

Report on training sessions

D5.1.2

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Table of Contents

| | |
|--|----|
| Foreword..... | 2 |
| Chapter 1 - Heritage and New Technologies (Online capacity building session of 29/06/2020) | 3 |
| Chapter 2 - Discovering cultural connection & understand the value of networking and participatory design among project partners (Online capacity building session of 30/10/2021)..... | 6 |
| Chapter 3 - From pilots to a European Cultural Route: looking for common cultural connection (Capacity building session of 30/11/2021) | 11 |
| Chapter 4 - Motivating and Engaging Local Communities (Capacity building session of 29/03/2021) | 17 |

Foreword

The Report presents the materials and lessons learnt, developed and used in the meetings and training sessions about technical, scientific and organizational issues.

Based on the results of the compared SWOT analysis, Cast-Unibo, Polytechnic of Šibenik and RER organized 4 capacity building events focusing on the 4 identified learning needs:

- a) New technologies
- b) Networking among project partners
- c) Common cultural connection among the pilots
- d) Motivating and Engaging Local Communities

All events were organized online due to pandemic.

Training activities involved the project partners and other key stakeholders of the culture and tourism sectors operating in the pilot areas. These events made possible to all partners sharing their experiences and knowledge as well as the ones of other local experts.

Training events always included participatory sessions, in which stakeholders and partners were invited to work together.

Training materials, in the form of slides, lecturer's note, webinars, etc., based on the capacity building events, aiming at increasing the dimension of the people touched as made available to all partners.

This report is organized into 4 sections in which we described aims, methodology, programme and results of each event. Teaching materials and team work results are collected in 4 Annex, one for each capacity building session.

Chapter 1 - Heritage and New Technologies (Online capacity building session of 29/06/2020)

Executive summary

On 29th June, 2020 the RECOLOR project partners held a half-a-day Capacity Building session online. Due to the COVID restriction, the workshop was held online, through Skype.

The workshop was primarily aimed at project partner organisations members; however, some representatives from relevant stakeholder took part.

The session was meant to strengthen members' knowledge of new technologies, increasing the effectiveness of their pilot projects boosting their capacity to use virtual technologies at the destination level, and improving the involvement and ownership of the RECOLOR ultimate goal: promoting the landscape of art.

The day involved presentations and discussions, as well as teamwork activities.

Forewords

Digital technologies have changed our world – our everyday routines, our perception of life, learning, doing business, consummating and creating art, interpreting heritage... Nature and heritage sites and stakeholders are seeking visitors and audience among the generation of millennials. Classical interpretation models as seen by this new audience are not fun enough... gaming, entertainment and so-called playful digital technologies in the world of heritage are becoming the “common tongue” connecting a site with its visitors. As a result – augmented reality, virtual reality, gamification, applications, 3D mapping, multimedia installations and guides, smart tables and screens are included in the interpretation of more and more nature and heritage sites.

Objectives

This first session of capacity building organised by the Polytechnic of Šibenik team was meant to:

- contribute to the understanding of digital technologies for cultural heritage
- share the good practice experience at the Fortress of Culture in Šibenik
- explore the purposes and potentialities of digital technologies

Programme

The session started with a meet & greet from the Polytechnic of Šibenik, introducing the day's activities and participants, and assessing expectations of those present. A plenary session followed, presenting the best practice implemented by the Fortress of Culture in Šibenik. The second half of the session focused on teamwork activities aiming at designing new virtual and digital experiences in each pilot area.

Approach

Preparation of the session. Take a look around - at a colleague, friend, your kid – people in your environment who like to play games for the purpose of relaxing, entertainment, or hobbies, and try to estimate how much time per month they spend gaming, and which types of games they prefer to use. Most importantly – how can you use that to attract them to visit your site?

Execution: After best practice presentation (cca 60 minutes), participants will be divided into teams of 4-5 persons each – thus forming 2 or 3 workshop groups/teams. Workshop is designed to open new perspectives to the familiar heritage sites, enhance teamwork and brainstorming, use creative thinking to develop new ideas and concepts on interpreting heritage.

Each team will be designated to show their innovativeness in problem solving. Each team defines one specific problem for one site which they need solved in order to increase the sustainability of their own heritage site/location/landscape. Problem solving will have to define opportunities, explore and offer tailor designed solutions for the selected site, define target audience and marketing strategy, analyse risks and expected benefits from proposed solutions. Team will be given time to develop their solutions Team leaders will present developed solutions at the end of workshop.

Agenda

Monday, March 29, 2021

10.00-10:45 AM - Josip Pavić and Đurđa Vrljević Šarić- Fortress of Culture Šibenik: presentation of good practice in cultural heritage management

10.45 - 11.00 AM - Virtual coffee break

11:00-11:45 AM –

Q&A about the presentation – 15 minutes

Workshop introduction – 15 minutes

Presentation of selected sites and problems at sites by group Leaders / 4 groups: each Team Leader has 3 minutes to present

11:45 AM- 13:15PM – Offline works in groups

13:15PM – 14:00PM - Presentation of solutions – 4 groups: each presents their proposals in 5 minutes. Discussion on proposed solutions / assessment of their probability of realization

Materials

Presentations and videos have been shared with the partners.

Chapter 2 - Discovering cultural connection & understand the value of networking and participatory design among project partners

(Online capacity building session of 30/10/2021)

Executive summary

On 30 October, the RECOLOR partners held a 1-day capacity building workshop for all project partners. Due to the COVID restriction, the workshop was held online, through Skype.

The workshop was primarily aimed at project partners, including all the 6 pilots in Italy and Croatia, but also at representatives from the culture/heritage and tourism industry. The workshop was meant to strengthen members' knowledge of design approach and method as a tool to increase the effectiveness of their engagement, boosting their capacity to build effective alliances cross-sectorally, particularly at the local level, and improving involvement and ownership.

The session was highly interactive, as it included presentations and discussions, with inputs from the owner of the activity (CAST - University of Bologna and Regione Emilia Romagna), as well as practical workshops featuring exchanges, group exercises, and learning on user-engagement and cross-sectoral working.

Forewords

Project RECOLOR - Reviving and Enhancing artworks and Landscapes Of the Adriatic is a project funded by 2014 - 2020 Interreg V-A Italy - Croatia CBC Programme. It focuses on achievement of objectives defined within Programme Priority Axis: Environment and Cultural Heritage. The general goal of the RECOLOR project is to enhance the tourism potential of urban and natural landscapes in Croatia and Italy, by contributing to the diversification of tourism products and services through the promotion of relevant and less known artworks, the design of specific itineraries and related tourism products, so to develop a new tourism offer and promote a season adjustment of tourist flows.

To do so, RECOLOR works to effectively contribute to improve the capacities of cultural institutions, creative industry and destination management organizations for a sustainable use of natural and cultural heritage. To this extent, a capacity building set

of session is scheduled. This capacity building sessions are planned to support all project partners to engage more effectively and work together towards the common goals.

Goals

Designing a service blueprint for the pilot promotion, that is taking into consideration all the following aspects

- Understanding the full potential of service-based industries: the value of immateriality
- Service as value co-production
- Recognize biases with respect to the targets
- Overcoming biases across respective roles/backgrounds/organizations
- Overcoming specificities, towards the common goal
- Learning about tools for co-planning interventions to promote art landscape

in order to:

- deepen the knowledge of the respective industry and business norms, and strengthen - or, at least, facilitate - the cooperation between tourism and culture stakeholders
- improve collaboration between private and public actors, thanks to the acknowledgment of bias that may affect collaborative processes
- make the decision-making process more inclusive, by adopting co-design approach, method and tools.

Objectives

The objectives of the workshop were to promote exchange and learning between professionals from the heritage and the tourism industry, at each partners' local level, in order to:

- strengthen the cross-sector knowledge about the RECOLOR Project and the Pilots
- increase the effectiveness of engagement of local stakeholder
- increase the capacity to build effective alliances cross-sectorally at local level
- increase the involvement and ownership in the Pilots

Programme

Each team worked on its own pilot, using the promotional ideas generated during the

June session as a starting point. It was required that each team feature a balanced mix of tourism and culture professionals, for the purpose of pooling skills, developing a better understanding of each others' standpoints and maximising results (read: generating valuable promotional ideas)

The day started with an opening session, introducing the day's activities and participants, and assessing expectations of those present. A plenary session followed, providing two presentations, respectively by CAST – Patrizia Battilani - “Art Landscape between nature, culture and tourism” and Regione Emilia Romagna - Massimo Giovanardi - “A best practice for a marketing strategy of tourism products involving culture and nature”.

Later, the “hands on” session started, introduced by a presentation (“Heritage, place and design: overcoming bias, design better tourist experiences”) about the value of design in tourism and heritage services and the implicit bias that might affect good service design, followed by a brief quiz game (“Implicit bias” what they are and where to find them”), especially designed for the session and aimed to let participants to understand better what implicit bias are and how they are formed.

The quiz was customised on the session goals and was held online on the Kahoot platform.

Right after the quiz game, parallel group workshop sessions took place (“Who am I designing for?”). The first session was about identifying the right user persona for each Pilot: teams formed by professionals from the heritage/culture and the tourism domain, worked together on a “persona canvas” to identify the right “persona” for their respective Pilot. The second session was about mapping the visitor experience of that specific persona previously identified, at the Pilot site. Each team worked independently on their Visitor Journey Map.

A review/discussion of findings and learning points followed.

Takeaways

Feedback was very positive: participants expressed their appreciation for the overall approach and the tools that were used. They found it helpful to challenge their project ideas for the Pilots and to evaluate them step by step, so to identify pain points and weaknesses. That process might now lead to the pivoting of some ideas and the re-design of some aspects of the Pilots in order to

- make the most out of the expertise and the value of all the stakeholders involved in the process of marketing the destination
- better meet the expectations of both users and stakeholders

- provide a more satisfactory visitor experience

Agenda

Friday, October 30, 2020

Session 1 - h. 8.45 – 11 a.m.

8.45 – 9.45 - Patrizia Battilani (CAST) *“Art Landscape between nature, culture and tourism”*

9.45 – 10.15 - Massimo Giovanardi (CAST) *“In the consumer’s shoes. But which consumer?”*

10.15 – 11.00 - Barbara Marcotulli *“Heritage, place and design: Overcoming bias, design better tourist experiences”*.

When we talk about services, regardless the industry they belong to, we easily discover that the “delivery gap” - the one between the promise and the perceived results - is deeper than expected. Tourism, travel, culture are all service-based industries. It is extremely important to make sure we, all the professionals involved, share the same value set, understanding and commitment in order to make sure the experience we deliver maintain, or even exceed, the visitor’s expectations.

We all harbor unconscious assumptions that can get in the way of our best intentions and, sometimes, might end up spoiling projects or results.

We will use vivid stories and fun exercise and activity to help us reflect on our professional relations and experience, and uncover how our hidden biases are formed.

By becoming more self-aware, we can control knee-jerk reactions, conquer fears of the unknown, and prevail over closed-mindedness (we all know how it can stand in our ways)

Our central message is that none of us is the problem but we, together, with shared approach, method, tools can all be the solution. Such statement will be investigated also through case studies that prove how design helped operators from different backgrounds to successfully work together.

Coffee break 11-11.15

Session 2 - h. 11.15-12.45

11.15 - 11.30 - Barbara Marcotulli *“Introducing “personas” : who am I designing for?”*
Finalizing the pilots: a) Understanding the target: creating personas; b) Mapping the experience: designing customer journey map
Each team will work on its own pilot, using the promotional ideas generated during the June session as a starting point.

11.30 - 12.00 - Designing “personas”- team work

12.00 - 12.15 - Introducing “customer journey” - presentation

12.15 - 12.45 - Mapping a “customer journey” - team work

Session 3 - h. 12.45 – 13.30

12.45 - 13.15 - Presentations of personas and their customer journeys by the teams

13.15 - 13.30 - Introduction to Service Blueprint - presentation

Materials

Presentations and videos have been shared with the partners.

Chapter 3 - From pilots to a European Cultural Route: looking for common cultural connection (Capacity building session of 30/11/2021)

Executive summary

On 30 November, the RECOLOR partners held a 1-day capacity building workshop for all project partners. Due to the COVID restriction, the workshop was held online, through Skype.

The workshop was primarily aimed at project partners, including all the 6 pilots in Italy and Croatia, but also at representatives from the culture/heritage and tourism industry. The workshop was meant to strengthen members' understanding of the importance of developing a joint approach to the promotion of the "route" that derives from connecting their Pilots, whose formalisation is the ultimate goal of the RECOLOR project.

The sessions was intended to leverage the effectiveness of their engagement, to enhance their ability to build effective cross-border alliances but, first, to let them fully understand how differences and similarities might play in their favour, and how awareness and governance fall in as key success factors.

Concepts such as "storytelling" and "unique value proposition" were investigated; facilitation methods and tools were used. Individual and team exercises were undertaken.

Rationale

Project RECOLOR - Reviving and Enhancing artwOrks and Landscapes Of the adRiatic is a project funded by 2014 - 2020 Interreg V-A Italy - Croatia CBC Programme. It focuses on achievement of objectives defined within Programme Priority Axis: Environment and Cultural Heritage. The general goal of the RECOLOR project is to enhance the tourism potential of urban and natural landscapes in Croatia and Italy, by contributing to the diversification of tourism products and services through the promotion of relevant and less known artworks, the design of specific itineraries and related tourism products, so

to develop a new tourism offer and promote a season adjustment of tourist flows. To do so, RECOLOR works to effectively contribute to improve the capacities of cultural institutions, creative industry and destination management organisations for a sustainable use of natural and cultural heritage. To this extent, a capacity building set of sessions is scheduled. Such sessions are planned to support all project partners to engage more effectively and work together towards the common goals.

Goal: Common cultural connection

- Help people across five different destinations of two countries understanding how to systematise their common cultural values so to enhance the potential of Recolor as a project able to generate a sustainable, cross-border tourism offer
- Overcoming specificities, towards the common goal
- Learning about storyboarding, storytelling and the way they help keeping differences together and making them work for a purpose

Objectives

The objectives of the workshop were to promote exchange and learning between professionals from the heritage and the tourism industry, at each partner's local level, in order to:

- strengthen the cross-sector knowledge about the RECOLOR Project and the Pilots
- increase the effectiveness of engagement of local stakeholders
- increase the capacity to build effective alliances cross-sectorally at local level
- increase the involvement and ownership in the Pilots

Programme

Each team worked on its own pilot, using the promotional ideas generated during the June session as a starting point and the findings that came out of the previous session, on October 30, 2020.

It was required that each team feature a balanced mix of tourism and culture professionals, for the purpose of pooling skills, developing a better understanding of each others' standpoints and maximising results (read: generating valuable promotional ideas)

The day started with an opening session, introducing the day's activities and participants, and assessing expectations of those present, followed by a brief recap of what had been done - and learnt - during the previous session.

A plenary session followed, providing one presentation by Dr. Eleonora Berti from CAST, about "Understanding The Value of the Council of Europe Cultural Routes"

After this warm up, participants were slowly guided into a more experiential path which had them facing the challenge of a reverse thinking exercise.

Approach

If the previous session, back in October 2020, had introduced the concepts of "design" and "system design" to the RECOLOR project, this new session was inspired by "design fiction" principles: participants "travelled to the future", get insights and used them here, in the present, to design better paths for their Pilots and make sure to built them so tho attain the results they wish to.

Design Fiction is a design practice aiming at exploring and criticising possible futures by creating speculative, and often provocative scenarios, narrated through designed artifacts.

It is a way to facilitate and foster debates, in which communication and social object creates interactions and dialogues around futures that were missing before.

A design fiction approach was chosen for this session as it helps make things real enough for people, so that they can have a meaningful conversation.

By inspiring new imaginaries about the future, Design Fiction moves forward innovation perspectives. It was innovation - in process and products - that the participants were looking for, so the session was designed keeping that in mind.

More specifically, participants were called to take part into an exercise called “The Discovery Bus”: a well defined promotional idea that gives for granted that the “Landscape of Art Cultural Route” is real and well running.

The ‘Discovery Bus’ features on board an exhibition about the Pilots and travels across Italy and Croatia to inform and spread the news about the cultural route.

The “bus” idea is aimed to help people across the five different sites in two countries to discover their common cultural heritage, so to further enhance the value of Recolor as a project able to generate a “sustainable tourism” offer.

The exercise was meant to prove that the cultural connections between project partners probably run deep but that, in order to make that work on the Project’s side, they need to better understand how their Pilots (and the cultural backgrounds that lie behind them) differ, how (if) they look alike and, then, to build upon such knowledge.

Each team was provided with a fact sheet about the “Discovery Bus” project called to face the challenge of building a storytelling to adequately narrate the mission and the goal of the “Discovery Bus” and to launch it as it was an official RECOLOR promotional initiative.

Beforehand, participants were guided through exercises that had them

- define their very own “superpowers”
- understand the value of the good storytelling
- get familiar with the concept of “unique value proposition”
- come up with their Pilots’ “unique value propositions”

Only then, they were presented the “Discovery Bus” challenge and asked to “explode” that concept into its different components, by using a Story Canvas tool. The Story Canvas is based on the Business Model Canvas’ and is a simple to use tool to develop and iterate story ideas.

By deconstructing (and re-constructing) the storytelling for the “Discovery Bus”, participants got to understand the importance of strategic storytelling.

By doing so, the mission to understand the importance of creating an inclusive narrative for the RECOLOR project as such, as a “whole”, and not just as a collection of Pilots, was achieved.

Takeaways

Feedback was very positive: participants expressed their appreciation for the overall approach and the tools that were used. They found it extremely pleasant to work on a highly interactive session, with plenty of exercises and challenges.

As it happened for the personas template and the visitor journey map ones, participants had a chance to explore a specific tool, the Story Canvas, and to realize, once more, that such tools are more than just worksheets. Rather, such canvasses are multiuse tool for their innovation venture – developing and promote a tourism attraction (as the Pilots are) is surely an innovation venture! As it is a flexible design tool, the Story Canvas is structured specifically to help leverage the untapped narrative intelligence and used to lead the messy work of innovation.

In this session, the Canvas was used to guide big- picture development rather than to dive into the details of designing each tiny aspect of the Pilots.

Most of all, the Canvas proved to be useful in providing participants with a simple, shared approach to problem-solving by enabling that one natural problem-solving process we all boast: narrative intelligence.

Every person has a unique database of stories. Every Pilots out of the RECOLOR project has that, too. Each one of these stories is essentially a little package made up of a problem, quests and resolution.

Out of the results of participants' work (attached), that pops up: working on the Canvas helped them to achieve a more precise problem definition. Some teams managed to fill it in almost entirely; other lagged behind but it was not meant as a competition: the whole purpose was about making them aware of the full potential of their Pilots, their strength and weaknesses, and to be able to work them around for a greater purpose: build a “Landscape of Art route”, which remain the ultimate goal of their effort.

The exercise sheds light both on the ways in which storytelling is practiced at each destination/partner level and how team cooperation unfolds and seeks to determine the prerequisites for using storytelling as part of a destination development strategy.

The findings point to the importance of a location-based story to conceptualize, substantiate, and commercialize a destination.

In some cases, stories tended to be very “subjective” in terms of dramaturgical principles and customer involvement, showing that an overall story framework was still non-existent and making the storytelling initiative poorly suited as a means of destination development – at least at this stage. A little more work would be required before jumping back to defining a proper storytelling. In other cases, a more holistic, coordinated story can be identified that ties the different aspects together and on this basis a common identity for the destination seems to materialize. In this cases, dedicated leadership, multi-actor involvement and two-way communication appear to be the prerequisites the destination/partner can play successfully with.

Agenda

Tuesday, November 30, 2021

8.45 – 09.30 AM - Discovering European cultural routes (CAST - Eleonora Berti, Vice Director of Destination Napoleon, European Route of the Council of Europe, Independent expert European Cultural Heritage Forum-European Commission)

09.30 – 10.00 AM (CAST – Barbara Marcotulli): Recap | The power of storytelling

10.00 - 10.45 AM Defining a value proposition - Finding a common ground | Teamwork

Each team will work on its own pilot AND on a common project, using the information and the findings generated during the session held on October 30 as a starting point.

10.45 - 11.15 AM The Travelling Bus: a reverse thinking exercise | Presentation

11.15 - 12.30 AM Teamwork

12.30 - 13.30 PM Team presentations

Materials

Presentations and videos have been shared with the partners.

Chapter 4 - Motivating and Engaging Local Communities (Capacity building session of 29/03/2021)

Executive summary

On 29th March, the RECOLOR project partners held a half-a-day Capacity Building session.

The workshop was primarily aimed at project partner organisations members; however, some representatives from relevant stakeholder took part.

The session was meant to strengthen members' knowledge of community engagement, increasing the effectiveness of their pilot projects boosting their capacity to build effective alliances at the destination level, and improving the involvement and ownership of the RECOLOR ultimate goal: promoting the landscape of art.

The day involved presentations and discussions, with inputs also from guest speaker. Third and last of this WP, the session summed up the work done during the previous sessions and “closed the circle”.

Forewords

In academia, as well as in practice, there is increasing interest in governing the complex relationships within destinations. Nevertheless, a gap persists in knowledge on how to valorise and engage the local community in the destination promotion process. In fact, while local residents are widely recognised to play a pivotal role in the development and management of destinations, their role in the context of visitor attractions has largely been overlooked.

Despite evidence that destination managers increasingly acknowledge the salience of local residents in their decision making, they tend not to favour deep engagement with local residents. Instead, local resident engagement by destination managers tends to be “informative” in style.

It is extremely important to learn how to build communities, not mere audiences.

Today's major cultural institutions no longer benefit of the advantages from the past; the survival of established arts organisations - or the existence of rising ones - hinges on their ability to engage effectively with a far broader segment of the population than has been true to date. Such engagement is crucial for the whole destination.

Objectives

This third session of capacity building organised by the CAST team was meant to:

- explore the purposes and processes of local-resident engagement
- analyses residents' perceptions, attitudes and involvement towards destination development projects
- understand how to overcome a participation that still tends to be partial, reactive and ad hoc, rather than more "general"
- contribute to the understanding of community roles in tourism development by examining some best practices, whose findings might represent a useful tools for destination managers that are unfamiliar with stakeholder management and wish to maximise the role of locals & residents

Keywords: destination governance, resident engagement, resident attitude and perception, resident behaviour

Takeaways

This "How to Design Integrated Tourism Service Experiences to Help Motivating and Engaging Local Communities in doing the same" session made sure that all partners had a clear understanding of :

- what is community participation tourism
 - how to engage local communities
 - how does tourism benefit local communities
 - why is the local community expected to engage in the tourism development plan
- Besides, adequate time and effort was dedicated to share a clear understanding of the terminology, so to make sure all partner and other participants stakeholder will feel more confident in designing projects aimed at:
- engaging with host communities of tourism destinations
 - fostering civic pride, awareness and welcome
 - developing a resource within the community
 - ensuring mutual respect between tourists and residents
 - maximising local benefits and minimising negative impacts

In fact, the sessions paid due attention to differentiate among

- audience development

- audience engagement
- community engagement

Besides, it outlined a broad range of methods and techniques for engagement events, such as

- Art & Creativity
- Community Mapping
- Web-based engagement
- Planning for Real

The appropriateness, strengths and weaknesses of each were also indicated.

Programme

The session started with a meet & greet from University of Bologna, introducing the day's activities and participants, and assessing expectations of those present. A plenary session followed, providing a recap of the previous sessions, adding fresh inputs and presenting several case studies. The first set of presentations took place in the first half of the session and focused on learned lessons from previous sessions, framing them into the "community engagement" perimeter, so to help participants to get a full picture of what effective actions could be built, and how. The second half of the session focused on how we work effectively in cross-sector alliance for a greater cultural good, and how we build projects that obey that demand, through the lens of three different case studies, including the one - about Manifesta 12 Palermo - presented by a guest speaker. Among other case studies presented, "The Human Library" and "Big City Life"

A review/discussion of learning points and about the projects each partner could implement to further promote their pilots followed. A final evaluation closed the session.

Agenda

Monday, March 29, 2021

09.00 – 09.10 CAST - Patrizia Battilani – Introduction to the workshop

09.10 - 10.15 CAST - Barbara Marcotulli - Make locals key players in your destination marketing strategy. Engagement models, best practices, tips & tricks

10.15 - 10.30 *Coffee break*

10.30 - 11. 00 Guest speech by Vanessa Saraceno: the experience of Manifesta12

11.00 - 11.30 Case study presentation by Recolor project partners in Campobasso: residents' participation in the project Excover

11.30 - 12.00 Case study presentation by Recolor project partners in Montefeltro: Teatro di Cagli

Participants' expectations from the session

- Hear more from project partners on how community engagement can be implemented successfully
- Know more about working with local communities and how to concretely have access to this process and impact it
- Make sure that community engagement is built around a balanced process between social, environmental and economic issues
- Bring back a sustainability-based approach, that works for the well being of all
- Look forward to practical exchanges about national and international experiences
- Learn more about how to work in alliance, how to build alliances at local, regional and national level and how to bring stakeholders together to work better
- Learn how to better motivate and build the capacity of destination organisations to engage with local communities

Materials

Presentations and videos have been shared with the partners.