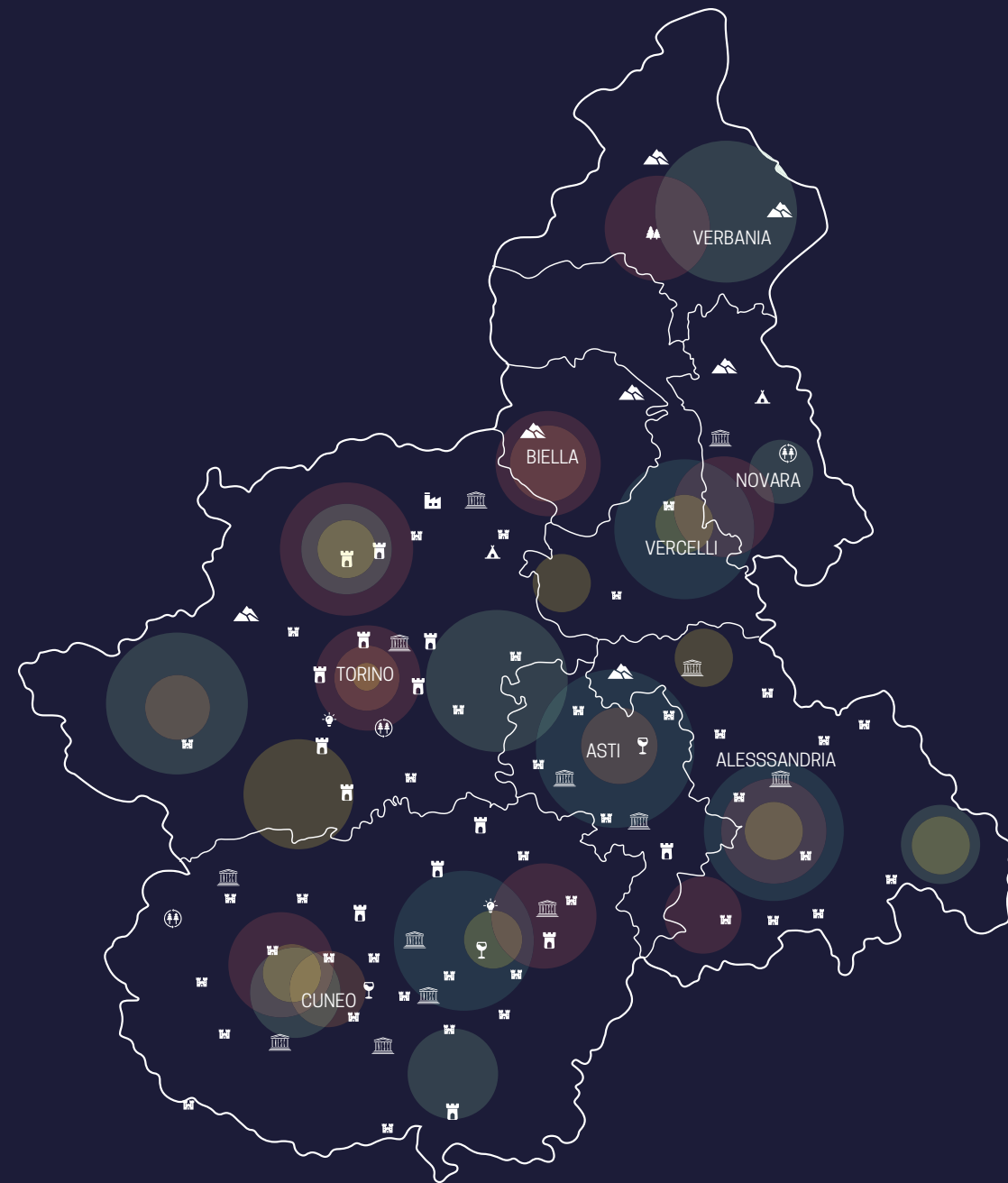


SYSTEMIC DESIGN FOR THE UNESCO SITES OF THE PIEDMONT REGION

Best practices analysis for a sustainable
territorial transition



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**Politecnico
di Torino**

SYSTEMIC DESIGN FOR THE UNESCO SITES OF THE PIEDMONT REGION.

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territorial transition.

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Después de dos años culmino esta etapa de mi vida e inicio una nueva, llena de retos y oportunidades.

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Natalia*

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Venaria Reale a Torino, Capolavoro Architettonico E Residenza Di Caccia Dei Savoia, (2021)

0. Abstract EN

This thesis explores the application of systemic design methodology in addressing the sustainability challenges faced by the UNESCO sites in the Piedmont region. The cultural and natural heritages attract visitors, which puts much pressure on the ecosystems and the local communities. Sustainable development approaches often need to consider challenges' complex and interconnected nature. The research takes a systemic design perspective by proposing innovative strategies and interventions to foster holistic and integrated solutions. It considers sustainable development with its social, economic, and environmental dimensions for sustainably managing and conserving UNESCO sites. The study will examine existing literature on systemic design, Unesco recognition and sites, and sustainable development and enhancement. This foundation allows for a comprehensive understanding of the theoretical and practical aspects which guide the research. Building upon this knowledge, an analysis of events focuses on cases where events have facilitated sustainable territorial transitions or sensitization in similar contexts. The analysis explores events that have effectively integrated social, economic, and environmental dimensions, considering both short-term outcomes and long-term impacts. Some of the relevant topics to consider are reducing carbon footprint, properly managing waste, engaging with the community, preserving culture, and practicing responsible tourism. By identifying successful practices and learning from past experiences, the thesis aims to

extract valuable insights that can inform the development of a systemic design framework tailored specifically for the UNESCO sites in the Piedmont region. The proposed framework will prioritize a comprehensive and unified approach to sustainable development. It will consider the interconnectedness of various stakeholders, such as local communities, tourists, businesses, and environmental organizations, aiming to foster collaboration and shared responsibility. Moreover, the framework will address systemic issues, such as lack of funding, staff availability, and difficulty in generating collaborations and communicating sustainability, which often contribute to the UNESCO site's sustainability challenges. Ultimately, this research aspires to contribute to the preservation of the Piedmont region's unique cultural and natural heritage by offering a novel perspective and practical recommendations for sustainable territorial transitions. By embracing systemic design principles, the research thesis will allow an innovative roadmap that balances tourism, conservation, and community well-being, ensuring a harmonious and resilient future for the UNESCO sites in the Piedmont region.

0. Abstract IT

Questa tesi esplora l'applicazione della metodologia di Design Sistemico nell'affrontare le sfide di sostenibilità affrontate dai siti UNESCO nella regione Piemonte. I patrimoni culturali e naturali attraggono i visitatori, il che mette molta pressione sugli ecosistemi e sulle comunità locali. Gli approcci allo sviluppo sostenibile spesso devono considerare la natura complessa e interconnessa delle sfide. La ricerca assume una prospettiva progettuale sistemica proponendo strategie e interventi innovativi per favorire soluzioni olistiche e integrate. Considera lo sviluppo sostenibile con le sue dimensioni sociali, economiche e ambientali per la gestione sostenibile e la conservazione dei siti UNESCO. Lo studio esamina la letteratura esistente sull'Design sistemico, il riconoscimento e i siti dell'Unesco e lo sviluppo e la valorizzazione sostenibili. Questa base consente una comprensione completa degli aspetti teorici e pratici che guidano la ricerca. Basandosi su questa conoscenza, l'analisi degli eventi si concentra sui casi in cui gli eventi hanno facilitato transizioni territoriali sostenibili o sensibilizzazione in contesti simili. L'analisi esplora gli eventi che hanno integrato efficacemente le dimensioni sociali, economiche e ambientali, considerando sia i risultati a breve termine che gli impatti a lungo termine. Alcuni degli argomenti rilevanti da considerare sono la riduzione dell'impronta di carbonio, la corretta gestione dei rifiuti, il coinvolgimento con la comunità, la conservazione della cultura e la pratica del turismo responsabile. Identificando pratiche di successo e impa-

rando dalle esperienze passate, la tesi si propone di estrarre preziose intuizioni che possono informare lo sviluppo di un quadro di progettazione sistemica su misura appositamente per i siti UNESCO nella regione Piemonte. Il quadro proposto darà priorità a un approccio globale e unificato allo sviluppo sostenibile. Prenderà in considerazione l'interconnessione di vari soggetti interessati, come le comunità locali, i turisti, le imprese e le organizzazioni ambientali, con l'obiettivo di promuovere la collaborazione e la condivisione delle responsabilità. Inoltre, il quadro affronterà questioni sistemiche, come la mancanza di finanziamenti, disponibilità di personale, e la difficoltà di generare collaborazioni e comunicare la sostenibilità, che spesso contribuiscono alle sfide di sostenibilità del sito UNESCO. In ultima analisi, questa ricerca mira a contribuire alla conservazione del patrimonio culturale e naturale unico del Piemonte, offrendo una nuova prospettiva e raccomandazioni pratiche per transizioni territoriali sostenibili. Adottando principi di progettazione sistemica, la tesi di ricerca consentirà una roadmap innovativa che bilancia il turismo, la conservazione e il benessere della comunità, garantendo un futuro armonioso e resiliente per i siti UNESCO della regione Piemonte.

0. Abstract ES

Esta tesis explora la aplicación de la metodología de diseño sistémico para abordar los desafíos de sostenibilidad que enfrentan los sitios de la UNESCO en la región del Piemonte. El patrimonio cultural y natural atrae a los visitantes, lo que ejerce mucha presión sobre los ecosistemas y las comunidades locales. Los enfoques del desarrollo sostenible a menudo deben tener en cuenta la naturaleza como compleja e interconectada de los problemas. La investigación adopta una perspectiva de diseño sistémico al proponer estrategias e intervenciones innovadoras para fomentar soluciones holísticas e integradas. Considera el desarrollo sostenible con sus dimensiones sociales, económicas y ambientales para la gestión sostenible y la conservación de los sitios de la UNESCO. El estudio examina la literatura existente sobre diseño sistémico, reconocimiento y sitios de la Unesco, y desarrollo sostenible y mejora. Esta base permite una comprensión integral de los aspectos teóricos y prácticos que guían la investigación. Sobre la base de este conocimiento, un análisis de los acontecimientos se centra en los casos en que los acontecimientos han facilitado transiciones territoriales sostenibles o sensibilización en contextos similares. El análisis explora eventos que han integrado efectivamente las dimensiones sociales, económicas y ambientales, considerando tanto los resultados a corto plazo como los impactos a largo plazo. Algunos de los temas relevantes a considerar son la reducción de la huella de carbono, el manejo adecuado de los desechos, la par-

ticipación con la comunidad, la preservación de la cultura y la práctica del turismo responsable. Mediante la identificación de prácticas exitosas y el aprendizaje de experiencias pasadas, la tesis tiene como objetivo extraer información valiosa que puede informar el desarrollo de un marco de diseño sistémico adaptado específicamente para los sitios de la UNESCO en la región del Piemonte. El marco propuesto dará prioridad a un enfoque amplio y unificado del desarrollo sostenible. Se tendrá en cuenta la interconexión de las diversas partes interesadas, como las comunidades locales, los turistas, las empresas y las organizaciones ambientales, con el objetivo de fomentar la colaboración y la responsabilidad compartida. Además, el marco abordará cuestiones sistémicas, como la falta de financiación, la disponibilidad de personal y la dificultad para generar colaboraciones y comunicar la sostenibilidad, que a menudo contribuyen a los problemas de sostenibilidad del sitio de la UNESCO. En última instancia, esta investigación aspira a contribuir a la preservación del patrimonio cultural y natural único de la región del Piemonte ofreciendo una perspectiva novedosa y recomendaciones prácticas para las transiciones territoriales sostenibles. Al adoptar los principios de diseño sistémico, la tesis de investigación permitirá una hoja de ruta innovadora que equilibra el turismo, la conservación y el bienestar de la comunidad, asegurando un futuro armonioso y resiliente para los sitios de la UNESCO en la región del Piemonte.



Langhe, Roero e Monferrato (2022, September 20).

01. Introduction

Tourism is a major economic driver in the Piedmont Region, but it can adversely affect the environment and local communities if the necessary guidelines are breached. Sustainability is a way to balance tourism's economic, social, and environmental impacts. The Piedmont region has many heritage sites well positioned to benefit from sustainable tourism, which holds immense cultural, historical, and environmental importance. Preserving the integrity of these UNESCO sites while simultaneously ensuring sustainable development has become a pressing concern for the region. However, sustainability development and the cultural heritage sites in the Piedmont region face several challenges, such as tourism Pressure, adequate funding, and resources, lack of awareness, excessive land consumption, pressure on resources, climate change, and environmental risks; this must require sustainable practices to preserve natural and cultural assets. This thesis aims to address these challenges through systemic design, with a holistic approach that seeks to understand and address complex systems and their interdependencies. It offers a comprehensive framework for navigating the complex challenges associated with a sustainable territorial transition within UNESCO sites, and it also recognizes that these sites are not isolated entities but are interconnected with their surrounding environments, communities, and socio-cultural contexts. Applying the systemic design methodology analyses initiatives at UNESCO sites in the Piedmont region

and highlights a set of best practices for sustainable territorial transition. Sustainable territorial transition involves the transformation of a region or area towards sustainable development, considering environmental, socio-cultural, and economic dimensions. It requires a balance between preserving the integrity of the UNESCO heritage sites, fostering socio-cultural appropriation, and ensuring environmental sustainability. The thesis will thoroughly analyze existing best practices in sustainable territorial transition within UNESCO sites worldwide to achieve a sustainable territorial transition. We will examine Case studies and successful initiatives to identify common principles, strategies, and methodologies and then apply systemic design to the unique context of the Piedmont region, considering its specific challenges and opportunities. The proposed best practices include sustainability principles, stakeholder involvement, community participation, guideline frameworks, and long-term management plans. By incorporating these elements, the thesis provides practical and actionable recommendations to guide sustainable territorial transition efforts within the Piedmont UNESCO sites. Moreover, it acknowledges the importance of ongoing monitoring, evaluation, and adaptive management to ensure the effectiveness and adaptability of the proposed strategies. Through this thesis, we aspire to contribute to the responsible management and protection of the UNESCO sites in the Piedmont region.

We aim to facilitate a sustainable territorial transition that balances preservation and environmental sustainability by embracing systemic design principles and drawing insights from global best practices. The thesis will contribute to the literature on sustainable tourism by providing a comprehensive framework for designing and implementing sustainable initiatives in UNESCO sites and also provide practical guidance for policymakers and Piedmont Region stakeholders interested in promoting sustainable tourism.

1.1 Aim of the thesis

This thesis aims to utilize systemic design methodology to comprehensively analyze sustainable initiatives held at cultural heritage sites in the Piedmont region by conducting a best practices analysis and proposing systemic strategies for a sustainable territorial transition. This analysis will identify the best practices developed in different parts of the region and assess their potential for application throughout the Piedmont Region. By integrating the systemic design methodology, we seek to improve the promotion and preservation of these UNESCO sites, the application of sustainability principles, and social-cultural appropriation, contributing to the protection and responsible management of cultural heritage sites. The thesis will also develop a roadmap for implementing sustainable solutions in Cultural heritage sites, which will identify the key steps that need to be taken to implement the systemic design and the best practices that have been identified. Furthermore,

the aim emphasizes the significance of integrating systemic design thinking into the research, highlighting the importance of understanding and addressing the complex interdependencies within the UNESCO sites and the broader regional context. The intention is to provide practical and actionable recommendations to guide sustainable territorial transition efforts, considering stakeholder involvement, community engagement, policy frameworks, and long-term management plans. Ultimately, it aims to contribute to the responsible management and protection of the Piedmont UNESCO sites, recognizing their outstanding universal value and ensuring their preservation for future generations.

1.2 Thesis structure

1. Literature Review



- To understand the topic's context and background, a literature review can help to find sources and evaluate the current state of the scenario from a scientific perspective. For this thesis, we explored sustainable development, cultural heritage, circular economy, and systemic design.

2. Holistic Diagnosis



- To understand a context and its parts inside the systemic design methodology we use a holistic diagnosis as data analysis, which is defined as a mapping of the state-of-the-art useful for indicating the quality and quantity data of what a territory involves

3. Data-Mapping



- Data mapping is a valuable tool for analyzing various aspects of an event, such as size, territory, interactions, strengths, and weaknesses. It helps identify patterns and trends, aiding in creating sustainable events.

4. Strategies



- After conducting a comprehensive analysis of the challenges and opportunities in the research, it becomes crucial to evaluate and generate systemic solutions, These strategies should be developed through a structured and organized process, ensuring their effectiveness and alignment with sustainable territorial transition and cultural heritage preservation goals.

5. Outcomes



- The outcomes provide valuable contributions to the field of sustainable development in the Piedmont region. The enhanced understanding, identification of best practices, policy recommendations, stakeholder engagement, and knowledge dissemination contribute to fostering a more sustainable future for the region's UNESCO sites.

1.3 The Systemic Design Methodology

Today, we are in a battle between time and social needs, seeking a balance of the territory and the inhabitants of this; to help us deal with everyday problems, we must look at the whole context from a complete and general point of view. To reach sustainable territorial transition, we must develop solutions considering the complex interrelationships and interdependencies of the different elements within a system, “the whole is greater than the sum of its parts.” (Capra, F & Luigi, P, 2014) The concept of the systemic theory is that everything is connected and dependent on each other; problems and opportunities are not isolated and require a systemic view. The Systemic Design Methodology is an approach that emphasizes understanding and addressing complex systems and their interdependencies to create sustainable and meaningful solutions. It recognizes that many real-world problems are interconnected and cannot be effectively addressed through isolated or fragmented approaches. Instead, the systemic design fosters holistic thinking, collaboration, and systemic interventions to bring about transformative change. The methodology draws upon principles from systems thinking, design thinking, and other disciplines to analyze complex problems and develop innovative solutions. It involves a structured process encompassing various stages, including problem framing, mapping system boundaries, understanding system dynamics, identifying leverage points, and co-creating interventions with stakeholders.

The Systemic Design methodology consists of five main steps:

- 1. Holistic Diagnosis:** To identify a territory by looking at it from a different perspective, a holistic diagnosis is carried out in which it is important to combine desk and field research to understand the current situation of the context in which the project will be developed, different aspects must be considered to understand what connections can be created between the processes to ensure long-term sustainable development, such as the geography and morphology of the territory, demographics, economics and its impact, the education system, material culture, and local history and thus obtain a thorough analysis. Once the data has been collected with many different tools, the connections and influences between them are analyzed to assess the problems that must be properly addressed.
- 2. Best practices analysis:** Research is carried out on best practices developed in the territory that go hand in hand with the context in which it is worked; through a data-mapping seeks to identify good practices from which it is possible to learn and transfer relevant elements and involves visualizing system relationships, feedback loops, and interdependencies. This step helps identify key system components, actors, and flows and provides a holistic understanding of the complexity of the problem.
- 3. Identification of challenges & opportunities:** Analyzing system dynamics helps us identify patterns, underlying behaviors, and feedback loops that shape the problem, uncover root causes, and understand how changes in one part of

the system can affect other elements, as there are areas within the system where interventions can have the most significant impact. The systemic design focuses on recognizing these points to identify opportunities for transformative change, which involves exploring interventions that can address root causes and system-wide effects.

4. Strategies: After conducting relevant analyses and identifying challenges and opportunities, these opportunities should be measures to implement systemic solutions to several problems by applying a design thinking approach and generating connections in the new system with diverse perspectives to develop interventions and solutions.

5. Implementation: After solutions are generated through a strategy, they can be implemented and monitored by evaluating their effectiveness to ensure that interventions align with expected outcomes and address underlying systemic problems.

The Systemic Design Methodology recognizes that complex problems cannot be fully understood or solved through a linear and reductionist approach. It acknowledges the interconnectedness of systems and the need for systemic interventions to create sustainable change. By considering the multiple dimensions, feedback loops, and relationships within a system, the systemic design enables the development of solutions that address root causes and have a lasting impact on social, environmental, and economic systems.

Source: (Barbero & Stampa, 2017)

1.4 Systemic Design for sustainable territorial transition

Systemic design is a multidisciplinary approach that addresses complex problems and challenges within systems. It acknowledges that these issues are often interconnected and cannot be solved by only focusing on individual components or factors. Instead, the systemic design seeks to comprehend the system’s relationships, interdependencies, and dynamics to create comprehensive and sustainable solutions. Approaching systemic design, it is ensuring a holistic and comprehensive understanding of complex systems and developing effective and sustainable solutions. Systemic designers use a framework of five pillars to create impactful change within systems. These pillars include guiding principles and perspectives to enhance effectiveness. For sustainable territorial transition, systemic design is an approach that takes a holistic perspective and addresses the complex challenges associated with transforming a region toward sustainability and recognize interdependencies and interactions among a specific territory’s social, economic, environmental, and cultural systems and offer valuable insights and recommendations for achieving sustainable territorial transition in the Piedmont Region and its UNESCO heritage sites, contributing to a comprehensive and transformative approach to sustainable development. Applying the systemic pillars enables the development of integrated strategies adapted to sustainable territorial transition.



Inputs and Outputs

This pillar focuses on understanding the inputs and outputs of the territorial system, which includes analyzing resources, energy, and information that flow in and out. By knowing where the inputs come from and where the outputs go, we can determine how sustainable and efficient resource utilization, waste management, and environmental impacts are within the territory.



Human-Centered Design

Emphasizes the needs, values, and aspirations of the people living in the territory and prioritizes the local community's well-being and quality of life by engaging with stakeholders, understanding their perspectives, and involving them in the decision-making process, developing solutions that are inclusive, equitable, and aligned with the social and cultural context of the territory.



Relationships

The interconnectedness and interdependencies within the territorial system recognize that there are various elements interconnected and influence one another, such as ecosystems, communities, industries, and institutions, by identifying key relationships, fostering collaboration and cooperation, and developing strategies that promote synergistic interactions and mutual benefits among different stakeholders and components of the territorial system, we can understand and optimize these relationships for sustainable territorial transition.



Autopoiesis

Autopoiesis is a term from systems theory that means a system can maintain and regulate itself. Designing solutions for the territorial system to learn, adapt, and evolve independently is essential. The system can become more resilient and sustainable in response to new challenges and changing circumstances by providing feedback mechanisms, adaptive governance structures, and continuous learning processes.

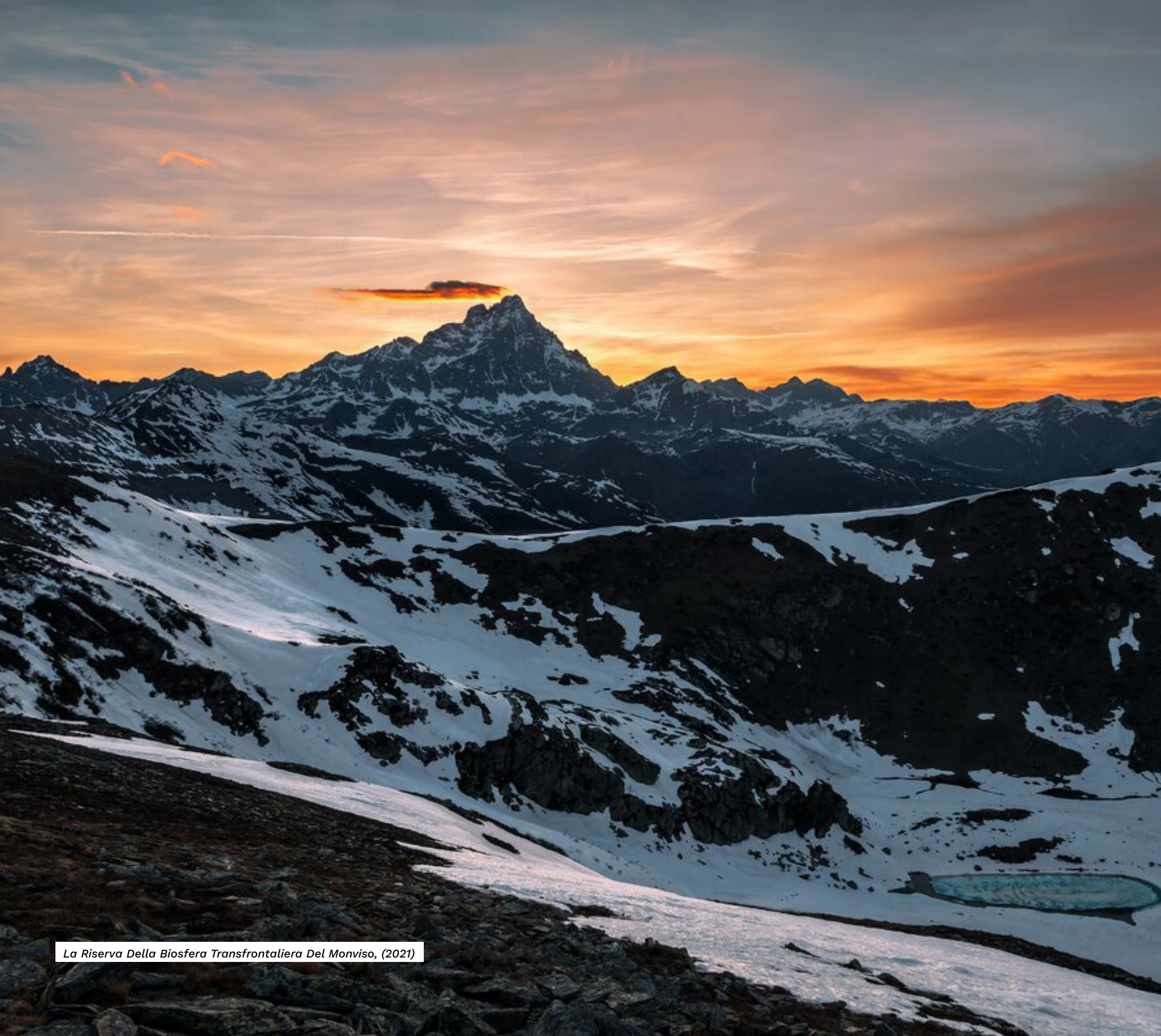


Acting Locally

This is a crucial pillar for sustainable territorial transition. It recognizes a specific territory's unique characteristics, needs, and opportunities. By engaging with local stakeholders, considering the local context, and co-create solutions tailored to the territory's specific conditions and challenges, we can prioritize local knowledge, resources, and capacities, promote a sense of ownership, and empower the local community in driving the sustainable territorial transition.

“Successful problem solving requires finding the right solution to the right problem. We fail more often because we solve the wrong problem than because we get the wrong solution to the right problem.”

— Russell Ackoff



La Riserva Della Biosfera Transfrontaliera Del Monviso, (2021)

02. UNESCO: A systemic perspective

2.1 Holistic View of UNESCO

UNESCO is the acronym for the United Nations Educational, Scientific, and Cultural Organization, which seeks to promote peace to create a more sustainable and equitable future for everyone through international cooperation and organization of the 193 member countries divided into five regional groups: Africa, Arab States, Asia and the Pacific, Europe and North America, and Latin America, where it establishes various programs and activities that cover the needs of each location. UNESCO was born to establish international cooperation to ensure lasting peace; since economic and political agreements between States were not enough, UNESCO aims to unite peoples and strengthen humanity's intellectual and moral solidarity through mutual understanding and dialogue among cultures. (History of UNESCO, 2022)

From a holistic view, UNESCO allows us to see how the organization's work is interconnected and how it can contribute to sustainable development. Furthermore, by taking a holistic approach, we can see how these different areas of work complement each other and be used to address the challenges facing the world.

Some benefits of a holistic view of UNESCO:

- Contribute to sustainable development.
- Identify synergies between different areas of UNESCO's work.
- It helps to develop more effective solutions to the world's challenges.

We can consider the UNESCO work as a holistic approach to development because it takes into account the interconnection of the different main work areas divided into five:

1. Education: Ensure access to quality education for all, assisting countries in developing their education system to use it as a tool to promote economic and social development through literacy and lifelong learning.

2. Natural sciences: Promoting natural science research and education to address environmental challenges such as climate change, poverty, and biodiversity loss, UNESCO programs designed to respond to the scientific aspects of international issues.

3. Social and human sciences: Improve social conditions by fighting discrimination, eradicating poverty, and promoting cooperation on justice and freedom, guaranteeing and supporting human rights worldwide.

4. Culture: Protect and promote cultural diversity and world heritage in all forms by encouraging culture to promote peace and understanding as a powerful force to build bridges between people of different cultures.

5. Communication and information: Promoting the free flow of information, ideas, and various expressions in the

media to improve the training of media professionals and understand each other to achieve development goals by accessing technologies.

UNESCO has several initiatives and programs that seek to combine each of its five areas of work and help create a more sustainable and equitable life all around the world, such as Education for Sustainable Development which aims to integrate sustainability into all levels of education; Science for Peace and Sustainable Development that supports scientific research and innovation used to address global challenges; Creative Cities Network, a network of over 240 cities that are committed to using culture to drive sustainable development, The global network Man and the Biosphere (MAB) Programme that manages protected areas for the conservation of nature and the sustainable use of natural resources.

Despite UNESCO's initiatives and programs, it faces many challenges, including:

-Funding: Member States fund UNESCO with contributions. However, many Member States faced financial difficulties, which led to a decline in UNESCO funding.

-Political interference: The work of UNESCO is sometimes subject to political interference, which can hinder efforts to achieve the goals.

-Bureaucracy: UNESCO is a large bureaucracy that can make decision-making and program implementation difficult.

However, UNESCO remains a prominent organization dedicated to improving the world.



2.2 UNESCO's Role in Cultural Heritage

One of UNESCO's most well-known programs is The World Heritage Sites, renowned for recognizing and preserving cultural and natural sites of exceptional universal value. This program operates under an international treaty, the Convention Concerning the Protection of the World Cultural and Natural Heritage, adopted by UNESCO in 1972. The program has placed and identified over 1,100 World Heritage Sites in more than 160 countries. The significance of cultural heritage lies in its ability to document human history and creativity, providing insights into lifestyles, beliefs, and values. Cultural heritage can also be a source of economic development; cultural tourism is a significant industry, and many people visit cultural heritage sites yearly. Finally,

cultural heritage can promote education and understanding between different cultures.

The World Heritage Convention of UNESCO is one of history's most successful international treaties. It has helped protect some of the world's most important cultural and natural sites and raised awareness of cultural heritage's importance. It is based on the strategic objectives defined as the The five C's which are essential for preserving our cultural and natural heritage for future generations. In addition, they help to protect cultural heritage from various threats, including natural disasters, human-caused damage, and lack of funding.

THE FIVE C's

Credibility

International cooperation, all countries that have ratified the Convention are committed to protecting World Heritage Sites, and they are also committed to providing financial and technical assistance to countries that need help protecting their cultural and natural heritage.

Conservation

Aims to protect the cultural and natural heritage that is a part of our shared humanity and a valuable resource for future generations.

Capacity-building

Helps to build the capacity of countries to protect their cultural and natural heritage through training, technical assistance, and financial support.

Communication

Raise awareness of the importance of cultural and natural heritage through communication, education, outreach, and advocacy.

Communities

Recognizes the importance of involving local communities in protecting cultural and natural heritage through consultation, participation, and benefit-sharing.

“UNESCO’s actions over the past decades bear witness to the many ways in which humanity tried to understand how culture can strengthen the sense of who we are – from the awareness of the necessity to protect heritage from destruction... “Our relationship with culture has deeply evolved over the last century. If we look into the past, we might be better prepared to tackle further changes ahead.” (Cultural Heritage: 7 Successes of UNESCO’s Preservation Work, 2023)

There are many different types of cultural heritage, including
Archaeological sites, refer to places where humans have carried out activities, such as the remains of buildings, tools, and other historical items.
Built heritage includes buildings, bridges, and other structures people have built.
Natural heritage includes landscapes, forests, and other natural features shaped by human activity.
Intangible heritage includes traditions, customs, and beliefs passed down from generation to generation.

UNESCO works to protect and promote cultural heritage in many ways helping to ensure that cultural heritage is preserved by identifying and safeguarding World Heritage Sites with the heritage list, promoting intangible cultural heritage, providing financial and technical assistance, advocating for the protection of cultural heritage, supporting research and training, promoting cultural tourism, and Building partnerships. Preserving cultural heritage is becoming increasingly challenging such as the tangible and intangible heritage risk loss and destruction due to natural disasters, urbanization, and armed conflicts. Economic growth often precedes heritage preservation, leading to demolishing historic sites and structures. Traditional practices are disrupted by globalization and changing lifestyles, putting intangible cultural heritage at risk of being lost. Cultural appropriation and illicit trafficking further undermine the authenticity and integrity of cultural heritage. Climate change poses a significant threat to sites and artifacts,

and limited funding and resources hinder preservation efforts. Addressing these challenges requires collaborative efforts, such as raising awareness, promoting protection, engaging in sustainable development practices, involving communities, seeking holistic solutions, and promoting intercultural dialogue. It is crucial to safeguard our diverse cultural heritage by taking these steps.

2.3 UNESCO Connection with Piedmont Region

The Piedmont region in Italy is renowned for its rich cultural heritage. It is home to several significant cultural and natural sites recognized by UNESCO, encompassing various aspects such as architecture, art, cuisine, festivals, and traditions.

In Piedmont, different types of cultural heritage are part of the world heritage list:

- Five sites
- Four intangible cultural elements
- 3 Biosphere Reserves
- 1 Geopark
- 3 Creative Cities

Protecting and promoting cultural heritage is essential, and UNESCO plays a crucial role. UNESCO ensures that future generations can appreciate and learn from the cultural heritage of the past. Together with regional and international organizations, they work to raise awareness and attract visitors from around the world.

The Italian Federation of Clubs for UNESCO (FICLU) is a non-governmental organization (NGO) that coordinates the Italian clubs of UNESCO, which are associations of young people and adults belonging to all fields of study, work, and professional specialization sharing UNESCO's ideals of action, developing into concrete steps in the territory, promoting dialogue for international understanding in UNESCO's focus areas of interest.

UNESCO Clubs typically offer a variety of activities, such as:

Educational programs: UNESCO Clubs often offer programs on various topics related to UNESCO's work, such as education, culture, science, and communication.

Cultural events: UNESCO Clubs often organize cultural events, such as concerts, exhibitions, and film screenings. These events help to promote understanding and appreciation of different cultures.

Volunteer opportunities: UNESCO Clubs often offer volunteer opportunities, such as helping to organize educational programs or cultural events. These opportunities allow people to make a difference in their community and contribute to UNESCO's work.

In the Piedmont Region are present 12 clubs in different cities, being the Unesco Club of Turin the main one; all clubs have three main functions: training, information, and action, which they face through various activities, events, and initiatives that develop for the community of each municipality, contributing to the reflection on social priorities by taking a stance on global issues that have local impacts. "The name of UNESCO appears

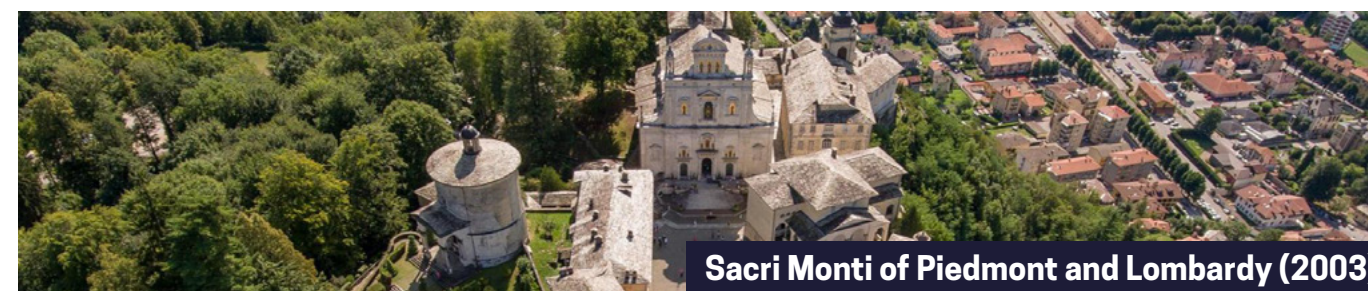
in the titles of the various clubs and their federations; this does not mean that the Organization is in any way responsible for its activities" (*CLUB per L'UNESCO - Ficlù, 2022*).

The clubs are responsible for carrying out their activities independently, including supporting them financially and legally. However, UNESCO can assist with relevant initiatives, which are selected beforehand. Additionally, the clubs seek external funding from ministerial departments, local communities, national or international organizations, companies, foundations, and individuals.

HERITAGE SITES



Residences of the Royal House of Savoy (1997)



Sacri Monti of Piedmont and Lombardy (2003)



Prehistoric Houses in the Alps (2011)

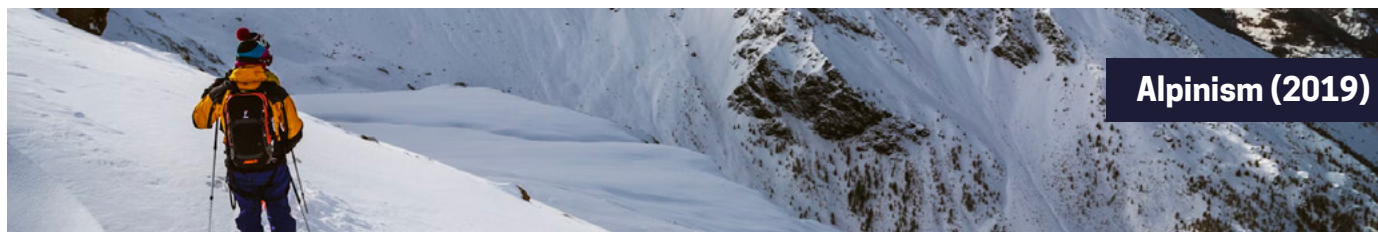


Piedmont wine landscape: Langhe-Roero and Monferrato (2014)



Ivrea, 20th-century industrial city (2018)

INTANGIBLE CULTURAL ELEMENTS



BIOSPHERE RESERVES



GEPARK



CREATIVE CITIES



2.4 Systemic Design for Sustainable UNESCO Cultural Heritage

UNESCO is a complex and interconnected network of various organizations, individuals, and institutions based on the principle of international collaboration, which means that it can be seen as a constantly evolving system that continually adapts to the new challenges and opportunities that arise since it must operate in a complex and diverse environment, in the same way, that strives to enhance its ability to facilitate collaboration among Member States, various societal sectors, and diverse cultures, continuously seeking to improve its effectiveness.

This approach can solve problems in various fields; cultural heritage can use a systemic approach to protect and promote cultural heritage to address challenges that face holistically and comprehensively. This approach considers factors threatening cultural heritage, such as natural disasters, war, and economic development. It also finds stakeholders such as governments, communities, and individuals.

A systemic approach to cultural heritage addresses various challenges, including:

- Protection of cultural heritage from threats such as climate change, war, and neglect.
- Promoting the understanding and appreciation of cultural heritage.
- Ensuring that cultural heritage is accessible to all.

Overall, systemic design is a valuable tool that helps to protect and promote cultural heritage by taking a holistic approach to problem-solving; it can help to identify and address the root causes of threats to cultural heritage, build consensus and cooperation among different stakeholders, and ensure that solutions are sustainable.

While systemic design can offer benefits in the context of cultural heritage, some potential challenges may arise during its implementation. For example, in the field of cultural heritage, there is often a lack of funding and support, which may be challenging to obtain the resources needed to implement or develop initiatives; in addition, there may be difficulties in involving stakeholders since different stakeholders may have different priorities and interests, such as those who wish to preserve cultural heritage for future generations and those who wish to use it for economic development. Similarly, systemic design often requires changes in how things are done, which can face the resistance of those who feel comfortable. In cultural heritage, there is often a solid attachment to tradition and a reluctance to change.



UNESCO IITE Attended 38th Session of the UNESCO General Conference in Paris – UNESCO IITE, (2017)



Jacopo P. (2021). La Sacra di San Michele -

03. Sustainable Events and Cultural Heritage: A Dialogue for the Future

3.1 A Symbiotic Relationship between Sustainability and Heritage

Among the many definitions of Sustainability, the United Nations Brundtland Commission defined Sustainability as “meeting the needs of the present without compromising the ability of future generations to meet their own needs.” for The World Wildlife Fund: Sustainability is “living in harmony with nature, using natural resources wisely, and protecting the environment.”

Sustainability is a multifaceted concept encompassing three main pillars:

- **Economic Sustainability**
- **Environmental Sustainability**
- **Social Sustainability**

When discussing Sustainability, we encounter various obstacles, such as climate change, depletion of resources, and degradation of the environment. Therefore, Sustainability is crucial for the planet’s well-being and its inhabitants. On the other hand, The UNESCO World Heritage Centre defines Cultural heritage as “the legacy that we

inherit from the past, which includes our traditions, customs, languages, arts, and architecture.” and the International Council on Monuments and Sites (ICOMOS) defines it as “the totality of the tangible and intangible assets inherited from the past, which a group of people values for their significance to their cultural identity.” Understanding heritage is crucial as it allows us to connect with the past and discover our own identity; it also generates a sense of pride and inspiration while providing an opportunity to learn about various cultures and appreciate the world’s diversity.

There are different types of heritage:
-**Cultural heritage**: Refers to historical buildings, monuments, artifacts, and landscapes humans have created.
-**Natural heritage**: Mountains, forests, rivers, and lakes have been recognized and added to the heritage list.
-**Intangible heritage**: These are traditions, customs, languages, and knowledge passed down from generation to generation.

Sustainability and cultural heritage have a symbiotic relationship, meaning they rely on each other and mutually benefit

from each other's presence. Cultural heritage can provide a sense of place and identity, which can motivate people to take action to protect the environment, raise awareness of environmental issues, which can encourage people to conserve resources, and provide educational opportunities about the importance of Sustainability; While Cultural heritage can benefit from Sustainability by reducing the risk of environmental damage to cultural heritage sites, providing economic opportunities through sustainable tourism, and promoting the use of sustainable practices in the preservation and management of cultural heritage.

There are three essential instances of how sustainability and cultural heritage can be linked: sustainable tourism, heritage conservation, and sustainable development. Sustainable tourism is a form of tourism that aims to reduce its negative impact on the environment and local communities. It promotes cultural heritage sites and encourages visitors to learn about a region's history and culture. However, sustainable cultural tourism presents a new perspective by prioritizing cultural heritage and local communities, provided that community and stakeholders are involved in the decision-making process, benefiting from the results obtained. The influx of tourism can increase a city or region's economic power and employment opportunities. However, the adverse effects on community members' lives, culture and the historical significance of sustainability measures can outweigh these benefits. According to the World Tourism Organization, sustainable tourism



guidelines and management practices can be applied to all types of tourism and destinations, whether mass or niche. The key to achieving sustainable tourism development is to balance environmental, economic, and socio-cultural factors, which are essential to sustainability principles in the long run. The efficient use of environmental resources and promotion of ecological processes is essential to support natural heritage and biodiversity while promoting tourism growth. Preserving indigenous community's cultural heritage and traditional values is fundamental to fostering intercultural understanding and tolerance. By creating stable employment opportunities, providing social services to surrounding communities, and reducing poverty, the objective is to establish long-term sustainable economic operations and uniformly benefit all stakeholders.

“Sustainable tourism development requires the informed participation of all relevant stakeholders and strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process, and it requires constant monitoring of impacts, introducing the necessary preventive and corrective measures whenever necessary” (Nations & World, 2022).

Sustainable tourism can effectively preserve our cultural heritage by creating awareness, generating income, and discouraging unsustainable development. It also is a powerful tool for safeguarding historic structures, artifacts, and landscapes to preserve their cultural significance and contribute to sustainability efforts by minimizing the construction of new infrastructure and conserving natural resources.

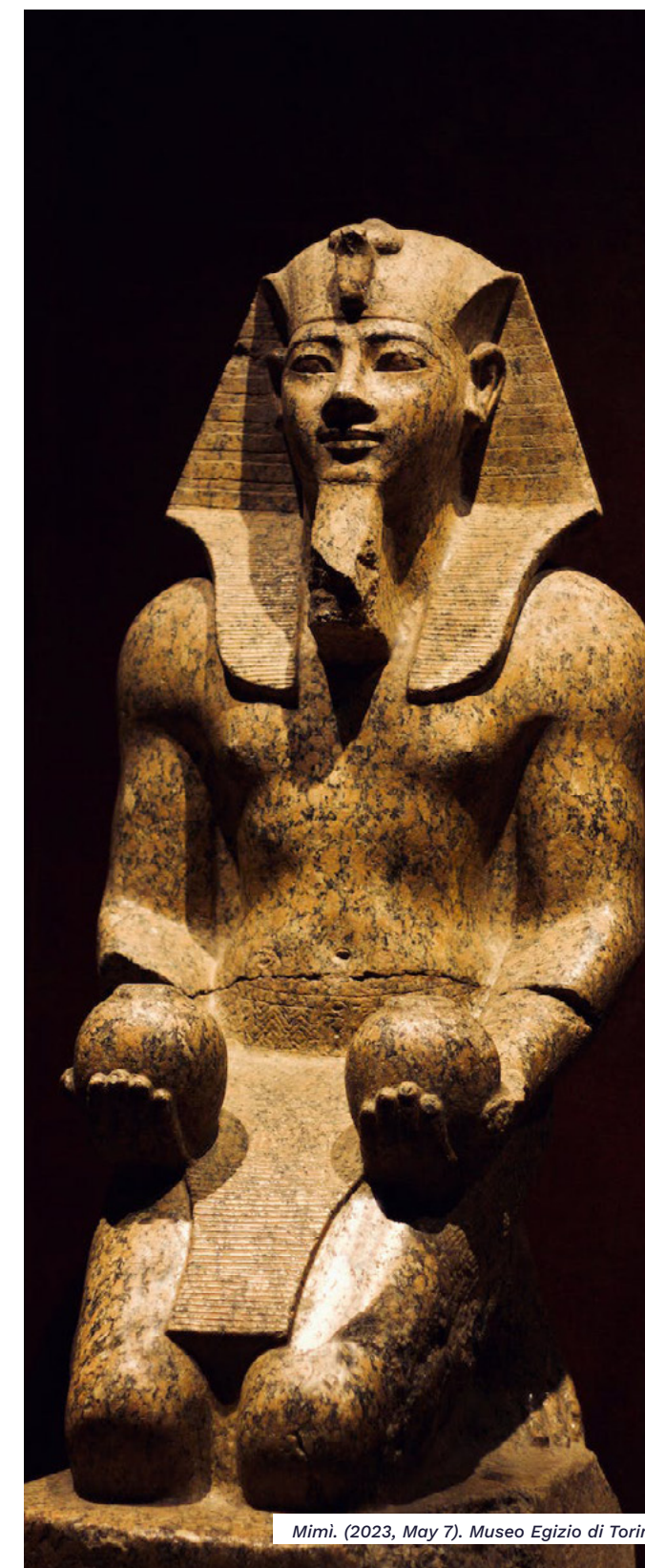
To fully understand and evaluate the concept of sustainable tourism, it is necessary to examine the relationship between tourism and the communities that produce and reap the benefits. According to the Interreg Europe report of April 2018 entitled *“Sustainable tourism: an opportunity for regions to benefit from their cultural and natural heritage”* sustainable tourism means considering economic needs, visitors, industry, the environment, and host communities for the present and the future. The foundation of sustainable cultural tourism lies in three key elements: natural resources, tangible cultural heritage, and intangible cultural identity.

The 2002 ICOMS report states that cultural heritage includes customs, practices, places, objects, artistic expressions, and values developed and transmitted by a community from generation to generation. ICOMOS actively contributes to implementing the UNESCO World Heritage Convention, which aims to identify and protect the cultural and natural heritage of outstanding universal value and provides expertise and advice on the designation and evaluation of

potential World Heritage sites. Sustainable development and tourism development involve changing the use of resources, investment decisions, technological advancements, and institutional shifts to support current and future human needs and aspirations. It can promote cultural heritage by ensuring that development is compatible with preserving historic sites and landscapes.

3.2 The Role of Sustainable Events in Cultural Heritage

In recent years, different initiatives, events, and festivals have become essential instruments for the tourism industry, helping the development of local economies, and have experienced generous growth and development in the last decade. However, it is essential to understand the negative impact it can have without implementing sustainable practices to develop it. Sustainable events are those that are planned and implemented in a way that minimizes their environmental impact by taking some measures, such as choosing a sustainable location, using sustainable transport, offering sustainable food and beverage options, reducing waste, conserving energy, protecting water resources and reduce noise pollution, always following the sustainability principles, event planners can create events that are good for the environment, society, and economy. Events can be held anywhere, including cultural heritage, helping to protect it in several ways, such as reducing the environmental impact of events, such as air pollution,



Mimi. (2023, May 7). Museo Egizio di Torino

water pollution, and waste generation; Increasing awareness of environmental issues, and encouraging people to make changes by using cultural heritage as a platform to educate the public about environmental issues; Improve community relations by showcasing the community's commitment to Sustainability; And increasing economic benefits by attracting visitors and businesses to the community, cultural heritage sites can be a source of economic development for local communities.

The European Heritage Days (EHD) is an important yearly event that celebrates Europe's cultural heritage. The event demonstrates how sustainable events can promote and preserve heritage, leading to sustainable development. The initiative was launched by the Council of Europe in 1985 and later joined by the European Union in 1999. This program is Europe's most significant cultural project, attracting up to 20 million visitors yearly, and developed in over 50 countries across the continent. During this week, citizens, Tourists, and participants can enjoy the monuments and sites free of charge

so that they know the shared cultural heritage and encourage them to actively participate in safeguarding and enhancing this heritage for present and future generations.

The purpose of the European Heritage Days is to increase awareness about the significance of safeguarding heritage, showcase the wide range of cultures in our society, and support the local economy of the areas where it occurs.

“The European Heritage Days is a trigger for such a transformative process, giving heritage makers of today the role of changemakers.” (Search | European Heritage Days, n.d.)

Sustainable events can play a vital role in promoting sustainable heritage by raising awareness of the importance of heritage conservation, engaging communities in heritage preservation, and generating revenue to support heritage projects. By taking these steps, events can help to promote sustainable heritage and ensure the preservation of cultural heritage.



3.3 The Pillars of Sustainable Heritage

Sustainable heritage involves protecting and promoting cultural heritage to support sustainable development. This practice is based on three pillars of Sustainability, focusing on heritage and a holistic approach: environmental, social, and economic.

- **Economic Sustainability:** Using heritage to generate economic benefits, such as jobs and income from tourism, ticket sales, or other sources, using this income to finance conservation efforts, educational programs, and other initiatives that benefit the community.
- **Environmental Sustainability:** Protecting the natural resources essential for minimizing the environmental impact of heritage activities, using sustainable building materials on heritage sites, and developing sustainable practices to reduce its environmental impact, such as a green tourism plan to encourage visitors to travel more sustainably.
- **Social Sustainability:** Ensuring heritage benefits all members of society, including marginalized groups, promotes cultural diversity and understanding through educational programs and events accessible to all members by working with local communities to develop a shared vision for the site's future.

There are multiple connections between the three pillars of sustainable heritage. For instance, environmental Sustainability can safeguard natural resources required for cultural diversity. Social Sustainability can foster cultural understanding, leading to higher tourism revenue. Economic Sustainability can finance conservation efforts, protect the environment and promote social inclusion.



Economic Sustainability



Environmental sustainability



Social Sustainability

3.4 The 2030 Agenda for Sustainable Development

The 2030 Agenda is an action plan adopted by all Member States of the United Nations in 2015 to achieve the **17 Sustainable Development Goals** concerning our current problems. These goals are common among nations, allowing us to carry out changes that help us have a future-focused on Change and Sustainability. In order to bring about this transformation, it is crucial to consider three interconnected essential factors: economic progress, social inclusivity, and safeguarding the environment. (The 2030 Agenda for Sustainable Development. Department of Economic and Social Affairs, 2015)

The categorization of the SDGs is the following five P's:

PEOPLE

Ending poverty and hunger, ensuring dignity and equality in a healthy environment.

PLANET

Protect the planet from degradation through sustainable consumption and production, sustainably managing its natural resources.

PROSPERITY

Ensure the balance between nature and all human beings enjoy an entire life and economic, social, and technological progress.

PEACE

Promote peaceful, just, and inclusive societies free from fear and violence.

PARTNERSHIPS

Global Partnership for Sustainable Development, based on a strengthened

spirit of global solidarity, focuses mainly on the needs of the poorest and most vulnerable and involves all countries, stakeholders, and people.

In order to bring about change, it is vital to accomplish each objective since they are interconnected and aim to achieve the ultimate goal of prolonging life fairly and equitably. Similarly, all the actors must actively propose and implement action plans that promote sustainable practices in various regions

“The world is a complex, interconnected, finite, ecological - social - psychological - economic system. We treat it as if it were not, as if it were divisible, separable, simple, and infinite. Our persistent, intractable global problems arise directly from this mismatch.” Donella Meadows

By aligning with the 2030 Agenda, event organizers, UNESCO clubs, and other stakeholders can integrate sustainability principles into their practices and contribute to preserving and promoting cultural heritage through impactful and sustainable events.

Agenda's relevance to sustainable events in cultural heritage is evident through SDG



SDG 11: Promoting environmental awareness, engaging the local community, and fostering sustainable practices within the region.



SDG 12: Promoting sustainable practices, eco-friendly alternatives, and raising awareness about the importance of reducing waste and resource conservation.



SDG 13: Promoting sustainable practices and raising awareness about climate change, encouraging individuals to adopt greener lifestyles, and showcasing sustainable solutions.



SDG 15: Preservation and protection of biodiversity and natural resources by promoting sustainable practices.



SDG 17: Providing a strategy for diverse stakeholders to work together in planning and implementing sustainable events in cultural heritage settings.



Fazzeri, G. (2022) Borgo Medievale



Pinsoglio, F. (2022, August 23). highlands, italia, montagna

04. The Holistic Diagnosis of the Piedmont Region

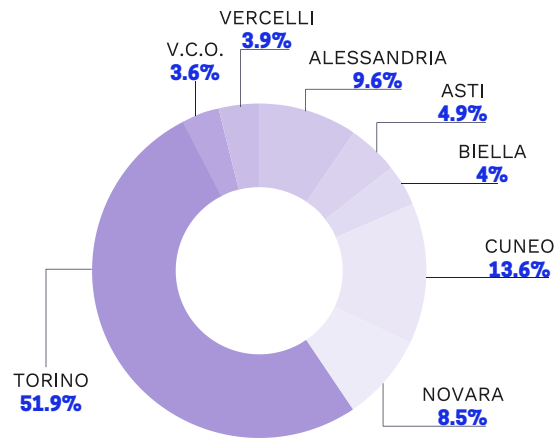
The holistic diagnosis involves a comprehensive system analysis to ensure that all the essential aspects are assessed in the design process and refers to a design approach that considers the system's interrelated and interdependent elements. In this case, the holistic diagnosis is focused on the territory and aims to identify the strengths, weaknesses, opportunities, and challenges of the Region and provide a comprehensive understanding of its current state and potential for development; the process of a holistic diagnosis involves data collection and analysis of essential aspects such as demographic, geography, economy, education, culture, tourism, sustainability with interdisciplinary collaboration. To conduct a holistic diagnosis, we must follow three steps: data and information collection, analysis, and interpretation. This chapter will analyze the Piedmont region in Italy as part of our diagnostic process.



The Piedmont region is located in northwestern Italy, with an area of 25.387 km², making it the second largest Region in Italy. Piedmont is known for its rolling hills and mountainous terrain and lies on the bottom of the western Alps; the regional capital is Turin. It is also home to numerous significant rivers, including the Po, Tanaro, and Dora Riparia, and several lakes, including Lake Maggiore, Lake Orta, and Lake Varese. Piedmont's economy includes agriculture, food production, industry, and services. The Region is well-known for producing high-quality wines like Barolo and Barbaresco. Its cuisine features local specialties, such as truffles, hazelnuts, and agnolotti. It is a cultural seat with a rich history and cultural heritage. It is home to several historic cities and UNESCO World Heritage sites, including the Royal Palace of Turin, the Sacri Monti (sacred mountains) of Piedmont and Lombardy, and the landscapes of Langhe Roero and Monferrato.

4.1 Demographic Trends and Their Impact

The Piedmont region in Italy has 4.244.000 inhabitants and is currently dealing with various demographic challenges, such as a continuously decreasing population and an aging community. These issues have resulted in adverse effects on the region, including a shrinking economy, reduced public services, and a loss of cultural identity.

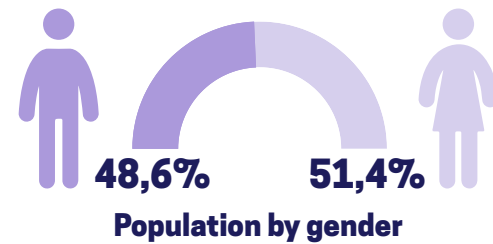


Population by region, ISTAT data. 2021

According to the ISTAT, the population of the Piedmont region was **4,240,736** million in 2021, of which **62%** were women, while in 2016, it was **4,385,234** million, decreasing by **3.3%** in 5 years; this shows how the population of the Region has been decreasing over the years. Out of the 20 regions, the Region ranks fourth in population, with the highest number of people aged **45** to **64**. The average age in 2021 was **47.14**, with men averaging **45.60** and women averaging **48.61**.



Human Population
4.244.000



The Piedmont region has an aging population problem; due to many factors, including a declining birth rate and higher life expectancy. On the other hand, the Birth rate is **6.1%**, and the death rate is **13.8%** in the 11° and 6° places among 20 regions, respectively; the declining birth rate and increasing death rate are leading to a negative population growth rate in Piedmont. In 2021, the population growth rate in Piedmont was **-0.7%**, which means that the population of Piedmont is shrinking.



Birth Rate
6,3



Death Rate
15,4

Finally, to conclude with the different challenges facing the Piedmont region, the migration rate is negative, which means that more people leave the Region than move. In 2021, the net migration rate in Piedmont was **-0.5**. The Piedmont region needs to address these challenges by attracting more people and encouraging people to know the importance of culture and what the Region can offer.



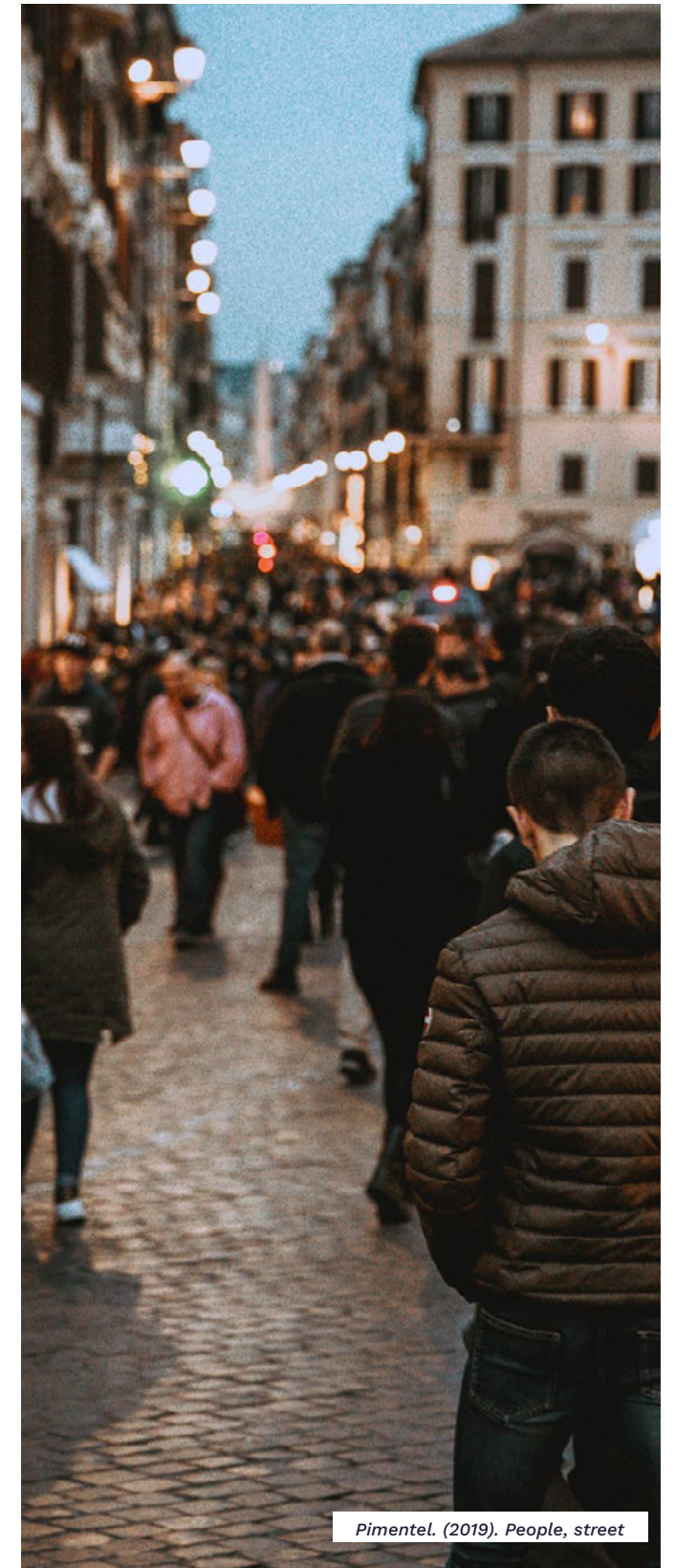
Foreign residing

Total	411,095
Female	201,152
Men	214,485

From the different demographic data explained above, these trends can significantly impact cultural heritage. As the population ages, decreases the number of people who can participate in cultural activities leading to a decrease in demand for cultural heritage, as well as a shortage of volunteers and staff to manage and preserve it; on the other hand, migration drives people away from their home communities and takes with them their cultural traditions and where populations are shrinking, and there are fewer people to maintain and transmit traditional cultural practices, Another effect is urbanization as a notable contributing factor to the migration of individuals to urban areas. Nevertheless, this can prove to be a complex issue in historical cities, as development may present a risk to the integrity of the built environment.

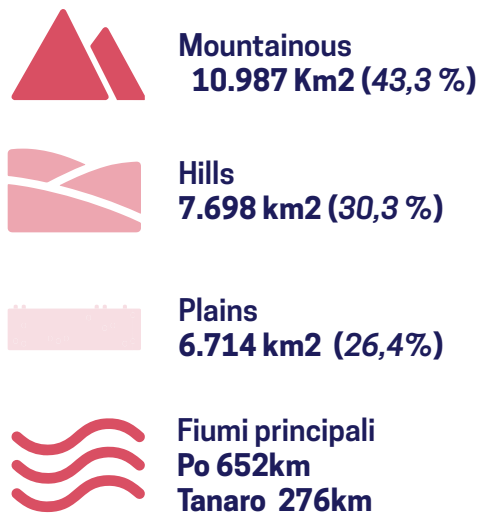
4.2 Geography: A Land of Contrasts

Piedmont is a region of contrasts, with a diverse landscape, including mountains, valleys, and plains, and a rich history and culture. The morphology of the Region is due to several factors, including its geological history, climate, and human activity. It covers an area of about **23,387KM2**, divided into three: *mountain bands* representing **43.3%** of the territory, *hills* with **30.3%**, and *plains* with **26.4%**. The Region borders the Val d'Aosta and Switzerland, Lombardy and Emilia-Romagna to the east, Liguria to the south, and France to the west. Mountains surround Piedmont: north and



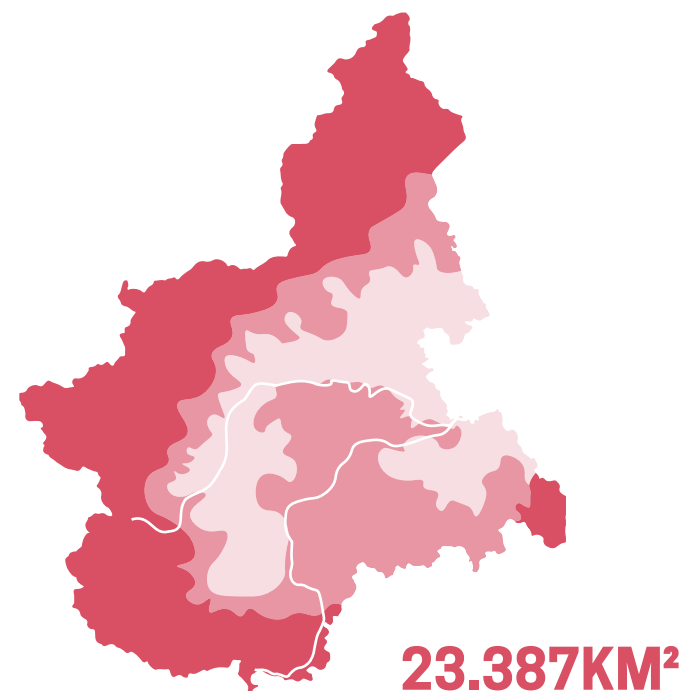
Pimentel. (2019). People, street

west of the Alps, western peaks such as Monte Rosa, the Massif of the Great Paradiso, the Monviso, south of the Alps, and the Ligure of the Apennines. The hills characterize the southeastern part of the Region, which includes the hills of Po that culminate near Turin; the hills of Monferrato; the hills of the Langhe, which move more lively and higher, which happens in the narrow area of the low mountains of the Apennines. The Piedmontese territory is presented with environmentally sustainable forms of use that are more attentive to the values of nature, cultural identity, and landscape, being **36%** of the territory of the Region is destined for agricultural production, equivalent to **913,292 hectares** of functional agricultural area.



The geography of Piedmont has shaped the Region's unique culture in many ways. Its location at the foot of the Alps has made it a natural gateway for trade and travel. Diverse landscapes have attracted people from all over Europe with a rich history, making it

a popular destination for tourists. As a result, the area boasts a varied and abundant cultural heritage evident in its architecture, art, and cuisine. The wine production in Piedmont has been significantly impacted by the presence of the Alps, which provide a cool climate and fertile soils perfect for growing grapes. This Region is renowned for producing some of the world's most famous wines, including Barolo and Barbaresco. The Region's mountains, hills, and valleys have provided a variety of landscapes for people to live and work in, leading to a diversity of cultures and traditions. The Region's location, climate, and terrain have all shaped the Region's unique culture. The geographical diversity of the Piedmont region has made it possible for the region to develop diverse types of cuisine, traditions, and economic opportunities, rendering the Piedmont region one of the most important in Italy.



4.3 Tourism as a Driver of Economic Growth





The economy of Piedmont is solid and varied, with a strong manufacturing sector, a wide range of industries, and a thriving agricultural sector. The Region is well positioned to continue growing in the coming years in the process of industrial transition. According to the quarterly regional economic indicator (ITER) produced by the *Bank of Italy*, economic activity in Piedmont would have increased by **5.3 %** in the first half of 2022 compared to the corresponding period of the previous year (**5.4 %**), substantially recovering the levels of 2019. The trend was affected by continuing difficulties in the supply of production factors and, above all, by the sharp rise in energy prices. In the third quarter, the economic scenario weakened further, continuing to be affected by conflict-related uncertainty in Ukraine and inflationary pressures. (*Banca d'Italia*, 2022)

However, the Piedmont economy strongly influences the sustainable development of the Region through the three key drivers of the Piedmont economy:

- **Manufacturing:** The manufacturing industry is the most significant contributor to the Piedmont economy, making up more than **40%** of the Region's GDP. The automotive sector, led by Fiat, is the most prominent industry within manufacturing. Other significant areas of manufacturing include aerospace, machine tools, and chemicals.
- **Tourism:** The tourism industry is

a growing sector in the Piedmont economy, accounting for over 10% of the Region's GDP. The Visit Piedmont portal has detected a growth of over **40%** compared to 2021 in April-October. (*Redazione Agenzia Nova*, 2022).

- **Agriculture:** The agricultural sector is a traditional sector in the Piedmont economy, accounting for more than **5%** of the Region's GDP. Structurally, **36%** of the Region's territory is used for agricultural production, equivalent to **913,292 hectares** of UAA (Used Agricultural Area). The agricultural, forestry, and fishing sector in Piedmont amounts to approximately **€1.94 billion**, a figure which, if the part relating to the food industry is also added, rises to **€5.33 billion**, equal to **4.53%** of the regional added value. The Piedmontese agri-food sector exported goods worth **€5.96 billion** in 2018. (*Il Settore Agricolo E Rurale Piemontese*, 2019).

				
Number of companies	First Sector 321.965	Second Sector 1.796	Third Sector 350	
S	127	251,928	69,917	
M	5	60	931	
L	0	187	163	

The Piedmont region is known for its dynamic landscape of employment, with various industries driving its economy. The region has a healthy labour market with a steady influx of opportunities yet has a high unemployment rate. Industries such as manufacturing, technology, finance, health care and education offer

employment opportunities for residents of the region. Despite these conditions, the region still faces occasional challenges in certain sectors, leading to periodic fluctuations in the unemployment rate. However, the region's proactive approach to economic development and its commitment to fostering a favourable business environment contribute to the overall stability of the employment landscape in the Piedmont region.



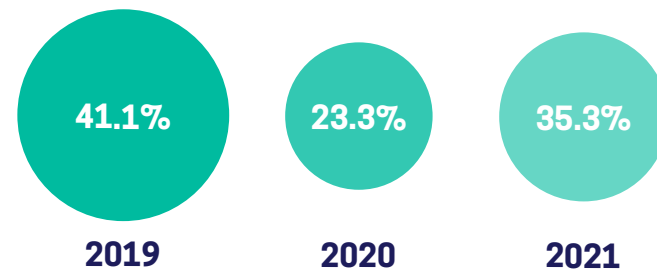
Tourism is one of the principal drivers of the Italian economy, and cultural tourism was known as the fastest-growing tourism sector until early 2020, when the pandemic was declared. Tourism is a social phenomenon that places the economy, the environment, culture, and politics in a complex and interrelated system. (Rech & Migliorati, 2021) According to the data from STATISTA, Tourism's total contribution to Italy's GDP was **35.3%** in 2021, **6%** lower than previous years due to COVID-19. In 2020, the tourism industry generated **€6 billion** in revenue, **40%** less than in 2019. The tourism industry also supported more than **80,000** jobs in the Region, a **20%** decrease from 2019. Despite these challenges, the Piedmont tourism industry is slowly recovering. In 2021, the tourism industry generated **€7 billion** in revenue, an increase of **17%** over 2020. The tourism industry also supported more than **90,000** jobs in the Region, an

increase of **10%** from 2020. (Italy: GDP per Capita by Region| Statista, 2022)



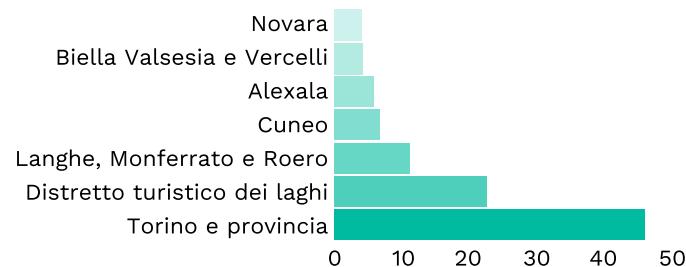
Piedmont region GDP, STATISTA data. 2021

Total contribution of travel and tourism to GDP in Italy



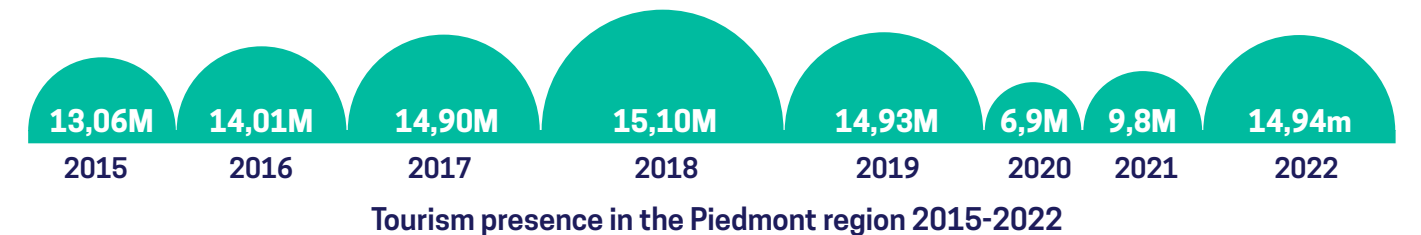
Tourism can help to drive economic growth in Piedmont by increasing revenue to fund public services, such as education and healthcare, and to invest in infrastructure, such as roads and bridges, creating jobs in many sectors, including hospitality, retail, and transportation, increasing the local economy and reducing unemployment; Tourism can attract investment from businesses that are looking to capitalize on the Region's tourism potential.

Arrivals 2022- Distribution in ATL (Agenzie Turistiche Locali)



Tourism is a vital part of the Piedmont economy and a crucial driver of economic growth. Piedmont has a very important role in the tourism sector, as the variety of landscapes and activities the region offers can make it a very attractive destination for tourists. The tourism sector is reaching pre-pandemic levels and should continue to rise, making tourism a very important economic activity in the Piedmont region. Between 2015 and 2022, the Piedmont region experienced varying levels of tourism presence, with 2018 standing out as a particularly remarkable year. During this time, the region witnessed a surge in tourist activity, with visitors exploring its captivating attractions and immersing themselves in its unique

culture. However, 2019 and 2020 faced challenges in terms of tourism presence due to the unprecedented impact of the COVID-19 pandemic. Travel restrictions, lockdown measures, and safety concerns significantly affected the number of arrivals in the region during these years, leading to a decline in tourism activity. Despite these setbacks, it is worth noting that Turin, the province's capital, remained a prominent hub for tourism throughout this period. With its rich historical heritage, architectural marvels, vibrant events, and culinary offerings, Turin continued to attract visitors who sought to discover its captivating charm, the Piedmont region is hopeful for a tourism revival and a resurgence of its appeal as a top global destination.



Tourism presence in the Piedmont region 2015-2022



Hunting, T. (2018, November 21). Piedmont, best region in 2019.

4.4 The Role of Education to Preserve Cultural Heritage

There is a significant connection between cultural heritage and identity, particularly in the Piemonte region. 88% of European citizens agree that Europe's cultural heritage should be taught in schools since it tells us about our history and culture (Cultural Heritage and Education, 2017); this includes various forms of heritage such as architectural landmarks, museums, galleries, historical sites, and even traditional foods. Cultural heritage is not only crucial for preserving the Region's identity, but it also serves as a valuable resource for education.



Total Students
3.765

The education system in Piedmont is organized as follows:

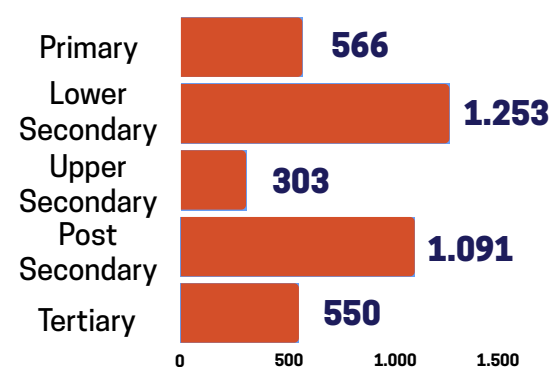
The first cycle of education, lasting a total of 8 years, is divided into

- **Primary school:** Lasting five years for students aged 6 to 11;
- **Lower secondary school:** Lasting three years for students aged between 11 and 14

The second cycle of education is divided into two types of pathways:

- **Upper secondary school:** Lasting five years for students who have completed the first cycle of education.
- **Higher education: Offered by Universities with** different types of pathways:
 - Tertiary education pathways offered by Universities
 - Tertiary education pathways

offered by institutions of the AFAM (Higher et al. Training)
- Vocational tertiary training courses offered by the ITS (Higher Technical Institutes)



Number of students by educational level, ISTAT data. 2020

According to ISTAT, the total population aged 15 and over by the highest level of education recorded in 2020 was 3765. The average graduation rate in Piedmont is **88%**, higher than the national average of **84%**, highlighting its dedication to education. The Region's strong focus on education, supportive culture, and variety of educational options contribute to the high graduation rate.

The Piedmont education system recognizes the importance of cultural heritage. Schools and universities offer a variety of courses and programs that teach students about the Region's cultural heritage, helping students to understand the Region's history, culture, and values and to develop critical thinking skills, and to appreciate the importance of cultural diversity; also encourages students to participate in cultural activities, such as visiting museums, attending concerts, and participating in festivals. The European Year of Cultural Heritage aimed to promote heritage education, and

this goal is still being pursued through the European Framework for Action on Cultural Heritage. Several initiatives and resources focus on teaching cultural heritage in school, such as: "*Cultural Heritage Actions to Refine Training, Education and Roles*" (CHARTER), which aims to identify and bridge the skills gaps between the educational and the occupational worlds by developing a matrix mapping skills and competences in the heritage sector; or, School Education Gateway that is a Europe's online platform for school education, dedicated workshops to information sharing, it helps include cultural heritage in education activities in schools across Europe. The relationship between cultural heritage and education is mutually beneficial. Cultural heritage can enrich the educational experience and help preserve cultural heritage for future generations.

4.5 Cultural Assets as the Key to Sustainability

Piedmont is a region known for its rich culture that reflects its history, geography, and people, including Food, wine, festivals, art and architecture, language, and religion. It is the second largest Region and has several UNESCO World Heritage Sites. The culture of Piedmont is enjoyed through the variety of activities by exploring the Region's historical and cultural sites and tasting the Food and wine that this offers. The Region hosts numerous events, such as the historic Carnival of Ivrea, known for the Battle of the Oranges, which runs through the main squares of the city for three days, the

International Fair of the White Truffle of Alba, which attracts tourists from all over the world to Langhe between September and December. Finally, the Turin International Book Fair, among others.



22 Residences of the Royal House of Savoy



7 Sacri Monti



2 Prehistoric Pile Dwellings around the Alps



3 Vineyard Landscape of Langhe Roero and Monferrato



Ivrea Industrial City of the XX Century



3 The MaB Reserve



1 Geopark



12 UNESCO Clubs



3 Creative Cities

Some of the essential aspects of Piedmontese culture are Food and wine, which includes risotto, agnolotti, Tajarin, and Vitello Tonnato, among many others. Piedmont is also a leading wine producer, including Barolo and Barbaresco; On the other hand, Art and Architecture play an essential role in the Piedmontese culture, with many museums, art galleries, and historical sites such as the Egyptian Museum of Turin, the Royal Palace of Turin and the Sacra di San Michele. The significance of history, cultural heritage, and nature in Piedmontese culture is evident in the Region's motto, "Piemonte, terra di storia, cultura e natura" (Piedmont, land of history, culture, and nature). This motto emphasizes the

Region's fascinating history, lively cultural scene, and stunning natural surroundings, making Piedmont a distinctive and exceptional location.



Museums, galleries, buildings
362



Archeological sites and parks
6



Monuments
59

Piedmont has a long history of sustainable practices, dating back to the Region's agricultural roots, has a solid cultural identity that values the Region's natural beauty and resources, and has several cultural institutions promoting sustainability, such as the Slow Food movement and The Piedmontese wine industry. The Slow Food movement is a global movement that advocates for sustainable agriculture and food production, preserving traditional food products and methods in Piedmont while promoting awareness of the significance of sustainable agriculture. The wine industry has helped preserve the region's vineyards and winemaking traditions, and it has also helped promote Piedmont as a tourist destination. It has also adopted sustainable practices, such as using organic farming methods and reducing water use. Culture is the key to sustainability in the Piedmont region in many ways. Piedmont has a rich

cultural heritage that includes traditional knowledge, practices, and values that can be used to promote sustainability, and has several cultural institutions promoting sustainability, such as museums, festivals, and educational programs, and has a strong community committed to preserving the region's cultural heritage and promoting sustainability.

Piedmontese Culture



Olivetti



Ferrero



Fiat



Egyptian Museum



Alps



Heritage castles



Slow Food



Tartufo Bianco



Agnolotti



Wine & Vineyards



Bagna Cauda



Bonet

“Systems thinking is “contextual,” which is the opposite of analytical thinking. Analysis means taking something apart in order to understand it; systems thinking means putting it into the context of a larger whole.”

— Fritjof Capra, *The Systems View of Life: A Unifying Vision*



Beckett, F. (2020, January 7). Best wine festivals to visit in 2020

05. Systemic analysis: A process for understanding territorial Complexity

5.1 Introduction to Systemic Analysis

Systemic analysis is an approach to understanding complex systems by examining their components, relationships, and dynamics. It involves considering the system as a whole rather than focusing solely on individual parts or isolated factors. The systemic analysis aims to gain insight into the system's interconnections, feedback loops, and emergent behaviors, it is rooted in systems thinking, which recognizes that systems are more than the sum of their parts, "A system is an interconnected set of elements that is coherently organized in a way that achieves something... system must consist of three kinds of things: elements, interconnections, and a function or purpose" (Meadows, 2008, pp. 1-240). It acknowledges that systems are characterized by interactions, dependencies, and non-linear relationships that can lead to complex and sometimes unexpected outcomes.

To get a clear understanding of a system and its surroundings, we can use a systemic analysis. This method involves multiple steps and provides a detailed overview of the system's structure,

functions, and behavior. It begins with defining the system's boundaries under study and determining what is included and excluded. Next, the components of the system are identified, and their relationships are mapped out. This mapping helps visualize the system's connections and information, energy, or resource flows.

The process of collecting and analyzing data is essential for systemic analysis. Several methods, such as interviews, surveys, observations, and data modeling, collect relevant information about the system. These data are analyzed to identify patterns, trends, and leverage points for intervention or improvement. This analysis addresses particularly complex problems that traditional approaches cannot adequately explain or solve. It helps stakeholders understand the system, enabling them to make more informed decisions and design effective interventions. Systemic analysis promotes a more comprehensive and integrated approach to problem-solving and decision-making, considering interdependencies and interactions within a system.

5.2 Discovering Perspectives in UNESCO Club Realities

UNESCO Clubs play a vital role in promoting the mission and values of UNESCO locally. Individuals, communities, or institutions often form these clubs with a shared interest in UNESCO's focus areas: education, culture, heritage, peacebuilding, and sustainable development. Discovering perspectives within the realities of the UNESCO Club was essential before the development of cartographic analysis since it provides a valuable context for data interpretation to be more meaningful, contextualized,

and aligned with stakeholders' priorities and values. It facilitates a better understanding of cultural heritage activities in the Piedmont region. It ensures that the analysis reflects the perspectives and aspirations of individuals and communities participating in UNESCO clubs. This understanding helps to interpret the data in a more nuanced and informed way.

In order to obtain accurate and reliable information about the activities, initiatives, and approaches of Unesco clubs in Piedmont, we contacted the UNESCO Club in Turin to ensure that the information collected for analysis is

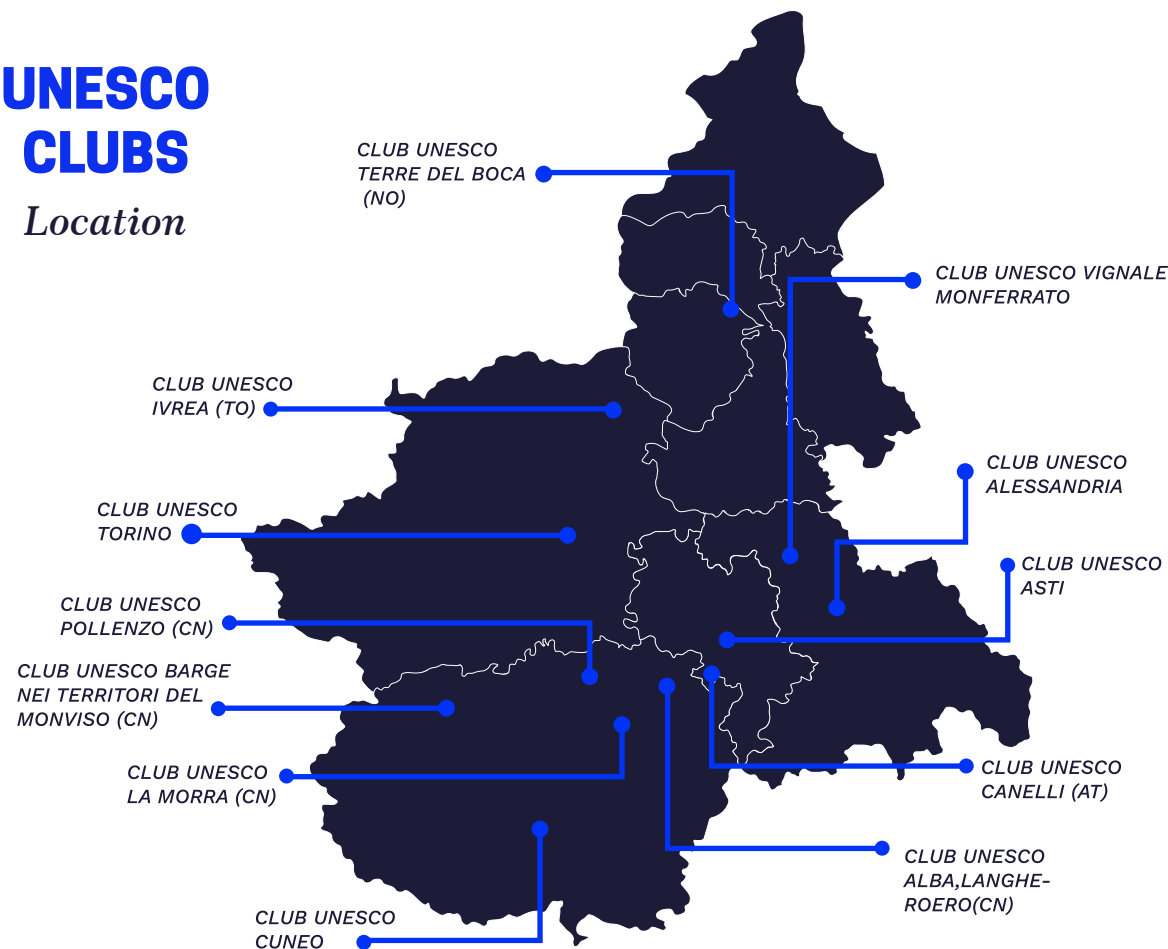
up-to-date and reliable. We could meet with club members, discuss their efforts, and gain insights into their experiences promoting UNESCO's cultural heritage and goals in the Piedmont area. This first-hand information provided valuable data about the clubs' goals, the projects they launch, and the impact they aim to achieve. Through direct communication with the UNESCO Club, it was possible to gather authentic and reliable information that led to a thorough analysis of cultural heritage initiatives in the Piedmont region. We had the opportunity to have two meetings with the UNESCO Club in Turin and actively participate in other online initiatives, which has provided invaluable advantages. These experiences deepened our understanding of club activities, objectives, and values in the field of cultural heritage. Through the personal connections built during the meetings, we established opportunities for knowledge exchange. In addition, participating in online initiatives has exposed the reality of the initiatives offered by clubs, allowing us to observe and learn from the club's innovative approaches and successful strategies. This first-hand commitment has enriched our perspectives, strengthened our analysis, and enhanced our ability to understand cultural heritage effectively. For information on the internal dynamics and activities of each club in the region, we conducted a survey of UNESCO clubs in the region which provided us with a holistic view of the different approaches, challenges, and achievements within each club, contributing to a more nuanced analysis of cultural heritage initiatives in the region. The survey identifies common

points, differences, and best practices among clubs, encouraging mutual learning and collaboration. The survey data form the basis for informed solutions, policy formulation, and advocacy. Ultimately, this survey contributes to a more vibrant and impactful cultural heritage landscape in the Piedmont region.

Eight of the twelve UNESCO clubs responded to the survey: Cuneo, Vignale Monferrato, Pollenzo, Canelli, Ivrea, Terre del Boca, Torino. The survey was divided into three parts; the first part focused on understanding the main objective of each club, the type of initiatives they propose, the members in the territory, the figures involved in developing the initiatives and to whom they are addressed. The second part focuses on the strengths and

UNESCO CLUBS

Location



Types of initiatives proposed by the UNESCO Clubs

weaknesses of clubs, the obstacles that arise when developing events, and how to attract and involve new participants in their initiatives. Finally, the last part of the survey questioned the collaborative relationship between other realities of UNESCO and clubs to understand the diverse perspectives and whether a UNESCO network and participation of multiple realities. While highlighting the unique characteristics and experiences of each club, the survey also revealed common themes such as shared goals, challenges, and successful initiatives, like collaboration with the education system, diffusion of the principles of UNESCO, support for local businesses, and protection of the environment, among others.



Main goals of the UNESCO clubs

However, despite shared goals, it was noticeable that clubs have a lack of collaboration among themselves; they develop similar initiatives but each on their own, which leads us to explore several of their weaknesses; there is no constant or effective communication between them which makes the collaboration challenging to achieve; Another challenge that may arise is that most club volunteers are middle-

aged and working, which could limit the diversity of perspectives, ideas, and available new concepts. Finally, one of the biggest challenges facing clubs is the lack of resources and sponsorship for the development of initiatives limiting the implementation of planned programs or often forcing clubs to scale down projects or even abandon them due to inadequate funding. The survey provided valuable data insights that enabled us to identify trends, patterns, and potential areas for collaboration. The findings allowed us to make informed recommendations for future actions, interventions, and support to address the challenges and capitalize on the clubs' strengths. These recommendations will help us achieve our goals and foster a positive outcome for all stakeholders involved. This survey presents a valuable occasion for UNESCO Clubs operating in the Piedmont region to engage in constructive dialogue, exchange knowledge, and collaborate towards advancing the cultural heritage domain.



Voice to Voice



Social Media

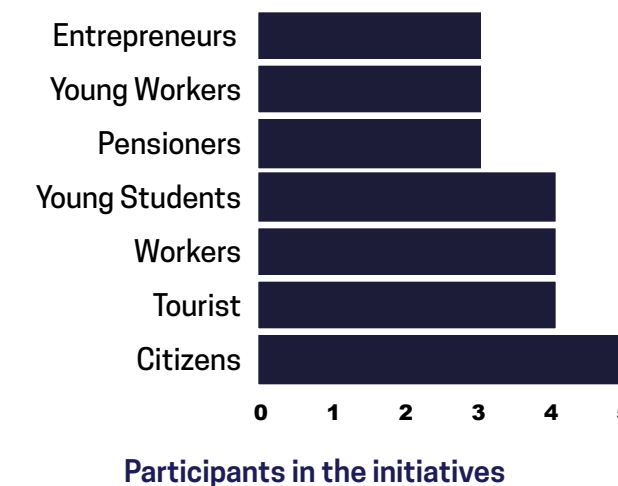
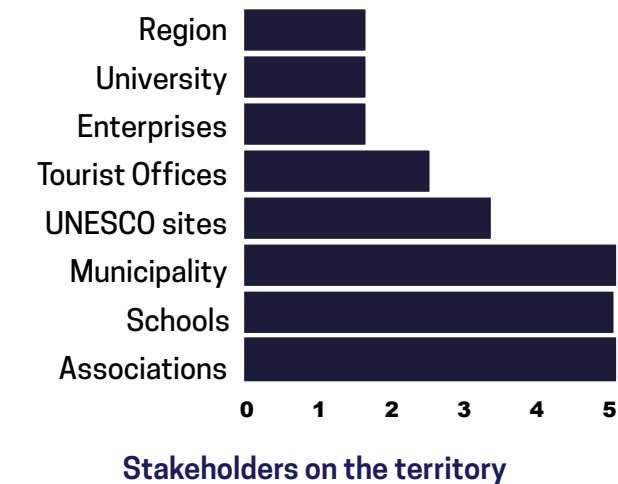
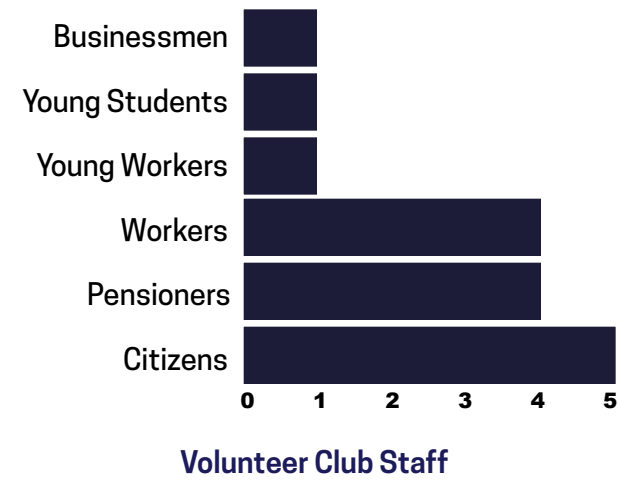


Partnerships



Events-Initiatives

Methods for involving new members



5.3 Mapping the Path to Sustainability of Events at UNESCO Sites

Sustainability, in the context of UNESCO sites events or initiatives, refers to organizing and implementing activities to minimize negative impacts on the site's cultural, natural, and social integrity while maximizing positive contributions to the site and its surrounding communities. Events and initiatives are often held at UNESCO sites to celebrate their remarkable universal value and promote cultural exchange, education, and awareness; Sustainability balances conservation and development, allowing the sites to prosper economically, socially, and environmentally while safeguarding their unique values and authenticity. Events at UNESCO sites can be managed to balance conservation, sustainable development, and visitor experiences by adopting sustainability principles. This approach requires a holistic and integrated consideration of the interconnectedness of different factors. For this purpose, 15 events developed at different UNESCO sites were analyzed through a data-mapping. A comprehensive impact assessment was carried out in different areas of Sustainability, such as the economic, social, environmental, and circular economy in an event; the analysis of these dimensions provides a holistic understanding of the overall impact of the events. By understanding and considering these dimensions, event organizers can maximize positive impacts and minimize adverse effects, ensuring that events are genuinely sustainable and beneficial to all stakeholders involved.

The analysis was developed as follows:

1. Research area

At this stage of the analysis, the objectives and scope of the study are defined by identifying the sustainable events to be included in the analysis and determining the study's time frame and geographical boundaries.

3. Selection of indicators

Identify key indicators for each dimension analyzed.

2. Data collection

Data collection through reports, official documents, academic studies, and relevant databases.

4. Data mapping

Organize and analyze the data collected for each dimension using data visualization techniques such as graphs, tables, and maps to present the results effectively, mapping relationships and interdependencies between different dimensions to understand their interactions and impacts.

5. Impact assessment:

Assessment of the economic, social, cultural, and sustainable impacts of sustainable events on UNESCO heritage sites, quantifying impacts by assessing the positive and negative effects of events and their importance concerning sustainability objectives.

6. Interpretation and Conclusion:

Interpretation of the findings and discuss their implications; analyzing the strengths, weaknesses, opportunities, and challenges identified through the data mapping process and concluding economic impacts and social, cultural, and sustainable events; Providing recommendations to improve positive impacts and mitigate any adverse effects of the development of events or initiatives.

The Mapping aims to analyze events or initiatives developed in the Piedmont region to find the best sustainable practices and replicate their benefits in developing other events as time frame events are selected between 2016 and 2022 in different cultural heritage sites of the Piedmont region. The data collected were taken from the pages that promote initiatives or events; likewise, a selection of indicators was made to measure sustainability levels; After that, we organized the information and data collected in a table to effectively represent the analysis performed by dividing it into different sectors in order to have a clear data reading; An evaluation was also carried out to measure the sustainability levels of each event taking into account its different dimensions and thus have an outcome of the impact generated by this initiative or event.

In the mapping of each event, we analyze different aspects that influence the development of the event:

- Information on the territory: provides the context in which the event takes place; analyzing the information on the territory helps to understand its unique characteristics, including its physical characteristics, socioeconomic conditions, and data relevant to the event.
- Event overview: Understand essential aspects such as the organizer, the type of event, and where it takes place to understand the target audience and the dimension of the event.
- Stakeholders: Identifying and understanding the diverse actors involved, including event organizers, local communities, government entities,

businesses, NGOs, sponsors, attendees, and other relevant groups. Identifying stakeholders ensures that their perspectives, interests, and contributions are considered during the mapping analysis.

-Presence of UNESCO: Ensures the preservation of cultural heritage, promotes sustainable tourism, engages stakeholders, fosters cultural exchange, enhances sustainability education, and opens avenues for international collaboration and funding. It strengthens the event's connection to the cultural heritage sites and promotes their sustainable management and promotion.

Data-mapping analysis:

The selection criteria for the 15 events included in the analysis of sustainable events at UNESCO cultural heritage sites in the Piedmont region vary in the goals and objectives of the analysis. The selected events are directly related to the region's cultural heritage sites and have a historical, cultural, or natural connection aligned with their preservation and promotion. Another criterion for selecting them is the diversity in the categories of initiatives developed, including festivals, exhibitions, experiences, projects, workshops, and other relevant activities. The selected events focus on sustainability or incorporate sustainable practices, including environmental conservation, social responsibility, cultural preservation, community participation, or economic viability. Events that demonstrate a commitment to sustainability will provide valuable insights into best practices and potential areas for improvement.

TERRA MADRE SALONE DEL GUSTO

RESIDENCES OF THE ROYAL HOUSE OF SAVOY (REGGIA DI VENARIA)



Organizer

La Venaria Reale

Type of event

Cultural, Gastronomic, Environmental

Places Involved

Turin City

Event dimension

Large: 10.000

Date

September 2016

Event Edition

XX edition

Target Audience

Food enthusiasts and gourmards, Culinary professionals, Sustainable food advocates, Educators and students, Tourist

Stakeholders

Turin, Slow Food, Regione Piemonte, Venaria Reale, Via maesta, Venaria Reale city

SDG's



It is a biennial event organized by Slow Food, an international organization that promotes sustainable food production and consumption. The event is held at the Reggia di Venaria, a palace located in Venaria Reale, near Turin, which is part of the UNESCO World Heritage Site “Residences of the Royal House of Savoy.” One of the main goals of Terra Madre Salone del Gusto is to promote sustainable food systems and to raise awareness about the importance of preserving traditional food cultures and production methods. Also aims to promote the environment and protecting the natural resources.

TERRITORY INFORMATION

- **History:** The palace was built in the 17th century and it features a number of impressive architectural elements, such as the grand courtyards, the ornate frescoes, and the grand staircases. It also features beautiful gardens, and it was the site of many important historical events.
- **Data related to the event:** The palace is open to the public and it is also used as a venue for cultural events, such as concerts and exhibitions and it hosts the Terra Madre Salone del Gusto.
- **Economy- Productive sectors:** Piedmont region is known for its vineyards and wineries, its livestock farming, its machinery, electronics, and chemical production, as well as its rich cultural heritage, delicious food and wine and beautiful landscapes.

ECONOMIC SUSTAINABILITY

Score from 1 to 5

- Collaborations and partnerships on the territory **5**
- Support for local activities **5**
- Economic equity, ensuring access **4**
- Resource efficiency **4**

SOCIAL SUSTAINABILITY

Score from 1 to 5

- Social inclusion **4**
- Sustainable practices for Individuals **4**
- Health and well-being **4**
- Cultural diversity **4**

ENVIRONMENTAL SUSTAINABILITY

Score from 1 to 5

- Reduce environmental impacts **5**
- Natural resources management **4**
- Pollution control **4**
- Climate change actions **5**

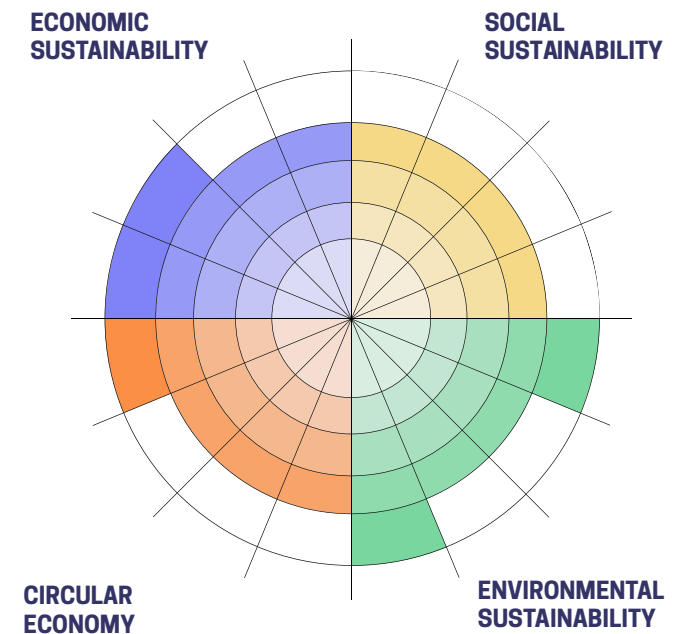
CIRCULAR ECONOMY

Score from 1 to 5

- Waste management **4**
- Minimize waste and pollution **4**
- Good management of raw materials and energy **4**
- Green employment **5**

Outputs

- **Environmental:** Awareness of the natural environment of the landscape through a collaboration between nature and man.
- **Social:** Create a strong network of enhancement and promotion of cultural heritage spread throughout the territory to increase access and visibility.
- **Cultural:** One way to transmit culture is by providing opportunities for people to come together and share their traditions and customs through gastronomy.
- **Economical:** The event is an opportunity for local farmers, producers, and artisans to showcase and sell their products to a large audience, can support local agriculture and food production, and create revenue for local businesses.
- **General:** The event has many positive impacts in different aspects, such as the economy, society, and culture, apart from promoting the territory, it helps sustainable growth as a community, following the SDGs.



FESTA DEL VINO DEL MONFERRATO UNESCO

Casale Monferrato



Organizer

Festa del vino Monferrato

Type of event

Enogastronomic, Cultural

Places Involved

Casale Monferrato

Event dimension

Large: 24.000

Date

September 2019

Event Edition

XVII edition

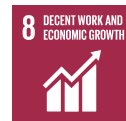
Target Audience

Tourist, Wine Enthusiasts, Bussines and investors, Locals

Stakeholders

Unesco, Gruppostat, Martarello Group, Empi, Casale Monferrato City

SDG's



The festival celebrates the region's wine-making traditions, which have been recognized as a UNESCO World Heritage Site. Visitors can taste a wide range of wines produced in the region, including the famous Barbera and Moscato d'Asti, as well as lesser-known varieties. The festival also features food stalls selling local specialties such as salami, cheese, and truffles. Visitors can also enjoy live music, dance performances, and cultural exhibits that highlight the region's history and traditions. The event offers a range of benefits to the region and its visitors. It supports the local economy, preserves cultural traditions, promotes wine education, and fosters community building and cultural exchange.

TERRITORY INFORMATION

- **History:** Panoramic and historic region that offers visitors a glimpse into the traditional rural lifestyle of northern Italy, along with the opportunity to taste some of the country's best wines and enjoy the stunning natural scenery.
- **Data related to the event:** The region is home to a wide range of grape varieties and wine styles, and there is something for every wine lover to discover.
- **Economy- Productive sectors:** Monferrato's economy is characterized by a strong focus on traditional industries such as agriculture and viticulture, as well as a growing tourism sector. The region's small and medium-sized enterprises play a crucial role in supporting the local economy and preserving the region's cultural heritage.

ECONOMIC SUSTAINABILITY

Score from 1 to 5

- Collaborations and partnerships on the territory **4**
- Support for local activities **5**
- Economic equity, ensuring access **3**
- Resource efficiency **4**

SOCIAL SUSTAINABILITY

Score from 1 to 5

- Social inclusion **4**
- Sustainable practices for Individuals **4**
- Health and well-being **4**
- Cultural diversity **5**

ENVIRONMENTAL SUSTAINABILITY

Score from 1 to 5

- Reduce environmental impacts **3**
- Natural resources management **3**
- Pollution control **4**
- Climate change actions **4**

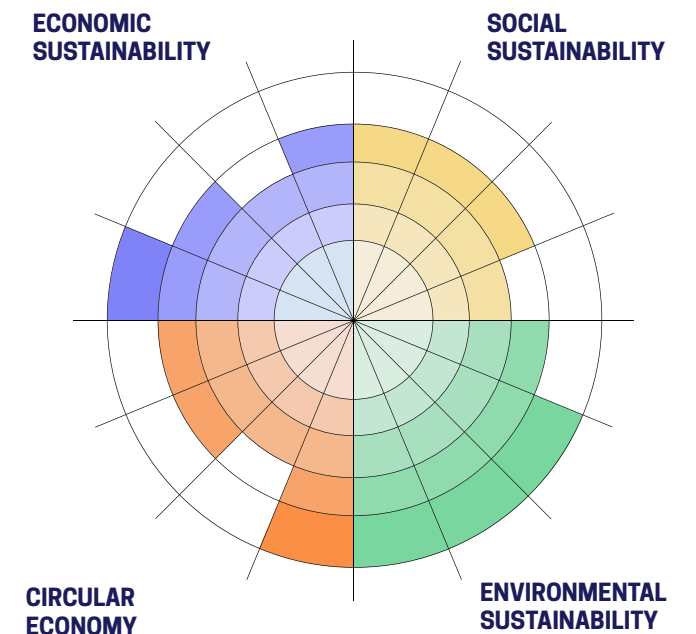
CIRCULAR ECONOMY

Score from 1 to 5

- Waste management **4**
- Minimize waste and pollution **3**
- Good management of raw materials and energy **4**
- Green employment **3**

Outputs

- **Environmental:** Promote sustainable agriculture and winemaking practices, such as organic farming and conservation of natural resources and protect the environment.
- **Social:** Provide opportunities for local residents to get involved in planning and organizing the event, creating a sense of community and ownership and also generate cultural exchange.
- **Cultural:** The preservation of cultural heritage with the promoting cultural exchange and understanding and help to promote and preserve local traditions, such as the grape harvest, wine-making, and food preparation, creating a sense of cultural continuity and identity.
- **Economical:** Promoting tourism, local products, business opportunities, employment, tax revenues, and investment.
- **General:** The event helps to promote the local market through the promotion of local products such as wine which makes the territory directly benefit and make visible the cultural heritage.



YOUTH CAMP

MAN AND BIOSPHERE RESERVES



Organizer

Mab Unesco- Monviso

Type of event

Cultural, Educational, Environmental

Places Involved

MAB Reserves

Date

July 2021

Event dimension

Micro: 30

Date

July 2021

Event Edition

III edition

Target Audience

Students between 15 and 18 years

Stakeholders

AlpStream project, Municipality of Melle, Italian National Commission for the UNESCO, Terres Monviso, CRC Foundation, Monviso Park, Santagata Foundation for the Economy of Culture, Cooperativa Caracol.

SDG's



THE GLOBAL GOALS

Promote sustainable development and conservation of natural resources through a network of Biosphere Reserves. These areas foster the interaction between people and nature focusing on education and capacity building, including several initiatives and activities targeted at young people. This program provides and sensitizes young students on the issues of sustainable development and the MAB Program of UNESCO with opportunities to learn about environmental issues, gain new skills and get involved in community projects. Allows young people to participate in workshops, and training programs, and share experiences, make them agents of change.

TERRITORY INFORMATION

- **History:** These biosphere reserves are part of the MAB network: The Biosphere Reserve of the Western, Po River, and Langhe-Roero and Monferrato Hills are protected areas that are managed to balance conservation and sustainable development.
- **Data related to the event:** Human societies and the natural environment are interconnected and that sustainable development can only be achieved by balancing people's and nature's needs.
- **Economy- Productive sectors:** The biosphere reserves of Piedmont are located in rural areas. The economy of these areas is mainly based on traditional sectors such as agriculture, forestry, and tourism, but other sectors are also present.

ECONOMIC SUSTAINABILITY

Score from 1 to 5

- Collaborations and partnerships on the territory **5**
- Support for local activities **5**
- Economic equity, ensuring access **4**
- Resource efficiency **4**

SOCIAL SUSTAINABILITY

Score from 1 to 5

- Social inclusion **5**
- Sustainable practices for Individuals **5**
- Health and well-being **4**
- Cultural diversity **4**

ENVIRONMENTAL SUSTAINABILITY

Score from 1 to 5

- Reduce environmental impacts **5**
- Natural resources management **4**
- Pollution control **4**
- Climate change actions **5**

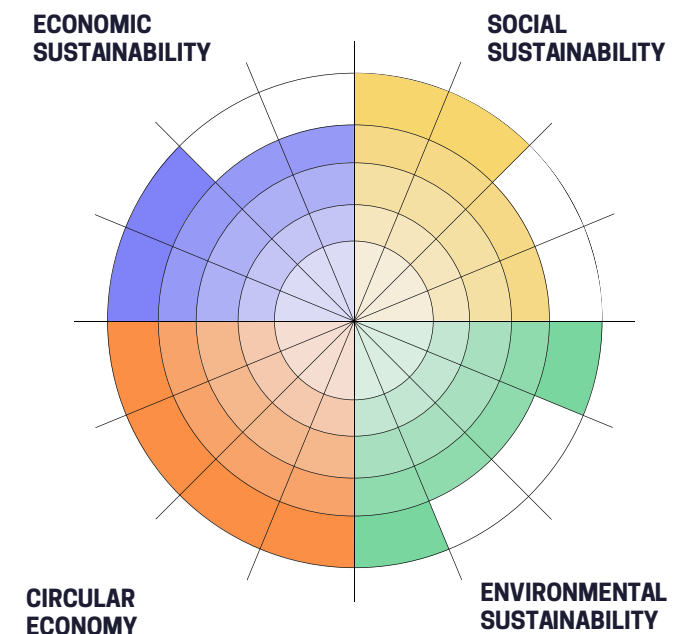
CIRCULAR ECONOMY

Score from 1 to 5

- Waste management **5**
- Minimize waste and pollution **5**
- Good management of raw materials and energy **5**
- Green employment **5**

Outputs

- **Environmental:** Raising awareness about conservation and sustainable development among young people, to get involved in community projects and adopt sustainable practices
 - **Social:** Encourages community involvement, provides skills development opportunities, fosters intercultural exchange, and promotes positive experiences.
 - **Cultural:** Learn about the cultural heritage, diversity, traditional knowledge, and cultural expression of the biosphere reserve and helps to develop a sense of identity and connection with the culture and environment of the biosphere reserve.
 - **Economical:** Attracting tourism, providing skills development opportunities, fostering community development, promoting environmental conservation, and encouraging networking among young people.
- General:** Raise awareness and empower young people to play an active role in the conservation of the environment.



CACCIA AL TESORO NELLE LANGHE

LANDSCAPES OF LANGHE - ROERO AND MONFERRATO



Organizer

Association Turismo in Langa

Type of event

Cultural, Gastronomic

Places Involved

Langhe, Roero, Monferrato (Alba - Barolo)

Event dimension

Mini: 100/300

Date

May 2022

Event Edition

XII edizione

Target Audience

Families, groups of friends, and tourists interested in exploring and learning more about the Langhe region's local culture, history and economy, and food and wine industry.

Stakeholders

CRC Foundation, Strada del Barolo, Locals, Tourists, Reality in the towns, Historic cellars, castles, museums, theatres and small villages.

SDG's



Event where participants are given a set of clues and must solve them to find a hidden treasure, is held in the Langhe region of Piedmont, Italy, known for its picturesque hills, vineyards, and truffles. The event could impact the local economy, as it may attract tourists to the area, and also on the cultural heritage, as it could educate people on the history and traditions of the Langhe region. It could also positively impact the environment, as it may encourage participants to explore and appreciate the natural beauty of the area.

TERRITORY INFORMATION

- **History:** Located between the provinces of Alessandria, Asti, and Cuneo, the Piedmont wine landscape, declared a UNESCO World Heritage Site, includes twenty-nine municipalities, which have become representatives of centuries of history and culture linked to wine.
- **Data related to the event:** Valorization and awareness are entrusted to the Association for the Heritage of Langhe-Roero and Monferrato Wine Landscapes, operating since January 2011.
- **Economy- Productive sectors:** The economy is based on traditional sectors such as agriculture, particularly wine, fruits, vegetables, and truffles; tourism is a popular destination and manufacturing many small and medium-sized manufacturers, particularly in the mechanical engineering and electronics industries.

ECONOMIC SUSTAINABILITY

Score from 1 to 5

- Collaborations and partnerships on the territory **4**
- Support for local activities **5**
- Economic equity, ensuring access **3**
- Resource efficiency **3**

SOCIAL SUSTAINABILITY

Score from 1 to 5

- Social inclusion **5**
- Sustainable practices for Individuals **4**
- Health and well-being **4**
- Cultural diversity **4**

ENVIRONMENTAL SUSTAINABILITY

Score from 1 to 5

- Reduce environmental impacts **3**
- Natural resources management **2**
- Pollution control **2**
- Climate change actions **3**

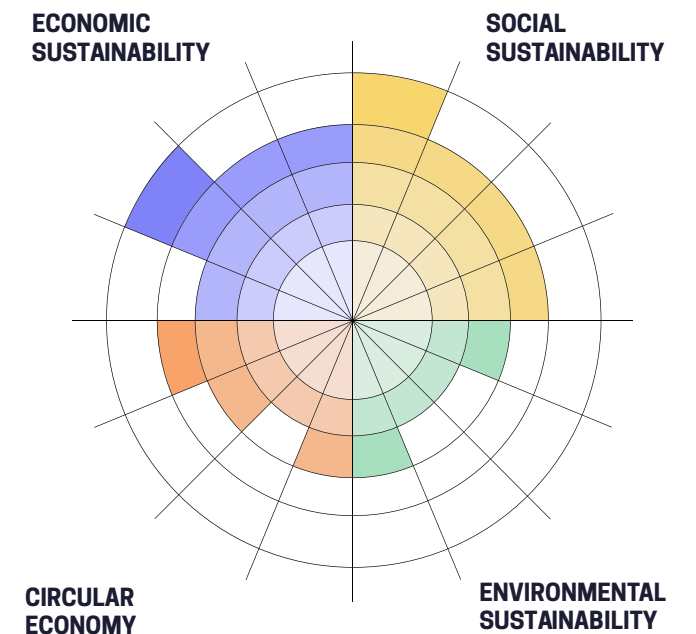
CIRCULAR ECONOMY

Score from 1 to 5

- Waste management **3**
- Minimize waste and pollution **2**
- Good management of raw materials and energy **3**
- Green employment **4**

Outputs

- **Environmental:** Promote the conservation of natural resources by encouraging participants to explore and appreciate the natural beauty of the Langhe region, giving knowledge of the natural landscape.
- **Social:** Provide a fun and unique way for participants to learn about the local culture and heritage while creating a social network through tourism (tourists) and territorial appropriation (citizens) to raise awareness of the cultural heritage in Piedmont.
- **Cultural:** The event can promote cultural understanding and appreciation by providing participants with information on the local culture, history, and economy of the Langhe region.
- **Economical:** The event can support local businesses and promote local economy by promoting the local food and wine industry.
- **General:** Encourage participants to adopt sustainable practices and respect the natural and cultural heritage of the Langhe region.



GRAND TOUR UNESCO DEL PIEMONTE IN BICICLETTA



Organizer

Visit Piemonte

Type of event

Environmental, Cultural

Places Involved

Unesco Piedmont

Event dimension

Small: 50

Date

2020

Target Audience

Cyclists, Wine enthusiasts, Culture and history enthusiasts, Nature lovers, Travelers

Stakeholders

Union Camere Piemonte, City of Turin, Regione Piemonte, Foundation of the Compagnia di San Paolo

SDG's



The Grand Tour of Piedmont by bike is a way to explore the region of Piedmont, located in the northwestern part of Italy. Cycling through this region allows experiencing its beauty, culture, and gastronomy up close and personal. The tour starts in the city of Turin, and from there, the tour takes through the Langhe region, famous for its vineyards, truffles, and hazelnuts. The route also passes through the Monferrato hills, known for their fascinating towns and castles. One of the highlights of the tour is the Barolo wine region, where you can cycle through picturesque vineyards and taste some of the world's best wines. The tour also includes visits to other wine regions.

TERRITORY INFORMATION

- **History:** The landscape of Piedmont is characterized by the Alps, which dominate the northern part of the region, and the Po River Valley, which covers the central and southern parts. The region is known for its rolling hills, vast plains, and fertile valleys, making it one of Italy's top agricultural regions. **Data related to the event:** The region has an extensive network of cycling paths and trails, making it a popular destination for cyclists and outdoor enthusiasts.
- **Economy- Productive sectors:** With tourism the region attract visitors from around the world who come to enjoy its natural beauty, cultural heritage, and culinary traditions.cultural heritage.

ECONOMIC SUSTAINABILITY

Score from 1 to 5

- Collaborations and partnerships on the territory **5**
- Support for local activities **5**
- Economic equity, ensuring access **4**
- Resource efficiency **3**

SOCIAL SUSTAINABILITY

Score from 1 to 5

- Social inclusion **4**
- Sustainable practices for Individuals **4**
- Health and well-being **5**
- Cultural diversity **5**

ENVIRONMENTAL SUSTAINABILITY

Score from 1 to 5

- Reduce environmental impacts **3**
- Natural resources management **3**
- Pollution control **4**
- Climate change actions **5**

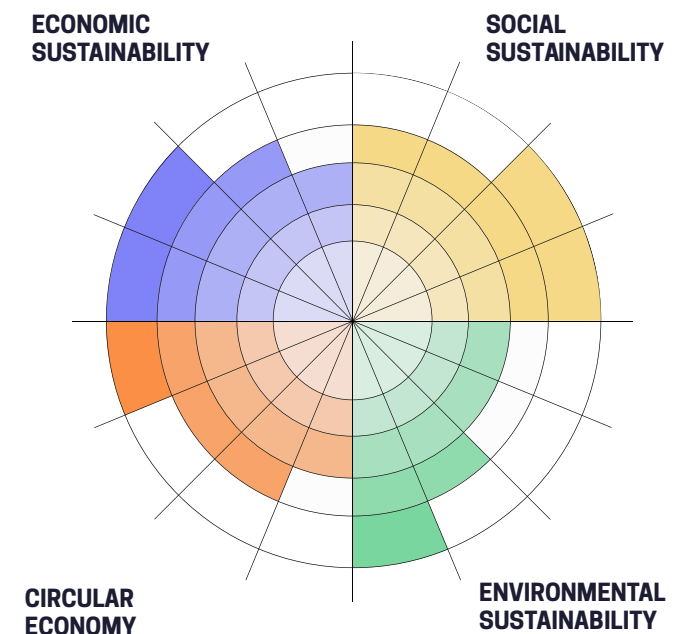
CIRCULAR ECONOMY

Score from 1 to 5

- Waste management **3**
- Minimize waste and pollution **4**
- Good management of raw materials and energy **4**
- Green employment **5**

Outputs

- **Environmental:** Promoting responsible cycling practices, raise awareness of the importance of preserving the region's environment and natural resources.
- **Social:** Encouraging social interaction and connection among participants, and networking opportunities.
- **Cultural:** Promoting and preserving local cultural traditions, such as food and wine production, through visits to local producers and tastings.
- **Economical:** Generating revenue for local businesses, such as bike rental shops, accommodations, and restaurants, which can help to support the local economy and encourage sustainable tourism practices, and promote long-term economic growth.
- **General:** The Grand Tour of Piedmont is an way to discover the beauty, culture, and gastronomy of this region of Italy, and to and to raise awareness of the importance of land sustainability while cycling through some of the most scenic landscapes in Europe.



RI-PENSIAMO L'AMBIENTE

IVREA, INDUSTRIAL CITY OF THE 20TH CENTURY



Organizer

Unesco Club of Ivrea

Type of event

Educational, Environmental

Places Involved

Ivrea City

Date

June- December 2020

Target Audience

People interested in the environment who want to contribute to change for sustainable development

Stakeholders

Fondazione CRC, Visit Piemonte, Mipaaf, ENIT, Camera Comercio Cuneo, fondazione CRT, Banca D'Alba, Confindustria Cuneo, Alta Langha, Consorzio Di Tutela, S.Bernardo, Menabrea, Giostrina delle cento Torri, Intesa San Paolo, Reale Mutua, Trenitalia.

SDG's



The Ivrea Club proposed proposals, projects and ideas on environmental change and the new relationship that promotes understanding and support for UNESCO's mission, priorities, and societal programs. Raising awareness on environmental issues and promoting sustainable practices in the city of Ivrea, such as educational workshops, seminars and events, clean-up campaigns, tree planting and other initiatives to improve the local environment.

TERRITORY INFORMATION

- **History:** The city's industrial history can be traced back to the 19th century, when the town's economy began to shift from agriculture to manufacturing. In the early 20th century, the city's economy began to diversify with the emergence of other industries such as mechanical engineering, metalworking, and food processing.
- **Data related to the event:** Ivrea, like many industrial cities, has had a history of environmental challenges due to its industrial past. However, in recent years, the city has taken steps to address these issues and improve its environmental performance.
- **Economy- Productive sectors:** The city's economy has undergone a transformation and diversified with new productive sectors. The Olivetti company, which was one of the major players in Manufacturing, has been an important part of Ivrea's economy for many years.

ECONOMIC SUSTAINABILITY

Score from 1 to 5

- Collaborations and partnerships on the territory **5**
- Support for local activities **4**
- Economic equity, ensuring access **3**
- Resource efficiency **4**

SOCIAL SUSTAINABILITY

Score from 1 to 5

- Social inclusion **4**
- Sustainable practices for Individuals **4**
- Health and well-being **4**
- Cultural diversity **3**

ENVIRONMENTAL SUSTAINABILITY

Score from 1 to 5

- Reduce environmental impacts **4**
- Natural resources management **5**
- Pollution control **5**
- Climate change actions **5**

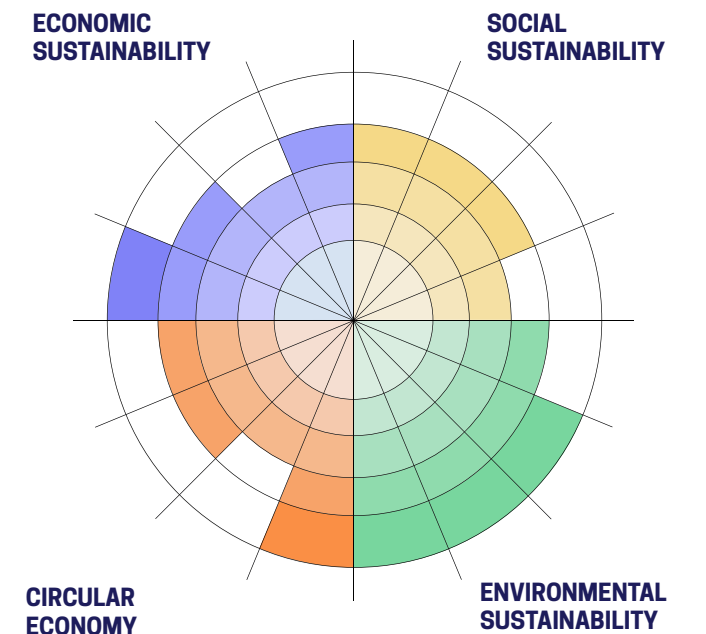
CIRCULAR ECONOMY

Score from 1 to 5

- Waste management **5**
- Minimize waste and pollution **3**
- Good management of raw materials and energy **4**
- Green employment **4**

Outputs

- **Environmental:** The city continues to work on reducing its environmental impact, promoting sustainable development, and protecting its natural resources.
- **Social:** Promote the participation of individuals in society by generating respect for the common good.
- **Cultural:** Contribute to the enhancement of cultural heritage through events that make known the different historical sites of Ivrea and the environmental issues we are going through today
- **Economical:** The different initiatives help to diversify and grow their economy, promote sustainable development, and create new employment opportunities.
- **General:** Ivrea, an industrial city, is situated with a concept of constant pollution and pollution due to the factories and companies there; however, the Unesco club of Ivrea seeks to generate changes in conception, promoting sustainable issues and actions that help us reach sustainable development.



PARCHI DA GUSTARE

PIEDMONT PARKS MAN AND BIOSPHERE RESERVE



Organizer

Biodiversity and Natural Areas

Type of event

Cultural, Gastronomic, Environmental

Places Involved

Po River Biosphere Reserve, Monferrato Biosphere Reserve, Alta Langa Biosphere Reserve

Date

May-December 2020

Event Edition

V edition

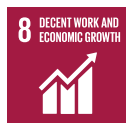
Target Audience

Interested in the culinary, gastronomic and cultural aspects of the Piedmont region, and those who want to explore the local heritage through food and nature.

Stakeholders

Piedmont Region, 27 the Piedmontese parks, Management Authority of the, Protected Areas of Monviso

SDG's



The project aims to promote sustainable agricultural practices and to support local farmers and producers, dedicated to agro-food biodiversity linked to protected natural areas, the project has two main objectives: give importance to the specificity of parks in safeguarding biodiversity and support their role as a driving force for economic development in the territories under their jurisdiction. The project focuses on the creation of open-air parks and gardens dedicated to the promotion of the region's food, wine, and local products. The project involves a network of different parks and gardens throughout the region, each with its own unique focus and offerings.

TERRITORY INFORMATION

- **History:** In June 2014, UNESCO approved the first Italian Cross-Border Reserve.
- **Data related to the event:** Based on five principles
 - Relationship with the Park.
 - Sharing of products and services between restaurateurs and producers
 - Participation in the project.
 - Sustainability.
 - Enhancement of the Park and the territory.
- **Economy- Productive sectors:** The main economic sectors that develop in the territory of the Biosphere Reserve are the agri-food sector, from the cultivation of raw materials to the processing and marketing and enhancement of the local market, and actions to protect the environment by developing initiatives focused on sustainability.

ECONOMIC SUSTAINABILITY

Score from 1 to 5

- Collaborations and partnerships on the territory **4**
- Support for local activities **5**
- Economic equity, ensuring access **3**
- Resource efficiency **4**

SOCIAL SUSTAINABILITY

Score from 1 to 5

- Social inclusion **3**
- Sustainable practices for Individuals **4**
- Health and well-being **4**
- Cultural diversity **4**

ENVIRONMENTAL SUSTAINABILITY

Score from 1 to 5

- Reduce environmental impacts **5**
- Natural resources management **4**
- Pollution control **4**
- Climate change actions **4**

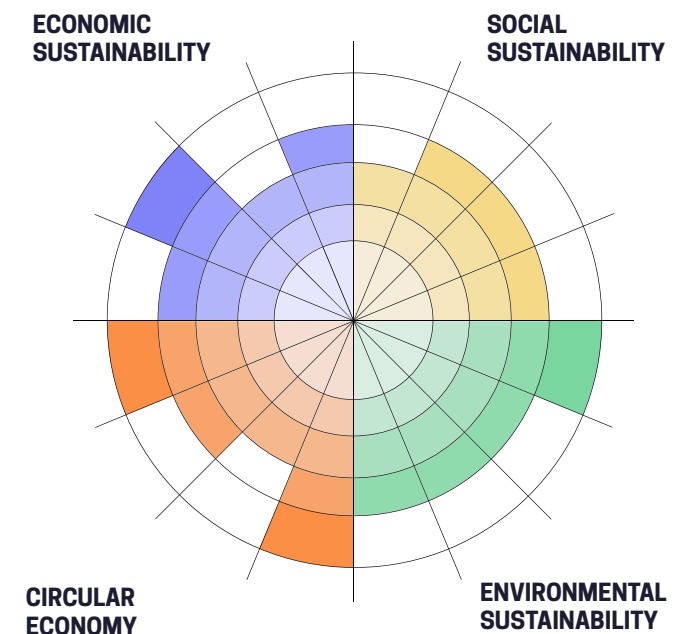
CIRCULAR ECONOMY

Score from 1 to 5

- Waste management **5**
- Minimize waste and pollution **3**
- Good management of raw materials and energy **4**
- Green employment **5**

Outputs

- **Environmental:** It promotes and shares its good practices regarding the relationship with the territory of the Park and its activities.
- **Social:** Encourage the community to support local trade and land ownership to create an environmental awareness where humans and nature are in harmony.
- **Cultural:** Promoting the territory through initiatives that encourage the awareness of sustainable biodiversity and local culture.
- **Economical:** The promotion of the territory takes place through the most essential products and similarly promotes local products and those who participate in the event highlighting the sustainability and enhancement of the park and the territory.
- **General:** Present a territorial identity together with sustainability making different visible aspects of promoting the territory, such as culture and the economy.



TORINO DESIGN OF THE CITY

TORINO CREATIVE CITY OF DESIGN



Organizer

Torino creative city of design

Type of event

Cultural, Artistic, Solidarity

Places Involved

Torino city

Date

September-October 2021

Event Edition

XX edition

Target Audience

Diverse group of people with an interest in design and architecture: Design professionals, Students and academics, General public, Art lovers, Tourists

Stakeholders

City of Turin, Tourism Turin and Province CRT Foundation, University of Turin, Politecnico di Torino, Chamber of Commerce artisan industry agriculture of Turin.

SDG's



An annual event celebrating Torino's design culture, featuring a series of exhibitions, workshops, and lectures highlighting the city's design heritage and contemporary design scene. The event is typically held over several days and is organized by the city's local government, cultural institutions, and design organizations. Is a comprehensive event that showcases the design culture of Torino and it's an opportunity for visitors to discover the city's design heritage, the architecture and the history behind it, making it an attractive destination for visitors interested in design and architecture.

TERRITORY INFORMATION

- **History:** The city has undergone a process of urban renewal and has become a popular destination for tourism and culture. Biella is formed by islands where industry develops, united by the countryside, valleys, and mountains up to the first plain.
- **Data related to the event:** Torino is also known for its design, fashion and automotive industries, and it is home to several major car manufacturers such as FIAT, Lancia, Alfa Romeo and more.
- **Economy- Productive sectors:** The city is a major center for innovation and design, and it is home to several major companies and institutions that drive economic growth and provide employment opportunities for the local population, have productive sectors such as the automotive, aerospace, design and creative industries, tourism and services sectors.

ECONOMIC SUSTAINABILITY

Score from 1 to 5

- Collaborations and partnerships on the territory **5**
- Support for local activities **5**
- Economic equity, ensuring access **5**
- Resource efficiency **4**

SOCIAL SUSTAINABILITY

Score from 1 to 5

- Social inclusion **5**
- Sustainable practices for Individuals **3**
- Health and well-being **4**
- Cultural diversity **3**

ENVIRONMENTAL SUSTAINABILITY

Score from 1 to 5

- Reduce environmental impacts **3**
- Natural resources management **4**
- Pollution control **4**
- Climate change actions **5**

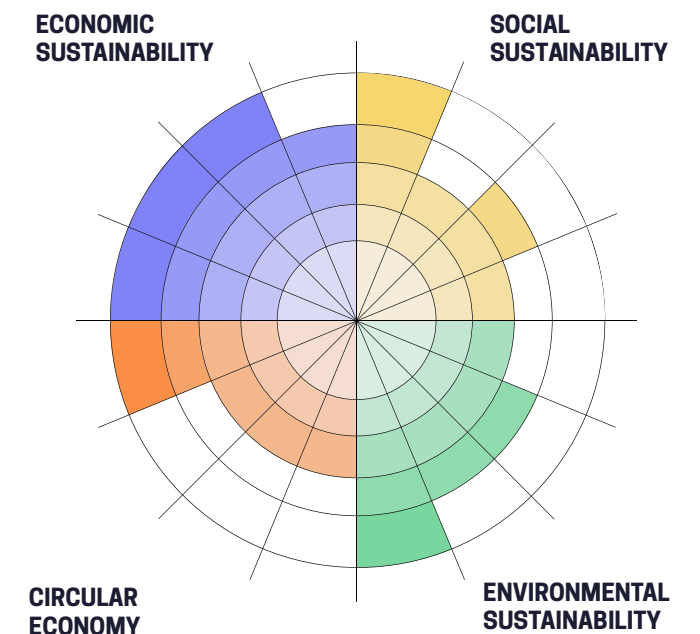
CIRCULAR ECONOMY

Score from 1 to 5

- Waste management **3**
- Minimize waste and pollution **3**
- Good management of raw materials and energy **3**
- Green employment **5**

Outputs

- **Environmental:** Promoting sustainable design and architecture, encouraging green building practices, minimizing waste, supporting local and sustainable food options, promoting water conservation, and raising environmental awareness.
- **Social:** Enabling cultural exchange, encouraging tourism and opportunity for learning and inspiration, and promoting creativity and innovation in the community.
- **Cultural:** Enhance cultural heritage, cultural exchange, intercultural dialogue, and the cultural and touristic offer of the city.
- **Economical:** Providing a boost to tourism, as well as by creating jobs, generating revenue, and promoting business opportunities.
- **General:** Holding events that encourage visitors to learn more about a city through different activities helps us to generate awareness and an appropriation that generates a cultural development of territory and economy.



FESTIVAL DELLA CREATIVITÀ SOSTENIBILE

BIELLA CREATIVE CITY OF CRAFT&FOLK ART



Organizer

Italian alliance for sustainable development asvis

Type of event

Cultural, Artistic, Environmental

Places Involved

Biella city

Event dimension

Small: 200

Date

October 2021

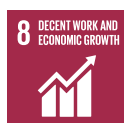
Target Audience

Environmentalists and sustainability enthusiasts, Local residents, Tourists and visitors

Stakeholders

Banca Sella, Engie, Lauretana, Vitale Barberis Canonico, Cordar, I Giardini Centro Commerciali, Lanificio F.lli Cerruti, Banca Generali, Schneider, Zegna Baruffa Lane Borgosesia, CNA Biella, Confartigianato Biella, Rotary Club Biella, Rotary Club Viverone Lago, Rotary Club di Valle Mosso, Ener.bit.

SDG's



A festival dedicated to creativity and sustainability, creativity because the Biella textile has always been a reality that united concreteness, technology, and inventiveness. Sustainable because the relationship with land and water is the basis of the history and present of the Biella textile industry. The concept of Città Arcipelago, recalls the uniqueness of Biella: a geomorphology that leads to a spatial distribution of urban centers in a large natural territory. Wants to be a proposal to bring to the Network of Creative Cities contributing to launching an international debate. Practice a territorial development project inspired by the historical characteristics of the Biella.

TERRITORY INFORMATION

- **History:** The city has undergone a process of urban renewal and has become a popular destination for tourism and culture. Biella is formed by islands where industry develops, united by the countryside, valleys, and mountains up to the first plain. **Data related to the event:** Innovation, experimentation, manufacturing, and artistic creativity: the city of Biella, accustomed to discretion, in its complexity, to the world of creative cities to open up to new crossings and collaborations.
- **Economy- Productive sectors:** The economy is based on textile production, specifically woolen fabrics. The city has also seen an increase in the number of small and medium-sized enterprises and the service sector, thanks to the presence of a university and research centers.

ECONOMIC SUSTAINABILITY

Score from 1 to 5

- Collaborations and partnerships on the territory **3**
- Support for local activities **5**
- Economic equity, ensuring access **5**
- Resource efficiency **4**

SOCIAL SUSTAINABILITY

Score from 1 to 5

- Social inclusion **5**
- Sustainable practices for Individuals **3**
- Health and well-being **4**
- Cultural diversity **3**

ENVIRONMENTAL SUSTAINABILITY

Score from 1 to 5

- Reduce environmental impacts **5**
- Natural resources management **4**
- Pollution control **4**
- Climate change actions **5**

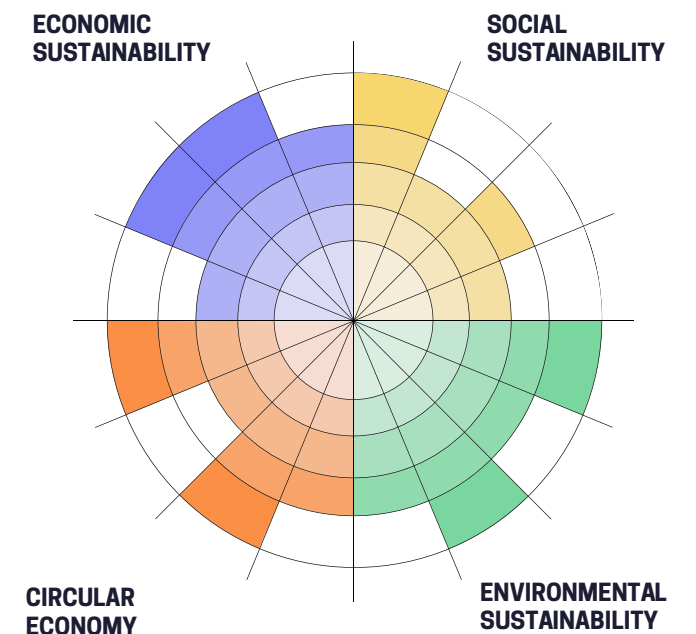
CIRCULAR ECONOMY

Score from 1 to 5

- Waste management **4**
- Minimize waste and pollution **5**
- Good management of raw materials and energy **3**
- Green employment **5**

Outputs

- **Environmental:** Development of the territory to generate sustainable prosperity by creating a suitable environment where territory and culture come together.
- **Social:** Responsible social transformation through sustainable initiatives that generate a relationship between society and the territory, appropriating and generating solutions that help to achieve the 2030 agenda.
- **Cultural:** Dissemination of knowledge of cultural heritage Consolidating the enhancement of the material and intangible culture of Biella.
- **Economical:** Support for the local economy 100 organizations of the territory in relation to their activities in relation to the 2030 Agenda for Sustainable Development of the United Nations
- **General:** Present a territorial identity together with sustainability making different visible aspects of promoting the territory, such as culture and the economy.



CASTELLI APERTI

PIEDMONT REGION(ASTI, ALESSANDRIA AND CUNEO PROVINCES)



Organizer

Amici di Castelli Aperti Association

Type of event

Cultural, Educational, Environmental

Places Involved

Piedmont region

Event dimension

Mini: 100-300

Date

October 2021

Target Audience

History, architecture and art students, Researchers, Professionals, Tourist who are interested in history, culture, and architecture.

Stakeholders

Piedmont Region, Province of Alessandria Asti, Biella, Cuneo, Novara, Verbanò Cusio Ossola, Vercelli and Metropolitan City of Turin, Compagnia di San Paolo Foundation, Capriolo foundation, Social foundation, Cultural association Castelli Aperti, Always, Agenda Wifi, Gmme Guide, Tourist Agency.

SDG's



Promote its cultural heritage and history, during the event, many castles and historical buildings that are typically closed to the public are open to visitors. Usually, activities, exhibitions, and events are organized to entertain visitors and allow them to learn more about the castle's history and the region, allowing visitors to visit multiple castles and historic buildings. The event is open to visitors of all ages, and it provides an opportunity for people to learn more about Piedmont's history and culture while supporting the local economy through tourism. "Castelli Aperti" is an event that can benefit the local economy and promote tourism in the region, as it offers visitors the opportunity to visit places that are usually closed to the public.

TERRITORY INFORMATION

- **History:** The city has undergone a process of the region is also known for its rich history and cultural heritage, which includes many castles, palaces, and other architectural treasures.
- **Data related to the event:** The region is also known for its rich history and cultural heritage, which includes many castles, palaces, and other architectural treasures.
- **Economy- Productive sectors:** Has a strong focus on industry, agriculture, and services, and is home to many small and medium-sized enterprises, which are involved in the production of goods and services. The region is also known for its wine production, particularly for the production of Barolo and Barbera wines.

ECONOMIC SUSTAINABILITY

Score from 1 to 5

- Collaborations and partnerships on the territory **4**
- Support for local activities **4**
- Economic equity, ensuring access **3**
- Resource efficiency **4**

SOCIAL SUSTAINABILITY

Score from 1 to 5

- Social inclusion **3**
- Sustainable practices for Individuals **3**
- Health and well-being **4**
- Cultural diversity **3**

ENVIRONMENTAL SUSTAINABILITY

Score from 1 to 5

- Reduce environmental impacts **3**
- Natural resources management **4**
- Pollution control **3**
- Climate change actions **4**

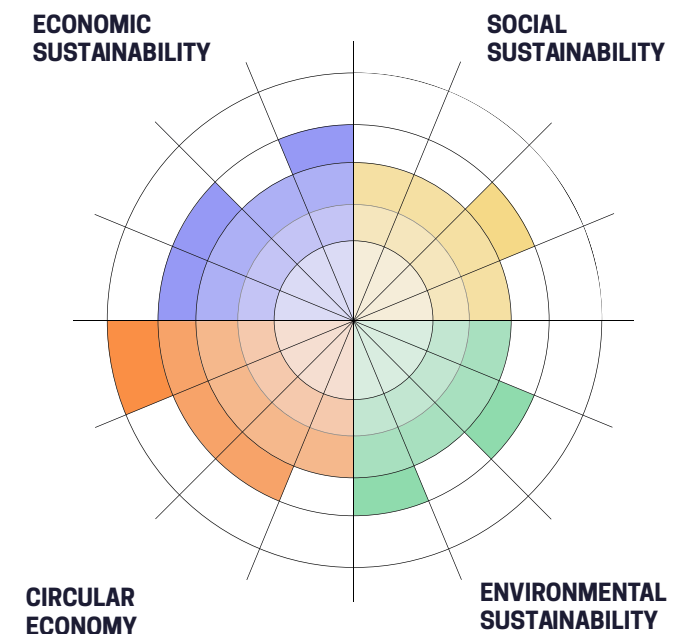
CIRCULAR ECONOMY

Score from 1 to 5

- Waste management **2**
- Minimize waste and pollution **4**
- Good management of raw materials and energy **4**
- Green employment **5**

Outputs

- **Environmental:** Awareness of the natural environment of the landscape through a collaboration between nature and man.
 - **Social:** Create a strong network of enhancement and promotion of cultural heritage spread throughout the territory to increase access and visibility.
 - **Cultural:** Explore and learn more about the region's castles and historical buildings, as well as its culture, traditions, and heritage. The event is an excellent way to discover the richness and diversity of the Piedmont region's culture.
 - **Economical:** Increased tourism revenue, job creation within the local community, funding for preservation and conservation efforts, cultural exchange and educational opportunities, and the overall development of the local economy.
- General:** Present a territorial identity together with sustainability making different visible aspects of promoting the territory, such as culture and the economy.



(O.N.U.) YEAR OF FRUIT AND VEGETABLES

CASALE MONFERRATO



Organizer

Unesco clubs of Asti and Canelli

Type of event

Gastronomic, Educational, Cultural Solidary

Places Involved

Asti and Canelli

Date

June-October 2021

Target Audience

Individuals, communities, and governments around the world, with a particular focus on low-income and marginalized populations who may face barriers to accessing healthy food.

Stakeholders

F.A.O. - food and agriculture organization of the united nations, Ministry of agriculture, Piedmont, province of asti Municipality of asti, canelli, apriglio, asti, isola d'asti, Commune of nizza monferrato, vinchio, Asl asti, University campus "rita levi montalcini" in asti, University of eastern piedmont, Study centre for rural development of the hill of the university of turin, Italian federation

SDG's



The purpose of the initiatives carried out is the awareness of the role and importance of the biodiversity of Asti and Monferrato in the field of vegetables and fruit crops, which has found singular and appreciated expression in many other fields: from art to cooking, from village festivals to internationally renowned products from the processing industry. Another purpose of the planned activities is to disseminate local knowledge and experiences that matured over time to enhance agricultural productions, which are in themselves poor. Also, it is a campaign to raise awareness about the importance of consuming various fruits and vegetables to promote health and well-being and support sustainable food systems.

TERRITORY INFORMATION

- **History:** The underground cellars of the city, in use since the 16th century, are an important tourist attraction and are part of the reason why Canelli has been declared a World Heritage Site by UNESCO.
- **Data related to the event:** Asti is known for its wines, in particular sparkling wine. Canelli is known for its production of Moscato wines and is home to the Cantine Sotteranee Canelli, which has been declared a UNESCO World Heritage Site.
- **Economy- Productive sectors:** Agriculture and wine production are the two most important sectors. In addition, in these cities, there are other sectors such as textiles, food processing, machinery, and equipment for agriculture and wine production.

ECONOMIC SUSTAINABILITY

Score from 1 to 5

- Collaborations and partnerships on the territory **2**
- Support for local activities **4**
- Economic equity, ensuring access **5**
- Resource efficiency **4**

SOCIAL SUSTAINABILITY

Score from 1 to 5

- Social inclusion **4**
- Sustainable practices for Individuals **4**
- Health and well-being **5**
- Cultural diversity **5**

ENVIRONMENTAL SUSTAINABILITY

Score from 1 to 5

- Reduce environmental impacts **5**
- Natural resources management **4**
- Pollution control **4**
- Climate change actions **5**

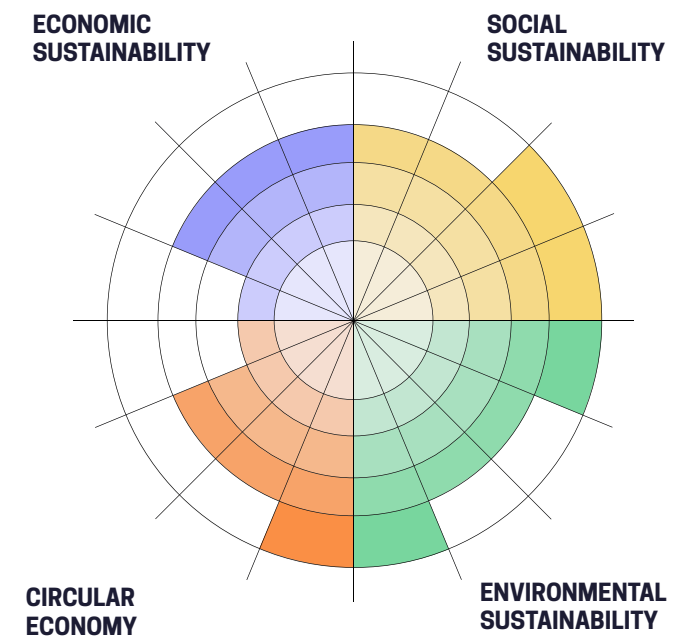
CIRCULAR ECONOMY

Score from 1 to 5

- Waste management **5**
- Minimize waste and pollution **4**
- Good management of raw materials and energy **4**
- Green employment **3**

Outputs

- **Environmental:** Fostering sustainable agriculture and reducing food waste are essential, sustainable food systems can help to protect biodiversity, conserve natural resources, and reduce deforestation.
- **Social:** Aligns closely with the Good Health and Well-being objective, which aims to ensure healthy lives and promote well-being for all at all ages, **Cultural:** Supports traditional food systems and can help preserve cultural heritage and traditional food practices to significantly reduce cities' adverse per capita environmental impact, **Economical:** Supports small-scale farmers and local food systems, which can help to improve livelihoods and reduce poverty, and create sustainable and livable cities and communities.
- **General:** Encourages sustainable development since it handles different issues together that make us aware of problems we face today, such as hunger, poverty, consumption, and heritage, among others, besides having only a local impact.



SACRI MONTI EDUCATIONAL

SACRI MONTI OF PIEDMONT AND LOMBARDY



Organizer

Management Board of the Sacri Monti

Type of event

Religious, Cultural, Educational

Places Involved

Piedmont and Lombardy

Event dimension

Small: 500

Date

2014-2022

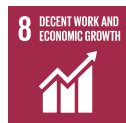
Target Audience

Students and educators aim to promote the education and awareness of Sacri Monti among the younger generation.

Stakeholders

Board of Management of the Sacred Mountains, 9 Higher Schools in Piedmont and Lombardy

SDG's



It is an event focusing on education and cultural heritage related to the Sacri Monti, which are UNESCO World Heritage sites in Piedmont, Italy. It aims to provide educational resources and activities for schools and teachers to incorporate into their curriculum, as well as guided tours and workshops for students to learn about the history, art, and cultural significance of the Sacri Monti. The event also aims to promote sustainable tourism by encouraging visitors to learn about the Sacri Monti educationally and responsibly. The event also aims to promote cultural heritage and the conservation of the Sacri Monti, which are considered essential examples of Italy's religious and cultural history.

TERRITORY INFORMATION

- **History:** The Sacri Monti are a group of nine hilltop shrines in northern Italy, which were built between 15th and early 17th centuries.
- **Data related to the event:** The Sacri Monti are surrounded by landscapes, with a mix of natural, agricultural and urban areas, including hills, mountains, valleys, lakes, and rivers and are considered examples of religious and cultural history
- **Economy- Productive sectors:** The economy of the territory includes a range of industries and sectors, with agriculture, tourism, and service sectors being the most important, and play an important role in the economy of the territory by attracting tourists, supporting local businesses and promoting education and cultural sectors.

ECONOMIC SUSTAINABILITY

Score from 1 to 5

- Collaborations and partnerships on the territory **3**
- Support for local activities **3**
- Economic equity, ensuring access **4**
- Resource efficiency **4**

SOCIAL SUSTAINABILITY

Score from 1 to 5

- Social inclusion **5**
- Sustainable practices for Individuals **4**
- Health and well-being **4**
- Cultural diversity **5**

ENVIRONMENTAL SUSTAINABILITY

Score from 1 to 5

- Reduce environmental impacts **4**
- Natural resources management **4**
- Pollution control **4**
- Climate change actions **3**

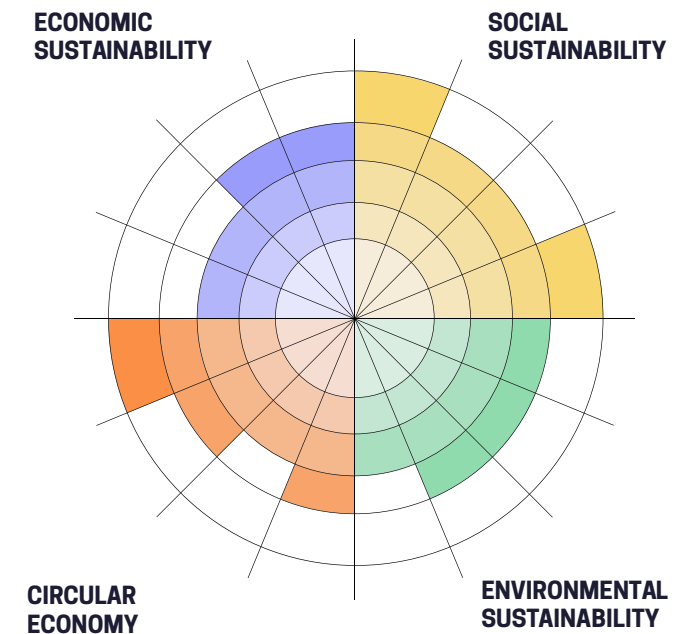
CIRCULAR ECONOMY

Score from 1 to 5

- Waste management **4**
- Minimize waste and pollution **3**
- Good management of raw materials and energy **4**
- Green employment **5**

Outputs

- **Environmental:** The management and preservation of the natural environment are essential for preserving the site's cultural heritage; protect the environment and biodiversity, reducing pollution.
- **Social:** Promoting social inclusion and diversity preservation which helps the local community supporting local businesses in the tourism and hospitality sectors.
- **Cultural:** Religious and cultural history and an important cultural heritage for the local community, promoting understanding and appreciation contributing to the culture of the territory.
- **Economical:** Increased tourism revenue, job creation within the local community, funding for preservation and conservation efforts, cultural exchange and educational opportunities.
- **General:** Educational events help young people to know the territory's history and culture and promote it.



EARTH FESTIVAL

BIOSPHERE RESERVE TICINO VAL GRANDE VERBANO



Organizer

Institute for Environment and Education
Scholé Futuro-WEEC Network

Type of event

Religious, Cultural, Educational

Places Involved

Lago Maggiore

Event Edition

II edition

Date

October 2022

Target Audience

Environmentalists and sustainability enthusiasts, Local residents, Tourists and visitors.

Stakeholders

Regione Lombardia, Provincia di Varese, ASVIS, Slow food Varese, Unesco vicino Val Grande Verbano, Hupac, Varese News

SDG's



The Festival contributes to the implementation of three Objectives of the 2030 Agenda, the topic chosen for the second edition of 2022 is composed of two elements of great importance: tourism, understood in an eco-sustainable key, and nature, a word that also encompasses the concept of biodiversity, through major themes such as climate, health, food, and circular economy, without forgetting to enhance the many local realities that daily deal with putting into practice new lifestyles, new ways to enjoy the territory, and the environment in which the Festival has found a home.

TERRITORY INFORMATION

- **History:** The territory of over 332,000 hectares, between Lombardy and Piedmont; extends up to the Swiss border including the river valley of Ticino, the entire area of Lake Maggiore, the coastal municipalities, and the territory belonging to the Val Grande National Park and the Campo dei Fiori Regional Park.
- **Data related to the event:** The region has a rich cultural heritage, with many small towns and villages that date back to medieval times, is also known for its traditional cuisine, which features local products such as cheeses, cured meats, and wines.
- **Economy- Productive sectors:** Tourism is a significant source of revenue in the area due to the presence of natural and cultural attractions, including lakes, mountains, and protected natural areas such as the Val Grande National Park.

ECONOMIC SUSTAINABILITY

Score from 1 to 5

- Collaborations and partnerships on the territory **4**
- Support for local activities **5**
- Economic equity, ensuring access **5**
- Resource efficiency **5**

SOCIAL SUSTAINABILITY

Score from 1 to 5

- Social inclusion **5**
- Sustainable practices for Individuals **3**
- Health and well-being **4**
- Cultural diversity **5**

ENVIRONMENTAL SUSTAINABILITY

Score from 1 to 5

- Reduce environmental impacts **4**
- Natural resources management **4**
- Pollution control **4**
- Climate change actions **5**

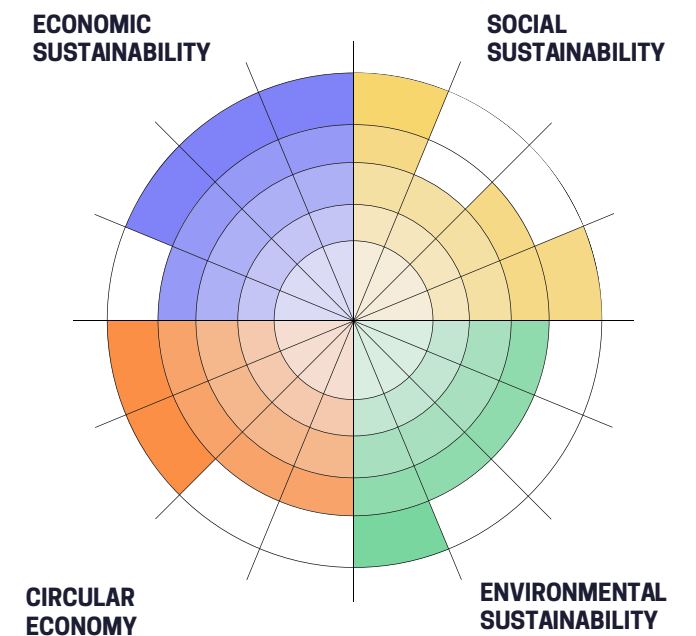
CIRCULAR ECONOMY

Score from 1 to 5

- Waste management **4**
- Minimize waste and pollution **4**
- Good management of raw materials and energy **5**
- Green employment **5**

Outputs

- **Environmental:** Promotes sustainable tourism and eco-friendly practices and provides educational activities and workshops to raise awareness about sustainability and encourage attendees to adopt environmentally friendly practices.
 - **Social:** Promoting community engagement raising awareness about sustainability and gives an opportunity for the local community to come together and participate in a shared experience.
 - **Cultural:** Cultural enrichment and understanding by celebrating local culture, supporting local artisans, promoting diversity, encouraging cultural exchange, and preserving cultural heritage.
 - **Economical:** Increasing tourism, promoting local products, creating job opportunities, encouraging business networking, and attracting investment.
- General:** Promote sustainability in a natural territory through different activities and sustainable tourism and biodiversity are the center of meetings.



FIERA INTERNAZIONALE DEL TARTUFO BIANCO D'ALBA

ALBA CREATIVE CITY OF GASTRONOMY



Organizer

National White Truffle Fair of Alba

Type of event

Cultural, Gastronomic

Places Involved

Alba

Event dimension

Large: 95.000

Event Edition

Edition 92

Date

October-December 2022

Target Audience

Truffle enthusiasts and connoisseurs, Professional chefs and restaurateurs, Food and wine lovers, Local residents and tourists

Stakeholders

World heritage list, Paesaggi Vitivinicoli: Langhe Roero and Monferrato Creative City, Alba Creative City Unesco for Gastronomy, Unesco Clubs: Alba, Pollenzo

SDG's



Promote white truffle of the area, and features truffle-based products, cooking demonstrations, and tastings, promote local products particularly renowned internationally, such as the Alba White Truffle, other food and wine excellences, and in general the territory of Alba, Langhe, Roero and Monferrato as a set of natural, human and economic of the areas themselves. This is complemented by an active culture of sustainability to improve the conservation and regeneration of natural ecosystems and the socio-economic fabric of the territories directly and indirectly affected by the events planned and implemented. The strategic objectives of Ente Fiera, valorization of a product or a gastronomic identity, of the territory, world heritage of humanity (UNESCO)

TERRITORY INFORMATION

- **History:** The liveliness and ingenuity with which the city's economic, civil and cultural life is managed, particularly in the food and wine sector, are the main reasons why UNESCO awarded Alba the prestigious Creative City for Gastronomy award in 2017.
- **Data related to the event:** In the 90s the city was also recognized as a protagonist in the birth and development of the Slow Food movement
- **Economy- Productive sectors:** The gastronomic sector remains an important part of the cultural and economic development of the city; a place where microfarms, food and multinational organizations coexist.

ECONOMIC SUSTAINABILITY

Score from 1 to 5

- Collaborations and partnerships on the territory **3**
- Support for local activities **5**
- Economic equity, ensuring access **4**
- Resource efficiency **4**

SOCIAL SUSTAINABILITY

Score from 1 to 5

- Social inclusion **3**
- Sustainable practices for Individuals **4**
- Health and well-being **4**
- Cultural diversity **4**

ENVIRONMENTAL SUSTAINABILITY

Score from 1 to 5

- Reduce environmental impacts **4**
- Natural resources management **4**
- Pollution control **4**
- Climate change actions **5**

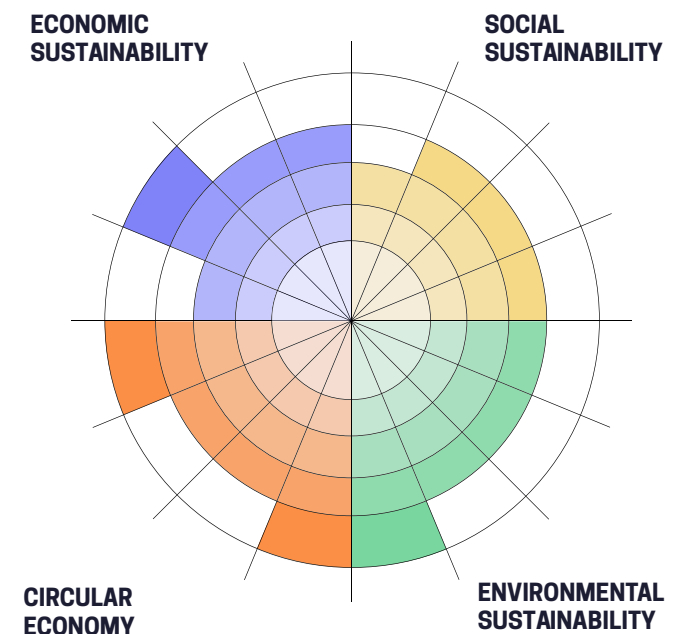
CIRCULAR ECONOMY

Score from 1 to 5

- Waste management **5**
- Minimize waste and pollution **4**
- Good management of raw materials and energy **4**
- Green employment **5**

Outputs

- **Environmental:** Collective transport, Separate collection at the Fair, Emissions into the atmosphere planting of truffle plants, Use of local agri-food products.
- **Social:** Health and safety of workers, Training and updating of all staff, Right to work - Full compliance with current legislation, Health and safety of users, Drafting of H&S plans and anti-contagion protocols, Generation of new direct and indirect employment opportunities.
- **Cultural:** Promote the culture, traditions, and folklore of Alba, Langhe, Monferrato, and Roero, mainly in the food and wine sector, to generate direct and indirect socio-economic benefits in the aforementioned territories.
- **Economical:** Promote the economy of the territories involved in the events through the selection of local suppliers
- **General:** Present a territorial identity together with sustainability making different visible aspects of promoting the territory, such as culture and the economy.



EDUCARE ALLA VALORIZZAZIONE DEI SITI UNESCO A PARTIRE DALLE RESIDENZE SABAUDE

RESIDENCES OF THE ROYAL HOUSE OF SAVOY



Organizer

Club for the UNESCO of Turin

Type of event

Cultural, Educational

Places Involved

Piedmont region

Event dimension

Small: 100

Date

2022-2023

Target Audience

Schools of the Piedmont Region and Club for the UNESCO Italian members of the FICLU

Stakeholders

Links Foundation, Federazione Italiana delle Associazioni, Politecnico di Torino Università degli Studi di Torino, ITC/ ILO International Training Centre of the International Labour Organization, Ce.se.Di-Centro Servizi Didattico della, Città Metropolitana di Torino, Reale Foundation, Ministry of Culture, Piedmont region, Cities of Turin, Turin metropolis ASVIS, CRT Foundation, Real foundation

SDG's



The group of palaces and residences in the Piedmont region were built by the House of Savoy, an Italian royal dynasty, during the 17th and 18th centuries.

The program seeks to convey these sites' cultural heritage, history, and importance to the public, particularly young people. Provide instructors with tools to convey to their students the multiple values of heritage expressed by UNESCO sites and the elements of mutual influence between tangible and intangible assets. The program can foster partnerships between the Royal Residences of the House of Savoy and other cultural heritage organizations and institutions to promote their cultural heritage and education.

TERRITORY INFORMATION

- **History:** The Royal Residences of the House of Savoy, also known as "residence sabaude," are a group of palaces and residences located in the Piedmont region of Italy that the House of Savoy built, an Italian royal dynasty during the 17th and 18th centuries.
- **Data related to the event:** The buildings are important for the region's cultural heritage as they represent the different architectural styles and cultural influences of the time and are also reflective of the historical events of the Savoy dynasty.
- **Economy- Productive sectors:** Piedmont region is known for its vineyards and wineries, its livestock farming, its machinery, electronics, and chemical production, as well as its rich cultural heritage, delicious food and wine and beautiful landscapes.

ECONOMIC SUSTAINABILITY

Score from 1 to 5

- Collaborations and partnerships on the territory **5**
- Support for local activities **3**
- Economic equity, ensuring access **4**
- Resource efficiency **4**

SOCIAL SUSTAINABILITY

Score from 1 to 5

- Social inclusion **5**
- Sustainable practices for Individuals **4**
- Health and well-being **5**
- Cultural diversity **3**

ENVIRONMENTAL SUSTAINABILITY

Score from 1 to 5

- Reduce environmental impacts **4**
- Natural resources management **5**
- Pollution control **5**
- Climate change actions **5**

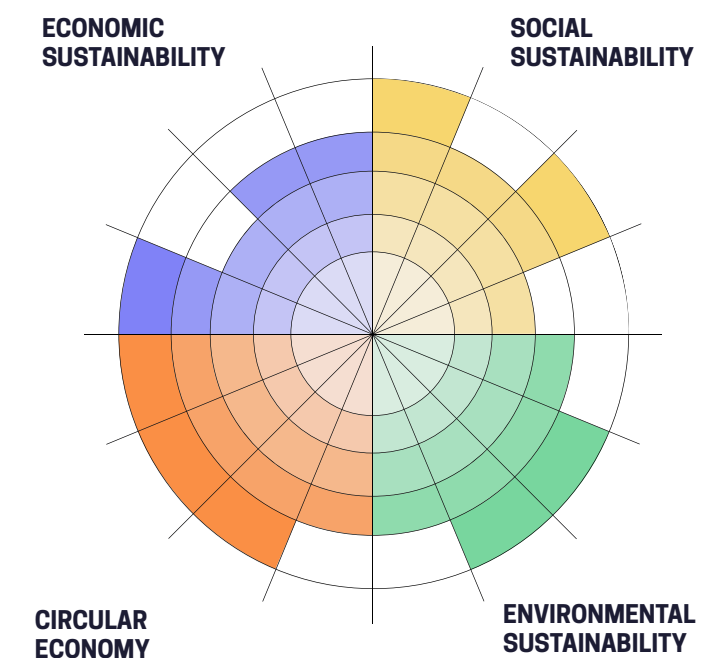
CIRCULAR ECONOMY

Score from 1 to 5

- Waste management **4**
- Minimize waste and pollution **5**
- Good management of raw materials and energy **5**
- Green employment **5**













Outputs



















- **Environmental:** Promoting heritage through educational training for students helps a conscious development from an early age, which leads to a growing sense of sustainability.
- **Social:** Transmit a sense of belonging to the territory, which will generate growth as a community and society toward sustainability,
- **Cultural:** Explore and learn more about the region's castles and historical buildings, as well as its culture, traditions, and heritage. The event is an excellent way to discover the richness and diversity of the Piedmont region's culture.
- **Economical:** The promotion and visibility of the residence drives economia attracting local tourism.
- **General:** Education plays a fundamental role in protecting and preserving cultural heritage since education can encourage respect for it, equally helps the economy and sustainable social development.















OVERVIEW

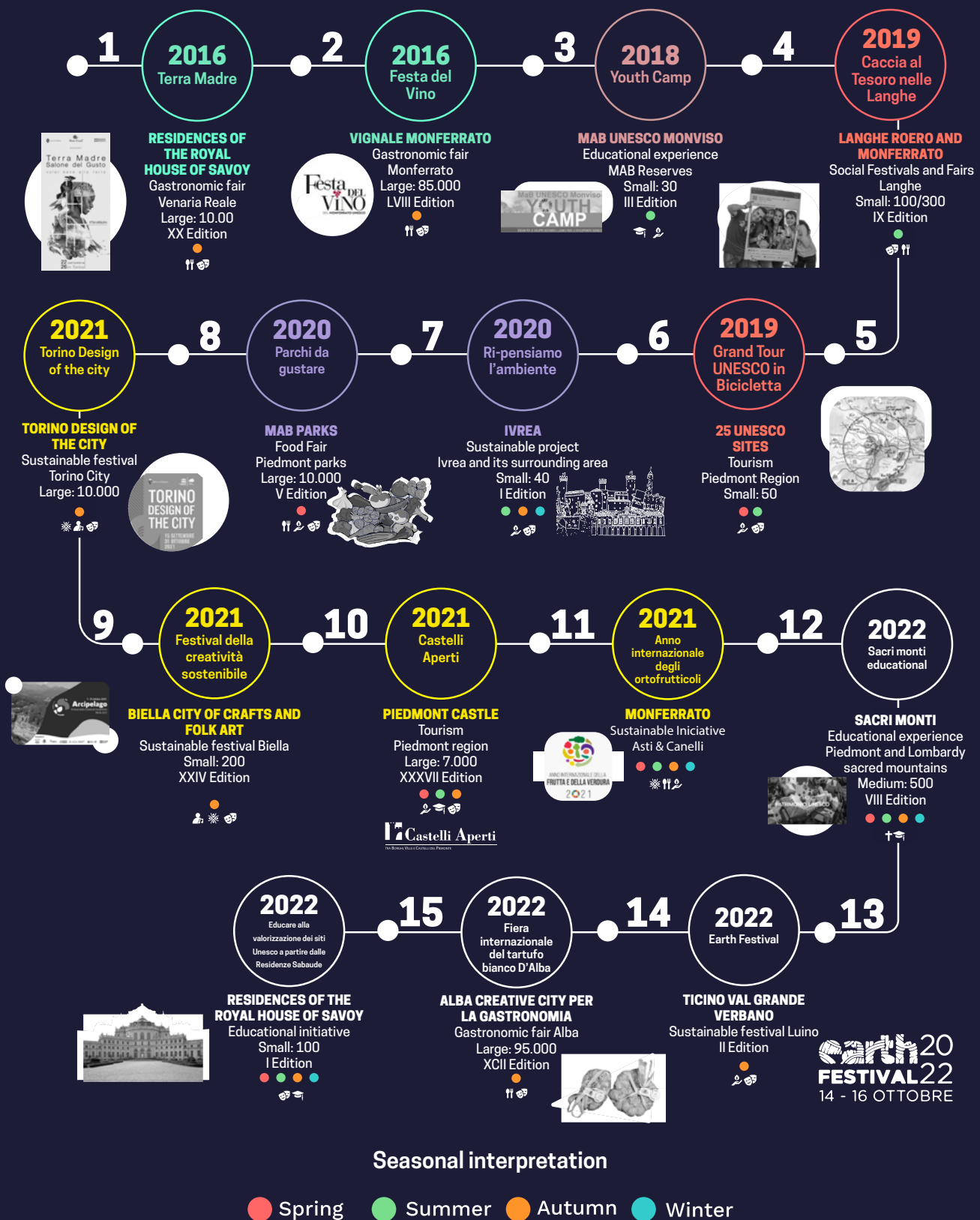
CHART OF EVENTS

HERITAGE SITES	HERITAGE SITE	NAME	YEAR	EDITION	ORGANIZER	CATEGORY		TYPE	PLACES INVOLVED	DIMENSION	TARGET	UNESCO INVOLVEMENT	SDG's
	Residences of the Royal House of Savoy	Terra Madre Salone del Gusto	September 2016	XX	Terra Madre Salone del Gusto	Gastronomic fair		Cultural Gastronomic Environmental	Venaria Reale	Large: 10.00	Students and educators	Residences of the Royal House of Savoy	  
	Sacri Monti of Piedmont and Lombardy	Sacri monti educational	2022	VIII	Ente di gestione dei Sacri Monti	Educational experience		Educational Cultural Religious Environmental	Piedmont and Lombardy	Medium: 500	Students and educators	Sacri Monti	  
	Vineyard landscapes of the Langhe Roero and Monferrato	Caccia al tesoro Nelle Langhe	May 2019	IX	Association Turismo in Langa	Social Festivals and Fairs		Gastronomic Cultural	Langhe, Roero, Monferrato (Alba - Barolo)	Small: 100/300	Families, groups, and tourists interested in local culture, history, and food and wine industry.	Paesaggi vitivinicoli Langhe Roero e Monferrato & Alba città creativa Unesco per la gastronomia	  
	Ivrea, industrial city of the 20th century	Ri-pensiamo l'ambiente	June-December 2020	I	Unesco Club of Ivrea	Sustainable project		Environmental Cultural	Ivrea and its surrounding area	Small: 40	Interested in the environment who want to contribute to change for sustainable development	Unesco Club of Ivrea & Ivrea, industrial city of the 20th century	  

	HERITAGE SITE	NAME	YEAR	EDITION	ORGANIZER	CATEGORY		TYPE	PLACES INVOLVED	DIMENSION	TARGET	UNESCO INVOLVEMENT	SDG's
MAB RISERVES	Ticino Val Grande Verbanò	Earth Festival	October 2022	II	Institute for Environment and Education Scholé Futuro-WEEC Network	Sustainable festival		Educational Environmental Cultural	Luino	-	Environmentalists and sustainability enthusiasts	Riserva della Biosfera Ticino Val Grande Verbanò MAB: Man and the Biosphere	  
	Monviso	Youth Camp	July 2018	III	Mab Unesco-Monviso	Educational experience		Cultural Educational Environmental	MAB Reserves	Small: 30	Students between 15 and 18 years	MAB UNESCO MONVISO Reserve of the Monviso Biosphere	
	Collina Po	Parchi Da gustare	May 2020	V	Biodiversity and Natural Areas of the Piedmont Region	Food Fair		Gastronomic Cultural Environmental	MAB Parks	Large: 10.000	Passionate about the cuisine, gastronomy and culture of the Piedmont region	Man and the Biosphere-MAB	  
CREATIVE CITIES	Torino Creative City del Design	Torino Design of the city	September - October 2021	-	Torino creative city of design	Sustainable festival		Cultural Artistic solidarity	Torino City	Large: 10.000	Design professionals Students and academics General public Art lovers Tourists	Torino Creative city of design	    
	Alba Creative City per la Gastronomia	Fiera internazionale del tartufo bianco D'Alba	October-December 2022	XCII	Ente fiera internazionale Del tartufo bianco d'alba	Gastronomic fair		Cultural Gastronomic	Alba	Large: 95.000	Truffle enthusiasts chefs and Food and wine lovers Local residents	Langhe Roero and Monferrato Alba Creative City Unesco for Gastronomy	  
	Biella Creative City Crafts & Folk Art	Festival della creatività sostenibile	October 2021	-	Italian alliance for sustainable development asvis	Sustainable festival		Cultural Artistic Environmental	Biella	Small: 200	Artists and sustainability enthusiasts Local residents Tourists	Unesco club of Biella	  

	HERITAGE SITE	NAME	YEAR	EDITION	ORGANIZER	CATEGORY		TYPE	PLACES INVOLVED	DIMENSION	TARGET	UNESCO INVOLVEMENT	SDG's
UNESCO CLUBS	Canelli & Asti	Anno internazionale degli ortofrutticoli 2021	June-October 2021	-	Unesco clubs of Asti and Canelli	Sustainable Initiative		Gastronomic Educational Cultural Solidary	Asti & Canelli	-	Governments, focus on low-income and marginalized populations who face barriers to accessing healthy food.	Unesco club of Asti and Canelli	  
	Torino	Educare alla valorizzazione dei siti Unesco a partire dalle Residenze Sabaude	November 2022-May 2023	I	Unesco club of Turin	Educational initiative		Educational Cultural Solidary	Piedmont Region	Small: 100	Schools of the Piedmont Region and UNESCO Clubs	Unesco club of Turin	 
	Asti, Alessandria & Cuneo	Castelli Aperti	January-December 2021	XXXVII	Amici di Castelli Aperti Association	Tourism		Cultural Educational Environmental	Piedmont Region	Small: 300	Students Researchers, Professionals Tourist	There is no direct involvement of UNESCO	 
PIEDMONT REGION	Vignale Monferrato	Festa del Vino	September 2016	LVIII	Monferrato Unesco	Gastronomical Fair		Enogastronomic Cultural	Casale Monferrato	Large: 85.000	Tourist, Wine Enthusiasts, Bussines and investors, Locals	There is no direct involvement of UNESCO	 
	Piedmot Region	Grand tour Unesco del Piemonte in bicicletta	March-October 2019	-	Visit Piemonte	Tourism		Environmental Cultural	Piedmont Region	Small: 50	Cyclists, Wine and culture enthusiasts Nature lovers Travelers	Unesco sites	  

EVENTS TIME LINE



5.4 The Visual Interpretation of Complexity: A Comparative Analysis of Data Mapping

The following comparative analysis of data mapping in the development of events in the cultural heritage of the Piedmont region helps to transform complex information into clear and actionable information to identify successful practices, inform decision-making and guide future planning to ensure the preservation, promotion, and sustainable development of the region's cultural heritage. It helps us to draw conclusions from the comparative analysis and to identify the strengths and weaknesses of the current panorama of the evolution of the cultural heritage of the Piedmont region. We compare the data through different variables and parameters to measure the level of sustainability in their different areas, evaluating each of the initiatives and events, taking into account four main parameters to see if they meet the definition of sustainability, giving them a value between 1 and 5.

For **economic sustainability**, the four main criteria taken into account are collaboration and partnership in the territory, support for local activities, economic equity to ensure access to all, and efficiency of resources; Economic sustainability encompasses the concept of responsible purchasing, creating shared value for its stakeholders, supporting the local community and involving suppliers. In studying the economic effects of events, it is crucial to consider both the immediate benefits during the event period and the long-term effects on the

local economy. By examining the criteria mentioned above, we can understand the economic impacts of sustainable events on UNESCO cultural heritage sites in the Piedmont region. Of the 15 events mapped, we can show that the **Torino Design of the city** event and **Earth Festival** event are the ones with the highest score of **4.75** in the area of economic sustainability; these have in common that they have a high degree of collaboration with stakeholders in the territory, are events that provide a boost to tourism, as well as the creation of jobs, promote local producers and businesses, and attract investment. On the other hand, the event with a score of **3.5**, the lowest of all, is **Sacri Monti Educational**; this initiative focused on students helps to promote the development of the educational and cultural sectors of the territory. However, it does not contribute directly to economic development. The **social effects** of events on local communities, residents, and event attendees in the context of UNESCO cultural heritage sites in the Piedmont region can be diverse and wide-ranging. The objective of carrying out this evaluation is to examine the social impacts of the events on local communities, residents, and those attending the event, evaluate the degree of community commitment, cultural exchange, and social cohesion fostered, analyze the social benefits, such as increased community pride, a greater sense of place and a better quality of life. The organization of events assesses welfare, safety, accessibility, heritage, inclusion, and non-discrimination. Therefore, the measurement criteria are

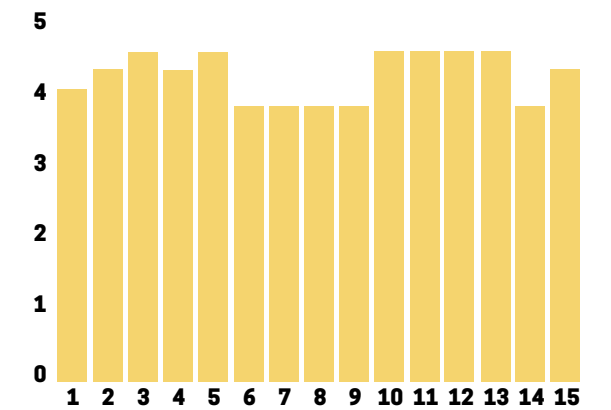
social inclusion, sustainable practices for people, health and well-being, and cultural diversity. In the environmental sustainability assessment, events had similar scores, with **3.75** being the lowest score in 5 of the events and 6 having **4.5**; the initiatives seek to promote the participation of people in society, generating respect for the common good, inducing environmental awareness, and creating a solid network of enhancement and promotion of cultural heritage spread throughout the territory to increase access and visibility.

Sustainable practices and initiatives have become increasingly important in the planning and execution of events worldwide. By conducting an **environmental sustainability** impact analysis, we can identify potential risks and opportunities, implement mitigation measures, and improve overall event sustainability performance. This analysis helps us to understand ensures that events on UNESCO cultural heritage sites in the Piedmont region are aligned with the principles of environmental responsibility, conservation, and sustainable practices. Considering the respect of the ecosystem in which the event takes place, the evaluation of waste management, and the application of the concepts of reuse and recycling in management choices. Therefore, the criteria analyzed were, reducing environmental impacts, sound management of natural resources, pollution control, and climate change actions. After the evaluation, it was shown that the event **“Caccia al tesoro Nelle Langhe”** had a critical score of **2.5**

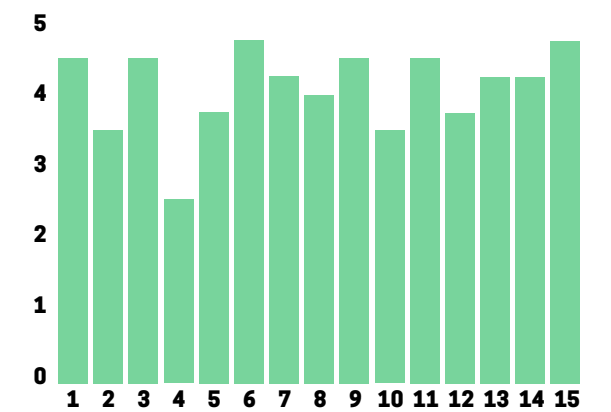
because although the event promotes understanding and cultural appreciation with experience on local culture, the history and economy of the Langhe region does not meet the sustainability guidelines, While the educational and environmental initiatives of **“Ri-pensiamo l’ambiente”** of the city of Ivrea and **“Educare alla valorizzazione dei siti Unesco a partire dalle Residenze Sabaude”** Torino focus mainly on the issue of sustainability and therefore have scores of **4.75** as they promote sustainable development and protect their natural resources, and raise awareness about the protection of cultural heritage through actions that promote a sustainable future.

The analysis concluded by evaluating the **circular economy**, which is crucial for measuring the impact of sustainability efforts during events and initiatives, helping drive continuous improvement, inspiring stakeholders, and promoting the broader adoption of sustainable practices. We can showcase the achievements by making data-driven decisions and contributing to the transition toward a more sustainable and circular economy. The criteria analyzed were waste management, ensuring minimization of waste and pollution, good management of raw materials and energy, and green employment directly or indirectly related to environmental sustainability and the transition to a greener economy. In this evaluation, we highlight the event with a valuation of **4,5 “Fiera internazionale del tartufo bianco D’Alba,”** given that, after the analysis made, we observe that the Fair has a circular economy approach with different practices and principles

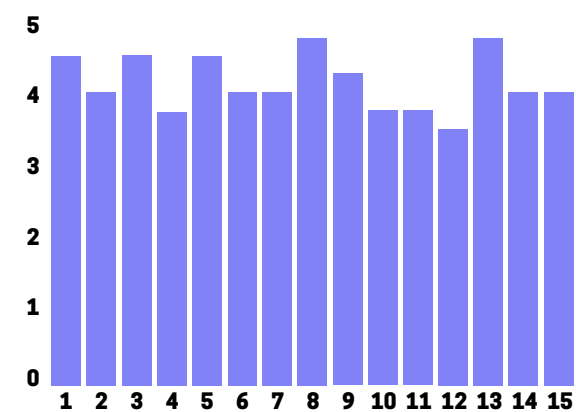
that demonstrate its commitment to sustainability, such as green transport, good management of waste, promotion of the local economy and the promotion of creative and sustainable culinary uses for truffle by-products. As a general result of evaluating all events and initiatives, it was concluded that initiatives to promote cultural heritage and sustainable development through education score higher, as they offer opportunities to learn about cultural heritage, diversity, traditional knowledge, and the importance of the local economy. Help develop a sense of identity and connection with culture. The initiative with the highest overall score of 4,6 is the “Youth Camp,” an initiative of the Man and the Biosphere Programme (MAB) of UNESCO, which provides information and sensitizes young students on sustainable development issues. Education generates a sensitivity for the environment, raising awareness about conservation and sustainable development among young people and encouraging them to get involved in community projects and adopt sustainable practices in their daily lives.



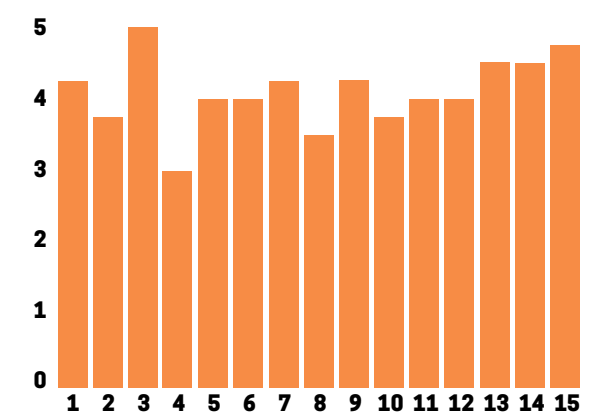
Social Sustainability Measurement



Environmental Sustainability Measurement



Economic Sustainability Measurement



Circular Economy Measurement

OVERVIEW

SUSTAINABILITY MEASUREMENT

	NAME	ECONOMIC SUSTAINABILITY RESULT	SOCIAL SUSTAINABILITY RESULT	ENVIRONMENTAL SUSTAINABILITY RESULT		CIRCULAR ECONOMY RESULT	GENERAL RESULT	GENERAL OUTPUT ANALYSIS
WORLD HERITAGE LIST	Terra Madre Salone del Gusto	4,5	4	4,5		4,25	4,3	The event has many positive impacts in different aspects, such as the economy, society, and culture, apart from promoting the territory, it helps sustainable growth as a community, following the SDGs.
	Sacri monti educational	3,5	4,5	3,75		4	3,9	Different sites are the cultural heritage of humanity to which they are not appropriately valued, and the promotion of these is limited; educational events help young people to know the territory's history and culture and promote it.
	Caccia al tesoro Nelle Langhe	4,5	4,25	2,5		3	3,37	The event leaves several positive outputs, such as the promotion of the territory and economic development. However, at the same time, some impacts can be generated on the environment since it develops in a territory that can be affected if it involves activities that damage the environment's heritage and ecosystem, such as litter or pollution.
	Ri-pensiamo l'ambiente	4	3,75	4,75		4	4,12	Ivrea, an industrial city, is situated with a concept of constant pollution and pollution due to the factories and companies there; however, the Unesco club of Ivrea seeks to generate changes in conception, promoting sustainable issues and actions that help us reach sustainable development.
MAB RISERVES	Earth Festival	4,75	4,25	4,25		4,5	4,43	The festival focuses on eco-sustainable tourism and environmental education of nature and landscape, offers meetings, debates, conferences, music and projections on the theme of the environment and its protection.
	Youth Camp	4,5	4,5	4,5		5	4,6	Creating awareness and training for young people to play an active role in the conservation of the environment through such events generates a benefit to the territory and its sustainable development, however are initiatives that can be replicated and/or directed to more types of people.
	Parchi Da gustare	4	3,75	4,25		4,25	4,06	Providing visibility to the territory through a gastronomic event contributes to the development of productive sectors and the appreciation of their cultural identity; nevertheless, the result of these massive events can be harmful to the territory, as it may suffer damage if not adequately managed such as the facilities used, the waste generated, among others.

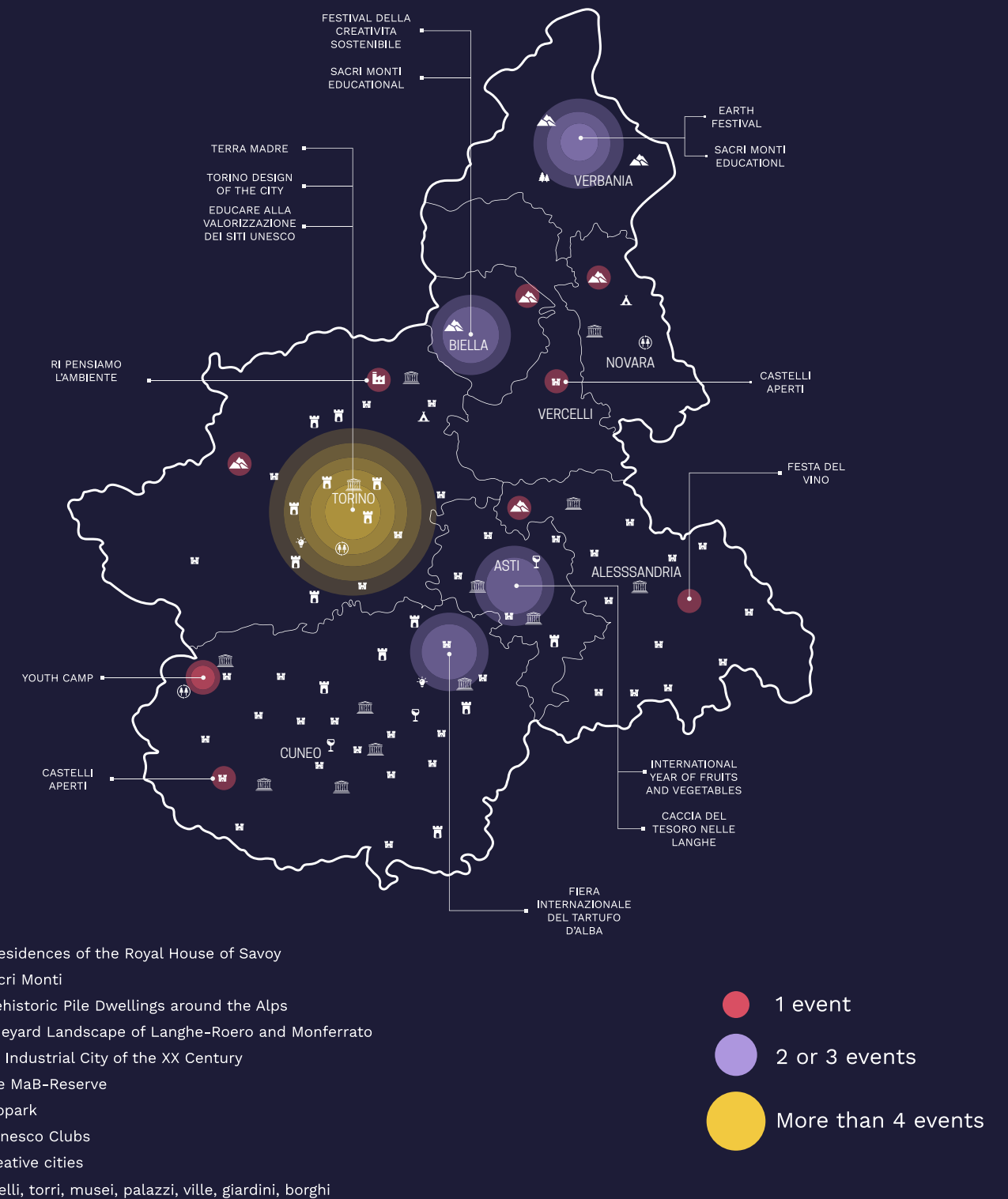
	NAME	ECONOMIC SUSTAINABILITY RESULT	SOCIAL SUSTAINABILITY RESULT	ENVIRONMENTAL SUSTAINABILITY RESULT		CIRCULAR ECONOMY RESULT	GENERAL RESULT	GENERAL OUTPUT ANALYSIS
CREATIVE CITIES	Torino Design of the city	4,75	3,75	4		3,5	4	The realization of events that encourage visitors to learn more about a city through different activities helps us to generate awareness and an appropriation that generates a cultural development of territory and economy. Nonetheless, bringing the event to an end involves generating negative impacts such as pollution, waste generation, and inappropriate use of materials.
	Fiera internazionale del tartufo bianco D'Alba	4	3,75	4,25		4,5	4,12	The event fulfills its objective of transmitting culture through its cuisine, generating a territorial promotion with local producers, promoting sustainability, and encouraging visitors to interact and form connections with each other and the local community.
	Festival della creatività sostenibile	4,25	3,75	4,5		4,25	4,18	Sustainable development is a topical matter and requires attention to the issues and opportunities related to achieving the SDGs. The festival contributes to bringing us on a path of sustainability.
UNESCO CLUBS	Anno internazionale degli ortofrutticoli 2021	3,75	4,5	4,5		4	4,18	Encourages sustainable development since it handles different issues that make us aware of problems we face today, such as hunger, poverty, consumption, and heritage, among others, besides having only a local impact.
	Educare alla valorizzazione dei siti Unesco a partire dalle Residenze Sabaude	4	4,25	4,75		4,75	4,43	Educating people on the importance and value of UNESCO World Heritage sites and transmitting cultural heritage and history helps us form links and networks between students and the territory.
PIEDMONT REGION	Castelli Aperti	3,75	4,5	3,5		3,75	3,87	The opening of the heritage to the public enhances the promotion of the territory, helping not only the economy of the region but also generating awareness and care for the cultural heritage.
	Festa del Vino	4	4,25	3,5		3,75	3,87	The event has wide-ranging outputs and impacts, including promoting local wine, boosting tourism, supporting local businesses, fostering cultural exchange, and strengthening regional identity.
	Grand tour Unesco del Piemonte in bicicletta	4,5	4,5	3,75		4	4,18	The initiative can contribute to the sustainability of these sites while revitalizing historic towns or regions and supporting local businesses.

Conducting a Data-Mapping analysis of events and initiatives provides a complete understanding of the factors that influence to develop sustainably and helps identify and highlight best practices and the identification of events and initiatives which have been successful and have had a positive impact on tourism, the local economy, and in the preservation and management of cultural heritage. By analyzing their results and evaluating their success, we can identify areas for improvement. This evaluation helps to refine practices, implement necessary changes and continuously improve cultural heritage initiatives. By understanding what works well, we can develop strategies to improve cultural tourism, create employment opportunities and generate economic benefits by helping to align efforts with regional goals, sustainability objectives, and community needs.

After the data mapping for each of the events, it is important to make a density event analysis to understand how these are geographically distributed, the motivations, potential impacts, and solutions for such events, as it helps us to visualize and understand the spatial distribution of visitor density, contributing to effective decision-making and management strategies for cultural heritage sites in the Piedmont region. By conducting a thorough density analysis of events at cultural heritage sites in the Piedmont region, it is possible to develop sustainable management approaches that maximize tourism's benefits while safeguarding the sites' cultural value and minimizing any negative impact on the environment and local communities. By

geographically locating each of the events developed, we could show in which specific areas the events take place, highlighting some of the sites that are cultural heritage; on the one hand, we can see that near major cities or there is a greater density of events such as **Turin, Biella and Asti**, on the other hand, events that focus on the promotion of culture are developed in more peripheral areas, in contact with nature, as is the area of Monferrato, Roero, and Langhe; we also find that the initiatives **“Castelli Aperti”** and **“Sacri Monti Educational”** are developed in different areas of the region because there is more than one site present. The events analyzed leave us with the potential to contribute significantly to regional development and sustainable tourism. They can generate economic benefits, preserve and promote local culture, stimulate infrastructure development, engage communities, foster environmental sustainability, promote destiny, and facilitate cultural exchange and learning; the power of events and UNESCO heritage sites must be harnessed to become triggers for holistic and sustainable regional development. While economic, social, cultural, and sustainable impacts must be considered, event organizers can create holistic and responsible events that benefit the host community and the environment. Such considerations ensure that the event generates positive change, promoting economic growth, social integration, cultural preservation, and environmental management. However, not following sustainability guidelines and standards can seriously affect territory, society, and culture.

DENSITY EVENTS ANALYSIS



5.5 Connecting the Dots: Stakeholder Map



To complement the findings on the data-mapping analysis of the clubs and the events and initiatives developed in the Piedmont region, we develop a stakeholder map with the relations and values exchange, which helps us to identify and understand the stakeholders in cultural heritage initiatives, including UNESCO clubs, local communities, government bodies, tourism organizations, and other relevant actors. The Stakeholder Relations Map provides a comprehensive overview of stakeholder roles, interests, and connections, providing information on stakeholder influence, opportunities for collaboration, and interdependencies. By analyzing the stakeholder landscape, we can effectively understand the stakeholder roles, build

strong partnerships, address conflicts of interest, and ensure that initiatives adapt to stakeholders' diverse needs and perspectives. The Stakeholder Relations Map is a strategic tool to facilitate collaboration, improve decision-making and maximize the positive impact of events on the cultural heritage of the Piedmont region.

When making the Stakeholder Map, we might notice that depending on each event or initiative, the stakeholder might vary; for example, in one event, the stakeholder is a support entity, and in another may be an operating actor, so we consider it essential the division of stakeholders into different categories. The first category comprises organizational stakeholders who are those who have a vested interest in the success of an event or initiative. Since they are responsible for giving life to this initiative, they can include UNESCO clubs, cultural associations, Governmental Bodies, Non-Governmental Organizations (NGOs), tourist associations, educational institutions, foundations, among others. These stakeholders play a crucial role in implementing initiatives and the sustainability of cultural heritage sites. The second category includes operational stakeholders who are directly involved in the day-to-day operations and implementation of the plan and in carrying out the necessary activities and tasks essential to the project's success. UNESCO clubs, government bodies, local communities, volunteers, and others are in the same category. Supporting stakeholders can be a valuable asset to ensure the success of an event or

initiative. Stakeholders can benefit enormously by offering financial support, in-kind donations, or their time and experience, bringing us to the third category of actors. Their participation can result in a more impactful and successful outcome, ultimately contributing to the overall achievement of the project. In the fourth category, we have Government Authorities, UNESCO and International Organizations, Academic and Research Institutions, foundations, companies, and more, which are part of the strategist's stakeholders and responsible for ensuring sustained and effective management of such initiatives. Their contributions are invaluable in realizing the long-term sustainability and strategic vision by shaping policies, mobilizing resources, and forging partnerships that preserve and advance cultural heritage in the region of Piedmont. Moving on to category 5, the promotional stakeholders play an integral role in disseminating and promoting cultural heritage initiatives throughout the Piedmont region, focussing on enhancing public awareness, fostering engagement, and creating avenues for participation in cultural heritage activities. This category includes UNESCO, cultural organizations, government bodies, local communities, associations, and foundations. Finally, the last category is that of regulatory actors, which are fundamental in defending laws, regulations, and norms related to initiatives, such as government agencies at the regional and national levels, the World Heritage Committee, UNESCO, such others; Its principal function is to establish and implement legal frameworks that safeguard the protection and

contribute to the integrity and sustainable preservation of cultural heritage in the Piedmont region. Dividing the stakeholder map into these categories helps us understand the diverse roles, interests, and interactions among stakeholders, enabling effective engagement strategies.

STAKEHOLDERS RELATIONSHIP MAP

VALUE EXCHANGE

\$ ECONOMIC

📣 ADVERTISING

👥 CONNECTIONS

🏗️ RESOURCES

📍 LOCATION

📄 INFORMATION

STAKEHOLDER ROLE

🟦 **Organizational:** Help to promote the event, provide feedback, and even volunteer their time to help with the event.

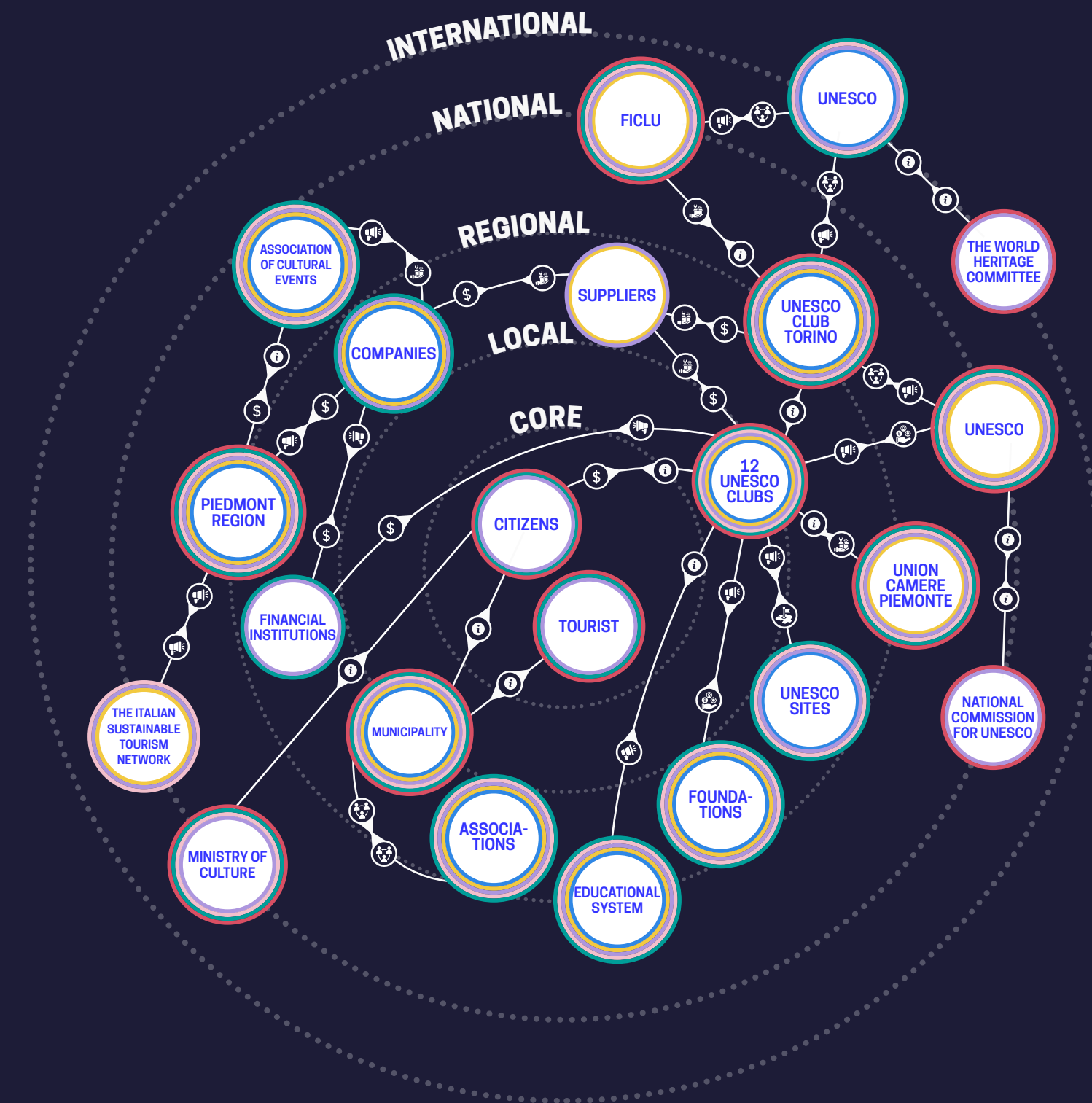
🟡 **Operative:** Are directly involved in the day-to-day operations of an event making sure that the event runs smoothly and that the attendees have a positive experience.

🟪 **Supporting:** Provide financial or logistical support to make events possible by giving resources that are needed to plan and execute them.

🟠 **Strategist:** Ensure that the event is aligned with the goals of the organization or community that is hosting it.

🟢 **Promoting:** Help to increase awareness of the event and attract attendees.

🔴 **Regulatory:** Are organizations or individuals who have the authority to regulate events



ORGANIZATIONAL STAKEHOLDER RELATIONSHIP MAP

VALUE EXCHANGE

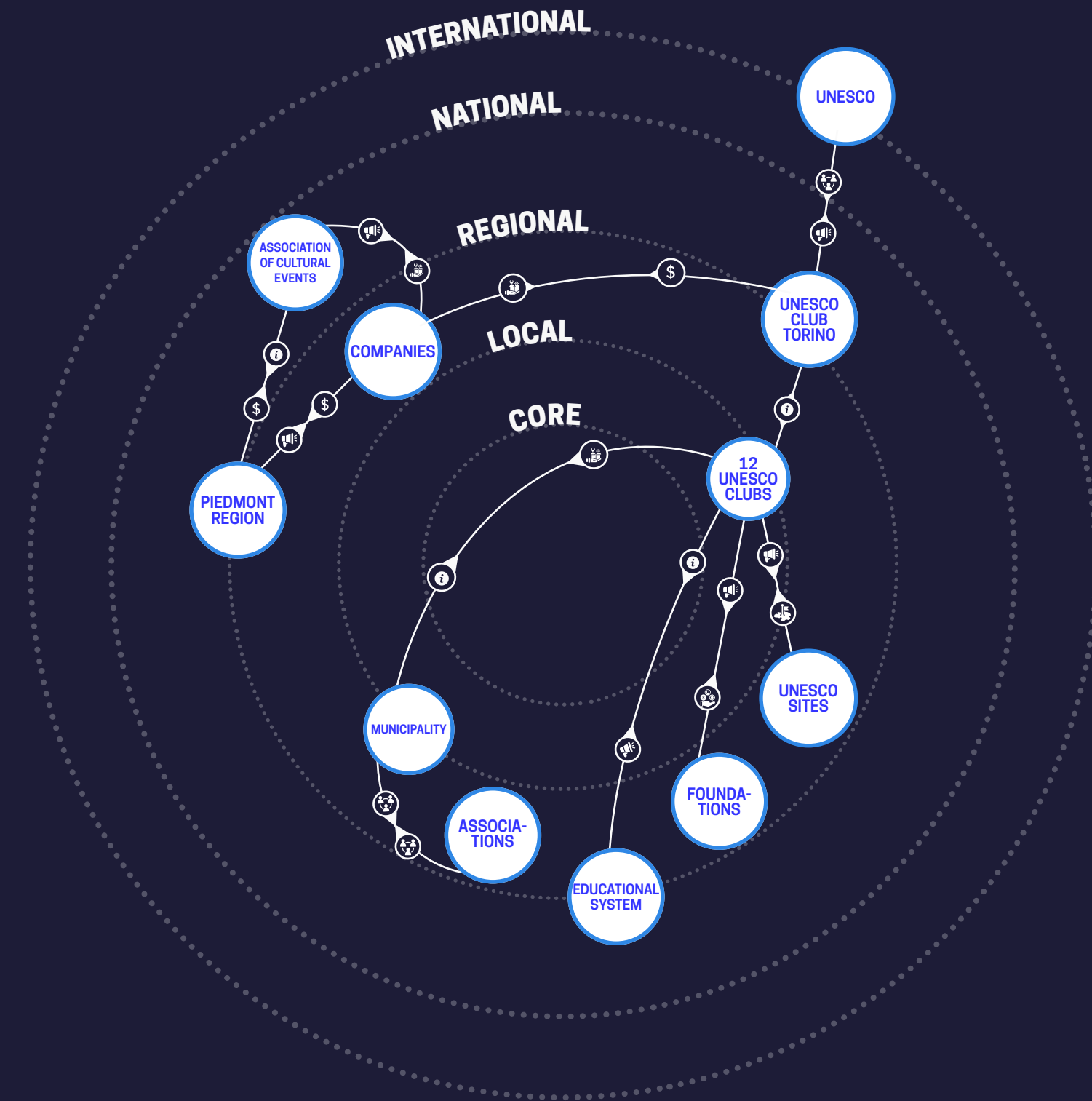
-  ECONOMIC
-  ADVERTISING
-  CONNECTIONS
-  RESOURCES
-  LOCATION
-  INFORMATION

An organizational stakeholder

These are individuals or groups who have a vested interest in the success of an event or initiative, as its implementation directly impacts them. This can include employees, managers, and staff members.

Stakeholders can participate in a wide variety of activities to support an event or initiative:

- Providing financial support: Donate money to help cover the costs of the event or initiative, such as crowdfunding, corporate sponsorships, or individual donations.
- Volunteering their time: Stakeholders can volunteer their time to help with the event or initiative.
- Providing feedback: To improve the event or initiative for future iterations.
- Monitoring the event or initiative: Ensure that it is meeting its goals and objectives, identifying any potential problems early on, and making necessary adjustments



OPERATIVE STAKEHOLDER RELATIONSHIP MAP

VALUE EXCHANGE

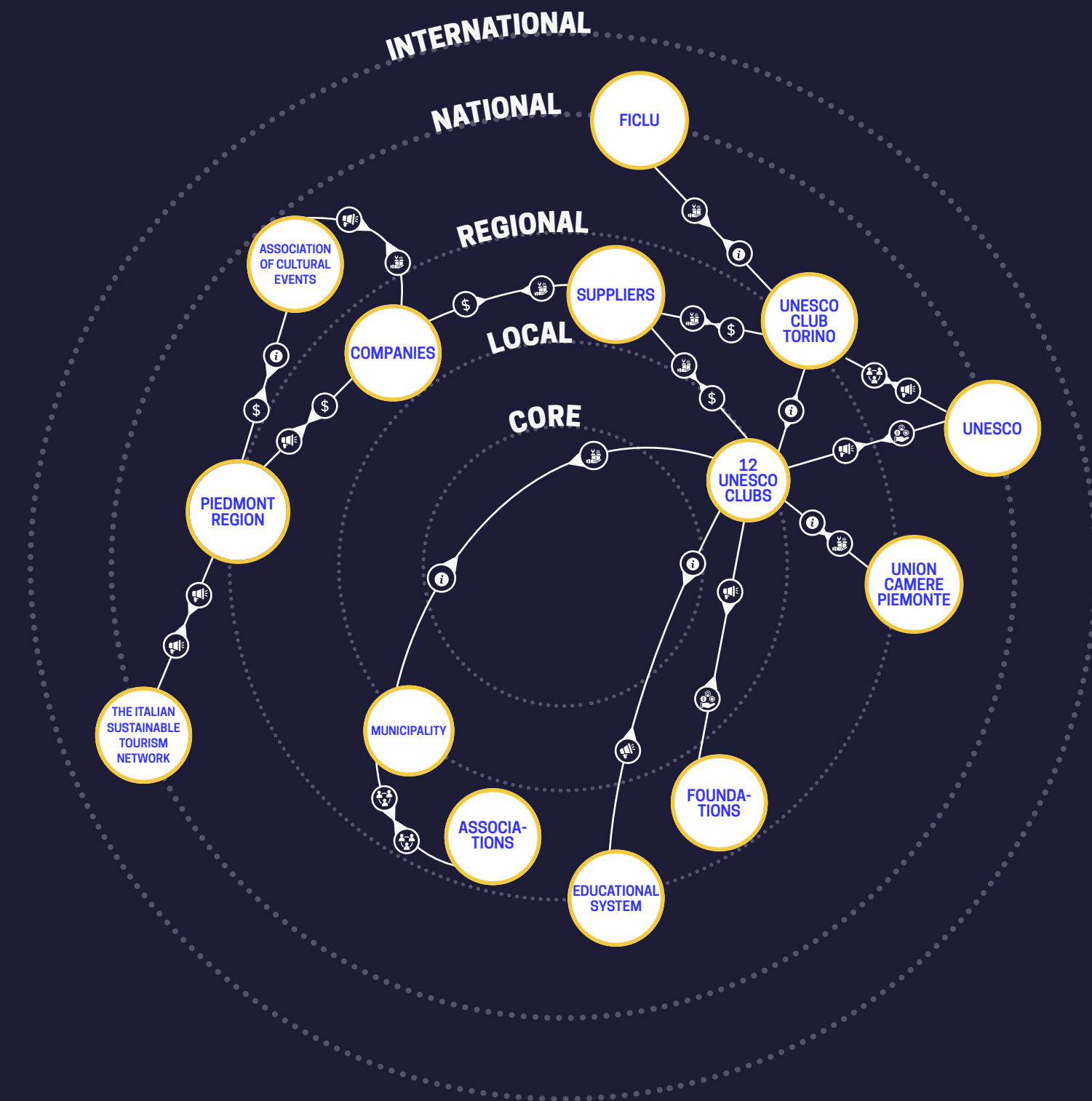
-  ECONOMIC
-  ADVERTISING
-  CONNECTIONS
-  RESOURCES
-  LOCATION
-  INFORMATION

An operative stakeholder

Plays a direct role in the execution of an event or initiative; they are responsible for planning, organizing, or carrying out specific tasks ensuring that the event or initiative runs smoothly and achieves its goals.

This could include tasks such as:

- Planning and organizing: setting a budget, scheduling events, and securing venues.
- Managing resources: Tracking expenses, coordinating volunteers, and ordering supplies.
- Communicating with stakeholders: sending out press releases, updating social media, and answering questions.
- Solving problems: dealing with problems like troubleshooting technical issues, dealing with unexpected guests, and resolving conflicts.



SUPPORTING STAKEHOLDER RELATIONSHIP MAP

VALUE EXCHANGE

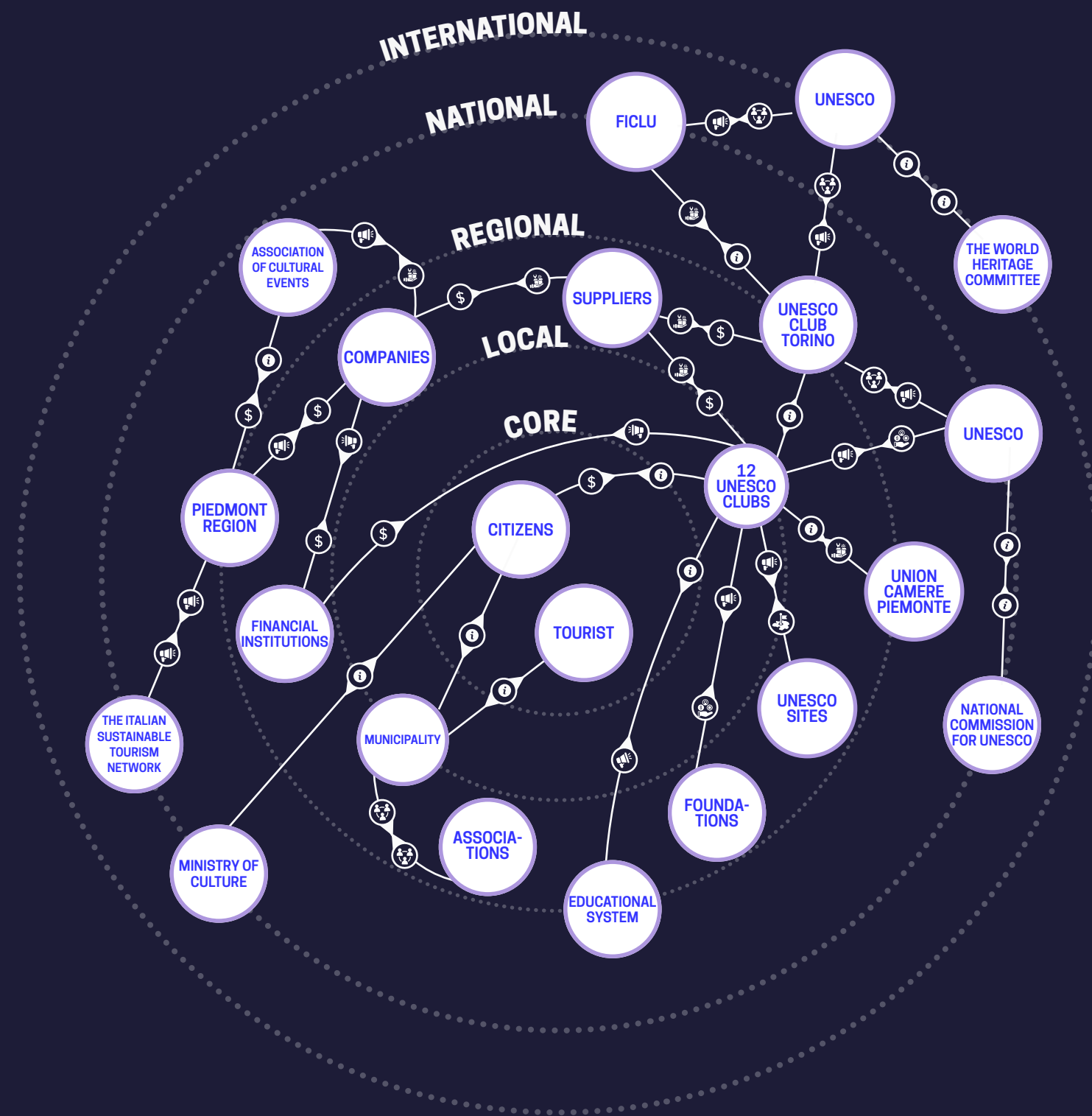
-  ECONOMIC
-  ADVERTISING
-  CONNECTIONS
-  RESOURCES
-  LOCATION
-  INFORMATION

A supporting stakeholder

Contribute to the success of an event or initiative by providing financial support, in-kind donations, or volunteering your time and experience; their participation can be invaluable to event organizers and initiative leaders as they can create a more successful and impactful event or initiative.

Some examples of supporting stakeholders for an event or initiative:

- Financial supporters: Provide money to help cover the costs of the event or initiative.
- In-kind donors: Provide goods or services to help the event or initiative.
- Volunteers: Donate their time and effort to help with the event or initiative, helping with various tasks, such as setting up, handing out flyers, or cleaning up after the event.
- Media partners: Promote the event or initiative to a wider audience.



STRATEGIST STAKEHOLDER RELATIONSHIP MAP

VALUE EXCHANGE

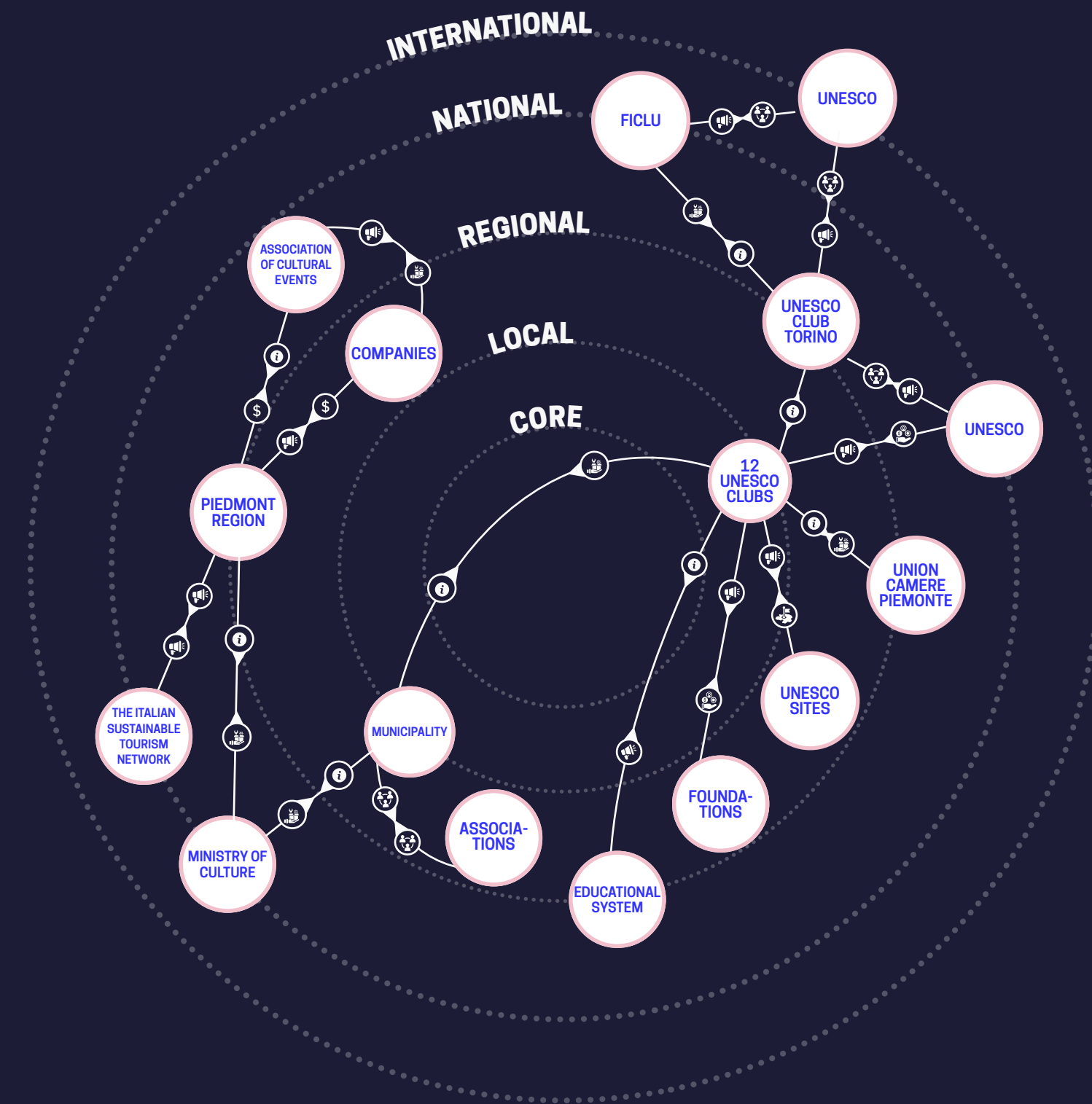
-  ECONOMIC
-  ADVERTISING
-  CONNECTIONS
-  RESOURCES
-  LOCATION
-  INFORMATION

A strategist stakeholder

Refers to an individual or organization that offers strategic direction and assistance to an event or project. They are experts in event planning, project management, or a related field and are crucial in ensuring the initiative's success.

Strategist stakeholders can bring several advantages to an event or project, which can help ensure the event or initiative is successful. These benefits may include:

- Strategic planning: Develop a strategic plan for the event or initiative to help ensure it is aligned with its goals and objectives.
- Resource mobilization: Help to mobilize resources, such as funding, volunteers, and expertise
- Risk management: Identify and mitigate risks
- Evaluation: Help to evaluate the event or initiative



PROMOTING STAKEHOLDER RELATIONSHIP MAP

VALUE EXCHANGE

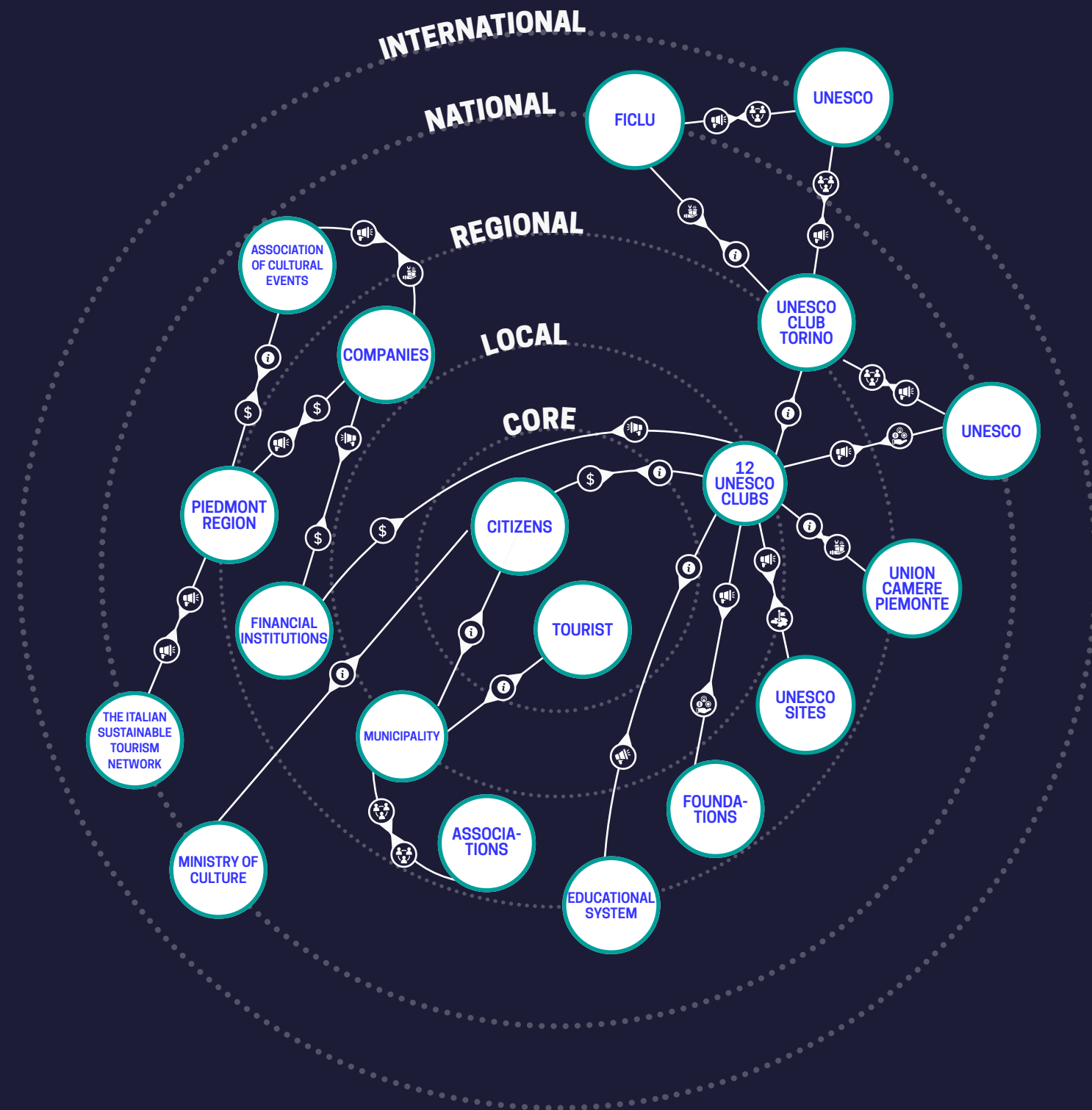
-  ECONOMIC
-  ADVERTISING
-  CONNECTIONS
-  RESOURCES
-  LOCATION
-  INFORMATION

A promoting stakeholder

A person or organization that actively supports and promotes a sustainable event or initiative and is typically active about its goals and objectives to help it succeed.

Promoting stakeholders offers various advantages to a sustainable event or project, which include:

- Increased visibility and awareness: increase the event or initiative's visibility and awareness by sharing information about it with their networks.
- Positive word-of-mouth: generate positive word-of-mouth about the event or initiative, which can attract new participants and supporters.
- Improved morale and motivation: demonstrating that their efforts are valued and appreciated among participants and supporters



REGULATORY STAKEHOLDER RELATIONSHIP MAP

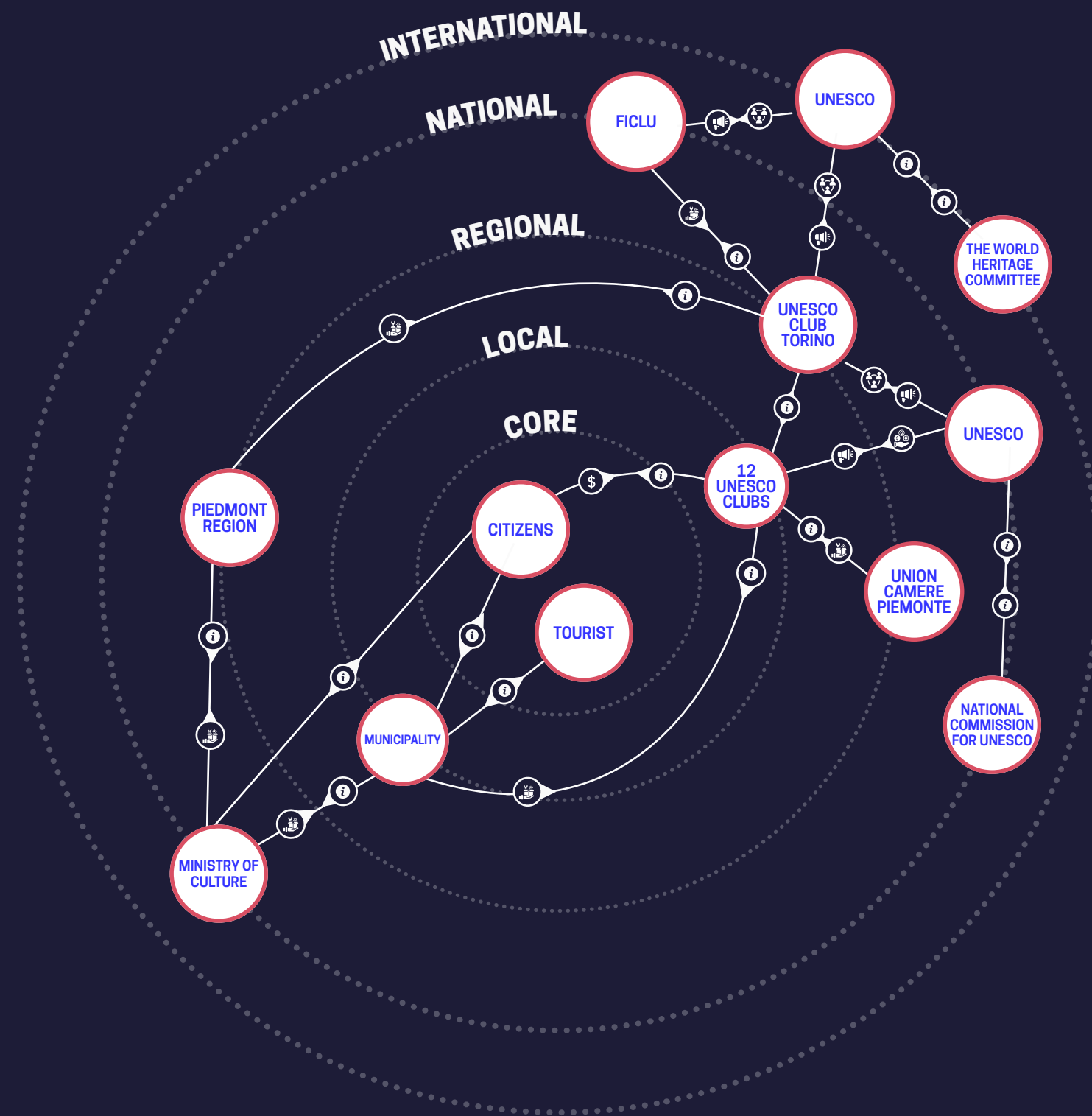
VALUE EXCHANGE

-  ECONOMIC
-  ADVERTISING
-  CONNECTIONS
-  RESOURCES
-  LOCATION
-  INFORMATION

A regulatory stakeholder

Refers to any person or entity with a direct interest in creating or applying regulations. The involvement of regulatory stakeholders is essential; they play an important role in the regulatory process by providing input on proposed regulations, advocating for their interests, and monitoring the implementation of regulations, ensuring that the process is open, transparent, and accountable. Some of the roles of a regulatory stakeholder include:

- Provide inputs on the regulatory proposal: attend public hearings, submit written comments, and meet with regulators to ensure the regulations are fair, effective, and efficient.
- Advocate for their interests: supports the implementation of regulations that prioritize the welfare of all stakeholders involved.
- Monitor the implementation of regulations: ensure that they are applied fairly and consistently and help identify any problems with their implementation.



5.6 Conclusion

In conclusion, the systemic analysis process has provided valuable insights into the complexities of the UNESCO clubs in the Piedmont region, the sustainable events and initiatives hosted on the Piedmont heritage sites, and the stakeholder relationships within this context. By thoroughly analyzing the realities of UNESCO clubs, we gained a deeper understanding of their activities, challenges, and opportunities. This knowledge is a foundation for developing effective strategies and collaborative efforts to support cultural heritage initiatives. The data mapping of sustainable events and initiatives on heritage sites has revealed much information about the diverse activities. This analysis has helped identify best practices, gaps, and areas for improvement in terms of sustainability and cultural heritage preservation. By understanding the strengths and weaknesses of these events, we can enhance their positive impacts, mitigate any adverse effects, and promote sustainable practices in the future. The stakeholder relationship map has provided a comprehensive overview of the key actors involved in cultural heritage initiatives. We can better understand their roles, responsibilities, and potential contributions by categorizing stakeholders into organizational, operative, supportive, and strategist groups. This map enables effective engagement, collaboration, and coordination among stakeholders, fostering a collective effort toward preserving, promoting, and sustainable development of cultural heritage in the

Piedmont region. Overall, the systemic analysis has provided us with a holistic view of this context's realities, challenges, and opportunities. Provided with this knowledge, we can develop informed strategies that promote the long-term sustainability and cultural vitality of the Piedmont region's heritage sites. By embracing a systemic approach, we can ensure the preservation and appreciation of cultural heritage for generations to come.





IVREA, PATRIMONIO UNESCO PER LA CITTÀ IDEALE DELL'UMANESIMO -

06. The Turning Point to Make Challenges into Opportunities

In the previous chapter, we conducted a comprehensive systemic analysis to understand the complexities of the UNESCO realities. Through this process, we gained valuable insights into the realities, challenges, and opportunities surrounding cultural heritage initiatives. Building upon the findings of the systemic analysis, we will explore how we can effectively turn these challenges into opportunities. By harnessing our understanding of the complexities and engaging with stakeholders, we can develop strategies, approaches, and innovative solutions to address the identified challenges and unlock the full potential of our cultural heritage. This chapter delves into the transformative power of embracing challenges as opportunities and highlights the key steps to guide and exploit them effectively. Proactively and collaboratively, we can create a future where challenges lead to positive changes and sustainable development of cultural heritage.

STRENGTHS

- Belonging to the territory
- Promotion of the ideals of UNESCO
- Interest in the well-being of the community and the territory
- Access to sites of interest within the territory

- Build new connections for future sponsors or collaborations
- Make a positive impact on the community
- Generate regional visibility of events
- Training of personnel in sustainable events
- Hold events in collaboration

WEAKNESSES

- Lack of funding
- Limited publicity of the events
- Low availability of staff in the organization of events
- Lack of tools to effectively communicate the importance of the territory
- Inexperienced staff for the promotion, marketing, or organization of events
- High-age staff

- Difficulty getting to the event location
- Lack of young staff due to limited incentives
- Staff structure unclear
- Similar events with others
- Failure to implement sustainability guidelines

OPPORTUNITIES

THREATS

6.1 S.W.O.T Analysis to Assess the current context

A SWOT analysis is a powerful strategic technique that provides a mechanism to evaluate key internal factors, “strengths and weaknesses,” and external factors, “opportunities and threats.” The analysis has two key steps. The first step determines SWOT factors and forms the SWOT matrix. In contrast, the second step uses the SWOT matrix to formulate the best combination of strategies by pairing internal and external factors. (Cheng Longsheng et al., 2022) It is crucial for comprehensive planning and strategic decision-making; we conduct a SWOT analysis to investigate the events’ strengths, weaknesses, opportunities, and threats at UNESCO cultural heritage sites in the Piedmont Region. This exploration aims to identify and discuss the key factors contributing to the effectiveness and success of the Organization in promoting the values of UNESCO and improving the Piedmont Territory, identifying internal and external factors influencing UNESCO’s operations in the region, using the SWOT as a basis for strategic planning, improved competitiveness, the promotion of adaptability and innovation, and informed decision-making at sites in the region.

Strengths

1. Sense of belonging to the territory:

The analysis highlights the dedication and connectivity of Sites and Clubs present at sustainable events and initiatives, demonstrating a solid foundation of community engagement, cultural

preservation, and collaborative efforts; a strong link has been established with the territory of Piedmont, which allows it to develop its activities with stability.

2. Promotion of UNESCO ideals:

UNESCO clubs and organizers are dedicated to spreading the ideals and values of UNESCO, thus promoting education, culture, science, and the protection of diversity in the Piedmont region through various initiatives, activities, and events proposed. By aligning with UNESCO’s mission, it contributes to global efforts and improves its events and initiative’s impact, reputation, and sustainability in the heritage sites in the Piedmont region.

3. Concern for the well-being of the community and territory:

The commitment to the culture and people of the Piedmont region is reflected in its genuine concern for the well-being of the community and the region, with particular attention to improving the quality of life of the population and the environmental well-being of the territory as well as the care and commitment have towards people and the environment in which sustainable events and initiatives take place.

4. Access to places of interest in the territory:

The territory of Piedmont has excellent advantages, and one of them is its numerous sites of interest that organizations can promote and appreciate. Easily accessible, it can offer valuable cultural and tourist experiences as a destination for cultural tourism,

attracting national and international visitors, contributing to the success and positive impact of their efforts by providing a smooth and enjoyable experience to the participants of the proposed events and initiatives, attracting stakeholders and partnerships, and positioning the Piedmont region as a vibrant cultural destination.

Weaknesses

1. Lack of funds:

The lack of financial resources for UNESCO clubs in the territory presents a significant challenge in developing and implementing its sustainable events and initiatives. It is due to limited public or government support for cultural and sustainable initiatives, the absence of a strong sponsorship or partnership network, and the need for knowledge or understanding of sustainable initiatives’ value and potential impact. Stakeholders may be less inclined to provide financial support if they do not recognize such initiatives’ long-term benefits and positive outcomes.

2. Limited publicity of events:

The low participation and visibility of the public in Piedmont affect events and initiatives at UNESCO cultural sites due to a lack of effective communication strategy, limiting showing and generating sufficient awareness about sustainable events. This weakness can hinder reaching and engaging a wider community, resulting in lower attendance and participation rates. A lack of experience or knowledge in marketing strategies can impede promotional efforts.

3. Limited availability of staff to organize initiatives:

The challenge of having a staff shortage to plan, implement and manage sustainable initiatives efficiently can significantly affect the effectiveness and efficiency of their initiatives. Often the lack of human resources explicitly dedicated to the organization and coordination of events can result in an overload of responsibilities and a lack of capacity to handle all the necessary tasks.

4. Lack of tools to effectively communicate the importance of the territory:

The absence of a well-defined communication strategy that describes vital messages and appropriate channels for effectively conveying the importance and value of sustainable initiatives to diverse stakeholders is due to a lack of knowledge or skills to take advantage of digital platforms or the limited access to tools, modern communication technologies, and social networks can result in missed opportunities to effectively reach and engage the target audience with the meaning of Piedmontese territory and its initiatives.

5. Inexperienced staff for sustainable events:

The success of UNESCO in Piedmont could be hampered by the lack of qualified personnel in the field of sustainable events and all that implies their realization and limitations arise from a team that lacks the necessary understanding and experience in the principles and practices of sustainability having various implications for the

success and impact of its sustainable initiatives. Inexperienced staff may need to be better versed in sustainable event planning concepts, having difficulty engaging stakeholders and communicating the importance of sustainability at events.

6. Middle-aged staff:

The challenge of having a mainly middle-aged workforce suggests that the demographic age of the teams is sufficiently diverse or representative of different age groups. While middle-aged staff brings valuable experience and knowledge to the table, this concentration of age range may result in certain limitations due to a lack of recruitment efforts targeting younger people or different age groups. In order to encourage the introduction of new ideas and skills, it is essential to prioritize generational change, as the presence of experienced senior staff can hamper such contributions.

Opportunities

1. Create new connections for future sponsors or collaborations:

To acquire financial resources and additional experience, sites and clubs have the opportunity to establish new connections with potential sponsors or partners in the territory, which allows them to expand, reach and engage with organizations or individuals who share a common interest in sustainable events and heritage preservation, improving the quality and impact of the initiatives.

2. Have a positive impact on the community:

UNESCO Clubs and organizations in Piedmont have the potential to generate a positive impact and have a significant opportunity arising sustainable events and initiatives. Organizing and promoting events that prioritize social, cultural, and environmental considerations can foster a sense of pride, belonging, and cultural appreciation among community members and promote awareness and education on critical issues related to sustainability, heritage preservation, and social responsibility. Through participatory events, organizations can inspire and empower people to take action and make positive changes in their lives and the community.

3. Generates regional visibility through events:

Holding sustainable events serve as a medium to highlight diverse cultural offerings, including art, music, traditional cuisine, and practices that generate regional visibility, which presents an exciting opportunity to promote the unique cultural heritage and attractions of the Piedmont region. They can attract tourism, stimulate the local economy and create a positive image of the region, providing an opportunity to showcase the talent, creativity, and resources of artisans, local companies, and organizations, thereby supporting their growth and sustainability.

4. Holding events collaboratively:

Collaborative events provide a midway for shared goals, responsibilities, and outcomes. Expanding the reach and

influence of the events can be achieved by partnering with other institutions, organizations, or local authorities. This approach offers valuable opportunities and allows for pooling together various stakeholders' expertise, networks, and resources, all of which can benefit the initiatives.

5. Staff training on sustainable events:

By developing training programs focused on sustainability, staff can equip themselves with the tools and understanding needed to minimize environmental impact, promote social responsibility and prioritize the welfare of attendees and the community, becoming advocates of sustainable practices, actively seeking innovative solutions, and implementing strategies to ensure that events align with sustainability principles.

Threats

1. Lack of attention to the transport methods used by users to reach the event:

The attendants have difficulty getting to the event site due to the lack of attention to the transport methods used to reach the event being a significant threat to the overall sustainability and accessibility of the initiative. Not addressing transportation issues can lead to increased carbon emissions, traffic congestion, and limited accessibility for individuals who rely on alternative modes of transportation. The initiatives may arise due to a need for more awareness, limited resources, or a focus on other priorities during the event planning process.

2. Lack of young staff due to limited

incentives:

It is crucial to evaluate and renew existing incentive structures, offer internships or mentoring programs, provide opportunities for professional development and growth, and create a positive and inclusive work environment that attracts young talents in order to attract young people to have a steady flow of new ideas and vitality is crucial to address impending obstacles and promote creativity in the long run. Organizations need sufficient incentives to attract and retain young employees to avoid losing the valuable contributions and potential that young staff can make.

3. Unclear structure of UNESCO Clubs and Sites staff:

A lack of clear organization and structure within UNESCO Clubs and Sites staff can impede the efficacy of initiatives and coordination. The absence of well-defined roles and responsibilities creates a risk of confusion, effort duplication, and a lack of accountability. Inefficiency, miscommunication, and potential conflicts within the organization may arise without clearly delegated tasks and decision-making responsibilities. Establishing a clear and structured framework ensures effective collaboration and coordination.

4. Development of similar initiatives and events:

The possible existence of equal or conflicting opportunities managed by other organizations or agencies may jeopardize the attractiveness and pre-eminence of UNESCO in the Piedmont region. To maintain public attention and

commitment, working together to reach broad target groups by offering unique value propositions is essential.

5. Non-application of sustainability guidelines:

With the growing importance of sustainability in today's world, it is crucial to adopt responsible practices that promote environmental and cultural conservation. When organizations do not follow sustainability guidelines, there is a risk of resource depletion, environmental degradation, and negative social consequences. This threat may be due to various factors, such as a lack of knowledge or understanding of sustainability principles, the scarcity of resources for implementing sustainable practices, or the need for more attention to short-term benefits without considering the long-term consequences. It is essential to address this challenge by prioritizing sustainability in all event planning and management aspects.

In conclusion, the SWOT analysis of the sustainable events and initiatives hosted on heritage sites in the Piedmont region has provided valuable insights into the organization's strengths, weaknesses, opportunities, and threats. The analysis has highlighted key areas of advantage, such as the sense of belonging with the territory, the promotion of UNESCO ideals, and the concern for the well-being of the community and territory. These strengths offer a solid foundation for the organization to build upon and leverage in its future efforts. However, the analysis has also identified several areas of weakness, including the need for more

funds, limited publicity of events, and staff availability for organizing initiatives. These weaknesses must be addressed through strategic planning, resource mobilization, and capacity building to overcome the challenges they present. Moreover, the SWOT analysis has highlighted various opportunities, such as building new connections, generating regional visibility, and staff training in sustainable events. These opportunities can be capitalized on to enhance further the organization's impact, reach, and effectiveness. Finally, the analysis has highlighted specific threats, such as the need for more attention to transportation methods, the limited availability of young staff, and the unclear structure of UNESCO Clubs and Sites staff. These threats should be mitigated through strategic planning, stakeholder engagement, and organizational development efforts. Overall, the SWOT analysis serves as a valuable tool for the organization to identify its internal strengths and weaknesses, assess external opportunities and threats, and develop strategies to turn challenges into opportunities for the sustainable development of events and initiatives in the Piedmont region.

6.2 Identifying and Addressing Challenges

After conducting extensive research on UNESCO realities, we have a preliminary list of challenges covering various topics, exploring the complexities of understanding the cultural heritage of the Piedmont region through a Data-mapping analysis of events and initiatives, constructing a stakeholder relationship map, and a comprehensive SWOT analysis. Through the systemic analysis, we obtained a complete and detailed understanding of the situation, which allowed us to identify the main challenges that arise in the context of UNESCO. The analytical tools have provided valuable insights into the organization's realities, strengths, weaknesses, opportunities, and threats. However, challenges inevitably arise and require careful consideration and strategic planning. This chapter will explore the challenges discovered during data mapping analysis, stakeholder mapping, and SWOT evaluation. By examining these challenges in depth, we aim to understand better the obstacles that may hinder the organization's efforts to promote sustainable events, preserve cultural heritage, foster regional development, and identify strategies and solutions to turn these obstacles into opportunities for growth and success. The challenges identified through the systemic analysis provide valuable information on areas requiring attention and improvement in the planning and execution of sustainable events and initiatives. These challenges include limited resources, lack of communication, personnel issues, and compliance with

sustainability guidelines. However, it is essential to note that challenges also offer opportunities for growth and development. By recognizing and addressing these challenges, organizations can pave the way for positive change by creating a solid foundation for the achievement of their goals, contributing to the sustainable development of the region, and fostering meaningful engagement with stakeholders and the community, taking advantage of identified opportunities that we will develop later.

CHALLENGES

- **A) Lack of attention to the transport methods used by users to reach the event:** Transportation plays a crucial role in ensuring accessibility and convenience for attendees, and neglecting this aspect can pose significant barriers to participation. It is imperative to prioritize transport and accessibility as integral components for the triumph of UNESCO events, enhancing the overall experience, reducing environmental impacts, and fostering a more inclusive and accessible environment for all attendees.
- **B) Lack of young staff due to limited incentives:** The absence of young staff has been identified as a significant problem. This inadequacy is due to the scarcity of incentives and unattractive methods to involve the new generation. It is essential to devise creative approaches that arouse the curiosity of young people and encourage them to take an active part in UNESCO's efforts by developing comprehensive incentive programs that prioritize the needs and aspirations of young professionals, offering training and skill development programs, fostering a supportive work environment, and recognizing and rewarding their contributions.
- **C. Unclear structure of UNESCO Clubs and Sites staff:** The confusing staff organization within UNESCO clubs and UNESCO sites is another obstacle that came to light as the

lack of clarity in the structure within these organizations, overlapping responsibilities, and hindering effective decision-making in the processes of the development of events. Such imprecision could create complications for UNESCO's activities to be carried out effectively and well-organized. It is essential to establish separate roles and responsibilities for practical collaboration.

- **D) Development of similar initiatives and events:** After observation, we noticed that similar events are organized nearby. This scenario has the potential to generate competition and overlap of efforts, thus diminishing the significance and influence of UNESCO events. Developing approaches that differentiate and facilitate collaboration is imperative to ensure diversity and mutual appreciation of cultural initiatives through regular communication, information-sharing platforms, and joint planning sessions.
- **E. Difficulties in measuring the sustainability impacts of initiatives:** One of the identified challenges concerns measuring the sustainability impacts of initiatives due to the lack of standardized measurement frameworks, limited access to reliable data, and the intricate nature of assessing the holistic sustainability impacts across various dimensions. It appears necessary to create appropriate indicators and tools to

assess the effectiveness of UNESCO's efforts to promote economic, social, and environmental sustainability.

- **F) Non-application of the sustainability guidelines:** The lack of pursuit of sustainability guidelines is a gap in many organized initiatives. All UNESCO initiatives must comply with sustainability standards and principles, which require incorporating environmental, social, and economic criteria into operational procedures. With sustainability guidelines, organizations can promote responsible practices, preserve cultural heritage in the Piedmont region, and ensure long-term sustainability for the benefit of the community.
- **G. Events without a defined target audience:** Events with a defined objective pose a significant challenge becoming easier to effectively tailor the event experience to meet the needs and preferences of attendees and arise due to a lack of market research, preliminary audience analysis, or a vague event concept. It is essential to clearly define the target audience for each UNESCO initiative to ensure adequate planning and advocacy.
- **H) Lack of funds for UNESCO Clubs:** One of the most significant obstacles facing UNESCO clubs is the lack of funds dedicated to UNESCO clubs, whose primary source of income is

the membership of each club. To effectively support its activities and achieve its objectives, it was essential to ensure that it had adequate financial resources. Therefore, ensuring adequate funding is imperative; otherwise, the risk is to generate an atmosphere of abandonment and disinterest towards people trying to perform activities with dedication. By finding innovative ways to overcome financial constraints, the clubs can still deliver impactful events that align with sustainable objectives and provide value to participants, sponsors, and other stakeholders.

- **I) The high average age of staff:** During visits with staff involved in the activities of UNESCO clubs, we have discovered a remarkable trend of older people. In order to promote growth and progress within the organization, it is essential to prioritize generational change and the inclusion of younger people with the appropriate skills necessary for the planning and execution of UNESCO events.
- **J) Lack of tools to communicate the importance of action in the territory:** Raising awareness, engaging the community, and conveying the importance of event goals becomes difficult without proper communication channels and resources. This lack of communication tools can limit the reach and engagement of potential

attendees, sponsors, and other stakeholders, resulting in reduced participation and support. Effective communication tactics are essential to sensitize people and local governments on the importance of UNESCO's efforts to promote culture, education, and sustainability.

- **K) Inexperienced staff for sustainable events:** The organizations and clubs may lack the necessary knowledge, skills, and understanding of sustainable development, communication, practices, and principles, which are crucial for organizing events with minimal environmental impact. It is essential to provide training programs and comprehensive resources, to sensitize the public and local government bodies on the importance of UNESCO's efforts to promote culture, education, and sustainability. Event organizers can equip their staff with the knowledge and skills to run sustainable events effectively.
- **L) Lack of communication among stakeholders involved in initiatives:** When stakeholders fail to communicate effectively, it can lead to misalignment of goals, conflicting interests, and a lack of coordination in decision-making processes. It can impede the establishment of strong partnerships and relationships, which are vital for leveraging collective expertise, resources, and support.

Clear communication protocols and guidelines should be established to ensure all stakeholders know their roles, responsibilities, and expectations for effective communication.

- **M) Difficulty generating new collaborations:** Collaboration is crucial to leveraging collective experience, resources, and networks to achieve shared sustainability goals. However, there is difficulty in creating new collaborations, and they may arise due to various reasons, such as limited knowledge of potential collaborators, lack of networking opportunities, and differences in organizational priorities and approaches. There may be a need for more clarity on the mutual benefits and value proposition of collaboration, which can make it challenging to secure the commitment of potential partners.
- **N) Lack of visibility of the role of UNESCO clubs in the territory:** UNESCO clubs play a vital role in promoting cultural heritage, sustainable development and fostering dialogue and cooperation at the local level. However, if their initiatives and contributions are not widely recognized and understood, their ability to attract community support, resources, and participation can be limited. There are several reasons why UNESCO clubs may not be well-known or visible to the public, such as inadequate promotion, limited communication

channels, and a general lack of awareness about their purpose and existence. UNESCO clubs can organize public events, exhibitions, and workshops to showcase their initiatives and foster community engagement.

- **O) Limited availability of staff to organize initiatives:** This challenge arises due to existing staff having to assume additional responsibilities or work with time constraints, which can lead to exhaustion and compromise the quality of events, affecting the ability to handle unexpected situations, respond to the needs of participants, and ensure the proper functioning of events. In order to address this challenge, it is essential to explore strategies to optimize staff resources and enhance efficiency by involving tasks, streamlining processes, and leveraging technology to automate certain aspects of event management.

6.3 Adopting Possibilities: Discovering Opportunities

While challenges serve as motivations for growth and innovation, they help us discover opportunities for positive change and progress. We focus on identifying possible ways to address the problems identified effectively. By taking advantage of these opportunities, organizations can push themselves towards sustainable success, encouraging community participation and making a significant difference in the cultural heritage of the Piedmont region. We delve into each of these challenges, connecting them to opportunities using as a means the three pillars of sustainability to understand the area of focus of each opportunity.



OPPORTUNITIES

1. Building new connections for future sponsors or collaborators

Seeking partnerships with new organizations, companies, or individuals who share the same goals as protecting and promoting cultural heritage and sustainable initiatives can unlock opportunities for sponsorship, funding, and collaboration, which allows the exchange of knowledge, ideas, and resources, promoting a collaborative ecosystem that promotes sustainability and long-term success.

2. New active communication channels between stakeholders

Effective communication and introducing new active communication methods between all stakeholders are beneficial. It allows for a broader scope to foster collaboration and align objectives, leading to greater participation and curiosity in UNESCO's efforts in Piedmont, maximizing the impact of initiatives involving the use of social networks, newsletters, or interactive workshops that facilitate open and transparent dialogue and information exchange by building trust and strengthening relationships among stakeholders.

3. Have a positive and sustainable impact on the community

A positive and lasting influence can be exerted to improve the problems that arise concerning the welfare of the community and the area around it; the sustainable events and initiatives contribute to the local community's well-

being, prosperity, and cultural richness by focusing on education, awareness, and skill-building programs that empower community members, particularly youth, to preserve and promote their cultural heritage actively by involving collaborations with local businesses, and community organizations, fostering economic growth and cultural exchange.

4. Generate regional visibility of events

One solution to address the problem of limited advertising mentioned above is to increase the regional visibility of events. This strategy can expand its audience base and establish the Piedmontese area as an important cultural and tourist center by creating and promoting events that capture the essence of the region's heritage. This regional visibility creates a domino effect, as positive word of mouth and media coverage can increase interest, participation, and support for future events and initiatives.

5. Diffusion of UNESCO and its realities

The dissemination of UNESCO's knowledge and objectives within and outside the community can increase recognition and admiration for the organization's efforts. Through education, dissemination, and outreach initiatives, it is possible to cultivate a more profound understanding and participation in the issues that UNESCO supports. It creates an opportunity to engage and educate the public, stakeholders, and decision-makers on the importance of UNESCO's work and its impact on society.

6. Promotion of sustainability within various events

Promoting sustainability at the many events coordinated by UNESCO's realities in Piedmont could address the issue of insufficient resources to convey the importance of the territory. Applying sustainable methods, such as minimizing environmental impact and promoting cultural diversity and sustainability at events, can inspire and empower participants to adopt sustainable practices in their own lives, contribute to a broader culture of sustainability, and the Piedmont region could benefit and draw attention to the importance of conservation.

7. Organizing collaborative events

Collaboration can amplify the impact of initiatives and create meaningful connections between stakeholders, bringing together diverse organizations, including UNESCO clubs, local communities, businesses, government agencies, and educational institutions, and making it possible to reach a wider audience, resulting in more effective and successful events that can facilitate networking opportunities, partnerships and collaborations that extend beyond the event itself.

8. Staff training at sustainable events

Investing in staff training for planning sustainable events can solve the challenge of personnel with insufficient experience in promotion, marketing, and event organization. By implementing targeted training programs, staff can develop specialist skills for designing and managing events that comply

with ecological, social, and economic sustainability standards.

9. Campaigns encouraging the participation of young people

Launching campaigns to encourage their participation is essential to combat the potential threat of a decrease in young people resulting from a lack of motivation. UNESCO in Piedmont can achieve this by implementing programs, workshops, and activities specifically aimed at the younger generations. Through these initiatives, UNESCO can motivate young people to actively participate in the organization's cultural, educational, and sustainability efforts, thus enhancing their contributions and stimulating their interest.

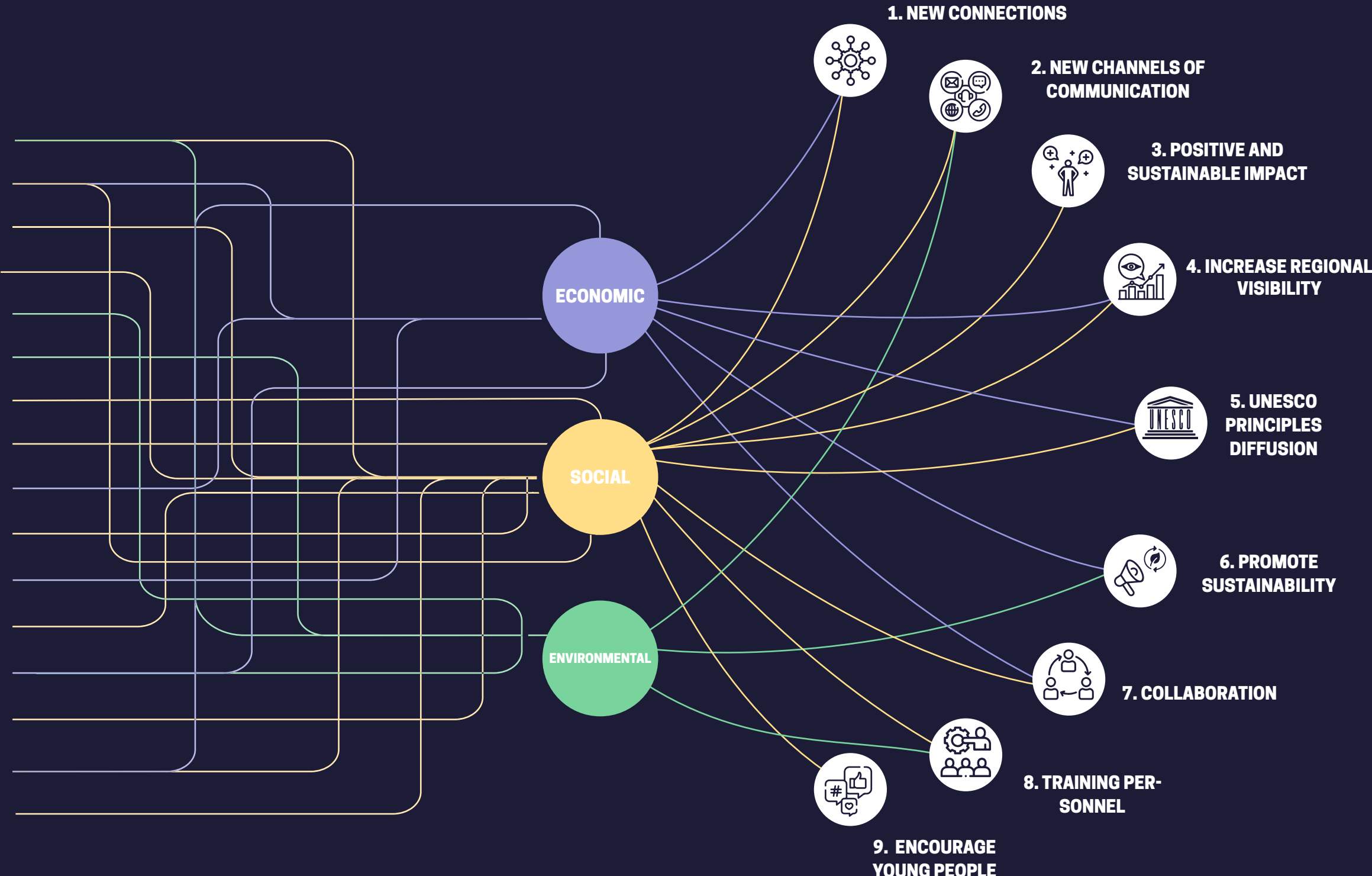
After identifying and analyzing each opportunity, we interpret how each opportunity solves or influences each problem by linking the opportunities to the corresponding challenges, evaluating how they contribute to solving or mitigating the problems identified, prioritizing resource allocation, and guiding decision-making processes. This approach helps identify potential conflicts or constraints, ensuring that the strategies chosen are sustainable and aligned with the initiative's objectives. In addition, considering the relationship between opportunities and challenges provides a compelling case for action, informing stakeholders of the relevance and effectiveness of proposed solutions. Overall, this holistic analysis ensures strategic decision-making, optimization of resources, and stakeholder participation, leading to long-term sustainability and positive outcomes for the initiative.



Più di 1000 giovani alla Reggia di Venaria Giornata Conclusiva Percorso Formativo 2022 2023 - 15 maggio 2023, Reggia di Venaria -

CHALLENGES & OPPORTUNITIES

- A. Difficulty getting to the events locations
- B. Lack of young staff due to limited incentives
- C. Staff structure unclear
- D. Similar events with others
- E. Difficulty measuring impacts
- F. Failure to implement sustainability guidelines
- G. High average age of staff
- H. Low staff availability in the organization of events
- I. Lack of tools to communicate the importance of the territory
- L. Events without a defined target audience
- M. Lack of funding
- N. Inexperienced staff for the promotion or organization of events
- O. Inexperienced staff about sustainable events
- P. Lack of communication between actors
- Q. Difficulty in generating collaborations
- R. Lack of visibility of the role of UNESCO clubs in the territory



Opportunities 1 - 2- 3- 4- 5 -7- 8- 9, reply to the demands of challenges A - C-D - G - H - L-N - P - R, in the economic sphere opportunities 1, 4, 5, 6, 7 responds to the demands of challenges B - I-M - O - Q and finally the environmental opportunities 2, 6, 8 meet the requirements of challenges A - E - F - O.

1. LACK OF ATTENTION TO THE TRANSPORT METHODS USED BY USERS TO REACH THE EVENT (A) IS RELATED TO THE FOLLOWING

- Creating new connections for potential sponsors or collaborators (1): Cultivating new partnerships with sponsors or collaborators has the potential to unlock additional resources that can solve problems when accessing event locations. These resources can be logistical assistance, such as providing access to transport infrastructure or vehicles.
- New channels of active communication between stakeholders (2): Logistical difficulties associated with events are overcome by improving communication between stakeholders. It is essential to communicate more efficiently, both in terms of time and content, particularly concerning the venues of events. This approach can lead to better planning and exploration of various alternatives to overcome obstacles.
- Have a positive and sustainable impact on the community (3): Encouraging community participation in event planning can create a harmonious atmosphere where residents can contribute valuable information and resources to address logistical obstacles. This involvement can lead to the development of collective solutions that simplify the process of reaching event locations.
- Generate regional event visibility (4): Engaging the community in event

planning can create a harmonious atmosphere where residents can contribute valuable information and resources to address logistical obstacles. This involvement can lead to the development of collective solutions that simplify the process of reaching event locations.

- Promoting sustainability at various events (6): Community members participating in event planning can foster a cohesive environment where they can offer essential information and resources to address logistical challenges. This collaboration has the potential to produce joint solutions that simplify the process of accessing event locations.
- Organize events in collaboration (7): Collaboration is key to efficiently coordinating events. Organizations can pool resources and skills to overcome logistical obstacles by working with others or UNESCO. Identifying shared solutions can also facilitate event locations.
- Staff training in sustainable events (8): One way to encourage the planning of sustainable events is to invest in staff training by equipping the event staff with the necessary skills for the organization and planning of ecological events. It can make informed decisions when selecting the venue. Appropriate training can help staff better understand the logistical challenges arising from sustainability objectives and, ultimately, determine the most suitable locations for such events

achievable by collective transport methods.

2. LACK OF YOUNG STAFF DUE TO LIMITED INCENTIVES (B) IS RELATED TO

- Creating new connections for future sponsors or collaborators (1) By establishing relationships with sponsors or collaborators, acquiring additional resources to boost the incentives available to young employees is possible. Creating new partnerships involves financial aid or alternative incentives that make events more attractive to young people. In addition, this can generate regional recognition of events.
- Generate visibility of regional events (4): One of the advantages of increasing the regional presence of events is to attract the attention of potential enthusiastic sponsors to promote and support youth activities, attracting new generations and creating a more attractive environment for them to participate, addressing the problem of the lack of young staff due to limited incentives. In addition, high visibility can open the door to funding and support opportunities that can enhance the incentives provided to young staff.
- Diffusion of UNESCO and its realities (5): Increased visibility allows a more expansive public to become aware of UNESCO's work and relevance in the region, creating opportunities to showcase and promote values, UNESCO's principles, and initiatives

and can lead potential sponsors to provide incentives and support to involve young staff in event activities.

- Promoting sustainability within various events (6): Incorporating sustainability standards into the event planning process can increase the attractiveness of activities for younger generations, who often show enthusiasm for environmental and social concerns. By supporting sustainable actions, it is possible to increase the appeal of the opportunities offered to young people and inspire them to participate actively.

3. STRUCTURE OF UNCLEAR STAFF OF UNESCO CLUBS AND SITES:

- Building new connections for future sponsors or collaborators (1): The process of establishing new connections with potential sponsors or collaborators can prove beneficial in terms of improving an organization's personnel management. By forming partnerships with new people or entities, organizations can gain valuable resources and guidance to improve the overall structure and efficiency of the staff coordinating the event, leading to a more successful event management process.
- New channels of active communication between stakeholders (2): Improving communication between staff is a key factor in creating a more transparent structure and promoting an efficient exchange of information. Introducing

new avenues of active communication, such as digital platforms or regular meetings, can effectively clarify the roles and responsibilities of each staff member.

- Promoting sustainability at various events (6): By integrating sustainability standards into event planning, organizations can establish more straightforward objectives and a sense of direction and a subsequent measurement of social, economic, and environmental impact. This approach can also promote responsibility among team members and encourage more systematic implementation of sustainable practices. Emphasizing sustainability can help define the role and responsibilities of each staff member, thus fostering greater consistency in practices that contribute to a sustainable future.
- Organize events in collaboration (7): Collaboration with other UNESCO clubs or organizations can significantly help coordinate staff. Working alongside experienced teams in personnel management can present valuable opportunities to improve the organizational structure of event planning.
- Staff training in sustainable events (8): Staff training on the basics can be a valuable resource for organizing sustainable events and can better understand the skills and structure required for such events by offering instruction on these critical aspects. In addition, staff training can provide

explicit guidance on individual responsibilities, thus contributing to a more defined and strengthened organizational structure.

4. SIMILAR EVENTS WITH OTHER (D) CONNECTED TO

- Building new connections for future sponsors or collaborators (1): Establishing connections with sponsors or collaborators can distinguish events from similar ones and give them a distinct identity. These connections can lead to exclusive partnerships or additional resources that enhance the event's uniqueness.
- Generate regional event visibility (4): The ability to have visibility of regional events is a fundamental factor in distinguishing similar events. By implementing targeted promotional activities and effective marketing strategies, creating a distinctive identity for events becomes possible, can emphasize the unique aspects of each event, and, as a result, generate more interest and participation.
- Promoting sustainability (6): By incorporating sustainability principles into similar events, they can be transformed and distinguished from others. Promoting sustainable practices, such as using environmentally friendly materials or efficiently managing resources, can produce a unique image for events and attract an audience with a deep ecology awareness.

- Organize events in collaboration (7): To develop uniqueness to events, joining forces with other entities and organizations is fundamental. By combining resources and skills, organizations can incorporate distinct elements into events, distinguishing them from others in the same category.
- Staff training in sustainable events (8): Providing staff with specialist skills in managing sustainable events can lead to a unique outcome. Employees who have received training on sustainable practices can efficiently and consistently carry out these practices during events, distinguishing them from other comparable events and highlighting UNESCO values and principles.

5. DIFFICULTY IN MEASURING IMPACTS (E) IS LINKED TO

- New channels of active communication between stakeholders (2): Using alternative means of communication can significantly help collect information and feedback on the effects of events. By encouraging the active involvement of those directly concerned, it becomes possible to acquire more accurate and meaningful data to assess the impacts that result.
- Promoting sustainability at various events (6): Promoting sustainability could help evaluate impacts by setting precise sustainability targets and using quantifiable metrics. It is possible to obtain a more precise assessment

of the effects of opportunities at ecological, community, and financial levels.

- Staff training in sustainable events (8): Incorporating sustainable event education into staff training may involve introducing various methods and resources to quantify the effects of such events. With adequate preparation, staff members can carry out impact assessments thoroughly and uniformly.

6. FAILURE TO IMPLEMENT THE SUSTAINABILITY GUIDELINES (F) IS LINKED TO THE FOLLOWING

- New channels of active communication between stakeholders (2): By using alternative interactive communication modes, the sustainability guidelines can be circulated and approved between the event participants by effectively transmitting instructions, and also the stakeholder's active involvement can increase awareness and commitment to sustainable practices.
- Promoting sustainability within events (6): Promoting sustainability in events is inextricably linked to implementing sustainability protocols. Educating event organizers, participants, and stakeholders about sustainable practices and offering pragmatic approaches to incorporate them into event planning improves the incorporation of these guidelines.
- Staff training in sustainable events (8):

To ensure the proper implementation of sustainability protocols, staff must receive training on sustainable events, which involves familiarising staff members with sustainable practices and equipping them with the necessary skills to carry them out effectively. Training areas may include waste management, emission reduction, selection of renewable energy sources, and sustainable supply options.

7. LACK OF COMMUNICATION BETWEEN ACTORS (L) IS LINKED

- New channels of active communication between stakeholders (2): Overcoming a lack of communication between actors can be achieved by introducing new methods of communication and establishing an efficient communication system that encompasses all those involved. Information can be shared, ideas exchanged coordinated activities, and challenges addressed on time.
- Promoting sustainability within events (6): Encouraging sustainability in the context of events can stimulate dialogue between the various parties involved; through adopting sustainable methods, it is possible to establish mutual interest and shared goals, promoting communication and cooperation between event organizers, participants, institutions, and other stakeholders.
- Staff training in sustainable events (8): Implementing staff training programs can improve communication between

actors. Providing staff members with practical communication skills, such as active listening, conflict resolution, and negotiation skills, can facilitate seamless and transparent communication between various actors involved in various events.

8. LACK OF FUNDS (H) IS LINKED TO

- Building new connections for future sponsors or collaborators (1): It is crucial to combat the problem of insufficient funding by establishing new connections and cultivating relationships with potential sponsors or collaborators, also expanding the network of contacts and forming partnerships, organizations can discover new prospects for financial support to support events.
- Generate regional event visibility (4): It is possible to attract the interest of potential investors by raising the importance of events at the regional level. The appeal of the UNESCO name and these events amplify when they positively and substantially influence the local community and the surrounding area, making them an attractive prospect for funders.
- Promote sustainability at events (6): Organizations are attracted to invest in long-term causes and initiatives that promote sustainability. For events to be sponsored, it can be very effective to show some dedication to sustainable practices and policies.
- Organize events in collaboration

(7): One solution to the problem of insufficient funding is coordinating events with other organizations or institutions. This approach allows the reduction of expenses through synergies and strategic alliances.

- Staff training in sustainable events (8): Acquiring sustainable event management skills through staff training can increase the effectiveness and attractiveness of events and arouse the interest of funders who support well-managed and sustainable initiatives.

9. THE AVERAGE AGE OF SENIOR STAFF (I) IS LINKED TO THE FOLLOWING

- Building new connections for future sponsors or collaborators (1): New connections and partnerships with potential sponsors or collaborators could result in the inclusion of younger generations, leading to a wide range of ages within the organization and its events, and may be helpful to address the issue of aging staff.
- Generate regional event visibility (4): Expanding the scope of regional events can help engage a more expansive demographic, renew interest in events, and encourage the involvement of younger generations in the planning and execution of events.
- Diffusion of UNESCO principles and its realities (5): To stimulate the interest of young people who share the values and aims of UNESCO is crucial to promote the diffusion of principles of

UNESCO, activities, and realities of the territory through the involvement of young people in the staff contributing to the various events.

- Promoting sustainability within events (6): The younger generation tends to be more sensitive to social and environmental issues. By incorporating sustainable practices into events, it is possible to capture the attention and involvement of young people. It gives them a chance to make a significant impact by contributing to causes that have meaning.
- Organize events in collaboration (7): Collaborating with educational institutions or youth organizations can cultivate the curiosity of young people and involve them in the development and implementation of events. In this way, it can result in integrating new views and innovative concepts from a younger generation into the team involved.

We have learned about each opportunity's possible solutions and impacts by examining the interplay between challenges and opportunities. This analysis has allowed us to understand the symbiotic relationship between them and to prioritize the different opportunities, taking advantage of them effectively to address the challenges encountered. Integrating these opportunities into our planning and implementation processes will allow us to transform challenges into opportunities, creating a sustainable and impactful future for UNESCO clubs in the Piedmont region.

6.4 New Perspectives to Strategic Choices: Multicriterial Analysis

As we have explored the challenges and opportunities of sustainable events and initiatives, as well as the stakeholder relationships and SWOT analysis, it is crucial to establish a systemic and comprehensive approach to decision-making. **Multicriteria analysis (M.C.A.)** is a method to support decision-making by exploring the balance between the pros and cons of different alternatives. The comparison of alternatives is based upon a set of explicitly formulated criteria, representing aspects of the alternatives that must be considered during decision-making. More specifically, MCA assists the decision-making process by framing decision problems, illustrating the performance of the alternatives across all criteria, exploring trade-offs, formulating a decision, and testing its robustness. All this while considering, on the one hand, the 'analytical' performance of the alternatives across all criteria and, on the other hand, the preferences and opinions of the stakeholders involved in the process. (Davide Geneletti, 2019)

It provides a structured framework to evaluate and compare opportunities based on multiple criteria considering various dimensions and perspectives. We aim to prioritize resource allocation, guide decision-making processes, and ultimately seize the most promising opportunities. This method helps to analyze, assess, and select the opportunities with massive potential for positive impact and sustainable development in our context. The methodology involves identifying and

evaluating the various criteria relevant to the issue. The criteria are then assigned varying degrees of importance, and each option is evaluated against the selected criteria. This process allows a complete comparison and classification of the different options, leading to informed decisions based on the results obtained. It is a viable option to evaluate and improve the effectiveness and achievement of UNESCO's mission in promoting UNESCO values and improving the overall quality of the area in Piedmont.

The methodology comprises several steps, starting by identifying and selecting the relevant criteria; these must be specific, measurable, and representative of the problem posed. Therefore, the criteria considered were the following: **The five pillars of systemic design** serve as criteria for the multicriteria analysis because they provide a comprehensive framework for evaluating and assessing opportunities from a systemic perspective and are essential for effective systemic design interventions.

- Thoroughly examine the **inputs and outputs** associated with each opportunity. It helps assess the resources required and the expected outcomes regarding sustainability, community impact, and stakeholder involvement.
- The **Human Centered** principle emphasizes the importance of considering individual and community needs, values, and experiences. It ensures that the opportunities prioritize inclusivity, social equity,

and meaningful engagement of stakeholders, aligning with sustainable and responsible event development principles.

- The **Relationships** acknowledge the interconnectedness of various stakeholders and systems, evaluating the potential for collaboration, partnerships, and collective action to maximize the positive impacts of the opportunities.
- **Autopoiesis** emphasizes the self-organizing and adaptive nature of systems. It assesses the potential of each opportunity to facilitate learning, innovation, and resilience within the event development process. It also considers the capacity of the opportunities to create self-sustaining systems that can evolve and thrive over time.
- The **Local Action** evaluates how well the opportunities align with the local community's unique characteristics, needs, aspirations, and environment. It promotes the development of events sensitive to the local context and contributes to the well-being and sustainable development of the region.

As a second instance, we take sustainability principles as a criterion for analyzing multiple criteria of opportunities to develop sustainable events. These pillars, often called the triple bottom line or the three dimensions of sustainability, include environmental, social, and economic considerations. Incorporating these pillars into the analysis ensures a comprehensive assessment of opportunities from a sustainability perspective.

1. New connections: New relationships for future sponsors or partners can improve networking opportunities and generate new jobs and business opportunities. First, building and improving stakeholder relationships has been assessed with a high score, demonstrating the importance of developing solid and profitable links with sponsors and partners. Such relationships facilitate new networking opportunities and open doors to business opportunities. The sustainability approach also benefits from the effort to build new connections. Social support underscores UNESCO's commitment to promoting just and inclusive societies. Specific social initiatives ensure a positive and lasting impact on the community, creating a sustainable environment and improving citizens' quality of life. The same assessment concerns economic sustainability, stressing the importance of a sound financial strategy to ensure the stability and success of UNESCO's activities. Sustainable economic management will make it possible to carry out large projects and support long-term cultural activities. In conclusion, it is crucial to focus on these critical aspects that get the highest score in the evaluation. Building solid relationships, promoting sustainable social development, and ensuring stable economic management is essential to UNESCO's success in Piedmont.

02. New communication channels achieve a more active and engaging communication network for those involved creating a wider audience and raising awareness of the cause.

UNESCO's success in Piedmont depends heavily on promoting solid relations with all parties involved. New communication channels can be established through collaboration with sponsors and other partners. Level 4 emphasizes the importance of building a strong and lasting network of contacts. This network can provide opportunities for networking, sponsorship, and new collaborations, ultimately expanding the influence of UNESCO. The term autopoiesis describes the ability of a system to create and maintain itself. In light of this, UNESCO in Piedmont must have the capacity to adapt and innovate its methods to accommodate new communication platforms. The importance of this criterion is underlined by the need for organizations to evolve and adapt to their surroundings, with practical and interactive communication as a primary objective. A high assessment of this measure indicates an organization's willingness to embrace change and growth. UNESCO places a strong emphasis on social sustainability. The main goal is to engage the community and expand its reach using innovative communication methods. Vote 4 stresses the importance of encouraging active involvement, raising awareness, and educating the public on cultural and environmental concerns. If we want to analyze another vital aspect, we can propose a balanced and effective financial management strategy to establish new communication paths. The economic sustainability of the organization is crucial not only to ensure continuity in business operations but also to allocate resources that facilitate the growth and

development of communication. A key aspect of financial planning is reflected in Grade 4, which stresses the importance of prudent financial planning as a foundation for achieving communication objectives.

03. Positive and sustainable impact in the community: Bringing people together to work on common goals and a greener future through sustainable practices. Through sustainable methodologies, UNESCO supports constructive and lasting influence within the community, uniting individuals to fight for shared goals and a more environmentally friendly future, looking at the standards with the highest ratings and the respective justifications. UNESCO's mission to promote positive and sustainable change in the community lies in the concept of autopoiesis. This notion emphasizes the organization's ability to self-generation and self-preservation, as well as its ability to adapt to the changing environmental landscape in order to achieve maximum effectiveness. UNESCO must continuously innovate and develop new approaches to tackling obstacles and encouraging sustainable and sustainable practices that produce lasting benefits for all. The conservation of the environment is a primary objective of UNESCO. The highest achievable level represents a dedication to environmental protection and encouraging methods that limit the harmful effects on the ecosystem. UNESCO is committed to creating and implementing initiatives that help conserve the environment, promote biodiversity, and promote the responsible administration of natural resources. It is essential to maintain

economic sustainability to ensure the lasting sustainability of UNESCO's efforts. The importance of sound financial management and a strategy to ensure the continuation of initiatives is underlined by a high score in this category. UNESCO is committed to supporting sustainable economic models that promote the community's socio-economic development without endangering the environment and future resources.

04. Increase regional visibility by Raising awareness and encouraging people about the importance of the region's cultural heritage. We deepen the crucial aspects that concern the amplification of regional importance and highlight the significance of the region's cultural heritage. In this regard, we will examine the standards that have received the highest praise and the logic behind their selection. With the assessment of 5 out of 5 points, developing and improving relations with stakeholders can ensure the increase of the presence of UNESCO in Piedmont, which depends to a large extent on building and improving relationships with its stakeholders. A significant indicator of success in this area is the creation of solid partnerships and strategic partnerships with local authorities, institutions, cultural organizations, and other stakeholders. These relationships serve as a means to increase the visibility of the regional cultural heritage and effectively involve the community in this effort. In Piedmont, the visibility of UNESCO depends heavily on economic sustainability, and it is essential to establish effective financial strategies that support both the preservation of

cultural heritage and the overall mission of UNESCO. Economic sustainability allows the allocation of resources to communicate, promote, and disseminate UNESCO values, ultimately leading to greater regional visibility.

05. Diffusion of UNESCO principles by sharing the principles of UNESCO by promoting participation in the exchange of cultural heritage knowledge. Our focus should be on spreading the principles of UNESCO and encouraging engagement in sharing cultural heritage knowledge. We will examine the standards that have received the highest scores and explore their reasoning. We assign a score of 5 to cultivating and improving stakeholder relationships. We recognize the importance of solid and tactical partnerships with neighboring governments, cultural institutions, residents, and other established parties. By promoting these connections, we can support the dissemination of UNESCO principles, exchange information, and actively involve people in preserving cultural heritage. The autopoiesis criteria obtained a score of 5, as we recognize the need for UNESCO in Piedmont to be a flexible and robust entity capable of effectively spreading UNESCO principles and encouraging involvement in cultural heritage. The Human Centered Design approach was awarded a score of 5, thanks to recognizing the importance of prioritizing people at the heart of UNESCO's efforts in Piedmont, which involves understanding their desires, requirements, and involvement in decision-making. Implementing the human-centered design method promotes

the dissemination of UNESCO principles comprehensively and appealingly that is inclusive for all.

06. Collaboration, by working collaboratively, organizations can reach a wider audience, have a more significant impact and help accelerate the transition to a more sustainable future. It is worth exploring the theme of collaboration and its crucial role in the impact on a more vast audience, in change, and in promoting a more sustainable future. We must look at the standards with the most favorable scores and their justifications to achieve this. The efficient management of output and input is highly valued, with a score of 4, as we recognize the importance of using available resources to their full potential and achieving optimal results. This approach to management fosters greater collaboration between UNESCO organizations in Piedmont, leading to synergies and simplified efforts that result in a broader scope and a more significant impact. The assessment for improving and building connections with stakeholders is a 4, as we recognize the importance of organizations working together to achieve shared goals. Through teamwork, UNESCO institutions in Piedmont can broaden their reach, pool their knowledge and resources, and take more significant steps to accelerate the transition to a more sustainable tomorrow. The concept of autopoiesis has been evaluated with a score of 5 since it is recognized that UNESCO in Piedmont must possess an unshakeable resilience and be capable of self-generation and adaptation to current and future obstacles. Autopoiesis

inspires ongoing cooperation between organizations, allowing them to remain adaptable to change, advance their methodologies, and pave the way for a sustainable future. These special assessments highlight the importance of effectively managing outputs and inputs, creating and improving relations with stakeholders, and autopoiesis to encourage UNESCO organizations in Piedmont to work together. These assessments demonstrate the need to maximize existing resources, promote strong connections, and become a resilient and self-sustainable community to affect the transition to an eco-friendly future substantially.

07. Promote sustainability at various events to raise people's awareness of current problems and generate sustainable solutions for the future. Organizations must promote sustainability to raise awareness of the present difficulties and foster sustainable solutions for the future. Efficient management of outputs and inputs is crucial to the success of UNESCO events in Piedmont. A score of 5 is recognized as indispensable for the optimal use of available resources to ensure these events are sustainable. Minimize waste generation by effectively managing outputs and inputs and maximizing the positive impact of these events. Moreover, this approach promotes sustainable practices at all events. When developing and improving relationships with stakeholders, a score of 5 is awarded, as the progress of sustainability requires the collaboration of various stakeholders. Collaboration enables

exchanging information, expertise, and resources, leading to more effective and sustainable resolutions. Establishing strong connections with stakeholders fosters the dissemination of successful methodologies, community participation, and joint initiatives to address current problems. The autopsies receive a score of 4 as it allows the perpetuation and advancement of sustainable practices, thus allowing UNESCO in Piedmont to adapt to changes and serve as a reference point for promoting sustainability in the region. The Acting Locally concept received a vote of 5 to recognize its importance in promoting sustainability because implementing concrete measures at the local level is crucial to achieving this objective. It is essential to involve the community and local authorities in promoting sustainable practices, creating awareness of current problems, and generating local solutions that will contribute to a more sustainable future. It is essential to consider the importance of practical input and output management, development and improvement of stakeholder connections, autopoiesis, and local efforts to promote sustainability within UNESCO in Piedmont, as evidenced by their high ratings. These evaluations underline the need for efficiency in resource management, cooperation with stakeholders, adaptability to change, and localized actions to create significant effects and support sustainable resolutions.

08. Staff training can help create a more sustainable workforce by minimizing the environmental, social, and economic

impact. This theme focuses on staff training, crucial to building a sustainable workforce that minimizes its environmental impact. The next step is to examine the criteria with the highest scores and their justifications. The first criterion we diagnosed was evaluated with four attributed to building and strengthening stakeholder relationships. Staff training is crucial in promoting cooperation and collaboration between different stakeholders. A well-educated and knowledgeable workforce can communicate profitably with stakeholders, thus facilitating the exchange of views and suggestions to address obstacles to sustainability. The vote assigned to the autopoiesis is a 4, as we recognize the importance of staff development in creating a more durable and flexible organization that can adapt to change. Employees can acquire new skills and information by investing in continuing education, fostering a culture of innovation, and efficiently tackling new obstacles by producing sustainable solutions. The value given to the opportunity to act locally is 4. Since the training provided to staff can be customized to promote understanding and use of sustainable practices within the local community, the unique characteristics and needs of the surrounding area, training can focus on the implementation of specific and effective measures to reduce environmental damage and promote sustainability in the Piedmont area within UNESCO. A score of 5 is awarded to Human Centered Design, as it allows staff training to incorporate

people-oriented methods that consider individuals' needs and expectations during the design and execution of initiatives. Improving stakeholder relations received the highest scores on self-assessment, local initiatives, and prioritizing people-centered training for UNESCO staff in Piedmont.

09. Encouraging young people: Campaigns encouraging young people's participation can be a valuable resource for finding new ways to meet sustainability challenges. The attention should be drawn to the motivation of young people, as they can serve as invaluable resources to address the obstacles of sustainability. We assigned a rating of 4 to the higher management of inputs and outputs due to effective resource management can promote results optimization and create a sustainable environment for young people. The appropriate management of inputs, such as available resources and funding, and outputs, such as the results and impacts of initiatives, can build a solid basis for effectively involving young people. The achievement of success in building and strengthening relations with stakeholders was awarded a score of 5 since effectively involving young people requires much cooperation and communication between the concerned parties. Promoting young people's participation is essential to develop networks and fostering synergies between organizations, institutions, communities, and young people, encouraging open communication, dialogue, and meaningful engagement. The concept of autopoiesis is awarded a score of 5 since the importance of training and skill

development for young people can also allow a project into the future, thanks to generational change. Acting locally has received a score of 4, as it represents an opportunity for young people to gain a deeper understanding of their community's unique circumstances and create lasting solutions to benefit their locality.

Conversely, all stakeholders will be able to understand the dynamics and life of young people in the territory. Local involvement also encourages young people by directly influencing change in their community and promoting a more sustainable future. The assessment for Human Centered Design is a 4, as it requires a people-centered method to engage young people, which involves careful consideration of their expectations, perspectives, and needs. By implementing an individual-centered design, initiatives can customize the needs of young people, resulting in greater engagement and more impactful outcomes. In addition, this approach promotes active participation among young people in favor of the entire UNESCO organization.

In applying the selected criteria, such as the five principles of systemic design and the three pillars of sustainability, to the assessment process, the analysis considers various dimensions and perspectives of sustainability, ensuring a comprehensive assessment beyond single criteria and considering each opportunity's broader implications and potential impacts. Ultimately, the introduction of the final score marks an essential milestone in the multicriteria analysis process, providing a sound basis

for decision-making and enabling the identification of the most promising opportunities for the development of sustainable events, below we add final scores.

- **01. New connections: 33**
Building new relationships for future sponsors or employees can improve networking opportunities.
- **02. New communication channels: 27**
Achieve a more active and engaging communication network for those involved by creating a wider audience and raising awareness of the cause.
- **03. Positive and sustainable impact in the Community: 35**
Bringing people together to work on common goals and a greener future through sustainable practices.
- **04. Increasing regional visibility: 32**
Raising awareness and encouraging people about the importance of the cultural heritage of the region
- **05. Diffusion of UNESCO principles: 35**
Sharing the principles of UNESCO by promoting participation in exchanging knowledge of cultural heritage
- **06. Collaboration: 33**
Working collaboratively, organizations can reach a wider audience, have a greater impact, and help to accelerate the transition to a more sustainable future.

- **07. Promoting sustainability: 37**
Promoting sustainability at different events to increase awareness of current problems and generate sustainable solutions for the future
- **08. Staff training: 31**
Staff training can help create a more sustainable workforce minimizing the environmental impact.
- **09. Encouraging young people: 33**
Campaigns encouraging the participation of young people can be a valuable resource in finding new ways to address sustainability challenges.

The main objective was to understand the importance of each aspect and its possible impact on the environment of UNESCO in Piedmont. It also assessed the value of collaborative efforts, sustainable practices, staff training, and inspiration for young people. It presented a comprehensive summary of the messages conveyed by each point and the multifaceted analytical approach used. The aim was to obtain information on key priority areas to promote sustainability, community participation, and the

MULTICRITERIA ANALYSIS

SYSTEMIC DESIGN PILLARS

SUSTAINABILITY

OPPORTUNITIES

	Outputs - Inputs	Relationships	Autopoiesi	Acting Locally	Human Centered Design	Social	Environmental	Economic	Total
01. New connections Building new relationships for future sponsors or collaborators can enhance networking opportunities and lead to new jobs, and business opportunities.									33
02. New channels of communication Achieve a more active and engaging communication network for those involved creating a wider audience, and raising awareness of the cause.									27
03. Positive and sustainable impact in the community Bringing people together to work on common goals and a greener future through sustainable practices.									35
04. Increase regional visibility Raising awareness and encouraging people about the importance of the region's cultural heritage									32
05. UNESCO principles diffusion Share UNESCO principles by promoting the participation in the exchange of knowledge of cultural heritage									33
06. Collaboration By working collaboratively, organizations can reach a wider audience, have a greater impact and help to accelerate the transition to a more sustainable future.									32
07. Promote sustainability Promote sustainability in different events to raise people's awareness of current problems and generate sustainable solutions for the future									37
08. Training personal Training of personnel can help to create a more sustainable workforce minimizing the environmental impact.									31
09. Encouraging young people Campaigns that encourage the participation of young people can be a valuable asset in finding new ways to address sustainability challenges.									31

VALUTATION CRITERIA

Systemic design pillars can ensure that decision-making is based on a holistic understanding of the issues involved and helps define the right opportunities by creating more sustainable and resilient systems; added three criteria based on the main areas of sustainability: social, environmental and economic.



CHOOSEN OPPORTUNITIES



POSITIVE AND SUSTAINABLE IMPACT IN THE COMMUNITY: 35

The ability to unite individuals in joint research is at the heart of creating a more sustainable future. The significance of this was underlined by a score of 35, which emphasizes the need to focus on positively impacting the neighboring community by encouraging sustainable practices involving the active participation of individuals in the pursuit of shared goals.



NEW CONNECTIONS: 33

By creating new connections with potential sponsors or collaborators, people can dramatically increase their chances of success in networking. This opportunity reaches a score of 33, emphasizing the importance of expanding their professional network and forming substantial relationships. Such relationships can lead to opportunities for collaboration, access to previously unavailable resources, and the possibility of obtaining funding or creating profitable partnerships.



COLLABORATION: 33

Working with other organizations is essential to reach a wider audience, create a more significant impact, and accelerate progress toward a more sustainable future. This imperative is underlined with a score of 33, highlighting the importance of coming together, pooling resources, and sharing knowledge and skills to tackle current and future obstacles more efficiently.



DIFFUSION OF UNESCO PRINCIPLES: 35

Key objectives include promoting participation in exchanging cultural, scientific, and educational heritage knowledge and adhering to UNESCO principles. This goal received a score of 35, which aimed to reveal the authentic identity and heritage of the organization accurately.

In conclusion, the analysis of best practices in the Piedmont region, conducted through the systemic design methodology, has revealed several opportunities for creating strategies that can contribute to a sustainable territorial transition. The identified opportunities include focusing on positive and sustainable impact in the community, fostering new connections, promoting collaboration, and facilitating the diffusion of UNESCO principles. These opportunities highlight the potential for leveraging the region's rich cultural and natural heritage to benefit the local community and contribute to wider social and environmental goals. By embracing these opportunities and developing targeted strategies, the Piedmont region can further enhance its UNESCO sites and effectively address the challenges faced in a manner that promotes sustainable development, preserves cultural heritage, and fosters a sense of collective responsibility. Through this approach, the region can position itself as a model for other territories seeking to launch on similar sustainable transitions, ensuring the long-term preservation and appreciation of its unique UNESCO sites.



07. Systemic Project

Strategies derived from identified opportunities require an integrated and comprehensive approach aligned with the systemic design methodology. The strategies address challenges and seize opportunities within the Piedmont region and its UNESCO sites. Key focus areas include promoting positive and sustainable effects in the community, establishing new connections, promoting collaboration, and disseminating UNESCO principles. To achieve a positive and sustainable impact, initiatives prioritize community well-being and ensure the long-term sustainability of sites through initiatives that focus on responsible tourism and cultural promotion. Creating new connections involves linking local businesses, organizations, and academic institutions to foster innovation and cultural exchange. Collaboration among stakeholders, including UNESCO government bodies, associations, foundations, communities, and clubs, is crucial in designing and implementing projects that preserve and develop sites. Finally, the strategies aim at disseminating UNESCO principles through educational programs, cultural events, and awareness-raising campaigns to promote pride and responsibility. By implementing these adaptable and inclusive strategies, the Piedmont region promotes a sustainable territorial transition while preserving its rich heritage and engaging the community meaningfully.

7.1 The best practices case study

Be.CULTOUR

Type of initiative: Project

Place of practice: Aragon, Spain; Basilicata, Italy; Larnaca cyprus, Västra Götaland, sweden; Vojvodina, serbia; and Romania Moldova

Funding: European Union's Horizon 2020 research and innovation programme under grant agreement No 101004627

Objective: Contribute significantly to promoting and developing sustainable cultural tourism throughout Europe

The Be.CULTOUR is funded by the European Union's Horizon 2020 research and innovation programme. It started in January 2022 and will run for three years.

Be.CULTOUR stands for "Beyond CULTURAL TOURism: heritage innovation networks as drivers of Europeanisation towards a human-centred and circular tourism economy".



This project showcases a partnership between 22 organizations, each representing regions across 11 European countries with a focus on circular cultural tourism through the Co-creation of sustainable human-centered innovations, testing of sustainable human-centered innovations, collaborative innovation networks/methodologies, and improved investment strategies. The project will achieve its objectives through various activities, including Stakeholder workshops, Hackathons, Webinars, Case studies, and Policy briefs by following four main steps: Exploration phase, Action Plans and Concepts co-design phase, Co-development phase, and Deployment phase.

The project will produce several outputs, including:

- Toolkit for circular cultural tourism
- Guide to sustainable human-centered innovations for circular cultural tourism
- Database of circular cultural tourism projects
- Policy brief on investments in circular cultural tourism

Font: Be.CULTOUR. (2022). Becultoureu. <https://becultoureu/>



Basilicata - Italia.it. (2020). Italia.it.



Genova, Italy. (2020, April 20).

Rolli Lab

Type of initiative: Open call for ideas

Place of practice: Genoa, Italy

Funding: 61% of the funding came from the Italian Ministry of Culture; 31% came from the Municipality of Genoa; 8% came from the Fondazione Santagata.

Objective: Create a dynamic relationship between heritage and innovation and between the historic center and the rest of the city by involving designers, entrepreneurs, startups, SMEs, residents, and associations in urban heritage management, access, and use.

“A bottom-up approach to urban regeneration”



In February 2022, the municipality launched Rolli Lab, an open call for innovative ideas to enhance the value and public use of urban heritage in Genoa and improve the city’s cultural life. The desired impact is to promote the creation and development of new activities and initiatives also in cross-cutting areas concerning the core UNESCO SITES, representative of Ge-

noa and the economy of the sea, such as the Lanterna, the Porto Antico, and the Genova Blue District, intersecting with other projects, such as the Caruggi Plan. Fifty-four applicants presented innovative ideas. Then, in May 2022, ten finalists presented their projects in a public debate; In October 2022, the evaluation board composed of the Ministry of Culture, the Italian National Commission for UNESCO, the Genoa City Council’s, Councilor for Cultural Policies, and the University of Genoa selected the best four proposals to receive funding (€5,000 each). The initiative has raised awareness of the value of heritage for the cultural and socio-economic wellness of the city and will be repeated annually. Rolli Lab shows how the bottom-up management of cultural heritage can respond to a growing need for sustainability demanded by institutions, practitioners, and the public.

Font: Rolli Lab - Cultural Heritage In Action. (2023, January 16). Cultural Heritage in Action. <https://culturalheritageinaction.eu/rolli-lab/>

ROMA DIFFUSA

Type of initiative: Festival

Place of practice: Rome, Italy

Objective: Aims to showcase and promote various artistic disciplines in traditional and contemporary forms, including music, dance, visual arts, theater, and literature.

ROMADIFFUSA
A PROJECT BY BLA STUDIO

*“ ROMADIFFUSA: Al Via Il Festival
Che Accende I Riflettori Sulla Capitale
Nascosta”*

Romadiffusa is an itinerant festival born in Rome and created by the all-female creative agency BLA Studio that tells the story of contemporary and multicultural capital by activating the neighborhoods and their inhabitants, provides a rich program of events open to all, some by appointment, mixing different disciplines in unexpected contexts, public and private, ranging from visual arts to literature, from music to food, craft workshops, to yoga and from theater to dance. “Roma città odierna” is the claim of the festival, which will be repeated periodically in different districts of Rome, and was born with the aim of changing the perception of Rome as a static and decadent city, anchored in a grandiose past, which is struggling to network and renew.

The first edition, held from 23 to 25 September 2022, focusing on Trastevere Ripa was a great success, attracted more than 12 thousand participants, 40 commercial realities in the territory and the participation of many artists and musicians, the festival develops its second edition of Romadiffusa returning 17 and 18 December with a new proposal: the first generalized market of the city.

Font: HOME | Romadiffusa. (2015). Romadiffusa. <https://www.romadiffusa.com/>



(WORKSHOP DI RESTAURO DA MIRO' | GALLERY_ROMADIFFUSA01, 2015)

Culture for Future

Type of initiative: Project

Place of practice: Dresden, Germany-

Funding: 60% of the funding sources came from the municipality and 40% from the national administration, specifically the German Council for Sustainable Development.

Objective: The Culture for Future project aims to make the cultural sector more sustainable by creating and implementing sustainability strategies in Dresden's cultural institutions.

“Guidelines for sustainability in the cultural sector”

The main challenge for the city was introducing sustainability practices in the cultural and creative industries and involving and supporting them in developing their sustainability strategies. The project work with five cultural institutions from different sectors, focusing on four main areas:

- Sustainable management: Developing and implementing sustainability strategies for cultural institutions and training staff on sustainability issues.
- Sustainable events: Organize more sustainable events, such as using less energy and water and reducing waste.
- Sustainable procurement: Source more sustainable materials and products.
- Sustainable communication: This

includes raising awareness of sustainability issues among the public and encouraging people to make more sustainable choices when engaging with culture.

All staff members participate in workshops where they become highly trained active agents to identify sustainability measures integrated into their daily work to achieve the main objectives; Also, developing concrete measures within the fields of action and, ultimately, promote their implementation, consolidation, and information through the development of appropriate impact indicators; Creating networking and exchange between the five institutions participating in the project with interest in sustainability. These events aimed to intensify the collaboration between various cultural sectors to reveal synergies and learn about mutual progress.

Dresden. (2022, January). Culture for Future. www.dresden.de.



Dresden. (2022, January). Culture for Future.



Orheiul Vechi. (2022, December 30).

DescOPERA

Type of initiative: Music Festival

Place of practice: The Republic of Moldova, Cultural-Natural Reserve “Orheiul Vechi”

Funding: Shared public / private financing

Objective: Support local, sustainable development by diversifying tourist attractions of Orheiul Vechi.

“Heritage resources contribute to the sustainable development and management of territories, and show many positive impacts on the economic, cultural, social and environmental spheres”

The festival is a special music event held at the foothills of the Orheiul Vechi Reserve cliffs bringing opera and classical music; people can enjoy perfect weather, fresh air, beautiful scenery, and classical music performed live on an improvised stage in the middle of nature.

The objectives of the project are:

- Support local, sustainable development by diversifying tourist attractions of Orheiul Vechi.
- Diversify the opera opportunities for the public.
- The popularization of culture in society, especially in rural areas, and the inclusion of regions both on the consumer culture and as a result

of profitability of cultural touristic events.

- Element of tourist attraction and positioning of Moldova as a generator of quality cultural events in the region.
- The open-air Festival DescOperă is a resounding success, highlighting Moldova’s cultural heritage, serving as a powerful incentive for tourism, and supporting local rural communities.

The DescOperă editions are a leap forward, cementing partnerships and investing in long-term infrastructure to secure a sustainable future for the festival and its success is due to the strength of its public-private partnerships among the local community, heritage/cultural institutions of the Moldovan government and professionals of private sector festivals.

Font: *descopera.md*. (2023, May 30). *Descopera.md*. <https://descopera.md/>

Cultural Heritage Week

Type of initiative: Project

Place of practice: Slovenia

Funding: Flemish government and the Swiss Federal Office of Culture.

Objective: The goal of Cultural Heritage Weeks is to integrate heritage content into education sustainably and properly. It also aims to raise heritage awareness among children and young people in the wider community.

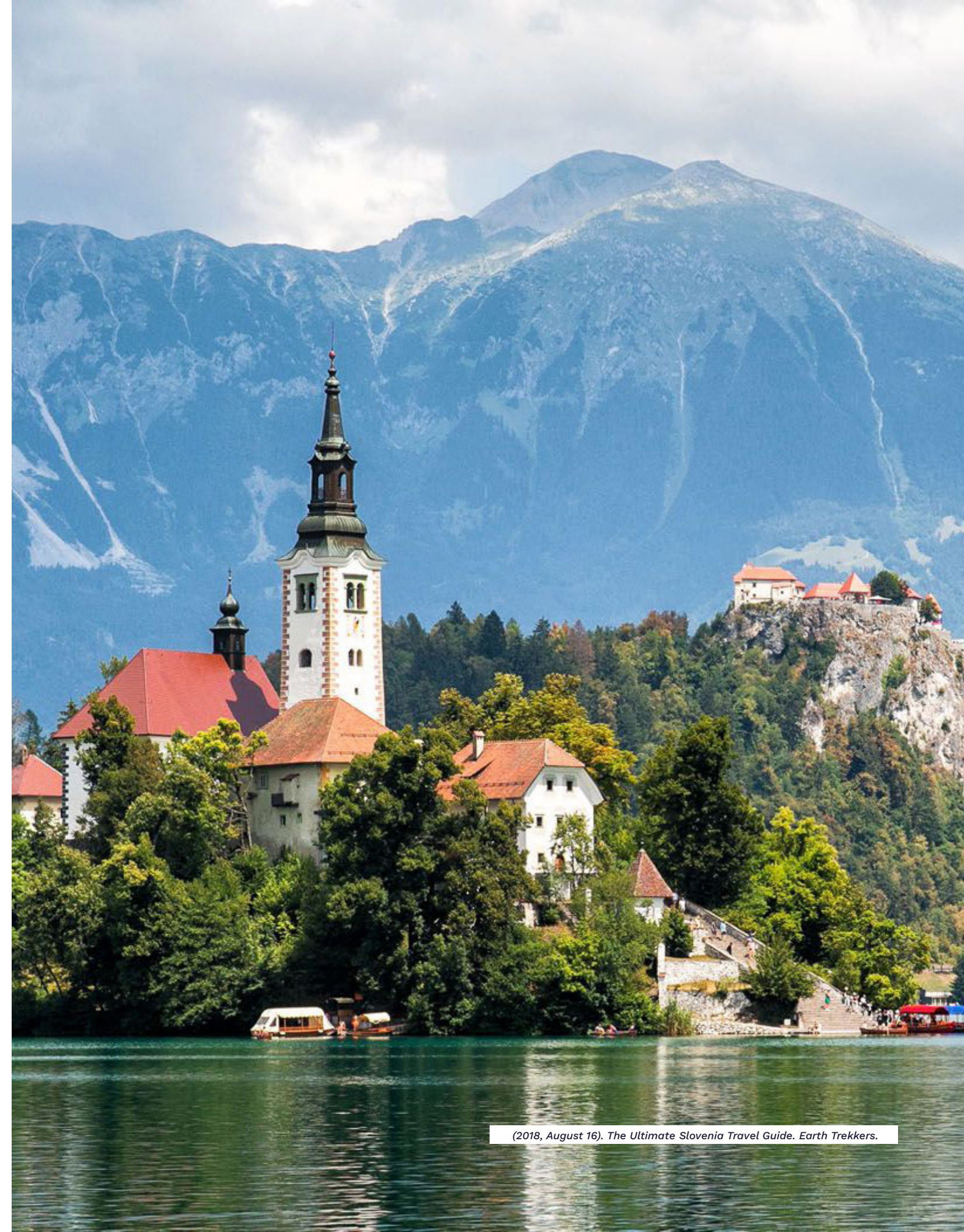
“Increase heritage awareness through the improved integration of cultural heritage content into the educational process.”

The Cultural Heritage Weeks initiative encourages teachers to include heritage content in learning. In this context, train teachers on teaching methods, share best practices, and provide networking opportunities by developing annual regional conferences. The basic guidelines for the project are as follows:

- Free events that cater to the specific needs of individuals with disabilities to ensure accessibility.
- Interdisciplinary placement of heritage content through open-space learning methods.
- Inter-agency networking in a variety of sectors, volunteering, and integration.
- Incorporating both formal and informal learning principles.

It is essential to include and activate different social groups that help preserve the variety and diversity of cultural heritage. Heritage also significantly impacts the quality of the living environment and can contribute to a more connected community and a greater understanding between different cultures to recognize its resources and opportunities for the integral development of the individual, society, local communities, and the country.

Font: Council of Europe. (2018, March 2). Cultural Heritage Week (Teden kulturne dediščine). Culture and Cultural Heritage; Council of Europe. <https://www.coe.int/en/web/culture-and-heritage/-/cultural-heritage-week-teden-kulturne-dediscine>



(2018, August 16). The Ultimate Slovenia Travel Guide. Earth Trekkers.



Culture & Heritage Drives Tourism in Northern Ireland. (2023). Tourism NI - the Hub; Tourism

Cultural Heritage Toolkit

Type of initiative: Toolkit
Place of practice: Northern Ireland
Objective: Promote the importance of cultural heritage in the tourism experiences offer to visitors and connect them to a sense of place and belonging.

“Tourism is a business, and it is fast moving, trend driven. What motivates visitors today, may not always be the same thing.”

The toolkit has been developed to help attract new audiences and be more collaborative and consistent in transmitting the importance of cultural heritage in tourism experiences that cannot be underestimated, enhancing the strong, innovative, and confident through landscapes, people, and stories, unique and ancient past connects visitors to the culture and heritage of Northern Ireland. Understanding the difference between having culture and heritage and having a culture and heritage offer, comprehend what motivates and drives visitors. To do this is important to start to think like a visitor and consider the more comprehensive tourism offer that surrounds the culture and heritage experience offer due they look at the whole experience, not just the individual parts.

The toolkit consists of five steps:

1. Define the idea
2. Finding the audience
3. How the idea measures up
4. Develop a future vision
5. Turn the idea into reality

Creating an idea from a concept to a market-based plan that focuses more on the audience you want to attract than on the content you want to present. Each step has ‘challenges’ for building the information and insights necessary to create the summary plan. The tool kit counts with templates for developing for each of the steps and the one pager summary plan.

Font: Developing your cultural heritage experience for tourism Cultural Heritage Toolkit. (n.d.). Retrieved June 6, 2023, <https://www.tourismni.com/globalassets/business-development/support-by-sector/other-sectors/culture-heritage/toolkit/cultural-heritage-toolkit.pdf>

Sustainability toolkit for festival managers

Type of initiative: Toolkit

Place of practice: Mexico and United Kingdom

Objective: Gives different information and recommendations that help to generate a sustainable festival, although globally may aspire to be known for its sustainability, without the acknowledgment and collaboration of its participants, sustainable intentions will never become sustainable practices.

“ The key to good sustainable practices within your festival is good sustainable management ”

This toolkit is a British Council initiative in Mexico that emerged as part of the Cultura Circular (Circular Culture) program, focused on a culture of sustainability in order to accompany professionals working on producing and promoting cultural festivals who seek to include and improve their strategies favoring the environment, by reducing the negative impact of carrying out events. The program envisioned a plan to encourage artistic cooperation and exchange between Mexico and the United Kingdom, as well as a training module specializing in environmental sustainability for an emerging network of Mexican festivals; the toolkit will explore the methods and motivation behind the importance of sustainability to the planet and how festivals can be a driving force for

change in the fight for a united sustainable future globally. Features key information analyzes some important information in the festival such as transport, Waste Disposal and (Recycling), Local Products and Food, Flora, and Fauna, has a focus on the main three areas of sustainable development: social, environmental, and economic, as well the sustainable festival objectives should be clear and concise will undoubtedly contribute towards the ethos of your festival. It is advisable at the very start to use a framework for setting sustainable objectives such as SMART objectives.

Font: Sustainability toolkit for festival managers. (n.d.).
https://www.britishcouncil.org.mx/sites/default/files/221004-bc-smp-toolkit-digital-compressed_compressed.pdf



(Servín, 2018)



(Richmond Sustainable Event, 2020)

Richmond Sustainable Event Toolkit

Type of initiative: Toolkit
Place of practice: Richmond City, Canada

Objective: Aims to outline a comprehensive set of seven key steps that event organizers can follow to enhance the sustainability of their events.

“ Sustainability is more than just being green. A sustainable event balances environmental, social, and economic responsibilities ”

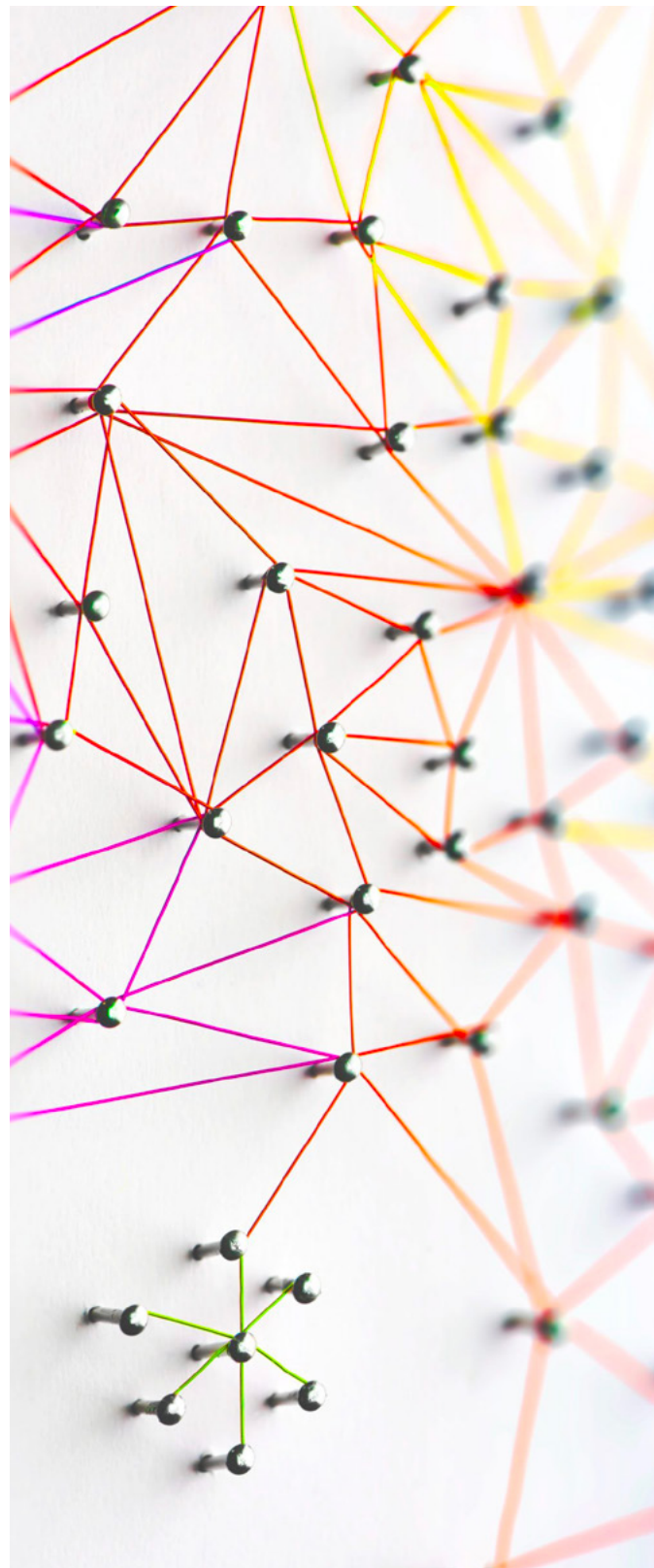
Provides event organizers with guidance and resources to improve the environmental, social, and economic impacts associated with the events by providing details to make the events more sustainable:

1. **Create a Commitment Statement:** Create a promotional message encouraging everyone to commit to sustainability at the event and share it with the staff, volunteers, and guests.
2. **Reduce Waste and Recycle:** Develop an eco-friendly waste and recycling plan for the event that involves reducing paper usage, promoting recycling, and using social media to communicate effectively.
3. **Make Smart Water Choices:** It is important to implement sustainable practices to reduce environmental impact and end single-use plastics

so the use of rechargeable bottles should be encouraged, put drinking water points distributed throughout the zone

4. **Establish a Positive Local Impact:** Foster positive impact by engaging the local community by recruiting local staff and volunteers, and local services to ensure an inclusive event.
5. **Promote Public and Clean Transportation:** Promote the use of sustainable transport such as public transport, car sharing, cycling, etc.
6. **Make Smart Food Choices:** Offer healthy and varied food supporting the local economy by contracting local markets and restaurants
7. **Support Sustainable Accommodation:** Recommend accommodation close to your venue, near public transit options, and has existing sustainable policies and Practices

Font: Richmond. (2014). Richmond Sustainable Event. <https://www.richmondsustainableevent.ca/richmond-sustainable-event-toolkit>



IPP. (2020, November 16). *contrucction of theoric relationships*

7.2 Definition of the systemic strategies

Three key strategies were derived from the analysis conducted in the thesis on systemic design for the UNESCO sites of the Piedmont region. These strategies are designed to address the identified challenges and leverage the opportunities, promoting sustainable development and the preservation of cultural heritage. The strategies are Internal Training for UNESCO Club Members, a Tool for Measuring Sustainability, and a Sustainable Diffused Festival in the Piedmont Region.

- Internal Training for UNESCO Club Members: Recognizing the critical role of UNESCO clubs in promoting sustainable development, this strategy focuses on providing in-house training programs for club members. Club members can become ambassadors of positive change in their communities by improving their knowledge and understanding of sustainability principles, heritage preservation, and sustainable practices. The training will provide them with the tools, resources, and skills necessary to participate in sustainable initiatives actively, raise awareness, and foster collaboration for the sustainable development of UNESCO sites in the Piedmont region.
- A tool to measure sustainability: To ensure effective monitoring and evaluation of sustainability efforts, this

strategy proposes the development of a robust tool to measure sustainability. This tool will provide a comprehensive framework for assessing the environmental, social, and economic impact of events, initiatives, and actions within UNESCO sites. Using this tool, stakeholders can assess their progress, identify areas for improvement and make informed decisions based on measurable sustainability indicators. The tool will serve as a valuable resource to guide decision-making processes and facilitate evidence-based approaches to sustainable development.

- Sustainable Diffused Festival in the Piedmont Region: Building upon the rich cultural heritage of the Piedmont region, this strategy aims to establish a sustainable diffused festival that showcases the diverse expressions of cultural heritage. This festival will spread its activities across UNESCO sites, engaging local communities, artists, performers, and visitors in a celebration of cultural diversity, sustainability, and responsible tourism. By integrating sustainable practices and principles into the festival's planning and execution, it will serve as a platform for promoting sustainable lifestyles, raising awareness about heritage preservation, and fostering a sense of pride and ownership among the local community and visitors alike.

These strategies, when implemented in synergy, have the potential to drive positive change, create meaningful impact,

and contribute to the sustainable development of the UNESCO sites in the Piedmont region. By empowering UNESCO club members, establishing a robust tool for measuring sustainability, and organizing a sustainable diffused festival, the strategies align with the systemic design approach and aim to enhance the long-term sustainability and cultural richness of the Piedmont region's UNESCO sites.



Archivo:37 Asamblea General de La UNESCO (2013)

7.3 Project proposal

The proposed systemic project is a sustainable cultural festival aimed at the diffusion of UNESCO principles through educational programs, cultural events, and awareness-raising campaigns to promote pride and responsibility. It takes place after the conclusion of the first two phases. Phase zero is based on the training and preparation of the persons involved, providing them with the knowledge and skills to adopt sustainable practices and understand territorial and regional dynamics and aims to create partnerships and synergies between different organizations and stakeholders to facilitate the exchange of ideas, the exchange of resources and the implementation of collaborative projects. Phase One is an evaluation tool that allows an in-depth analysis of the plan, monitors it, and improves it over time. The integration of these two strategies is essential to achieve the sustainability of UNESCO initiatives in a structured and targeted manner. The festival is set to showcase the unique characteristics, cultural traditions, and historical significance of UNESCO SITES in the region. This event presents an excellent opportunity for visitors to experience the area's rich cultural and natural heritage. Additionally, the festival promotes participation in UNESCO regional clubs through meetings and presentations and seeks donations and sponsorships from local authorities, companies, and individuals interested in

supporting UNESCO's efforts. Ultimately, the project pursues a lasting impact on the region's cultural preservation, education, and sustainable development through a sustainable territorial transition.



Borghesi, S. (2023). Selezione, formazione, valutazione.

Strategy Zero: Internal Training for UNESCO Club Members

The Strategy Zero is based on three fundamental pillars: Awareness, Training, and Collaboration. Raise awareness of information and communication on sustainability issues and the role of the UNESCO community in promoting positive change. The training focuses on preparing the people involved, providing them with the knowledge and skills to adopt sustainable practices and understand territorial and regional dynamics. The collaboration aims to create partnerships and synergies between different organizations and stakeholders to facilitate the exchange of ideas, the exchange of resources and the realization of collaborative projects. During the Zero Strategy phase, the systemic designer helps to gather information and analyze the dynamics and specific needs of the UNESCO community. Studying UNESCO's territory and reality makes it possible to identify the key issues, opportunities, and resources available to develop a clear shared vision for the future. Systemic designers work closely with the people involved, listening to their perspectives and encouraging the active participation of all stakeholders.

The proposed activities will be:

- 1. Workshops and seminars:** A systemic designer can propose and act as a facilitator during workshops and seminars, stimulating discussions and creating a participatory and in-

clusive environment among different realities. In addition, it can be used as design expertise to develop visual and interactive materials that facilitate an understanding of complex sustainability issues and collaboration between parties; and also can encourage creative and innovative approaches in the search for sustainable solutions, showing the qualitative and quantitative data collected in the holistic territorial analysis and the study of UNESCO's territorial reality.

- 2. Conferences and expert groups:** The systemic designer can work with organizers to define the agenda and structure of events, ensuring that they are inclusive and actively engage the public. During sessions, the systemic designer can facilitate discussions, guide systemic thinking, and help identify the interconnections between different topics.
- 3. Pilot projects:** The systemic designer assistance in pilot projects "Design phase". Using a systemic approach, we can analyze the territorial dynamics and specific needs of the UNESCO communities involved to identify, can also help identify the interconnections between the specific needs of different UNESCO communities and encourage the co-creation of sustainable solutions. In addition, we can view and summarize the discussions and ideas that emerged during the meetings to ensure better understanding and exchange of information.

Strategy One: A Tool for Measuring Sustainability

Strategy Zero and Strategy One are interconnected and mutually support each other in assessing and improving the environmental, social, and economic impact of UNESCO's initiatives in Piedmont. Strategy Zero raises awareness, provides training, and encourages collaboration, driving the way for Strategy One. With the awareness and collaboration created, Strategy One is an effective evaluation tool that allows an in-depth analysis of the plan, monitors it, and improves it over time. The integration of these two strategies is essential to achieve the sustainability of UNESCO initiatives in a structured and targeted manner.

To better present the steps of Strategy One considered a medium-term strategy, it is necessary to divide it into three macro themes:

1. Impact assessment, management, and monitoring sheet
2. Integration of roles and figures within Unesco clubs.
3. Division into phases of the event/ event initiative and function of the systemic designer.

In order to assess the real environmental, social, and economic impact of the initiatives promoted in the context of UNESCO in Piedmont, it is necessary to develop an effective instrument that allows a thorough analysis along the path of design, execution, and beyond the conclusion of the events themselves. However, it is important to stress

that the instrument alone cannot guarantee effective implementation and necessary attention by UNESCO clubs and sites. Therefore, the second part of strategy one will also suggest a substantial change in the internal organizational structure of each UNESCO club as a fundamental part of the strategy.

1. IMPACT ASSESSMENT, MANAGEMENT, AND MONITORING SHEET:

Creating an impact assessment tool for activities on a website owned by the UNESCO clubs of the Piedmont Region is an efficient and practical way to structure and monitor environmental impact and social and economic initiatives promoted in the Piedmont region. The tool will allow monitoring, recommend and improve programs during and after the event.

The digital assessment module will be hosted on a dedicated website owned by the Piedmont region. Its purpose will be to collect relevant information comprehensively. This online shared platform allows participants to fill forms efficiently and accurately, providing relevant event data and information. The data entered through the evaluation module will be used to generate detailed documentation for each activity. The document, also published on the UNESCO regional website, will present the initiative, including information on those responsible for each phase and assessing environmental, social, and economic impacts. Positive aspects of future initiatives and areas for improvement can be identified. Documents generated on the site can be shared with other

interested UNESCO entities. Organizations can access initiative summaries, impact assessments, and case studies from past events through a dedicated website. This exchange of knowledge, experience, and good practice will enable other organizations to design more sustainable initiatives and benefit from UNESCO's experience in the Piedmont region. The use of digital assessment modules hosted on websites owned by UNESCO regions and the sharing of resulting archives represent a structured and technical approach to assessing and monitoring the impact of UNESCO initiatives. This process will facilitate accurate analysis and effective information communication, continuous improvement of future initiatives, and exchange of good practices among relevant UNESCO entities.

Steps constituting the impact assessment, management, and monitoring form:

- Determination of objectives: Define the specific objectives of the impact assessment of events, such as the environmental, social, and economic impact analysis, and establish evaluation criteria and indicators.
- Structure the evaluation table: Create an evaluation table that includes the different impact dimensions (environmental, social, and economic) and the relevant indicators for each dimension.
- Definition of evaluation scales: Establish evaluation scales for each indicator so that the event's effect on each impact dimension can be

quantitatively or qualitatively scored or evaluated. For example, 1 to 5 or "low" to "high" scales can be used to assess environmental impact.

- Data collection: Define data collection methods and sources for each indicator may include interviews, questionnaires, direct observations, desk analysis, or data from external sources.
- Implementation of the evaluation module: Create a digital or printed version of the evaluation form that is easy to complete and understand. Ensure the form includes all the questions and sections needed to assess the event's environmental, social, and economic impact.
- Follow-up: During the event, collect relevant data and information to complete the evaluation form, which may require direct observation, interviews with organizers, and quantitative or qualitative data collection during the event.
- Post-event evaluation: After the event, the collected data must be analyzed and the evaluation form completed to evaluate the actual environmental, social, and economic impact of the event to the established criteria.
- Monitoring and continuous improvement: Use evaluation results to monitor and evaluate the effectiveness of UNESCO initiatives in the Piedmont region, identify areas where positive results have been achieved and areas for improvement, and use this information to make changes and improvements to future programs.

- **Opinions and recommendations:** Based on the evaluation results, it is essential to provide opinions and suggestions to interested organizations to improve the environmental, social, and economic impact of their initiatives.
- **Reports and communication:** Prepare periodic or final reports summarizing the impact assessment of the incident and actions taken for improvement initiatives, communicating progress clearly and transparently, and involving stakeholders in discussions and exchanging good practices.
- **Share the resulting document:** The resulting document, which represents an overview of the initiative and includes an impact assessment, will be shared with other UNESCO regional organizations. This exchange allows them to examine case studies of past events, learn from past experiences, and improve their initiatives.

The evaluation and management of events are structured on four fundamental pillars of sustainability: the social, environmental, economic, and circular economy. This tool has been designed to provide a holistic approach to the analysis of the impact of the initiatives promoted in the UNESCO context in Piedmont, highlighting the interconnections between social, environmental, and economic aspects.

Social sustainability:

- **Inclusiveness:** This sub-category focuses on promoting social inclusion within initiatives, ensuring the participation of diverse groups, and redu-

cing barriers to entry.

- **Communication:** assesses the quality and effectiveness of communication strategies used to engage and inform the public, as well as to promote UNESCO values.
- **Choice of location:** analyzes the attention paid to the selection of locations, favoring those that respect the principles of sustainability and offer opportunities for the involvement of local communities.

Environmental sustainability:

- **Sustainable transport:** Evaluate the measures taken to reduce the environmental impact of transport associated with the event, encouraging the use of low-carbon transport or promoting alternatives such as soft mobility.
- **Energy supply:** analyses policies and actions taken to reduce the use of non-renewable energy sources and encourage the adoption of renewable sources.
- **Carbon Footprint:** measures the carbon footprint generated by the event, including direct and indirect emissions, and assesses the actions taken to mitigate and offset those emissions.

Economic sustainability:

- **Economic impact:** assess the impact of the event on the local economy, including the creation of employment opportunities, the boost to local industry, and the promotion of sustainable tourism.
- **Online Hybrid Events:** Consider integrating digital elements into the event to reduce environmental im-

and facilitate remote participation by opening access to a wider audience.

Circular economy:

- **Reduce, reuse, and recycle:** Evaluate the adoption of waste management practices based on the hierarchy of circularity, promoting waste reduction, material reuse, and appropriate recycling.
- **Catering management:** assesses the sustainability of food practices, including the choice of local suppliers, the use of organic and zero km products, as well as the adoption of measures to reduce food waste.
- **SDGs (Sustainable Development Goals):** considers the alignment of initiatives with the UN Sustainable Development Goals, evaluating the contribution of the event to the achievement of these objectives.

The self-assessment and management form is compiled by the site and club sustainability manager, who monitors the entire course of the event. For each sub-category, information and advice are provided to guide the self-assessment of actions taken. Using a rating scale from 1 to 5, a rating is awarded that reflects the implementation and effectiveness of the choices made. At the end of the event, the assessments of each hinge are analyzed and the average of the votes obtained is calculated, providing an overall assessment for each area of sustainability. This process makes it possible to assess the effectiveness of the actions taken and identify areas where improvement is needed.

It is important to underline that the evaluation form is a dynamic document, always open to changes and improvements during the event. This flexibility allows you to make any adjustments or corrections necessary to maximize the positive impact and minimize negative impacts.

Once completed, the self-assessment and management form can be shared with the UNESCO Network of Piedmontese Realities, offering the opportunity for collaboration to improve territorial cohesion and share identified best practices.

In conclusion, the evaluation and management of events, based on the four cornerstones of sustainability, is a comprehensive and in-depth tool to assess the impact of UNESCO initiatives in Piedmont. Through self-assessment and the sharing of experiences, a culture of sustainability is promoted and the realization of events increasingly responsible and aligned with the objectives of sustainable development is promoted.

2. INTEGRATION OF ROLES AND FIGURES WITHIN UNESCO ROYAL CLUBS:

As remarked above, it must be made clear that the instrument alone is insufficient to ensure its effective implementation and attract greater attention from the club and sites. Therefore, as a fundamental part of the strategy, we suggest a substantial change in each UNESCO club's internal organizational structure. Each reality in its interior must have, in addition to a president, a secretary, and partners, also more sectoral figures, such as a responsible for

sustainability, a responsible for cooperation, and a responsibility for acquiring partners and partners. To make UNESCO clubs more efficient and autonomous from the systemic designer figure, the systemic designer understood that defining each member's roles and responsibilities was better so optimal management maximizes the volunteers' limited time.

Analyzing the needs that these new figures must meet for the functional management of the instrument:

- Coordinator and Collaborator: Incorporating new people could be decisive in facilitating interaction and cooperation between stakeholders, ensuring continuous communication, and ensuring everyone participates in decision-making, from managing a participatory design to feedback.
- Sustainability manager: An event can be organized, executed, and evaluated by considering personal, social, and financial effects. This person will be responsible for internal sustainability training, but sustainable practices will be the common responsibility of all members to examine the event's sustainability from start to finish.
- Responsible for finding new partners and affiliates: This figure should analyze and propose research methods for new members and affiliates to expand the reality in the territory and its funds. Responsible for communicating UNESCO's initiatives and principles.

3. SUBDIVISION IN PHASES OF THE

EVENT/INITIATIVE OF THE EVENT AND FUNCTION OF THE SYSTEMIC DESIGNER

It is necessary to analyze and break down the entire development of an initiative/event, explaining how the systemic designer acts and what systemic design tools he uses during each stage. The role of the systemic designer at each stage is highlighted below:

1. Prior investigation of the needs of the territory

- Use a HOLISTIC TERRITORIAL SURVEY to identify strengths, stakeholders present in the territory and possible deficits.
- Conduct INTERVIEWS with citizens and other stakeholders to gather information and understand their needs.

2. Definition of the purpose of the event and initial planning

- To analyze the quantitative and qualitative data obtained from the holistic territorial survey and interviews with interested parties to define the activity's objectives.
- Use PARTICIPATORY DESIGN to involve stakeholders in defining ideas and better understanding the potential and impact of proposals.

3. Sustainability analysis and stakeholder participation, and 4. Detailed planning:

- Propose a GRID ANALYSIS STRUCTURE ADAPTED TO DESIGN MANAGEMENT, POST EACH EVENT, using the competencies of the systemic designer.
- Provide training through TRAINING

WORKSHOPS for UNESCO Club volunteers, focusing on social, environmental, and economic sustainability.

5. Promotion and marketing

- Use the role of the systemic designer to find new partners.
- Appoint a sustainability officer to promote sustainable initiatives and enhance activities' positive impact.

6. Organization and coordination

- Manage the coordination of agents outside UNESCO in collaboration with internal figures.
- The Head of Coordination and Collaboration will be responsible for organizing and coordinating the participants in the event.

7. Development of the event

- The Coordinator and Collaboration will manage and coordinate the participants during the event.
- The Member Finder will collect memberships and memberships to expand the UNESCO club community and create new contacts.

8. Post-event assessment and feedback

- Conduct a POST-EVENT PARTICIPATORY ANALYSIS using a structured grid and collecting stakeholder comments.
- The four new figures desired by the systemic designer will present a final evaluation of the event to understand the potentialities and the real impacts to improve future initiatives and common events.

FEASIBILITY STUDY OF THE STRATEGY

Introducing new members or new roles in an established organization may encounter resistance from current members who are reluctant to accept change. This resistance may manifest as a reluctance to alter the existing organizational structure or decision-making power to individuals occupying new roles. Emerging roles in sustainability and cooperation require a specialized set of skills and knowledge in these areas. To ensure the strategy's effectiveness may be necessary to devote resources and time to their training. Integrating new roles requires effective coordination and collaboration within the organization, which will clearly define each individual's tasks and obligations and create efficient communication channels to ensure smooth collaboration between team members. To ensure the successful integration of new members into the organization, obtaining the acceptance and support of current members is essential. A clear communication of the importance and advantages of these individuals will be essential for achieving UNESCO's objectives. Participation in the UNESCO clubs and sites will be required to overcome obstacles which can begin with diffused information to members on the meaning and benefits of these new responsibilities. In addition, it will be essential to create a thorough plan for implementing these changes and to provide continued support to ensure that the objectives set are successfully achieved by using the instrument to quantify their efforts in terms of sustainability.

STRATEGY ONE

SUSTAINABLE EVALUATION TOOL

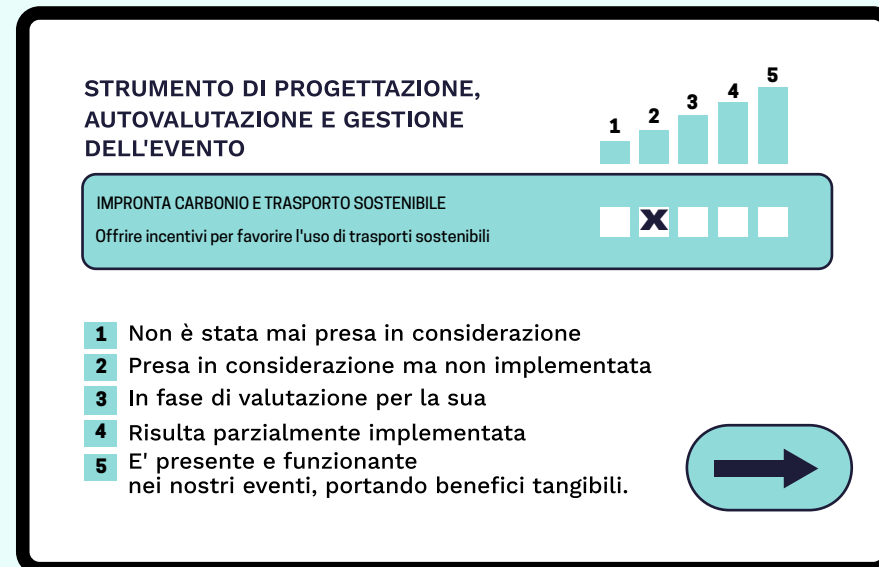


**QR CODE
EVALUATION
TOOL**

STEP A COMPILARE E CONDIVIDERE

Sito web interattivo, che permette agli organizzatori di compilare una griglia valori qualitativi e quantitativi relativi al loro evento, per massimizzare i loro sforzi in chiave sostenibile monitorando gli impatti.

- FORMAT SEMPRE AGGIORNABILE
- RISULTATO COME MEDIA DEI RISULTATI
- CREAZIONE DATABASE EVENTI



STEP B RICERCA EVENTI E COLLABORA

Le realtà piemontesi dell'UNESCO potranno consultare altri documenti elaborati su eventi e iniziative per collaborare tra loro

Nome sito, Nome Club, SDG's Tipologia di evento

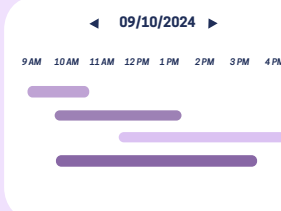


EVENTO 1

PUNTEGGIO
4.6

NOME DELL'EVENTO

TIPOLOGIA



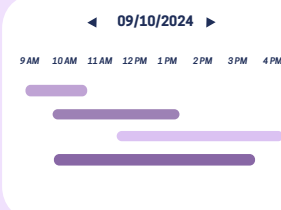
COLLABORA

EVENTO 2

PUNTEGGIO
4.2

NOME DELL'EVENTO

TIPOLOGIA



COLLABORA

Strategy Two: Sustainable Diffused Festival in the Piedmont Region

The “**Valori Festival**” a UNESCO Regional Outreach Event is an annual multi-day event aimed at promoting awareness of UNESCO principles, fostering cooperation among UNESCO regional sites and clubs, and attracting new partners and funds to support UNESCO’s initiatives in the territory. This festival offers a platform for presenting cultural and heritage expressions contributing to diversity and sustainability. Therefore, it should be noted that the term “diffused” refers to the will to make the festival accessible in various parts of the region through clubs and sites. The festival will embody and promote UNESCO principles such as culture, science, and education diffusion.

The main objectives are:

- Promote the principles of UNESCO: The festival aims to spread awareness of UNESCO’s fundamental principles, such as promoting education, cultural diversity, sustainability, and peace.
- Presentation of UNESCO regional sites and clubs: UNESCO SITES in the region will have the opportunity to present their unique characteristics, cultural traditions, history, and importance for world heritage, allowing visitors to discover the region’s rich cultural and natural heritage.
- Finding partners and funds: During the festival, meetings and presenta-

tions will be organized to invite new members to join UNESCO’s regional clubs, as well as to attract donations and sponsorships from local authorities, companies, and individuals interested in supporting UNESCO activities promoted by different clubs and associations in the region

The Strategy is seen as a medium- and long-term Strategy, as it aims to profoundly transform the dynamics and approaches within the UNESCO Club and Sites by pushing it outward and towards the territory. For this reason, it is necessary to make clear that only through the development of zero Strategy and one Strategy will it be possible to traverse strategy number two, obtaining satisfactory and sustainable results. In this phase, the role of the conscious systemic designer is to read state of the art, analyze, and strategically program the strategies to propose and implement to optimize each phase of this type of initiative.

PHASES:

1. DETERMINE THE MAIN OBJECTIVE OF THE ACTIVITY

A systemic designer takes a holistic approach, starting from important qualitative values such as UNESCO’s principles for structuring his project. The festival aims to raise awareness of UNESCO’s fundamental principles, such as promoting education, cultural diversity, sustainability, and peace.

2. DEFINITION OF THE TYPE OF EVENT

It should be noted that the term “diffused” refers to the system’s willingness to be designed so that each project takes root in the territory, in this case, creating a usable festival and spreading the value of culture and place in this more genuine way. At this point, the systemic designer will also create the relationship between the site, the club, and stakeholders, recalling the activities carried out in the zero and one strategies. Each edition of the regional diffused event will be the container of different initiatives and events in the territory. These events will take place in the spaces made available by territorial UNESCO and in the spaces made available by institutional realities such as municipalities, provinces, and regions, through agreements and partnerships, allowing an expansion of the scope of the event and involving several local communities, and to actively participate and benefit from the event spread. These places can be cultural sites, natural parks, reserves, other places of historical or environmental interest, squares, or enclosed places. These sites represent a significant framework for activities, as they are already internationally recognized for their value and importance. Thanks to these associations, the event can occur in squares, theaters, museums, public areas, or other spaces suitable for the reception of the planned activities to decentralize the event and reaches a wider audience, involving different local realities and creating synergies between the stakeholders. Using these ample spaces enriches

the experience of the regional diffused event, offering a variety of places and environments in which the initiatives will be developed. It also encourages the participation and interaction of local communities, who may feel involved and proud to organize such events.

3. DETERMINATION OF THE TARGET AUDIENCE

Expanding the UNESCO reality stakeholder network once the Strategy has been consolidated is possible by using knowledge as a systemic designer and the results of the multiple territorial realities from the general territorial analysis.

Local communities: Festivals can target local communities in the area, actively involving them in the celebration and promotion of the cultural and natural heritage of the area, including artists, artisans, musicians, dancers, representatives of ethnic minorities, local travel agents, and residents interested in preserving and promoting cultural heritage.

Tour operators: The festival aims to promote sustainable tourism in the region by attracting tour operators, travel agencies, hotels, restaurants, and other actors in the sector. The objective could be to promote the area as a unique tourist destination, enhancing its cultural and natural heritage recognized by UNESCO.

Educational institutions: Educational institutions such as schools, universities, and training centers can participate in the festival to raise awareness and educate about the cultural and natural

heritage of the region, for example, seminars, lectures, guided tours, and other educational activities designed to engage students and teachers.

Increased audience: Revitalize the image of UNESCO by proposing attractive initiatives open to young people, adults, and families with scheduled events.

Local authorities and government organizations: Festivals can work with local authorities and government organizations to promote the value of the territory's cultural and natural heritage through the involvement of government officials, the development of heritage conservation policies, the promotion of sustainable tourism, and the development of long-term programs to preserve the regional heritage and support UNESCO's activities.

4. COMMUNICATION AND MARKETING

- Create a communication plan: Event advertising requires a detailed plan that includes communication goals, key messages, communication tools, and a coordinated event calendar. It must be flexible and adapted to the needs and opportunities that may arise.
- Taking advantage of digital channels: Establish a coordinated image of the regional event by creating a website dedicated to popular events with details, updates, and ways to get involved. Also, use social media to share relevant content, engage the audience, promote the event, and work with influential people or relevant partners to reach a wider audience, followed by support and diffusion through all

UNESCO Club profiles and sites and the Piedmont-UNESCO site, to increase the visibility of the event.

- Participation in local media: Contact local newspapers, radio, television, and other media to get media coverage of the event. Issue press releases, organize press conferences or interviews, and provide opportunities for journalists to participate. It also collaborates with local bloggers and podcasters to gain online visibility.
- Collaboration with partners and sponsors: Collaborate with other organizations, institutions, or companies with similar values and interests in communication activities. These collaborations can increase the visibility and credibility of the event and provide additional resources for advocacy and outreach.

5. STUDY OF ACTIVITIES TO BE PROPOSED

The role of systemic designers in collaboration among participants and participatory research is crucial to ensure effective planning and management of club initiatives and activities at UNESCO SITES. Following the design of Strategy One (including the inclusion of new specialized roles and tools from the UNESCO Impact Scoreboard in the team), the designer can accompany and direct club and venue planning and implementation activities. During the planning phase of an event, the systemic designer works closely with clubs and locals to understand the needs, expectations, and idiosyncrasies of the environment, using

their skills to facilitate a collaborative and participatory process that involves stakeholders in defining objectives, strategies, and actions to be taken. This approach ensures that activities are aligned with the overall Strategy and respond to the specific needs of the communities involved.

During the implementation of the activities, the systemic designer continuously monitors the impact by collecting relevant data and information to assess the actions' effectiveness, analyze results and identify improvement areas, helping optimize ongoing programs.

In addition, it facilitates communication and sharing of best practices between the club and the UNESCO site, fostering mutual learning and innovation and the participation of stakeholders in the decision-making process and the implementation of activities, including the involvement of local communities, civil society organizations, public and private institutions, and other relevant actors. Systemic designers create spaces for dialogue and collaboration, encouraging active participation and contribution from different perspectives.

Finally, systemic designers increase the transparency of actions, clarifying the purpose, process, and impact of the club's activities and the UNESCO site. Systemic designers strive to communicate relevant information in an efficient and accessible manner, involving stakeholders in sharing information and reporting on activities undertaken. A large event involves the realization of

a series of related activities that occur in different places and involve different actors. This approach aims to maximize the campaign's impact and broaden local communities and other stakeholders' participation and use of initiatives. For example, scheduling a series of events, workshops, exhibitions, or seminars held simultaneously or sequentially in different territories is possible instead of organizing a single central event.

The territorial approach is closely linked to a wide range of activities, focussing on the importance of actively involving local communities and stakeholders in the activities of UNESCO SITES and Clubs, which implies participatory planning and management, in which decisions are taken in collaboration with local actors, considering the specificities and needs of the territorial environment. Designers play a key role in delivering large, local events. This professional uses design skills and tools to create a consistent and meaningful experience for attendees and effectively manages various activities distributed throughout the district. Systemic designers consider the interconnections between different initiatives, their impact, and possible synergies between the sites involved. Through extended and interregional activities, promote greater participation and participation of local communities, improve regional resources, and promote local, sustainable development. In addition, this approach facilitates the creation of networks of cooperation and exchange between different local realities, helping to expand the impact of

UNESCO SITES and Clubs initiatives at a regional or national level. In conclusion, this wide-ranging territorial event represents an opportunity to extend the scope and effectiveness of the activities of UNESCO SITES and Clubs to a wider territory, involve local communities and stakeholders, and promote sustainable development and the cultural territory system. This approach encourages wider participation, enhances local identity, and creates synergy between the places involved.

PERFORMANCE AND EVALUATION OUTPUT

During the implementation of the event, the systemic designer collaborates with clubs and locals to constantly monitor the impact of actions taken as part of a wider festival program by collecting relevant data and information, analyzing results, and identifying areas for improvement. Also, help communicate and share best practices between the club and the UNESCO site outside. It promotes stakeholder involvement, facilitates transparency of actions taken, and promotes an environment of collaboration and knowledge sharing. In particular, for evaluating event outputs, systemic designers play a facilitating role in collecting and analyzing quantitative and qualitative data. Collaborate with UNESCO clubs and headquarters to gather meaningful information on the consequences of the initiatives, ensuring a clear understanding of the campaign's impact.

Implementing the zero and one strategy is essential for the collaboration with the new figures, and the awareness acquired by the realities through the collaboration with the systemic designer allows us to carry out the initiative at best and to evaluate the outputs. This innovative approach involves implementing interconnected and distributed activities involving different actors and communities. Zero Strategy help in the early stage in bringing greater awareness and understanding of UNESCO's challenges and objectives.

Targeted actions promote participation and interest in various realities, making them feel an integral part of the wider activities of the festival. Strategy one subsequently allowed relationships to be established, impact assessment modules to be used, and aims to integrate new specialist roles in the team, including systemic designers. Working closely with the club and the UNESCO site in designing the initiative, ensuring a holistic and sustainable approach. Putting in a system with the regional realities of UNESCO Piedmont, the techniques and strategies used during the event, collected in the evaluation format, creating a unique database of initiatives and best practices.

The diffused Festival of UNESCO Principles in Piedmont is an enterprising initiative with three main objectives. The first objective is to spread the true identity of UNESCO through the fundamental principles it represents, such as the dissemination of culture, science, education, and freedom, as well as the

protection of heritage. This objective aims to promote greater awareness and understanding of UNESCO values in the Piedmontese context, helping to enhance cultural diversity and heritage conservation.

The second objective is to increase cooperation between regional entities, such as the Piedmontese UNESCO sites and clubs. This collaboration allows the exchange of knowledge, resources, and skills, fostering synergy between different realities and enhancing the effectiveness of the actions taken.

The third objective is to reach a new audience, involving new volunteers, members, and collaborators. Through the Diffuse Festival, we try to apply and interest a wide range of people, creating an opportunity to actively participate in the proposed activities and become part of the Piedmontese UNESCO community.

As for the organization of the event, the central point is the active participation of clubs and regional sites, which, thanks to the experience and the change brought by previous strategies, are now ready to manage the festival independently. The figure of the systemic designer continues to support and collaborate with clubs and sites, ensuring the consistency and effectiveness of activities.

The festival will last 5 days and the events will take place in the same territories as the clubs and sites, promoting targeted territorial management and a thorough knowledge of the local areas involved. This approach allows you to enhance the peculiarities and traditions

of different communities, creating an authentic experience for participants. In addition, relations will be implemented with local stakeholders on the territory, encouraging active collaboration and the dissemination of the UNESCO reality throughout the Piedmont territory.

Targeted communication will be studied to reach the different target audiences, using different types of activities suitable for each time slot. This approach aims to engage and meet the diverse needs and interests of participants. It will be essential to gather feedback from the actors involved, both during and after the event, to assess the effectiveness of the actions taken and make any improvements.

Finally, the assessment of the increase in the regional reputation of the UNESCO realities present on the territory will be based on UNESCO principles, local traditions, and territorial heritage, offering an indication of the positive impact generated by the event.

In conclusion, the Widespread Festival of UNESCO Principles in Piedmont is a unique opportunity to spread UNESCO values, promote collaboration between regional realities and involve a new audience. Through targeted territorial management, effective communication, and constant monitoring of activities, we aim to create a successful event that contributes to the promotion of sustainability, cultural diversity, and heritage protection in the Piedmontese context.

FEASIBILITY STUDY STRATEGY TWO:

All stakeholders must be included, and their efforts must be coordinated to ensure full participation and collaboration in organizing and promoting the event, the participation of UNESCO regional sites and clubs is essential. The festival should collaborate strongly with local authorities and government organizations to obtain institutional support. It will be important to involve government officials, create heritage conservation policies, promote sustainable tourism, and develop long-term projects to preserve regional heritage.

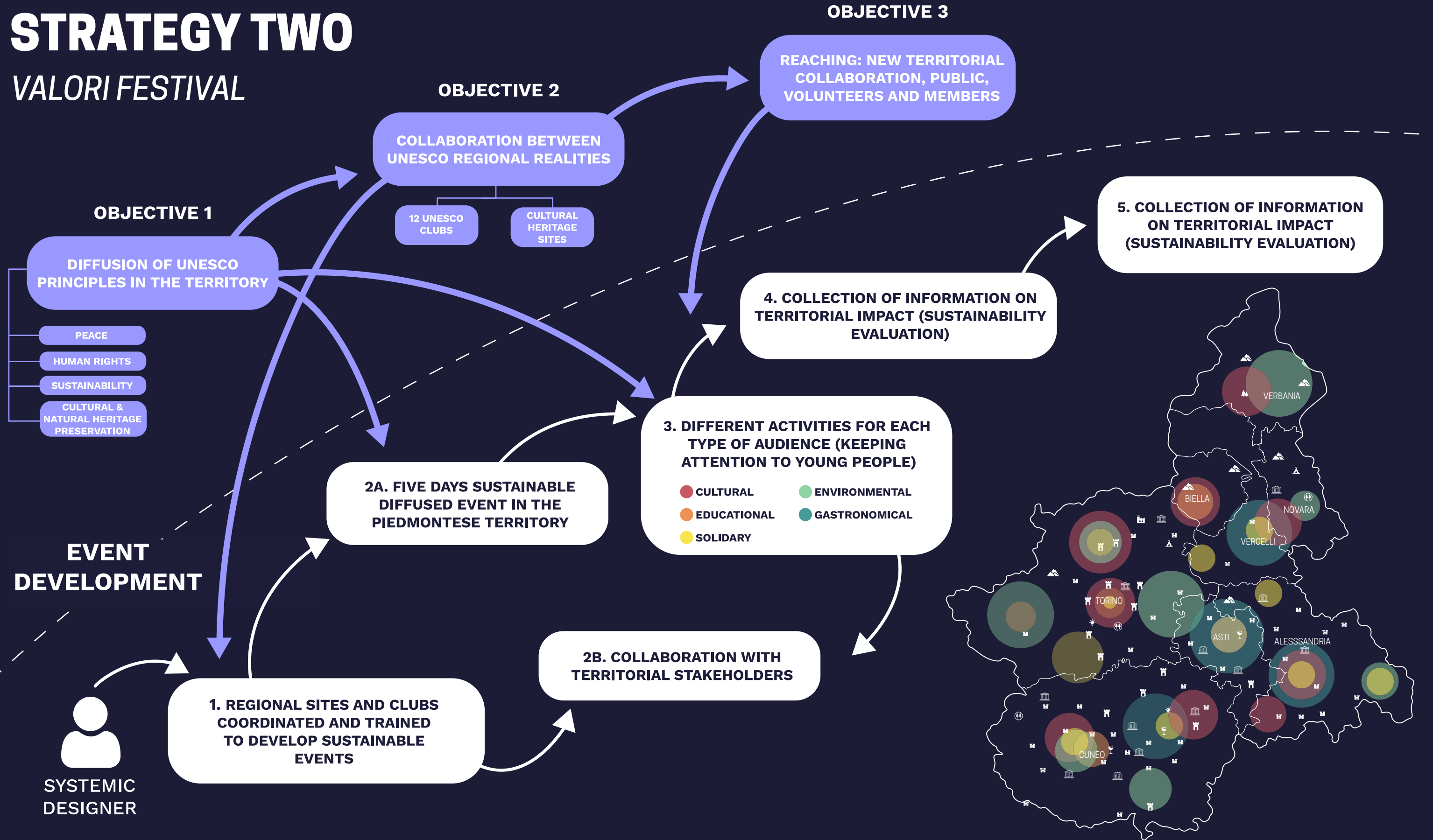
Public participation is essential to the festival's success, which requires a well-designed marketing plan to reach the desired audience, involving local communities effectively, establishing partnerships with tour operators, and showing the area as an extraordinary tourist place. Efficient organization and logistical management are crucial when planning a large-scale festival. Coordinating events in various parts of the region is necessary, ensuring effective communication between all stakeholders and the normal development of activities. When organizing a festival, it is essential to assess the impact and ensure sustainability in the future; it will be necessary to use monitoring and evaluation tools that can determine the efficiency of the activities carried out, the extent of public participation, and the impact on the cultural and natural heritage of the region.



(8 Ways to Help Make Your Festival or Event More Sustainable and Environmentally-Friendly | Event Genius Blog, 2022)

STRATEGY TWO

VALORI FESTIVAL



VALORI FESTIVAL



EVENTO DIFFUSO DELL' UNESCO IN PIEMONTE

*Cerca la realtà unesco
più vicina a te!*



SCOPRI I VALORI UNESCO

MOSTRE / CONCERTI / WORKSHOP / DIBATTITI

**dal 18 al 21 Maggio
09:00-24:00**

@valorifestival   



VALORI FESTIVAL



EVENTO DIFFUSO DELL' UNESCO IN PIEMONTE

*Cerca la realtà unesco
più vicina a te!*



SCOPRI I VALORI UNESCO

MOSTRE / CONCERTI / WORKSHOP / DIBATTITI

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7.4 Study of the Outcomes

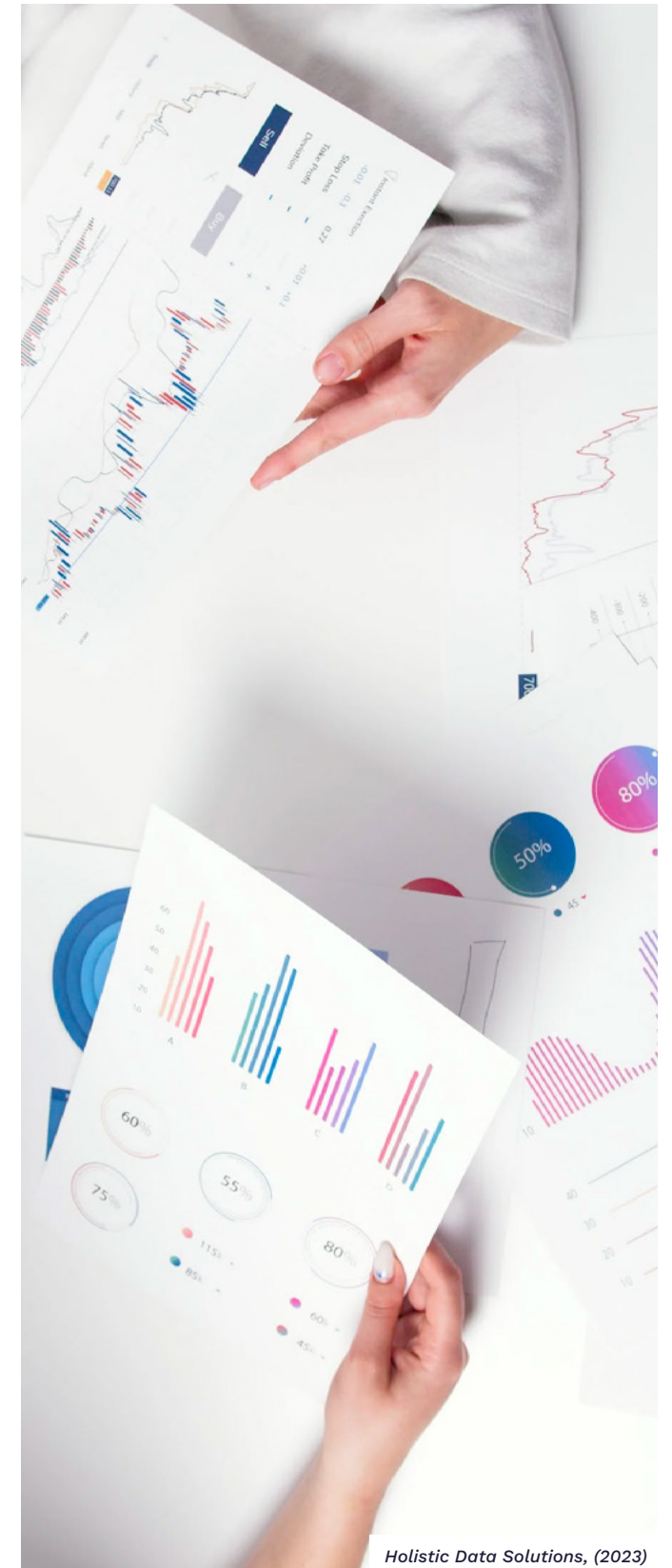
The implementation of the strategies in a single systematic project yields a series of significant results. These strategies have been carefully derived from an in-depth analysis carried out in the course of the thesis taking as reference the methodology of systemic design, with the aim of addressing identified challenges and taking advantage of opportunities to promote sustainable development, the preservation of cultural heritage and achieve a sustainable territorial transition. By focusing on internal training for UNESCO club members, the region recognizes the critical role of such clubs in promoting sustainable development. Through in-house training programs, club members will have the opportunity to improve their knowledge and understanding of the principles of sustainability, heritage preservation, and sustainable practices. This will enable them to become ambassadors of positive change within their communities. Equipped with the tools, resources, and skills acquired through training, they can actively participate in sustainable initiatives, raise awareness and foster collaboration for the sustainable development of UNESCO sites in the Piedmont region. Another vital outcome of this project is the development of a potent tool to measure sustainability. This tool will provide a comprehensive framework for assessing the environmental, social, and economic impact of events, initiatives, and actions within UNESCO sites. Through

the implementation of a standardized measurement system, stakeholders will be able to effectively monitor and evaluate their sustainability activities. It will enable them to track progress, identify areas for improvement and make informed decisions based on measurable sustainability indicators. This tool will be a valuable resource to guide decision-making processes and facilitate evidence-based approaches to sustainable development.

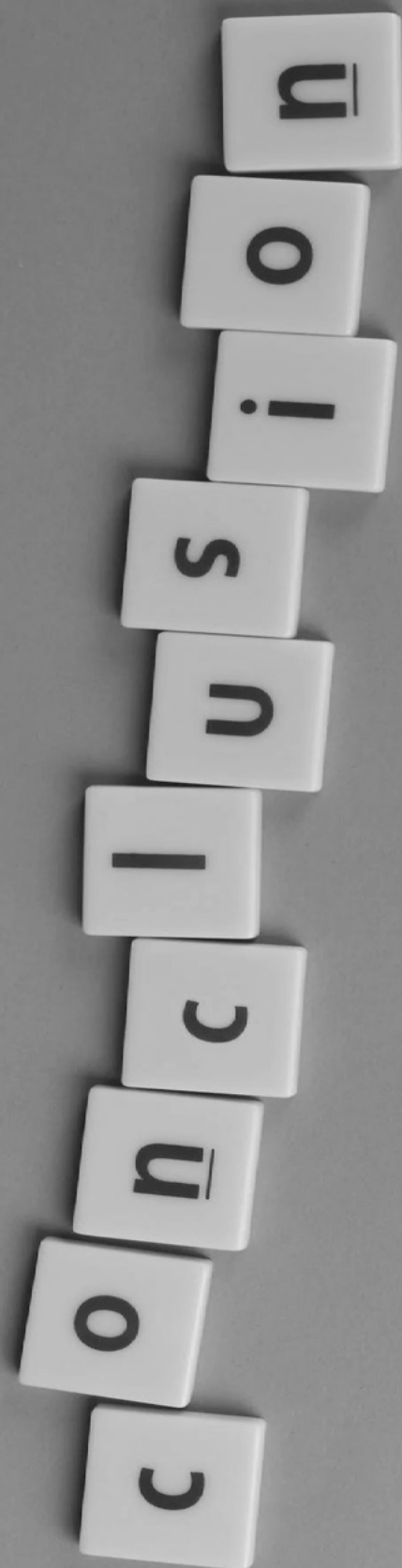
In addition, based on the rich cultural heritage of the Piedmont region, the project aims to establish a sustainable widespread festival. This festival will showcase the diverse expressions of cultural heritage and spread its activities on UNESCO sites. By engaging local communities, artists, and visitors in a celebration of cultural diversity, sustainability, and responsible tourism, the festival will create an immersive and inclusive experience. The integration of sustainable practices and principles into the planning and implementation of the festival will further reinforce its mission. It will serve as a platform to promote the activities carried out by UNESCO clubs and raise awareness about heritage preservation and foster a sense of pride and ownership among the local community and visitors alike.

When applied in synergy, these strategies have the potential to drive positive change, create significant impact, and contribute to the sustainable development of UNESCO sites in the Piedmont region. The focus on empowering UNESCO club members, establishing a robust tool to measure sustainability,

and organizing a sustainable broadcast festival aligns with the systemic design approach. The project aims to improve the long-term sustainability and cultural richness of UNESCO sites in the Piedmont region. Through these efforts, the region can envision a future in which sustainable development and the preservation of cultural heritage go hand in hand, creating a prosperous and harmonious environment for present and future generations.



Holistic Data Solutions, (2023)



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Conclusion (H, 2019)

08. Conclusions

To conclude this project, we briefly review the role of the systemic designer in the analysis and implementation of the internal and external relations of the UNESCO Clubs and Sites of the Piedmont region, through the systemic approach.

During our research process, we have adopted the systemic approach that has guided every phase of our work, allowing us to thoroughly analyze the UNESCO regional realities, create internal and external connections and develop interconnected strategies to promote sustainability and generate value for the community.

The first step of this research was the in-depth study of regional UNESCO realities, analyzing strengths, and weaknesses, through remote analysis and direct interviews. This has allowed us to understand the opportunities and challenges that characterize them. This study provided a solid basis for the development of strategies, identifying the areas in which to intervene and identifying opportunities for improvement for both clubs and UNESCO sites in Piedmont. Thanks to this holistic perspective, we were able to fully understand the complex dynamics of these realities and to design targeted interventions. In this context. We as systemic designers acted as a facilitator, promoting communication and collaboration between the different actors involved, researching and proposing internal and external connections, and encouraging a

holistic approach in the design and management of initiatives. Thanks to this contribution, we were able to guide the implementation of the strategies, ensuring that the processes were structured, monitored, and evaluated appropriately. The three strategies we developed worked in synergy to create a gradual and coherent path.

The zero strategy, as the name says, marked the beginning of change, introducing sustainable and systemic practices in clubs and UNESCO sites through the creation of a knowledge and awareness base for UNESCO regional realities. Strategy one has expanded this approach, integrating new roles and figures of responsibility within the UNESCO clubs, going to maximize the work of volunteers and dividing the stages of events into more organized and coordinated ones, facilitating the planning of events.

Thanks to the creation of an interactive tool for the assessment and management of sustainability during the design, development, and evaluation of the events of the sites and clubs, the new responsible figures previously introduced will be able to design, manage and evaluate their work in terms of sustainability and share it with the internal network of the Piedmontese UNESCO. Each site and club will be able to view the sustainability sheet for each event and ask for collaboration, establishing a new internal relationship.

Finally, strategy number two was the

culmination of the journey, aiming at a deep and lasting transformation of the dynamics and approaches within clubs and UNESCO sites by developing “FESTIVAL VALUES” a festival spread over the regional territory that has as its main objective to go towards the population and the territory by making known the true values of UNESCO territory. Implementing the reputation for greater loyalty, presence at events, and growth in the number of members and funds available to UNESCO realities.

These strategies are interconnected and essential to each other. Through the adoption of the systemic method and the role of the systemic designer, we were able to face the challenges, exploit the opportunities, and create a solid foundation for a sustainable future. However, we recognize that the work done so far is only the beginning of a wider path. It is essential to maintain a constant commitment to monitoring and evaluating the impacts of initiatives, in order to continuously improve and promote the sharing of good practices among the UNESCO entities concerned. In conclusion, through the adoption of the systemic method and the role of the systemic designer, we explored the regional UNESCO realities, created internal and external connections, and developed interconnected strategies to promote sustainability and well-being. This work is intended to be a first step in a wider path, but it is a significant step towards a sustainable future for clubs and UNESCO sites. We are sure that our work can inspire further research and concrete actions to promote

the systemic culture and sustainability within these precious Unesco territorial realities.

Currently, the state of the art of UNESCO is a dynamic and challenging picture. UNESCO is committed to the promotion and protection of cultural and natural heritage, the dissemination of knowledge, and the promotion of initiatives that promote sustainable development and social cohesion.

In this perspective, our work traces a path for the future of UNESCO realities, proposing strategies and concrete actions that aim to strengthen sustainability, participation, and positive impact on the territory. Through the adoption of the systemic method and the role of the systemic designer, we have tried to create a significant change in the dynamics and approaches of UNESCO realities, enhancing their resources, connections, and potential.

We believe that UNESCO realities have a fundamental role in shaping a sustainable future, where culture, nature, and community are valued and protected. Our work has tried to contribute to this goal, providing tools, strategies, and approaches that can support UNESCO in its transformation and growth.



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10. Appendix

QUESTIONNAIRE FOR UNESCO CLUBS OF THE PIEDMONT REGION

- **Quale è la principale vocazione del vostro Club Unesco**
- **Quali tipologie di iniziative proponete al territorio?**
- **Quali sono i vostri interlocutori sul territorio?**

Regione
Comuni
Scuole
Università
Associazioni
Aziende
Siti Unesco
Uffici Turismo

- **Quali figure sono coinvolte nella gestione del vostro club Unesco?**

Cittadini
Imprenditori
Cariche politiche
Giovani studenti
Giovani Lavoratori
Lavoratori
Pensionati

- **Quali persone frequentano da fruitori?**

Cittadini
Imprenditori
Cariche Politiche
Giovani studenti - 25 anni
Giovani lavoratori 25-35 anni
Lavoratori

Pensionati
Turisti

- **Quale evento, tra quelli da voi organizzati considerate essere il più completo, partecipato, collaborativo e sostenibile? - Vi saremo grati se vi fosse possibile indicarne il nome oppure un link di riferimento.**
- **Sarebbe per voi possibile condividere un documento che elenchi le attività in programma e quelle che avete svolto sul territorio negli anni passati?**
- **Quale è il punto di forza del vostro club?**
- **Quale è la difficoltà più grande che state incontrando all'interno del vostro club?**
- **Quali sono le difficoltà che state riscontrando ma che proviene dall'esterno del vostro club?**
- **Cosa pensate che ostacoli la collaborazione fra le realtà Unesco?**
- **Cosa pensate che ostacoli la collaborazione tra realtà Unesco e la cittadinanza?**
- **Come si muove il vostro Club al fine di coinvolgere persone interessate?**
- **Con quali realtà Unesco avete già collaborato?**
WHL - Residenze Sabaude
WHL - Sacri Monti del Piemonte e della Lombardia
WHL - Siti Palafitticoli Preistorici de ll'Arco Alpino
WHL - Paesaggi Vitivinicoli del Piemonte: Langhe-Roero e Monferrato
WHL - Ivrea Città Industriale del XX secolo
Riserve MaB - Monviso
Riserve MaB - Ticino Val Grande Verbano
Riserve MaB - Collina Po

- Creative City - Biella Creative City
Crafts & Folk Art
Creative City - Torino Creative City del Design
Creative City - Alba Creative City per la Gastronomia
Patrimoni immateriali
Cattedera Unesco - 1. Sviluppo sostenibile e gestione del territorio c/o Università di Torino
Cattedra Unesco - 2. Nuovi paradigmi e strumenti per la gestione del paesaggio bio-culturale c/o SiTI Geoparco
- **Ritenete possibile o vi farebbe piacere instaurare delle collaborazioni tra realtà Unesco?**

**SYSTEMIC DESIGN FOR
THE UNESCO SITES OF THE
PIEDMONT REGION.**

Best practices analysis for a sustainable
territorial transition.