



THE STAKEHOLDERS FORUM

Report

ABSTRACT

The official report of the Stakeholders Forum, the first activity within the Partnerships Actions Tools and Heritage, P.A.T.H project.

6-11th February 2017

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INTRODUCTION

BACKGROUND

The Stakeholders Forum was the first activity in the framework of the Partnerships Actions Tools and Heritage project, P.A.T.H. Focusing on the value and conservation of Cultural Heritage, both tangible and intangible, the Forum strived to train the participants on this, in combination with reflecting on the role and opportunities of external partnerships in the IVS movement.

The Stakeholders Forum took place in Paris between the 6th and 11th of February 2017. It was hosted by CCIVS and joined almost 30 different member organisations from all over the world. During this event the First CCIVS Partnerships Meeting was organised, to invite external partners for an insight into the projects on cultural heritage and diversity that our members are implementing this year.

The week was focused on preparing our participating members to meet stakeholders and external partners but also to discuss the concepts of impact measurement, cultural heritage and diversity, and the PATH project.

OBJECTIVES

The aim of the PATH project is to work towards the strategic objectives of the White Paper, promoting the work of IVS organisations and the methodology of Non Formal Learning, whilst valorising local customs and the diversity of these. It is important to work in this direction, as the world is under an increasing threat from globalization and extremism; these two factors contribute to the breaking down of cultural norms, traditions and the destruction and loss of heritage sites.

This project intends to celebrate both tangible and intangible heritage and to revel in the diversity of this heritage. The applicant organisations propose actions which focus on food, culture, language, cultural and natural sites, indigenous traditions etc. The aim is to be as diverse as possible and to show the richness of this diversity and to include local people as educators, emphasizing the bottom up approach of IVS and the work in local communities and with young people with fewer opportunities.

The Stakeholders Forum brought together the partners of the project in order to share their cultural heritage and diversity projects with a variety of stakeholders coming from the private and public sector, including educational institutions, governmental bodies, private institutions, civil society and the corporate sector.

PARTICIPANTS

NAME OF THE PARTNER	ABBREVIATION	COUNTRY
Action de developpement communautaire Dibua Dia Ditumba	ADCDD	DRC
Associacao de Jovens Voluntarios	AJOV	Mozambique
Association Togolaise des Volontaires au Travail	ASTOVOT	TOGO
Bahrain International Volunteers centre	GWS	Bahrain
CIVS Community Service	CIVS	Kenya
Concordia	Concordia	France
DreamWalker China	DWC	China
Etudes et Chantiers espace central	ECEC	France
Global Voluntary Development Association	GVDA	Kenya
International Christian Youth Exchange	ICYE NIGERIA	Nigeria
International Workcamp Organisation	IWO	Republic of Korea
Kenya Voluntary Development Association	KVDA	Kenya
Legambiente onlus	Legambiente	Italy
Never-ending International workCamps Exchange	NICE	Japan
Rural Centre for Human Interests	RUCHI	India
Servei Civil Internacional de Catalunya	SCI CAT	Spain
Solidarités Jeunesses	SJ	France

The Chinese Society of Education	CSE	China
Uganda Voluntary Development Association	UVDA	Uganda
Union Rempart	REMPART	France
Voluntary Workcamp Association of Nigeria	VWAN	Nigeria
Volunteers for Peace Vietnam	VPV	Vietnam
Volunteers Initiative Nepal	VIN	Nepal
Youth Action for Peace Italy	YAP ITALY	Italy
Youth for Sustainable Development Assembly Inc.	YSDA Inc.	Philippines
Zdruzenie Centar za megjukulturen dijalog	CID	FYROM
Κίνηση Εθελοντών SCI Ελλάς	SCI Hellas	Greece

PROGRAMME

For a detailed programme, please view Annex 1.

THE FORUM

THE FIRST DAY

Arrival, informal opening and introduction of participants.

THE SECOND DAY

Most of the participants arrived on the 6th of February and got acquainted during the evening dinner, but the Forum began officially in the morning of the 7th. The first activities were meant to break the ice between participants and to give everyone a chance to get to know each other. The expert trainers introduced different activities such as ‘Alphabetic Order’ and ‘Atoms game’ in order to facilitate the team building process.

After the first activity the trainers engaged the participants to share their expectations of the Stakeholders Forum. They were also asked to share what they thought would be their own contribution to this event. This was implemented by using the “Garden” method, during which the participants wrote their thoughts on post its. Contributions were symbolized as the sun and expectations were represented as seeds under the grass.

Objectives

- To collect and share expectations and contributions
- To share why people are here

The expectations and contributions from the participants are summarized here below.

Expectations

- To acquire skills and knowledge
- To learn about projects
- More opportunities for partnership and networking
- To receive more information on CSR and Funders
- To improve quality and visibility of the projects and organisations

- To learn the best practice for the organisation
- To get ideas and inspirations for future projects and collaborations

Contributions

- ✓ Sharing experience and knowledge
- ✓ People centred approach to heritage management
- ✓ Group dynamic
- ✓ Share results and practices
- ✓ Raise awareness and ideas for partnerships

Following this, participants were given a large paper and pens, and were instructed to write and draw a presentation of their organisation's projects on it. After sticking their flipchart on their body, they walked around the room and when a facilitator rang the bell, they joined in couples and could present the project for 4 minutes. They had the chance to make several rounds.

This exercise gave them the opportunity to learn about each other's projects and practice on presenting their own in a limited amount of time, in view of the meeting with the stakeholders.



HERITAGE IN ACTION

In the afternoon a “World Cafe” was proposed: participants were split into groups and were invited to answer questions regarding heritage and volunteering.

Objectives

- To reflect and relate main concepts such as volunteering and heritage

To share the values behind what we are doing

The World Cafe method provided opportunity to come up with suggestions and viewpoints and led to many interesting discussions within the whole group. The questions and the groups' answers are presented below.

How to manage Volunteers?

- ✚ Minimum quality standards
- ✚ Logistics is important
- ✚ Recognize individuals and their individual expectations
- ✚ Manage expectations
- ✚ Intercultural understanding and cooperation
- ✚ Ensure the volunteers made some significance or impact
- ✚ Encourage democratic decision making
- ✚ Allow opportunities for self development
- ✚ Information and training
- ✚ Evaluation with volunteers
- ✚ Mentorship prepare and take care of volunteer's mentality
- ✚ Socialize with them and the society
- ✚ Push them to go beyond their limits (but with gentle pressure)
- ✚ Empathy
- ✚ Open up to the volunteers
- ✚ Make friendships
- ✚ Researcher for those who don't have experience on heritage
- ✚ Share experiences

What does heritage mean to you?

- ✚ It is a way of life
- ✚ Traditions, customs and norms of a community
- ✚ Carried on from one generation to the next
- ✚ Precious
- ✚ Generational treasure
- ✚ Natural and cultural landscape
- ✚ Pride and identity
- ✚ Values
- ✚ Dynamic to some, not to others (depends on context)
- ✚ Something which is created and transformed
- ✚ Intangible and tangible
- ✚ History and knowledge
- ✚ Reflection as a reference point
- ✚ Mutual tolerance

- ✚ Political
- ✚ Economical (for example tourism)
- ✚ Difficult for CSR projects to donate to.

How to work with volunteers on a heritage site?

- ✚ Identify the motivations and expectations of volunteers
- ✚ Develop skills
- ✚ Create a certification
- ✚ Create a comfortable environment
- ✚ To make volunteers feel proud at the end
- ✚ Community life rules and safety standards
- ✚ Each volunteer can bring their own experience and positive knowledge
- ✚ Important that they feel involved
- ✚ Prepare in advance to that country they are going, activities/customs
- ✚ Explain why it is a heritage site how it is related
- ✚ Explain the impact of their work and value of tangible/intangible heritage.

How to promote volunteering projects on cultural heritage field?

- ✚ Videos & workshops
- ✚ Social media
- ✚ Photos help engage people & can provoke emotions
- ✚ TV & Radio
- ✚ Visibility - for example open days
- ✚ Public actions, demonstrations & exhibitions
- ✚ Universities - the formal education system
- ✚ Local communities & governments
- ✚ Slogans and punchlines can motivate people
- ✚ Guerrilla actions - stickers in the street or “hugging the buildings”
- ✚ Education activities for young people can create attachment to heritage
- ✚ Better measure and manage the impact of what we do
- ✚ Testimony and personal stories that can attract others are essential

What does it mean to be a volunteer?

- ✚ You have to invest resources, yours or others
- ✚ You provide good things
- ✚ You give and you get for personal/professional development
- ✚ You can spare some of your time for your beliefs
- ✚ The social part is interactive and you make friends
- ✚ You can change and create positive impact on people's lives
- ✚ You can commit yourself - marry your goals
- ✚ To break sensitive issues in a non violent way
- ✚ Sometimes you can become overwhelmed of what you do
- ✚ You have fun

- ✚ To challenge yourself and to accept challenges
- ✚ To share my experience with others
- ✚ To do good things
- ✚ To be curious of other cultures
- ✚ To provide service
- ✚ Interactions with others makes you learn from diversity



COACHING SESSION: INTRODUCTION TO THE CSR

Objectives

- To reflect about social responsibility
- To have a concrete example on business practices involving initiatives that benefit society from one of the members of the network

CSR BETTER WORLD/IWO EXPERIENCE

Jihyun Park

After the group activity Jihyun Park from Better World/IWO organisation in South Korea was invited to share her experience on collaboration and partnership with stakeholders from the private sector.

Jihyun gave tips on how to create and manage external partnerships and provided an example of her organisation's collaboration with Samsung. The presence of a representative from Samsung among the participants allowed the group to hear opinions and tips from a stakeholder's point of view. The informative presentation led to an interesting discussion and several of the participants had questions for Jihyun and for the Samsung representative.

Jihyun mentioned how an organisation should position itself externally and what strengths it should highlight; for example, in the case of CCIVS, the very extensive network and the whole IVS movement could be presented as valuable assets. This global network makes it possible for the members to hold projects in many different locations around the world, and this can be interesting from a stakeholder's viewpoint.

When establishing new partnerships, an organisation should not forget its values: it is important to make sure that all partnerships are in line with what the organisation does and wants to do. A further aspect to be taken into consideration is the workload attached to the cooperation, that should not be overwhelming for an organisation. On the other hand, if the partnership turns to be an opportunity for the staff to build capacity and knowledge, then it could be worthwhile to proceed with it even if there is no funding involved.

Receiving funds from partners whose values are controversial and not in line with the organisation is a sensitive issue. Jihyun invited to reflect on how much impact and value organisations could create using the funds they receive. If the work done with the funds produce a very positive outcome then it might be beneficial to keep the partnership, while of course maintaining the organisation's values and ethics.

Overall this activity proved to be highly appreciated by the participants, and the discussions were very fruitful for everyone involved.

[Here are the recommendations that Jihyun provided for the participants](#)

- Positioning - how do you introduce yourself? Use words that are as clear as possible.
- Out of box thinking - combining existing projects to create something new.
- Challenging ourselves. For example, implement projects in new places
- Highlight the fact that your organisation belong to a global network. Because of this we can make projects happen anywhere in the world. Appeal this to external partners!
- Be informative, be ready to propose ideas and projects. For example, explain the current situation/problem in some region or community. Sometimes you need to drive them where you need to go.
- Active information among the members as well.
- Think about competitiveness.

- Recognition, good reputation is very important and useful.

The issue of impact measurement and sustainability of partnership were further discussed. It might happen that a project turned to be a one-off with limited lifespan and impact. How is it possible to avoid that?

Jihyun stresses that the key factor is to make others feel responsible for the project, by for example involving the local authorities and the governments and make sure they see the value of the initiative.

Minseo Ju from Samsung gave some advice from a Stakeholder's point of view:

“The very strong points when approaching stakeholders are the network and the positioning of the organisation. Strong network with members around the world are an asset because they provide ways to find alternatives and solutions to potential issues”.

“We choose countries with issues that are related to the business and also select countries with their local business offices in the area. We also receive advice from Better World. We receive advice from experts about where the need and opportunities are. Samsung completely relies on Better World’s advice, and in turn Better World relies on the advice of the partners in local area, here, mutual communication is a key factor.”

Regarding the needs and the local context, sometimes external partners might have preconceived notions. This is an obstacle that might appear when presenting a project. Partners need to know the needs of a specific country and of the community, they need information to move forward: therefore, being informative and sensitive is essential.

Objectives

- To enable external stakeholders to have a concrete vision of the projects implemented by IVS organisations.
- To valorise and to raise awareness about the work of IVS organisations in cultural heritage and diversity field.
- To encourage sustainable partnerships in this field in order to identify potential stakeholders for future projects.
- To enhance the international dimension of youth work.

In the morning of the 8th, the participants started the preparation for the following Partnerships Meeting in the afternoon. By preparing materials and their “display area” the participants made sure to be ready to meet the stakeholders during the next sessions.

At 14, the guests and keynote speakers started to arrive. The invitees were representatives of delegations at UNESCO, Embassies, NGOs and Foundations.

After an introduction held by Ingrid Danckaerts, CCIVS President, the floor was given to the key note speakers.

The first keynote speech was “Heritage Conservation Challenges” by Ms. Mechtild Rössler, Director of the Division for Heritage & World Heritage Centre.

The second speech was “How IVS can bring Together Volunteers and Heritage Preservation”, held by Mr. Fabrice Duffaud, International Relations Officer at Union REMPART <https://goo.gl/rPK9Fe>.

Finally, Ms. Matina Deligianni, CCIVS president from 2012-2016 and national delegate of SJ, held a presentation on Impact Measurement <https://goo.gl/B9lOm9>.

After the speeches, the guests were instructed on how to proceed with the first Speed Dating activity. The participants went to their desks to be joined by the stakeholders. The guests had the opportunity to obtain information about the organisations and their projects through 4-minutes rounds. After each round, they were invited to shift to the next table. With this system, they had the chance to talk with around 10 organisations in 45 minutes. Follow the link [project descriptions](#) to see the members’ projects.

In the second session the participants and external partners gathered in different groups. Each of the three groups were given different subjects to discuss: perception, communication and

partnership. This enabled the participants to receive feedback from the stakeholders regarding their presentation and the event. One person at each table was responsible for taking notes and another one had the role of facilitating the debate. After 10 minutes, each group of stakeholders was invited to join the next table to start a new discussion. The whole activity lasted 30 minutes and provided participants and guests with a further space to interact and exchange opinions and information. The complete results can be found in annex 2.

Overall the event went smoothly and according to plan. The complete evaluation of the event would take place the next day, but the general feedback from the stakeholders was positive and the event was considered successful by all of the participants. The networking cocktail which took place after the second session gave everyone the chance to mingle freely and provided an opportunity to build friendships and/or potential partnerships. After a short presentation of the final results from the second session, the event officially concluded.



In this world, every world fits.



FIRST CCIVS PARTNERSHIP MEETING Paris, 8th February 2017
www.ccivs.org/path

Please view the detailed reports from the groups in annex 2.

THE FOURTH DAY

The day after the Partnerships Meeting, the participants had the chance to evaluate the previous day. They gave their feedback and recommendations for future events. There was also a joint discussion on the benefits, consequences and opportunities of partnerships.

Objectives

- To reflect about corporate social responsibility.
- To have a concrete example on business practices involving initiatives that benefit society from one of the members of network.

Some of the feedback given:

- Short meetings are popular (meeting someone in an elevator for example)
- Good to practice on not having much time, arouse interest quickly
- Think about how to define stakeholders?
- Difficult for a company to just come in without knowing anything about IVS
- Contact the stakeholders even just a short message after you have had the first meeting
- We need to be visible. But the stakeholder should also be visible and show what they are doing.
- Participants express a desire to be able to know more clearly about the instructions, like what to bring and how to display it.
- A suggestion is to also prepare more permanent things, like banners, folders and photos, individually per organisation., However, it is hard to get time and resources to do it.
- To think more strategically about what we want to achieve. Funding? Partnership? Recognition?
- Organise more presentations of organisation, so that stakeholders know more about them beforehand.
- Participants said they need to know what to present - the project or the organisation. It was confusing during the speed dating.
- Useful to know about the information we used for the folder. It wasn't clear what purpose we had for the description they sent us.
- Communication is key.
- It would be useful to have these kinds of events more often.
- A tip is to reach out to stakeholders through the members instead of from only CCIVS.

- Make the participants more involved in inviting stakeholders.
- A webinar would also make it possible for more stakeholders to attend if they do not reside in Paris or where the event is held.
- A suggestion is that the exhibition or “display area” could have been the whole day, open door policy perhaps.
- A big crowd is attractive to companies as well.
- Discussion of what kind of stakeholders to invite i.e. corporations/foundations.
- Fewer stakeholders than expected.
- Some participants expressed that they had too little time with the stakeholders during the first speed dating. That the four minutes wasn’t enough. Others said it was the perfect amount of time and that it shouldn't have been longer.
- Not enough time to meet the stakeholders, perhaps have a mingling session before the speed dating.
- Send newsletters to stakeholders. Follow up with the stakeholders and stress the network dimension.
- More clear instructions and communication was a main point.

GAINING RECOGNITION AND VISIBILITY - CSR

Objectives

- To reflect about corporate social responsibility.
- To have a concrete example on business practices involving initiatives that benefit society from one of the members of the network.

VOLTRA EXPERIENCE PRESENTATION TIPS ON EXTERNAL REPRESENTATION

Clive Lee

Clive begins by asking the rhetorical question:

“Are there stakeholders you would never work with?”

He continues by explaining that although values can differ and the behaviours of potential funders is controversial, it is still possible to cooperate with them, in order to change their policies and to produce a positive influence.

What kind of stakeholders do you work with?

Clive mentions that it is important to take into consideration that our projects should be adapted according to the profile of the funder. This could be a reason to limit the scope of our actions.

Foundations can be divided into three categories: philanthropic, public foundations, governmental. **Tip:** sometimes foundations do not use all of their funds. It is useful to identify the right period of the year to contact them, in order to get the “surplus”.

Some funders are value-oriented: in this case they are not interested in one-off projects, but on durable partnerships.

Social enterprises position themselves in the “middle”, between profit and nonprofit. To cooperate with them is highly recommended.

During the workshop, many interesting points were brought up. Examples of how to expand partnership were provided, for instance, cooperating with universities or attending different forums or conferences such as Global Social Business or Young World.

As an end note, Clive listed our common values and mentioned how important it is to prioritize them. It is a tough question but it is also crucial to withhold our values.

BETTER WORLD/IWO EXPERIENCE PRESENTATION

Jihyun Park

In this session Jihyun discusses the way they have cooperated with companies and gives a more detailed presentation on how to approach external partners.

Tip: A project presentation should include these important elements →

A proper image, organisation’s vision, figures (which can be linked to impact measurement), specialty, background history facts, international networks, list of all partners, thematic, fields of work and measures.

When approaching stakeholders, Better World/IWO shows the different areas in which they work (especially the work camps and their values) so that external partners can understand what they do. They also explain how they implement projects, with professionalism and accountability. Moreover, it is important to show how the organisation ensures safety and security of the volunteers.

Jihyun also stressed the importance of showcasing past projects and documenting partnerships with stamps and official documents: this shows authenticity and reliability for future partners

and cooperation. Furthermore, it is important to have transparency and to show how the organisation can use the budget effectively.

Examples of CSR projects in companies

- ✚ Hyundai - “Move” concept: “Green Move” “Happy Move” (Project of sending volunteers to other countries).

- ✚ Team Building for companies, by sending employees to work camps.

- ✚ To send employees to work camps in order to give them opportunity to develop their mentorship skills and the company's mentoring system.

- ✚ Tip on how to find companies involved in CSR: Local branches do have CSR funds, but it is usually better to go through the headquarters and then be referenced.

- ✚ Yves Rocher has extensive CSR work.

COACHING SESSION: CREATING AND MEASURING IMPACT

Objectives

- To improve quality and recognition of youth work in the field of cultural heritage and diversity and NFL techniques.

- To valorise and to raise awareness about the work of IVS organisations in cultural heritage and diversity field.

PRESENTATION BY FRANCESCO VOLPINI

Francesco gave the participants a more detailed description on impact measurement and the reason for implementing it. Through impact measurement we want to understand what the volunteers gained and how much they learned in each step of their experience. It aims to show the outcomes of volunteering and to confirm the connection between the programme and the volunteers progress. We want to prove that because of the programme, a change has occurred.

After his presentation, Francesco answered questions from participants.

<i>Is the impact measurement going to be on individual actions or on the general project?</i>	F: The survey will focus on specific competences related to volunteers taking part to the local actions. What we need to measure is the objectives that we have and the implementation of them.
<i>Are we developing this impact assessment model for IVS?</i>	F: We intend to assess the monetary value of the work that IVS does and to see the average hours during which the volunteers work. The actual work of the volunteers is a few million dollars' worth. Furthermore, to assess the educational value of what to do and to understand its monetary value is interesting for the IVS movement.
<i>Is it going to be for the volunteers or for hosting? How to do the surveys?</i>	F: The surveys are only for the volunteers since there would be a problem with the validity of the survey if it would include the local community. The organisations will have control of the survey, although they are a part of the global project. Two surveys will be distributed to the volunteers 2-3 weeks before and 2-3 weeks after the camp. It will take time to gather and analyse material and to reach conclusive results.

COACHING SESSION: CREATING AND MEASURING IMPACT

Objectives

- To improve quality and recognition of youth work in the field of cultural heritage and diversity and NFL techniques.
- To valorise and to raise awareness about the work of IVS organisations in cultural heritage and diversity field.

CREATING SURVEY/PART HERITAGE AND CULTURAL DIVERSITY LEARNING

The main purpose of this session was to produce the material to be used in the questionnaires for the impact measurement. Working in small groups, participants were invited to reflect about the learning objectives of IVS projects in the field of Cultural Heritage and Diversity. This material will be instrumental to generate the questions aimed at understanding the impact that work camps have on volunteers. The method used consisted of a process starting from a general perspective (macro categories) and proceeding towards specific targets (the creation of objectives and questions).

In the first activity, the participants were meant to first agree on general categories or *macro-categories* for volunteers and heritage and cultural diversity learning.

MACRO-CATEGORIES CHOSEN BY PARTICIPANTS

- Heritage knowledge
- Heritage interest
- Cultural understanding/awareness
- Preservation
- Tolerance/respect for diversity
- Identity
- Sustainability
- Interculturality
- Solidarity
- Value of work

In the next session, the participants were divided into 5 groups and each assigned two of the macro categories. Then, the groups worked their macro categories into specific objectives, i.e. micro categories.

After having presented their micro- categories and received feedback from the other groups they were set to devise questions or statements which could be used in a questionnaire for volunteers.

As a follow up, the groups gathered again the next day, the 10th, to revise their first draft of questions. Below is the complete result of all the different sessions.

MICRO-CATEGORIES DIVIDED BY GROUPS

RESPECT FOR DIVERSITY	PRESERVATION
<input type="checkbox"/> Volunteers are aware of culture differences <input type="checkbox"/> Volunteers appreciate to be with people from different cultural backgrounds <input type="checkbox"/> Volunteers encourage others to respect and appreciate diversity	<input type="checkbox"/> Volunteers are aware the necessity and the value of heritage preservation <input type="checkbox"/> Volunteers preserve, protect and promote cultural heritage and diversity <input type="checkbox"/> Volunteers participate in these activities (above, preserve, protect, promote)
<i>QUESTIONS/STATEMENTS - FIRST DRAFT</i>	<i>QUESTIONS/STATEMENTS - FIRST DRAFT</i>
<input type="checkbox"/> I feel that I am aware about the culture differences <input type="checkbox"/> I appreciate to be with people from different culture backgrounds I encourage others to respect, appreciate, diversity. (ex. I post on social media articles about the respect for diversity) <input type="checkbox"/> I am able to communicate (without stereotypes and prejudices) with people from different environments (-> I can make international friends)	<input type="checkbox"/> I am aware of the necessary and the value of heritage preservation <input type="checkbox"/> I participate actively to preserve, promote and protect cultural heritage and diversity <input type="checkbox"/> I want to share/foster this information and values (above) to others.
<i>REVISED QUESTIONS/STATEMENTS</i>	<i>REVISED QUESTIONS/STATEMENTS</i>
<input type="checkbox"/> I feel that I am aware about the culture differences * <input type="checkbox"/> I appreciate to be with people from different culture backgrounds * <input type="checkbox"/> I encourage others to respect, appreciate, diversity. (ex. I post on SNS articles about the	<input type="checkbox"/> I am aware of the necessary and the value of heritage preservation * <input type="checkbox"/> I want to start to have qualifications about conservation of the heritage <input type="checkbox"/> I participate actively into preserve, promote, protect cultural heritage or diversity* (during the project or in daily life) -> are you watching or involved

<p>respect for diversity) *</p> <p><input type="checkbox"/> I am able to communicate (without stereotypes and prejudices) with people from different environments (ex I can make international friends) * -> (we discussed about this question and it is to be discussed further, was seen as difficult/complex)</p> <p><input type="checkbox"/> I have made international friends</p> <p><input type="checkbox"/> I want equality regardless gender/religion/education/origin</p> <p><input type="checkbox"/> I go to the museum or cultural festivals</p>	<p>to preserve your heritage?</p> <p><input type="checkbox"/> I want to share/foster this information and values (above) to others. * -> promotion</p> <p><input type="checkbox"/> I feel I have or discovered skills (technical/manual skills) useful to protect/preserve the heritage</p>
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*same questions as previous session

IDENTITY	SUSTAINABILITY
<p><input type="checkbox"/> Be messengers</p> <p><input type="checkbox"/> Personal knowledge, understanding</p> <p><input type="checkbox"/> Respect the diversity and know it</p> <p><input type="checkbox"/> Be conscious other identity and diversity</p>	<p><input type="checkbox"/> Improve the sustainability knowledge</p> <p><input type="checkbox"/> Be messengers (PATH)</p> <p><input type="checkbox"/> Aware of the work, the importance and consequences, responsibility</p>
<i>QUESTIONS/STATEMENTS - FIRST DRAFT</i>	<i>QUESTIONS/STATEMENTS - FIRST DRAFT</i>
<p><input type="checkbox"/> Do you believe that voluntary service is an important tool to get to know other cultures?</p> <p><input type="checkbox"/> Are you aware of other identities?</p>	<p><input type="checkbox"/> Do you question, measure or think about the consequences your daily actions have on the environment?</p>
<i>REVISED QUESTIONS/STATEMENTS</i>	<i>REVISED QUESTIONS/STATEMENTS</i>
<p><input type="checkbox"/> Do you believe that voluntary service is an important tool to get to know other cultures? *</p>	<p><input type="checkbox"/> Do you question, measure or think about the consequences your daily actions have on the environment? *</p>

<input type="checkbox"/> Are you aware of other identities? * <input type="checkbox"/> How comfortable do you feel to cooperate with people from other cultures in order to produce a common result/ product? <input type="checkbox"/> How comfortable do you feel living/working in a new environment?	<input type="checkbox"/> How do you measure the consequences of daily action on the environment/local community? <input type="checkbox"/> Do you believe the preservation of World Heritage contribute to Global Sustainability? (if yes/no please comment) <input type="checkbox"/> Do you believe local knowledge can contribute to sustainability of the sites, indigenous knowledge and cultural norms?
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*same questions as previous session

HERITAGE KNOWLEDGE	VALUE OF WORK/ACKNOWLEDGEMENT
<input type="checkbox"/> To discover the relevance of the historical knowledge for the local community <input type="checkbox"/> Learn and discover <input type="checkbox"/> The willingness to know and to transfer knowledge	<input type="checkbox"/> To appreciate the volunteer work <input type="checkbox"/> To improve the personal and professional development <input type="checkbox"/> To measure the acknowledgements of local/regional/national/international level
<i>QUESTIONS/STATEMENTS - FIRST DRAFT</i>	<i>QUESTIONS/STATEMENTS - FIRST DRAFT</i>
<input type="checkbox"/> How relevant is the historical knowledge for the local community? <input type="checkbox"/> Did you learn specific cultural heritage preservation skills? <input type="checkbox"/> How willing are you to share and to transfer knowledge to your community?	<input type="checkbox"/> Do you feel your work was appreciated? <input type="checkbox"/> How valuable do you think your work is? <input type="checkbox"/> How much have you improved on a personal level? Professional level? <input type="checkbox"/> How much credit do you think the local/regional/national/international gave to your work?
<i>REVISED QUESTIONS/STATEMENTS</i>	<i>REVISED QUESTIONS/STATEMENTS</i>
<input type="checkbox"/> How much do you know about the heritage in the	<input type="checkbox"/> How much do you think your work will be/was

<p>host community?</p> <p><input type="checkbox"/> How much value do you think the local community attributes towards their heritage?</p> <p><input type="checkbox"/> How much do you know about specific cultural heritage preservation skills? (natural)</p> <p><input type="checkbox"/> How willing are you to share and transfer acquired knowledge?</p>	<p>appreciated?</p> <p><input type="checkbox"/> How valuable do you think your work will be/was?</p> <p><input type="checkbox"/> How much do you think this is relevant for your personal/professional development?</p>
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HERITAGE INTEREST	INTERCULTURALITY
<p><input type="checkbox"/> Enhance engagement of people on heritage</p> <p><input type="checkbox"/> Empower people/participants to promote and inspire the others towards heritage preservation</p>	<p><input type="checkbox"/> Foster intercultural exchange and learning through heritage volunteering</p> <p><input type="checkbox"/> Equip participants with practical tools and skills for heritage education</p>
<i>QUESTIONS/STATEMENTS - FIRST DRAFT</i>	<i>QUESTIONS/STATEMENTS - FIRST DRAFT</i>
<p><input type="checkbox"/> How often do you visit/experience heritage? (never, sometimes, often, usually, always)</p> <p><input type="checkbox"/> Will you ask your friends or people you know to - visit, take action on heritage preservation?</p> <p><input type="checkbox"/> Have you ever participated in heritage preservation? (yes/no.</p> <p><input type="checkbox"/> Heritage - define</p>	<p><input type="checkbox"/> How much do you understand others' cultures?</p>
<i>REVISED QUESTIONS/STATEMENTS</i>	<i>REVISED QUESTIONS/STATEMENTS</i>
<p><input type="checkbox"/> How many times do you visit/experience heritage in a year?</p> <p><input type="checkbox"/> How many times do you participate in heritage preservation in a year?</p>	<p><input type="checkbox"/> How much do you understand others' cultures?</p> <p><input type="checkbox"/> I respect others' cultures (not at all -----very much/ graded scale)</p> <p><input type="checkbox"/> I want to experience the different cultures</p>

<input type="checkbox"/> How much do you know about heritage? <input type="checkbox"/> How often do you search for information about heritage? <input type="checkbox"/> How often do you mention about	<input type="checkbox"/> I will share with my friends/others about others' cultures <input type="checkbox"/> I will recommend my friends to experience others' culture (for ex. volunteering etc.)
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INCLUSION	CULTURAL AWARENESS/UNDERSTANDING
<input type="checkbox"/> To recognize diversity <input type="checkbox"/> Valuing diversity <input type="checkbox"/> Ensuring accessibility - take activity steps to include everybody	<input type="checkbox"/> Define own culture <input type="checkbox"/> Define host culture <input type="checkbox"/> Compare cultures <input type="checkbox"/> Explain value of culture
<i>QUESTIONS/STATEMENTS - FIRST DRAFT</i>	<i>QUESTIONS/STATEMENTS - FIRST DRAFT</i>
<input type="checkbox"/> How comfortable are you working with -> mixed groups, differently abled, different genders?	<input type="checkbox"/> How well do you think you know your own culture? <input type="checkbox"/> How well do you think you know your host culture? <input type="checkbox"/> How much similarities do you think exist between your culture and your host culture?
<i>REVISED QUESTIONS/STATEMENTS</i>	<i>REVISED QUESTIONS/STATEMENTS</i>
<input type="checkbox"/> How comfortable are you working with -> mixed groups, differently abled/special needs, different genders? * <input type="checkbox"/> From your experience, how much of an impact has working with diverse groups made on you?	<input type="checkbox"/> How well do you think you know your own culture? * <input type="checkbox"/> How well do you think you know your host culture? * <input type="checkbox"/> How much similarities do you think exist between your culture and your host culture? * (-> we discussed about this question and instead talk about acceptance. This is to be discussed)

How much do you know about diversity?

*same questions as previous session



THE FIFTH DAY

NETWORKING OPPORTUNITIES AND STRATEGIES

Working with institutions corporations, foundations and NGOs

In the fourth and last day of the forum the discussions were focused on the future opportunities and on which strategies could be used to form new partnerships. The task was also to define potential stakeholders and what they could provide to the organisation. The method which the participants used was “Mind Mapping”.

Objectives

- To reflect and encourage sustainable strategies and partnerships on the cultural heritage thematic.
- To valorise and to raise awareness about the work of IVS organisations in cultural heritage and diversity field.

In the table below the different reflection groups’ results are presented.

Potential Stakeholder	Opportunity	Strategy
Schools and private schools	Schools can make multiplying effects in the community.	Creating local awareness
Monasteries	Monasteries -Ongoing sustainability	Organizing work camp in partnership with world heritage foundation
Local/international	Preserve and promote	Inviting and involving local community in our action (suggestion/recommendation)
World heritage foundations	Recognition/funding/partnerships	Organizing point action to make them fund our local action
Local community	Partnerships/local solidarity	Making documentary of our local actions for promotion
CSR	Local awareness and participation \	Promoting ourselves as a valid source of data (making us look
Social enterprise	Visibility of action	
Fashion designer (promoting local	Networking	

<p>handicrafts)</p> <p>Universities with education on heritage etc.</p> <p>Art and culture institute</p>	<p>Funding</p> <p>Livelihood. Skill development employment/entrepreneurs</p> <p>Skilled volunteers</p> <p>Creativity</p> <p>Knowledge/resources/visibility</p>	<p>attractive)</p>
<p>Embassy, Italian, Dutch USA etc.</p> <p>University's history department and arts/anthropology</p> <p>Archaeology /cultural department</p> <p>UNESCO in each country</p> <p>Private foundation NGOs</p> <p>Businesses banks, communication, airlines, tour company, oil companies</p> <p>Individuals, local community</p>	<p>Funding and resources</p> <p>More helping hands</p> <p>Strong network</p> <p>Reach out to more people through education and research</p> <p>Promotion and publicity</p> <p>Security</p>	<p>Communication through newsletters, flyers, brochures, banners, business cards, post cards,</p> <p>Project proposals</p> <p>Networking events</p> <p>Public Relations (PR)</p> <p>Curriculum development</p>
<p>Greece</p> <p>Monastery (Hosios Luoukas)</p> <p>Public transportation companies</p> <p>Municipalities</p> <p>UNESCO</p> <p>France</p> <p>Silver line company</p>	<p>Greece</p> <p>Accommodation, food</p> <p>Transportation</p> <p>Accommodation, food, publicity</p> <p>Publicity, facilitate the communication with sites</p> <p>France</p> <p>Tools equipment (participants, communication tools and</p>	

(tools, equipment)	materials)	
Ministry of culture environment/youth The heritage fund (fondation du patrimoine)	Funds, expertise, credibility	
Municipalities	Funds	
An architect/researcher/site manager/ expert	Accommodation, food, leisure activities, guided tours	
Japan	Expertise, know how's	
Universities	Japan	
Local government	Participants, promotion	
Local groups of performers	Accommodation, visibility	
Canon	Accommodation, food, activities, performance	
Macedonia	Photos, PR	
OSCE mission	Macedonia	
UNDP	Funds, support, experts	
Bus company Deluxe	Funds, experts, support	
Company Dobra Vodo	Transportation	
Municipality	Water	
	Support, space	

As shown, the participants came up with many opportunities for partnerships with the Stakeholders and agreed that it was important to together analyse all these possibilities. This activity stressed that establishing partnerships does not mean only obtaining financial funds, but also developing further forms of support and collaborations.

EVALUATION

The last activity of the forum was the evaluation of the whole event. It was both oral, written and visual. Each participant filled in an anonymous evaluation form. Participants were also invited to express their opinions and appreciation of different aspects of the training through a visual tool (the “evaluation pizza”).

According to the results gathered with this tool, it can be said that participants were very pleased with the facilitators and accommodations. Remarks were expressed about the balance between free time and work (there was not enough free time for them in relation to the amount of activities). The majority were also happy with the contents and group dynamics of the training. The partnerships meeting day had mixed reviews as well as the food. Overall the group was pleased with their own contribution.

The responses from the evaluation form were in line with the visual evaluation, although more detailed and specific.

We had 21 respondents, due to some having left the previous day.

From the analysis of 21 questionnaires, the general satisfaction level was high, with an average of 80.28 % as a level of the general satisfaction. This was concluded from 19 respondents, since 2 had neglected to fill in this part.

In the form there was also a part where the participants could fill in their view on how far the objectives of the forum had been reached. The objectives and the average score on the scale of 1 - 5 were as follows:

*1: Poor, 5: Fully

<p><i>To encourage sustainable partnerships in this field in order to identify potential stakeholders for future projects</i></p>	<p>Grand Average - 3.6</p>
<p><i>To enable external stakeholders to have a concrete vision of the projects implemented by IVS organisations</i></p>	<p>Grand Average - 3.1</p>
<p><i>To raise awareness about the work of IVS organisations in cultural heritage and diversity field</i></p>	<p>Grand Average - 3.85</p>
<p><i>To design instruments to measure the impact of IVS projects in Cultural heritage and diversity field</i></p>	<p>Grand Average - 3.65</p>
<p><i>To learn and to share innovative ideas and best practices on how to cooperate with stakeholders in the field of Cultural Heritage and Diversity</i></p>	<p>Grand Average - 3.95</p>
<p><i>Strategic networking for new ideas and creation of potential future projects</i></p>	<p>Grand Average - 3.6</p>

CONCLUSION

As mentioned, the evaluation brought up interesting points and opinions. For example, the majority of the participants thought that the first speed dating session was too short, meaning that the time allotted with each stakeholder, four minutes, was not sufficient to make a good presentation. However, as some of the participants pointed out, it was a useful challenge to practice presentation skills in a limited time.

Of course, there are improvements that can be proposed when organizing similar events in the future. For example, it would be useful to prepare the stakeholders in a more detailed way, by giving them information on IVS and the organisations they will meet. For many of the stakeholders it was their first time encountering the IVS network and they had very little knowledge, if any, on work camps, volunteering etc. As can be seen from the above table it was also this aspect that received the lowest score from the participants.

The summary of the evaluation can be expressed in one sentence: communication is key! (both from the side of CCIVS, the members and from the stakeholders). The participants all agreed that more events like the Stakeholders Forum would be beneficial, but that the communication and instructions should be clearer and more extensive. The member organisations as well need to work on how to present themselves externally and try to produce material such as folders, pictures and banners to help with that.

From the side of CCIVS, the organisation of the meeting with stakeholders was a valuable opportunity to further develop skills in the area of organisation, external relations and presentation.



ANNEX 1 - PROGRAMME

Day	6 Feb	7 Feb	8 Feb	9 Feb	10 Feb	11 Feb
Morning	Steering Team Meeting	<p>Opening</p> <p>Presentation of the Project and Partners</p> <p>Inspiration in Action: What is Heritage Volunteering</p> <p>White Paper: A common Vision</p>	<p>Creation of Partners Map and Action Sheets</p> <p>Presentation of a Global Heritage and Volunteer Map (preparation for the meeting with external partners):</p>	<p>World Cafe: quality standards and improvement: volunteer and heritage management project cycle</p> <p>Working Groups:</p> <p>Communicate!</p> <p>Communicate!</p> <p>Communicate!</p>	<p>Networking opportunities and strategies: working with institutions, private donors, corporations, foundations, NGOs</p>	<p>Departure of Participants</p> <p>Steering Team Evaluation</p>
Afternoon	<p>Steering Team Meeting</p> <p>Arrival of Pax</p> <p>Informal Opening and Intro of Pax</p>	<p>Coaching session, I: Creating and Measuring Impact</p> <p>Coaching Session II: Gaining Recognition and Visibility</p>	<p>Stakeholders Event</p> <p>Keynote speeches:</p> <p>Heritage Challenges and Volunteering Best Practices</p> <p>Speed Dating, I: Local Actions (Bilateral)</p> <p>Speed Dating II: Global Strategies (Interest Groups)</p> <p>Working Groups: Road Map and Recommendations (Facilitated)</p>	<p>Coaching session, I: Creating and Measuring Impact</p> <p>Coaching Session II: Gaining Recognition and Visibility</p>	<p>Discussion and Adoption of Forum Recommendations</p> <p>Press Conference and Official Launch of the Global Comm. Campaign</p>	Steering Team Evaluation

ANNEX 2 – REPORTS FROM PARTNERSHIP MEETING

FIRST CCIVS PARTNERSHIP MEETING 8th February 2017

REPORTS of the SECOND ROUND OF SPEED DATING

Report of Group 1 – PERCEPTION

Questions:

After this experience, what is your impression of our organisation?

How do you perceive us?

- The stakeholders thought it was interesting but too short, because they couldn't speak enough and deeper
- They had time to speak with some organisations but not a lot
- It was very interesting but very frustrating
- They could see different kinds of projects and opportunity to see new projects and meet people we never met before
- The event was very good for new partnerships, to cooperate with new countries and create a new environment
- Good work is done; the community is involved in the activities
- Stakeholders tried to give awareness
- The subject about heritage is very interesting and there was a nice diversity of projects
- One stakeholder said she would like to have information about what was an international work camp in advance to come to this forum. For example, to explain in advance more in details what kind of project could be show?
- No opportunity to meet association deeply
- First time for one of the stakeholder to meet this kind of project (Ex: Permanent of the Delegation of the Kingdom of Spain to UNESCO)
- Positive meeting: cultural diversity.

- One of the stakeholders said she learned a lot from this meeting.
- Each organisation is very involved
- Good project but the problem is the limit of access, because they don't know how to sustain their plan.
- Effective, but need to care about protects diversity when we organise our plan to protect peace.

REPORT OF GROUP 2- COMMUNICATION-APPROACH

Questions:

How do we improve the way we approach institutional stakeholders?

Do you have suggestion on how we can improve communication when addressing stakeholders?

- It is difficult to say, but the goal of communication is the see how to manage organisations
- The Spanish delegation mentioned that even in Spain communication is not easy considering the different levels of government structure
- One advice was that it is better for our projects to be more flexible
- They learned that each organisation has its own competencies
- Still some uncertainty regarding the different organisation's agenda
- Communication is coming from everywhere, so there is a need to have a joint network of sending information
- For example, through newsletters or bulletins
- The stakeholders expressed that even though the time was limited they were impressed by the participants
- Another advice is in order to reinforce partnerships, the organisations should provide more information to the stakeholders and also to try to anticipate the ones that they could form partnerships with

- The stakeholders also mentioned that more information about the action plan would be beneficial, but that it could be sent afterwards
- Other stakeholders thought that the communication was great and that the PowerPoint was interactive
- The speed dating idea was good and it helped and proved to be dynamic
- However, the 4 minutes was sometimes too short. But the participants did good work in summing up the idea
- Regarding communication from an organisation seeking cooperation the stakeholders pointed out the importance of being specific on what you want, be direct and provide the contact details of each organisation
- Again, a newsletter would be useful, perhaps with a link to what the organisations are doing and updates on their programmes

Report of Group 3 - PARTNERSHIP

Questions:

Do you have suggestions on how to establish sustainable partnerships with external stakeholders?

- To get to know each other is the first step in the partnership process
- Provide updates on the progress of the project. Especially applicable for those projects that run for two - three years.
- Important to regularly keep in touch but to keep the message simple and direct
- Be sensitive and don't impose your views too much. "Don't stress you are the best"
- Keep the transparency and identify specific areas of partnership and management
- Involve partners from program conception, implementation and evaluation.
- See each stakeholder as a partner, not a donor with grantee relationship only
- Find common ground between the partner and the project
- Connect needs of companies/government/community with needs of the organisation

- Connect with other NGOs in host countries. Invite Cultural Attaché.
- Develop a culture of cooperation
- Involve different partners from various sectors
- Address partnerships on a regional level
- Continuity, create opportunities for follow activities.
- Have local work camps for the youth, after International Work Camp
- Have a good project. good work camps. Good work will speak for itself.