engagement means. The suggestions and ideas included in the training material and the interactive training session provide a base and starting point for organization in enhancing citizen engagement efforts. We encourage participants to adjust their activities to the needs of the local community and share their experiences with partners and organisation that have similar initiations.



## 10. References

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<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-participation/main>