Guidelines for forming multilevel community networks

(Deliverable D.T4.1.1)

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1. INTRODUCTION

1.1. WHY MULTILEVEL COMMUNITY NETWORKS?

Intangible cultural heritage (ICH) can exist only in its enactment by local people in specific communities, who together with experts from heritage institutions and decision-making bodies give the elements from the past the cultural, social and creative values.

Furthermore, sustainable development, management, maintenance and utilization of ICH inevitably demand an active involvement of other groups of stakeholders (such as experts, decision-making bodies and entrepreneurs), who should mutually collaborate and form network to support the ICH preservation, development and vitality.

> ➤ **Transnational and local networks could link different human energies and capitals, strengthen research, development, and innovation, stimulate synthesis, as well as foster information and knowledge exchange about the best practices, experiences, research results, and other opportunities.**

1.2. WHAT IS OUR TASK AND WHY WE MUST DO IT?

One of the main objectives of the AlpFoodway project (and especially its WP T4) is to **form multilevel networks** by involving different stakeholders and heritage communities in sharing information and knowledge. Strong local multilevel networks from different parts of Alpine region will form transnational cooperation aiming to construct Alpine community inevitably needed to create, maintain and transmit Alpine food heritage among today and future generations. To reach this important goal, some of the partners will also **test different participatory and community-building methods and tools** (as a part of community building ateliers) for active involvement of different stakeholders. This also serves to increase awareness among Alpine communities about the importance of Alpine food heritage for sustainable and more integrated development.

> ➤ **However, the aim of the network is also to identify stakeholders who will provide letters of support needed for the inscription of the Alpine foodways into the Unesco's Representative List of the Intangible Cultural Heritage of Humanity. This is why it is crucial to provide the required data.**

1.3. WHAT IS THE PURPOSE OF THIS DOCUMENT?

The main purpose of this document is to help you to **identify stakeholders**, who have decisive roles in researching, safeguarding, managing and sustainably using intangible cultural heritage of Alpine space, and **prepare a list of stakeholders**, which will serve as the basis for constructing and strengthening community networks and for proving support of the inscription of the Alpine Foodways on the Unesco's representative list..

The list will also enable the lead partner of WP T4 (ZRC SAZU) and the lead partner of WP C (Dislivelli) to look for suitable occasions,

festivals, events or activities where we could link communities and other stakeholders in transnational cooperation.

Multilevel community networks shall be established in the regions or places where partners work in the framework of WP T1, WP T2, WP T3 and/or WP T4. Each partner shall outline a network of stakeholders involved in safeguarding, utilizing and promoting ICH and prepare a list of local stakeholders. The templates for both tasks can be found at the end of this document.

One of the ways to fulfil this task is to **describe a network supporting individual ICH elements**, which are (or will be) published on the Intangible Search portal http://www.intangiblesearch.eu/search/home_page.php in the framework of WP T1, and then **gather official information of each stakeholder involved in the network**. For partners not involved in the WP T1, possible approach could be to **describe a network of stakeholders involved in the organization and participation at the chosen festival** or **a pilot action**. Each partner shall describe at least three (3) multilevel community networks, although ideally, the number of networks corresponds to the number of ICH elements published on the Intangible search portal or the number of festivals analysed as a good practice of commercialization and promotion.

One multilevel community network should be outlined until the 15th April in order to discuss further activities at the project meeting on the 19th and 20th April 2018. Please use a template at the end of this document (Chapter 4.1) and send it to the WP T4 leaders (jasna.fakin@zrc-sazu.si and sasa.poljak@zrc-sazu.si).

2. BASIC TERMS AND CONCEPTS

2.1. WHAT IS A MULTILEVEL COMMUNITY NETWORK?

> **What is a community?**

The general characteristic of a community is that it encompasses groups of people who have a shared history, experience, practice, knowledge, values, and aesthetics. Communities' ICH is sustained, respected, and valued as a source of pride and self-esteem, both within and outside of the nation-states in which it is created (Baird N'Diaye, Internet 2).

Community participation is required by the Unesco's Convention dedicated to ICH. The question remains how to ensure that the community identifies and safeguards cultural heritage and remains true to the spirit of the Convention.

> Community which deals with ICH preservation and safeguarding could be composed of village residents who renovate old physical remains or practice traditions, or of members of local associations who gather together to implement certain cultural activity or task. Moreover, community could be a group of women, men, young people, elderly etc. from different regions or even states, who work on specific heritage preservation, safeguarding or utilization of traditional elements (e.g. weaving, cooking a specific dish etc.).

The convention also refers to the responsibility of the "international community to contribute, together with the States Parties, to this Convention, to the safeguarding of such heritage in a spirit of cooperation and mutual assistance" (Baird N'Diaye, Internet 2).

➢ **To achieve an active <u>international community network</u>, local networks in the nation states and regions should be set up, strengthened and empowered. Transnational network is possible to build and strengthen if we work with solid, active and empowered local networks.**

➢ **What is multilevel community network?**

The concept of multilevel community network originates from market and governance theory.

In the field of ICH, a multilevel community network in one region can incorporate actors from diverse sectors (education, environment, culture, welfare), on different levels of decision-making (municipality, regions, provinces, state and transnational bodies), and with different status (public institutions, NGOs, private companies etc.). Cooperation in all these dimensions is important (or even obligatory) for an ICH safeguarding, management and utilization. Special focus shall be given to the civil society – local communities, heritage associations and other non-governmental organizations, as they are the bearers and practitioners of ICH elements.

2.2. HOW TO UNDERSTAND PARTICIPATORY APPROACH IN THE ALPFOODWAY PROJECT?

Partners in the AlpFoodway project shall understand **participation as a process of involving people in the project and other (ad hoc) decision-making activities from the very beginning**.

They shall facilitate the engagement of people from the Alpine regions in researching, reflecting, presenting, safeguarding, deciding on ICH issues and in planning appropriate measures. This can be achieved through convincing people to take an active part in all project activities: in inventorying of ICH in the Alpine regions, in community-building activities as well as in the preparation of strategic documents.

Furthermore, since participation approach puts special attention to inclusion of diverse stakeholders (local politicians, experts, entrepreneurs and civil society, particularly marginalised groups), the project partners shall strive to form a multilevel community networks by using a quadruple helix approach.

In multilevel community networks, the relations between stakeholders are not hierarchical, but equal and based on trust, reputation, customs and habits, reciprocity, reliability and openness to learning (Schobben 2000).

2.3. WHAT IS A QUADRUPLE HELIX APPROACH?

Viable intangible cultural heritage, which shall be a source for introduction of sustainable development in the Alpine regions, cannot be a driving force without the involvement of all relevant stakeholders. The concept of **quadruple helix approach** comes from economy sector. In this field, the researchers (Yawson 2009; Arnkil et al. 2010; Carayannis and Campbell 2012) have realised that developing innovative, creative and sustainable products is no longer restricted only to interactions between university, industry and government. On the contrary, a development is reasonable and effective only **with the participation of the civil society**. **Communities, NGOs, and in some cases**

individuals, recognised as local actors, should be considered as equals to political authorities, experts and businesses. So-called quadruple helix approach introduces more heterogeneous and socially distributed approach and indicates a more open practice, where innovation becomes a process of integration of all stakeholders as actors, who jointly create and experiment with new ways of doing things and create new services and products (European Commission 2015).

> ➤ **According to the quadruple helix approach, four pillars are included in the process:**

PUBLIC AUTHORITIES (local authorities, municipalities, county, provinces, government level institutions);

KNOWLEDGE PROVIDERS (experts and professionals from the universities, research or development centres);

CIVIL SOCIETY (NGOs, communities, households and individual citizens)

BUSINESS

2.4. MAIN STAKEHOLDERS IN HERITAGE PRACTICES

➤ Civil society (local communities, heritage communities, NGOs)

- Local associations
- NGOs
- Local communities
- Heritage communities
- Households, individuals

➤ Experts from heritage institutions

- National museums and archives
- Regional and local museums and archives
- Research institutions (especially in the field of culture, agriculture and marketing)
- Universities and faculties (e.g. agricultural, food processing, ethnological, anthropological, sociological, marketing, communication departments)
- Libraries

➤ National and local decision bodies

- Ministry of Culture
- Ministry of Education and Science
- Ministry of Agriculture
- Ministry of the Environment
- Provinces
- Municipalities
- National and regional institutions for culture
- National and regional institutions for agriculture
- National and regional institutions for crafts

> ## Business (entrepreneurs) and media

- Food companies / industries
- Tourist agencies
- Restaurants
- Tourist farms
- Marketing agencies
- ICT companies
- Media

3. INSTRUCTIONS ON HOW TO BUILD A STAKEHOLDERS NETWORK

3.1. HOW TO IDENTIFY STAKEHOLDERS?

Stakeholder identification is the process used to identify relevant stakeholders for an implementation of project activities and for ensuring sustainability of project results. A **careful selection is essential** because a well-designed community network is the basis for all further activities.

There are many ways to identify stakeholders. This process needs to be done in a methodical and logical way in order to ensure that none of the key stakeholder is omitted. This may be done by looking at stakeholders organisationally, geographically, or by their involvement in various process phases or outcomes. It is important to understand that not all stakeholders have the same influence or power nor **are they equally affected by a process**. While some stakeholders may be **directly impacted** (positively or negatively) by a process, others may be only **indirectly affected** by the outcomes of a proposed intervention. Examples of directly impacted stakeholders include project team members or a customer targeted by the project. Those indirectly affected may include an adjacent organisation or members of the local community. Directly affected stakeholders usually have greater influence and impact on the outcomes than those indirectly affected.

> **Which are the identification criteria for the AlpFoodway project?**

When setting up the AlpFoodway community network, we have to answer five questions:

- Who are the public authorities / knowledge institutions / civil society – local communities / businesses interested in the project (or the preservation of a specific ICH)?
- What is their role (policy provider, knowledge provider, direct consumer, indirect consumer, practitioner of ICH, bearer of ICH …) in a process?
- Who are potential beneficiaries?
- Who might be adversely impacted or has constraints about the process?
- Who may impact the process or has the power to do so?

The identification of stakeholders can be done through (***Bole and Bigaran 2013***)*:*

- Brainstorming process, which enables the project team to collect a list of people/groups/institutions/entrepreneurs/experts;
- Studying documents, initiatives and expertise related to cultural heritage, local development, rural development, tourism, gastronomy, etc.;
- Conversations with individuals and representatives of various organisations;
- Browsing the websites connected to the pilot area to find out local offer (tourism entities, craftsmen, food providers etc.);
- Fieldwork (interviews, questionnaires).

> The stakeholders can be chosen from the regions, towns, villages, municipalities etc. where partners have already implemented activities for the WP T1, WP T2, WP T3, WP T4 or WP C. The best way is to choose strong cases where safeguarding of the ICH is backed up by a very active community and where ICH is recognised as important by different sectors (decision-makers, experts and business).

3.2. OUTLINING A STAKEHOLDERS NETWORK AND COMPILING A LIST OF STAKEHOLDERS

Important step in identifying the stakeholders is the creation of **a stakeholders network**. Having in mind **4 main pillars of stakeholders (public authorities, knowledge institutions, civil society and business),** a template is provided at the end of this document (Chapter 4.1).

After outlining a network of stakeholders, the following reflection might help to validate the findings and to prevent forgetting some of the important ones (ODA, 1995):

- Have all the relevant stakeholders been listed?
- Have all the potential supporters and opponents of the project been identified?
- Have the interests of vulnerable groups been identified?
- Are there any new stakeholders that are likely to emerge as a result of the project?

An outcome of this process shall be **a list of stakeholders**. Project teams shall collect the names, contact information, title, organisations and other pertinent information of all stakeholders. This is necessary to enable the communication with stakeholders in an organised manner. One of the important steps is also to discover which stakeholders might help to develop the process and how; their needs and aims should be detected and the already existing cooperation or networks between them acknowledged. The list must be regularly updated during further steps. The template is provided at the end of this document (Chapter 4.2).

> **The list is a tool which will serve to collect the letters of support needed for the inscription of the Alpine foodways into the Unesco's Representative List of the Intangible Cultural Heritage of Humanity.**

3.3. COMMUNICATION WITH STAKEHOLDERS: ENCOURAGING THEIR ENGAGEMENT

➢ **How to reach potential project stakeholders?**

When stakeholder identification process is finished, one should have a comprehensive list of groups of all potential project stakeholders. The next step is to involve them in the project (if this was not already done during ICH research, analysis of a festival or working with a community in a pilot action). One way to reach them is **through online (facebook) and offline social and professional networks,** which enable us to find stakeholders with common or relevant interests, so we can share specific ideas and information. Mapping these relationships and content helps identifying ways to reach the stakeholders and earn their trust. It can also help to understand social influence, political context and potential risks.

Send a personal e-mail to the potential stakeholder and other key players inviting them to the interviews, meeting or other project's events. If necessary, call them personally and invite them to different project activities. If possible, involve the leaders (dean/director of an institute) as co-organiser of the working groups (employees will be more inclined to participate when asked by a higher management).

➢ **How to retain a stakeholder commitment?**

Stakeholders will engage with and retain their engagement with the project if the partner:
- Informs stakeholders of
  - details of the process of engagement,
  - reasons for engagement,
  - the stakeholder groups involved in the project,
  - schedule of activities of engagement;
- Present stakeholders with clear aims, goals and objectives;
- Outline the benefits of engagement with the process;
- Communicates consistently, especially regarding the progress and updates;
- Creates the environment and conditions where stakeholders "own" the process and Action Plans.

Involving local communities is a complex task. Some communities are already well-organised, but in most cases it takes time and commitment to develop the skills and experience of your community. People are likely to be used to receiving information and being consulted. However, they are not used to get actively involved in the revitalization of cultural heritage or decision-making processes.

3.4. BUILDING TRANSNATIONAL COMMUNITY

Once local stakeholder platform is build and empowered, the next step is cooperation among different communities in a national context or a transnational region (e.g. Alpine space).

➢ **Supralocal cooperation can enable exchanging of knowledge and good practices; getting new knowledge, experiences and ideas for new projects and heritage actions; building common view and approach on shared cultural and natural values; getting new possibilities to cooperate on common projects' ideas and applying for transnational financial resources; and building common identity.**

4. TEMPLATES

4.1. PRESENTATION OF MULTILEVEL COMMUNITY NETWORKS

Each partner involved in WP T4 has to present at least three (3) cases of multilevel community networks from regions where they implement the project's activities in WP T1, WPT2, WPT3, WPT4 or WP C. Ideally, the number of networks corresponds to the number of ICH elements published on the Intangible search portal (however, a community can identify with more ICH elements and still cooperates with the same stakeholders), or the number of analysed festivals and implemented pilot actions. The network should be presented according to the Quadruple helix approach. For an idea how to fulfil it, see the example below.

Until the 15th April 2018, each partner shall outline ONE (1) stakeholders network. We suggest describing stakeholders involved in safeguarding of a specific ICH element/festival/pilot action. This will serve as a starting point to discuss possible international cooperation(s), their involvement in supporting the Charta of Alpine food values and the inscription of the Alpine foodways on the Unesco's representative list.

ICH element/festival/pilot action:

"Intangible search" link (or any other, if it exists):

LOCAL COMMUNITY AND CIVIL SOCIETY	EXPERTS
Name of the stakeholder [original and English], its role in safeguarding the ICH element, level of activity: local (L), regional (R) or national (N)	Name of the stakeholder [original and English], its role in safeguarding the ICH element, level of activity: local (L), regional (R) or national (N)
BUSINESS AND MEDIA	DECISION-MAKERS
Name of the stakeholder [original and English], its role in safeguarding the ICH element, level of activity: local (L), regional (R) or national (N)	Name of the stakeholder [original and English], its role in safeguarding the ICH element, level of activity: local (L), regional (R) or national (N)

Network example (local-regional-national)

ICH element: Tržič braciola (mutton stew from the town of Tržič, Slovenia)

Intangible search link: [Brzola](#)

LOCAL COMMUNITY AND CIVIL SOCIETY	EXPERTS
Name of the stakeholder [original and English], its role in safeguarding the ICH element, level of activity: local (L), regional (R) or national (N)	Name of the stakeholder [original and English], its role in safeguarding the ICH element, level of activity: local (L), regional (R) or national (N)
Lokalna skupnost Tržič [Local community Tržič]: the bearer of tradition (L)	**Tržiški muzej [Tržič Museum]:** providing knowledge, supervising, documenting and promoting community's activities (L)
Ljudska univerza Tržič [Third Age University Tržič]: organizing a study circle on local culinary heritage, providing facilities and financial support to community (L)	**ZRC SAZU,** Ljubljana: providing knowledge to local community and promoting local culinary heritage (N)
Osnovna šola Tržič [Primary school Tržič]: providing facilities (a kitchen with utensils) to community (L)	**Koordinator varstva nesnovne kulturne dediščine pri Slovenskem etnografskem muzeju [Coordinator for the Safeguarding of the Intangible Cultural Heritage at the Slovene Ethnographic Museum],** Ljubljana: providing expert support for activities to inscribe the tradition into the Register of the Intangible Cultural Heritage of Slovenia (N)
Turistično društvo Tržič [Tourism society Tržič]: organizing Festival of Tržič braciola and local events where community provides catering of local food (L)	
Foto klub Tržič [Photo club Tržič]: documenting community activities and local dishes (L)	
BUSINESS AND MEDIA	DECISION-MAKERS
Name of the stakeholder [original and English], its role in safeguarding the ICH element, level of activity: local (L), regional (R) or national (N)	Name of the stakeholder [original and English], its role in safeguarding the ICH element, level of activity: local (L), regional (R) or national (N)
Gostilna "Pri Bajdu" [Restaurant "Pri Bajdu"]: offering dish on demand (L)	**Občina Tržič [Municipality Tržič]:** providing financial support for the Tržič braciola festival and community's publications, organizing events where local food is offered and promoted (N)
Mountain cottages: offering dish (occasionally) (L)	
Festival tržiških bržol [Festival of Tržič braciola]: organizing cooking competition and promoting the dish (L)	
Vizualni prevodi [Visual translations]: enterprise designing promotional material and publications for free (L)	
Tržičan (lokalni časopis) [Local newspaper Tržičan]: promoting local dishes and community's activities (L)	

4.2. INTRODUCTION OF STAKEHOLDERS FOR THE LIST

At this stage you don't need to fill out this template. We will need the data when establishing the list of potential stakeholders who will provide the letters of support for the inscription of the Alpine foodways into the Unesco's Representative List of the Intangible Cultural Heritage of Humanity.

The purpose of this template is to present local stakeholders separately, who are **directly and indirectly involved in the project's activities** and help partners with implementation and dissemination of project's results. This template should be filled out for each stakeholder involved.

Presentation of a stakeholder	
Name of the community, institution, group or individual who is involved in the project as a stakeholder	
Link to the Alpfoodway project (ICH element, festival or pilot action the stakeholder is involved in)	
Name of the representative, his/her e-mail and telephone number	
Web-page of the stakeholder	
Legal status of the stakeholder (informal/formal community, group, individual, NGO, public body, private body (enterprise) etc.	
Position in the quadruple helix approach: community, expert organization/individual, decision-making body, entrepreneur/enterprise/media	
Short description of the stakeholder with the focus on experiences in the field of heritage practices.	
Does the stakeholder organise any heritage or cultural events? Which ones?	