



## GUIDELINES – Collaborative Network

The *Collaborative Networks* are formed by cities sharing a common interest for a *Priority Thematic*.

Collaborative Networks engage cities in a collaborative approach to problem-solving and seeking opportunities to learn from each other, based on experiences in the field. In this way, the Collaborative Network provides the framework and favourable conditions for seeking common solutions to specific needs, which could be implemented locally.

Each network is self-managed by its members and encouraged using a variety of tools, some of which are proposed in this document. These guidelines are not intended to be prescriptive for every situation. In this spirit, the General Secretariat remains available for any queries Collaborative Networks might encounter.

Cities that are not themselves part of the Roadmap can join the Collaborative Network of a Pilot City as a "*Follower*" of the Priority Thematic. These cities can participate in the same way as others in the Collaborative Network but are not able to propose their own Priority Thematic and become Pilot Cities themselves until they have gone through the previous sub-steps of the Roadmap.

### 1. Working language

The decision about the working language(s) to be used within each *Collaborative Network* has to be taken by its members.

Each Collaborative Network may consider different options to mitigate the risk of linguistic division, such as:

- Estimate the costs of simultaneous interpretation for the planned plenary meetings. Possible sources to cover these costs should be identified (see point 4 below)
- Use the Zoom application's automatic subtitle generation function (not optimal but can facilitate real-time understanding of discussions).

Whatever the decision taken by a Collaborative Network, it is imperative that the **expected deliverables produced be submitted in one of the three working languages of the OWHC**, namely French, English, or Spanish.

### 2. Management and working tools

To ensure the effective functioning of each Collaborative Network, including planning of activities, set up of the meetings, working sessions, compilation of findings and production of the deliverables, members are encouraged to establish their roles and choose their working tools.

The following non-exhaustive communication and work tools are recommended:

- **E-mail**: for punctual updates and general information that does not require a response
- **Doodle**: for scheduling meetings by suggesting multiple time slots
- **Zoom Meetings**: for holding virtual meetings, offering a flexible and interactive communication platform
- **Dedicated webpage and/or forum** hosted on a website of a city member of the *Collaborative Network*.
- **Google Drive**: enables *Collaborative Networks* to work simultaneously on specific documents and the General Secretariat to collect direct contributions from members
- **Miro**: a good visualization tool for planning, brainstorming, and other collaborative tasks.

### 3. Planning



Each *Collaborative Network* is responsible for its timeline, taking into account the ambition defined by its members, the resources mobilized and, globally speaking, its ambitions in terms of contribution to the Quebec Roadmap.

From the beginning, along with language and management issues, members of a Collaborative Network should decide about how they will proceed, how they will work together, and therefore plan their actions with a predetermined estimated budget. Planning action and budget are key contributions to an effective communication and coordination with the General Secretariat and among the Collaborative Network members.

#### **4. Budget Planning**

Network cities must identify the budgetary planning required to achieve their given objective. Should the Pilot City or any other city of the Collaborative Network need to incur costs during that step (translations, interpretation, organization of in-person meetings, etc.), these should be detailed in the Collaborative Network Action Plan. The sheets must indicate which expenses are covered by the cities and which are subject to a request for financial support from the General Secretariat.

#### **5. General Secretariat Assistance**

The General Secretariat will accompany the Collaborative Networks throughout the process, providing guidance and helping to identify solutions to any management problems they might encounter. It is involved in the organizational and financial aspects of the International Workshops. In addition, the General Secretariat is responsible for collecting and processing deliverables, and for communicating the progress made by cities.

In other words, the General Secretariat will ensure that the work carried out by the Networks and the interrelationships between the Thematics are highlighted and reported, thus providing an overall picture of the current situation in World Heritage cities.