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COUNCIL OF EUROPE FRAMEWORK CONVENTION  
ON THE VALUE OF CULTURAL HERITAGE FOR SOCIETY

FARO CONVENTION LAB

17-18 May 2017

Nájera, St. Millán (La Rioja), Spain

“Places without People: the Stories left behind”

Faro Convention approach and Rural Settlements

*Draft programme and practical information*



### *Faro Convention Labs*

*The Faro Convention Labs are organised with the participation of interested member States and communities to further explore the Faro Convention principles and their effective implementation. The Labs include a series of events for a period of 2-3 days based on the availability of the host community, and involve stakeholders at national, local and community levels. The labs intend to expand a group of participants from each country so they can work together on their return to promote and implement the Faro Convention. While the specific topic of each Lab is decided together with the host community, overall objectives include:*

- Promotion of the Faro Convention with local and national stakeholders*
- Becoming familiar with the Faro Convention approach*
- Enhancing the Faro Convention Network*
- Skill building for the implementation of the Faro Convention principles*

*Through experiential learning, participants have the first-hand experience of the implementation of the Convention. The Labs include various techniques including introduction of good practices, discussion groups, promotional events and workshop modules.*

*With the inspiration of the Faro Convention Labs, participants are expected to follow up the implementation of the Faro Convention principles through local initiatives by heritage communities and preferably at the national level by further promoting the ratification. During the workshop a specific session is dedicated to work on action points to take place after the Lab.*

## DRAFT PROGRAMME

Time	Sessions	Descriptions	Remarks
Tuesday, 16 May			
		Arrival to Bilbao airport	Transfer to Nájera
18.00-20.00		<i>Bus trip to Nájera</i>	
20.00-21.00	Session 1	Orientation meeting with delegations - Description of the issue	Escuela Patrimonio Histórico Nájera
21.00		<i>Dinner and accommodation in Nájera</i>	
Wednesday, 17 May			
08.30-09.00		<i>Bus trip to San Millán</i>	
09.00-10.00		<i>Orientation / heritage walk</i>	
10.00-13.30	Session 2	Workshop A <sup>1</sup> – Structured Democratic Dialogue Process	Fundación San Millán
10.00-13.30	Session 3	Workshop B – Hotel des Hôtes	Fundación San Millán
13.30-15.00		<i>Lunch in San Millán</i>	
15.00-18.00	Session 2 (continued)	Workshop A – Structured Democratic Dialogue Process	Fundación San Millán
	Session 3 (continued)	Workshop B – Hotel des Hôtes	Fundación San Millán
18.00-18.30		<i>Bus trip to Nájera</i>	
21.00		<i>Dinner and accommodation in Nájera</i>	
Thursday, 18 May			
09.00-11.00	Session 4	Introduction of a good practice from Romania: Social Contract	Escuela Patrimonio Histórico Nájera
11.00-11.30		<i>Coffee break in Nájera</i>	

<sup>1</sup> Description of each workshop is provided on page 5. Each workshop can accommodate maximum of 16 persons and will be carried out simultaneously. Therefore participants are kindly asked to register their names for a specific workshop.

11.30 – 13.00	Session 5	<p>Next Steps:</p> <ul style="list-style-type: none"> <li>• Integrated Approach - The CoE programmes - Synergies</li> <li>• Faro Convention Network</li> <li>• Possibilities – Planning (feedback to the host community local and individual action points)</li> </ul>	Escuela Patrimonio Histórico Nájera
13.00-14.00		<i>Lunch</i>	
14.30-17.00	Session 5 (continued)	<p>Next Steps:</p> <ul style="list-style-type: none"> <li>• Integrated Approach - The CoE programmes - Synergies</li> <li>• Faro Convention Network</li> <li>• Possibilities – Planning (feedback to the host community local and individual action points)</li> </ul>	
17:00 – 18.00	Session 6	Stories that were left behind – participants to exchange ideas	
21.00		<i>Dinner and accommodation in Nájera</i>	

### Friday, 19 May

08.00-10.00 Departure from Nájera by bus to the airport

## *DESCRIPTION OF THE TWO WORKSHOPS (SESSIONS 2 AND 3) AND OF SESSION 4*

Wednesday, 17 May

Session 2 – 10.00 – 18.00

### Workshop A - The Structured Democratic Dialogue Process (SDDP)

The Structured Democratic Dialogue Process – SDDP (developed by Dr. Alexander Christakis and John Warfield) is a deeply reasoned, scientific methodology for large-scale, collaborative design, which is effective in:

- resolving multiple conflicts and problems that are more and more complex in a reasonably limited amount of time;
- gathering the collective wisdom ('Demosophia') of a wide range of different stakeholders who experience the problem;
- assisting heterogeneous groups in collectively developing a common framework of thinking based on consensus building and thus achieving results.

#### Pre-requisites for a successful process

- A core group of people, the 'Knowledge Management Team' (KMT) composed by the owners of the problem, representatives of the main stakeholders and the SDDP experts, plays a crucial role in coordinating the process (identification of all the stakeholders, drafting the triggering questions, preparation of the reports, invitation of participants, etc).
- The identification of stakeholders is of paramount importance. They have to accurately represent elements of the subject and cover all of its facets (local stakeholders, relevant public and semi-public organisation, NGOs etc).

#### Structure of the SDDP

- The participants are invited to answer the Triggering Question, formulated by the KMT, at a round-table session.
- All responses to the triggering question (one idea in one sentence) are recorded in Cogniscope™ software, printed and posted on the wall.
- The authors of the proposals clarify and describe their ideas for better understanding and to avoid overlapping.
- The ideas are clustered into categories based on similar attributes.
- All participants get five votes and are asked to choose their five favourite (most important to them) ideas. Only the ideas that received votes go to the next and most important phase.
- Participants are asked to explore influences of one idea on another. If the answer is 'yes' (great majority) an influence is recorded in the special software, which minimises the number of queries by using mathematical algorithms.
- The relations recorded result in the production of an 'influence tree' ('Wall of Obstacles' or 'Vision Descriptors') by the software. The 'influence tree' is presented to the participants, subject to discussion.

#### The added value of SDDP

- Strategic character of the dialogue;
- Promotion of a place-based and bottom-up approach;

- Long-term outcomes rather than immediate and temporary outputs;
- Networking and capacity building;
- Legitimacy of the actors and their work;
- Stakeholders engagement and the sense of collective ownership;
- Creation of a core team (KMT) to sustain the continuity of the process;
- Development of mutual trust between participants;
- Participation on equal basis and respecting the autonomy of all participants;
- Facilitation of mutual understanding and consensus building.

#### Limitations of SDDP

- Time consuming process, since there is a need of systematization or standardization;
- Training requirement of facilitators, since the tools employed and the software used have to be learned;
- Need for involvement of a substantial number of participants, for the wider possible representation and interaction among institutions;
- Need to achieve a state of mutual trust which is a prerequisite of collective action.

In conclusion, the Structured Democratic Dialogue is a modern group decision-making methodology for managing complex problems with the participation of many parties. This methodology can be very useful for the modernization of public administration in the direction of the New Governance system, where the relationship between the citizen and the state is that of collaboration and conformation of public policies, based on consensus and agreement.

#### Time Layout

##### *Morning (10.00-13.30)*

- Introduction to the workshop
- Presentation and Clarification of triggering question
- Generation and recording of responses to triggering question
- Clarification of responses to triggering question and facilitated structured dialogue to ensure all participants understand all responses adequately
- Classification of responses to triggering question in clusters based on their similarity using the relational question: does A have significant common attributes with B?
- Prioritization of responses to triggering question. Each participant subjectively selects the most important responses and results are recorded.

##### *Lunch break*

##### *Afternoon (15.00-18.00)*

- Exploration of interrelations between the most popular responses to triggering question based on their influence using the relational question: does the implementation of A significantly support the implementation of B?
- Presentation of the influence 'tree' and editing if necessary drawing main conclusions.
- Discussion on the methodology / process followed.

Session 3 – 10.00 -18.00

## Workshop B - Hotel des Hôtes

### Hospitality routes

Building together an initial route based on the narratives and hospitality possibilities of a given destination.

In France, tour operators, cultural facilitators and local inhabitants are joining forces to promote hospitality<sup>2</sup> and give others the chance to discover their local areas and their histories, in a way that fully upholds human rights. In response to the changes in how people organise their travel and the increased and varied use of internet, they have set up a travel planning website: [www.lesoiseauxdepassage.coop](http://www.lesoiseauxdepassage.coop).

*Les oiseaux de passage* (birds of passage) promises a journey of discovery giving the opportunity to meet new people, exchange information, get to know others and their way of life and discover new places. Each proposed activity has its own story to tell through its myriad associations and routes. This will help visitors learn more about the areas in question.

The proposed workshop will be led by the *les oiseaux de passage* co-operative with the aim of developing new destinations in partnership with local facilitators. The objective is to develop a destination and everything it evokes by identifying and involving local providers of hospitality and producers of narratives. This will depend on the destination(s) of each of the participants.

The destination is co-built with residents invited to participate in a "hosts school" to share their stories and the heritage they wish to transmit. It starts with a call for applications to individual citizens or groups of citizens, to create their own heritage walks. Those selected benefit from a programme including training time, guidance or tutoring, and the setting up of a test walk. These walks are then programmed and become part of a shared catalogue. The hosts school proposes "training by doing" in a context of exchange of knowledge and know-how. The hosts school deals with theoretical, patrimonial, interactive and organisational aspects related to the setting up of a heritage walk.

The workshop will end by showcasing a number of examples, such as the peri-urban GR2013 trail, the Hotel du Nord network, the Hidden City app and the *les oiseaux de passage* collaborative platform.

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<sup>2</sup>The term "hospitality" defines the act of sharing and reciprocal exchanges between the host and the visitor, where the two parties get to know each other and learn together through their stories and the stories associated with the destination.

Thursday, 18 May

Session 5 – 11.30 – 16.30

Next Steps:

Faro Convention Action Plan - Good Practice Candidate:

1. Name: Social contract/agreement Viscri, Romania
2. Author / Origin<sup>3</sup>: Caroline Fernolend, Viscri, Romania
3. Year: 2016/2017
4. Context:

After the political changes in Romania in 1990, when the majority of Viscri's Saxon population emigrated to Germany, the author of this practice began to work with the existent Saxon built heritage, trying to turn it into an economic asset and to improve the inhabitants' quality of life and living conditions.

Between 1992 and 2016 Viscri has progressively become a place of interest, both at national and international level. In 2000 Mihai Eminescu Trust (MET) was created in Romania and had a substantial contribution in Viscri's evolution. Through successful implementation of many projects a new community spirit was generated. However, this level of development generates a risk in keeping traditional activities unaffected. Therefore, the power of this community and its wellbeing are somehow endangered by Viscri's positive reputation and its success.

Following two missions of the Council of Europe in 2014 and 2016, a number of recommendation were made, which also included drafting a social contract/agreement for the village of Viscri.

#### 5. Relevance:

In Viscri, the social contract is the result of an ongoing participatory process and includes concrete propositions from the community and common values, visions and applications. Sustainable economic development experienced by the local community in Viscri over the past 25 years is based on a high level of solidarity and co-operation between the villagers. This social contract/agreement would allow translating the values of the multicultural community regarding the cultural heritage and the development of the existing and new activities. It would also help elaborate a common framework of regulations, including the integration of the new village residents.

This so called social contract/agreement has been created together with and for the community. People involved in the development of this document know that the result needs to be a proactive and interactive agreement which stays open to revision. The social contract/agreement represents a pact for the Viscri community, includes an administration committee, who will discuss and agree upon stipulations and arrangements before any new measures are implemented and in which the different village groups are represented.

The author believes that there are no recipes in community development, but this experience with the evolution of the community is important to share as the responsibility and role of a *stakeholder* in the community plays an essential role in community life.

#### 6. Linkage to the Faro Convention:

The Faro Convention recommends promoting respect for heritage integrity by ensuring that decisions regarding change include an understanding of the cultural values involved. Knowledge of cultural heritage also needs to be developed into a resource in order to facilitate harmonious co-existence within communities by promoting trust and mutual understanding with a view to resolution and prevention of conflicts. It further underlines fostering a balanced

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<sup>3</sup> The draft was written in collaboration with the Mihai Eminescu Trust (MET) team, external consultant expert in community development and revised by the leading COE expert, Prosper Wanner.



economic and social climate which supports participation in cultural heritage activities and encourages everyone to get involved in public reflection and debate on the opportunities and challenges which the cultural heritage represents.

The constant motivation of all vulnerable groups (Roma, women) to participate and contribute to the implementation of the cultural heritage valorisation projects in Viscri has generated in time the foundation for their sustainable integration in the community. For example, because the living standard of the majority was raised, there are a very small number of socially assisted Roma families and 100% of the village children go to primary school in comparison to many other places in Europe.

The idea to create a multi-ethnic and gender-balanced administration committee for the Viscri social contract/agreement comes as a result of the more than 25 years' experience in community development projects, further inspired by the Faro Convention principles and criteria mentioned above as well as the CoE recommendations, including ".....various challenges need to be taken into consideration including anti-discrimination measures, social integration, migration, social exclusion."

#### 7. Issues addressed:

Specific qualities including quality of life &, diversity are greatly appreciated by most of the community members and are desired to be maintained by Viscri's new community.

- The preservation of material and non-material cultural authenticity (crafts, wool, gastronomy)
- The local economy is based on the sustainable development of human and natural resources (agriculture association, vegetable garden, reduction of social assisted family, small business, attracted many young people from the town)
- Interconnection between the community and natural environment (subsistence agriculture, pasture)
- The charm and characteristics of Viscri's traditional way of living (animals coming home in the evening from the pasture, animated public space by the local community and animals)
- The unique and authentic character of houses, their furnishing and the use of organic ingredients in the local gastronomy
- Preserving the most valuable and attractive elements currently regarded by the community in Viscri.

#### 8. Opportunities:

In order to be accepted and implemented by the locals, any suggestions and options in the social contract/agreement must have a positive impact and a clear contribution towards reducing or solving current day-to-day problems affecting the community. Moreover, signing this social contract /agreement should also enhance people's self-esteem and fulfilment as they all have responsibility and they are working together for a better community life. All options must be implemented within the time frame stated in the social contract/ agreement.

#### 9. Methodology:

- The risk of losing the unique characteristics of an authentic village was expressed to the COE experts during the mission in 2016
- Regular community meetings aimed at finding a balanced system to address the needs of the local community members, as well as the visitors. Concrete proposals, common values, visions and their application, as well as potential risks and dangers have been discussed
- Based on these meetings and discussions, the draft social contract/agreement was created in August 2016, and later discussed and adjusted with input from the community meetings, the MET team, an external community development expert and COE experts.
- Of key importance is the creation of a multi-ethnic and gender-balanced administration committee for the Viscri social contract/agreement
- Any options and suggestions proposed in the social contract/agreement must be tailored to, reversible and changeable at any time in order to meet the community's needs.

## PRACTICAL INFORMATION

### ✓ Transfer Airport/Hotel and local transport

The transport from the airport to the hotels and local transport will be organised and paid by the Spanish organisers. You will be met at the exit of the arrival zone. Please look for Council of Europe sign.

Departure of the bus from Bilbao airport to Nájera on 16 May at 18.00/18.30.

Departure of the bus from Nájera to Bilbao airport on 19 May at 8.00

### ✓ Place of the meeting

The Faro Convention Lab will take place in Nájera and San Millán (La Rioja), Spain.

### ✓ Hotels and meals

Please note that you are invited to pay for all your accommodation and meal expenses. The per diem (€175 per day – lump sum) will be paid by the Council of Europe by bank transfer after the meeting.

#### ❖ *Hotels*

You are kindly requested to proceed with your own hotel booking. In order to help you with hotel reservations, we have already pre-booked several rooms and we would kindly ask you to promptly book a room in one of these 2 hotels:

Hostal Hispano Nájera  
Calle La Cepa, 2  
Tel.: +34 941 363615  
[hispanonajera@yahoo.es](mailto:hispanonajera@yahoo.es)  
<http://www.hostalhispanonajera.es>

All with own bathroom:  
Individual room: 35 €, with breakfast 40 €  
Double room individual use: 40 €, with breakfast 45€  
Double room: 50€, with 2 breakfasts 58€

Hostal Ciudad de Nájera  
Cuarta Calleja San Miguel, 14  
Tel.: +34 941 360660  
[info@ciudaddenajera.com](mailto:info@ciudaddenajera.com)  
<http://www.ciudaddenajera.com>

Double room individual use with bathroom 49,50 € (no breakfast available, cafes nearby)  
Suites consisting of two double rooms sharing 1 bathroom 49,50 € (the rooms and bathroom are bigger - no breakfast available)

Please use the reference "Curso de Instituto Patrimonio" when you book your room.

❖ *Meals*

The lunches of 17 and 18 May and the dinners of 16 and 17 May are offered by the *Escuela de Patrimonio Histórico de Nájera* (<http://ipce.mcu.es/formacion/escuela.html>) and the *Fundación San Millán de la Cogolla* (<http://www.fsanmillan.es/>).

✓ *Contacts*

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✓ *Insurance Policy*

Specific travel-related risks are covered by a CHARTIS insurance policy (no. 2.004.761), which provides cover for persons up to their 76th birthday. If the need arises, the CHARTIS round-the-clock helpdesk can be contacted on +32 3 253 69 16.