Be.CULTOUR

Local Workshop 3

TOOLKIT

Version: 17 May 2022

To be used by Pilot Heritage Sites in conjuction with the supporting files available in the LWS2 Master Folder [LINK] and individual Pilot Files [LINK]

Please submit your reporting documentation in your PHS Teams Folder *within two weeks* of your LWS2. Notify sophia.silverton@iclei.org once complete.

Contents

Before you start

We have reached the last stage of co-creating your local Action Plans aimed at the development of circular cultural tourism in six Pilot Heritage Sites. Like any creative process, your work will continue to evolve. While you will have your Action Plans in place by the end of this workshop, keep in mind that even after sending it to ICLEI and including in the D3.5 – Action Plans and concept solutions for sustainable cultural tourism in pilot heritage sites, there may be changes. Therefore, treat your Action Plans as an introduction to dynamic response to the environment, a first reaction to the constantly emerging challenges and an attempt to synergistically strengthen the ecosystem of stakeholders. You are just arriving at an important milestone, but there is also a symbolic beyond in the Be.CULTOUR project. You still have the chance to make adjustments to your innovations over the course of the project.

Introduction

Local Workshops constitute a core element of the Be.CULTOUR co-creation process, enabling stakeholders of the Heritage Innovation Networks (HIN) to meet, exchange and gradually co-develop **Action Plans for circular cultural tourism** in each Pilot Heritage Site (PHS).

The Be.CULTOUR workplan foresees the implementation of three 2-day Local Workshops (LWS) in each of the 6 Pilot Heritage Sites, over a period of 10 months (M8-M18). Using human-centered design methodologies, these LWS will enable local stakeholders to define challenges, ideate solutions, and co-develop actions for circular cultural tourism in their region.

LWS are being developed by ICLEI as events with specific modules / building blocks that can be spread over one or two days, proposing activities that can be implemented in both physical and online environments, depending on COVID-19 restrictions.

While planning and preparing for LWS3 use this Toolkit as a starting point and adjust it to your local needs and potential (e.g. already existing cultural routes which may need innovative products or services to become more attractive, other action plans or strategic documents). **Since this is the last workshop, it should lead to concrete results.** Therefore there is less flexibility than in LWS2. Nevertheless, the individual modules can be slightly changed or combined. It is important that the proposed exercises make best use of the results of the previous workshops and be a follow-up to a group co-creation process. At the same time, however, it is still possible

to invite new participants. This is especially true for innovative solution designers who have applied to participate in the Hackathon.

The workshop plan consists of **six** modules, one of which is optional and one consists of three smaller parts that can be changed as needed. We encourage you to plan the implementation of **five** modules, or a combination of the proposed exercises in 3-4 working sessions if the methodological approach based on human-centered design is maintained.

LWS3 Objectives

Building on LWS1 and LWS2, in preparation for the Action Plans, the third Local Workshop aims to achieve the following objectives:

- Definition in detail of the selected actions as areas of desired change based on sub-actions or innovative solutions,
- Design of the implementation process and deadlines,
- Explanation of the involvement of different stakeholders, needed resources, and budget, in association to the selected actions,
- Integration of the ideas pre-selected for the Hackathon,
- Synergy with the values defining sustainability and circular economy and key pillars of Be.CULTOUR,
- Establishing indicators for measuring the success of assumed plans.

LWS3 Expected Results

The most important result of the last workshop should be reaching the final stage in the co-creation process - "Problem solving". In the Be.CULTOUR project, problem solving is understood as completing Action Plans, carriers of change in 6 PHS (and beyond when inspiring Be.CULTOUR mirrors and other regions). They are a response to identified challenges, highlighting the local assets of different nature (local products, heritage sites and their *genius loci*, unique history, or creative people reinventing tourism) and taking into account the pillars of the project: circular approach, Europeanisation and human-centred design. In writing the Action Plans it is important to understand the value of the cultural heritage, the regional context and to integrate community led proposals with strategies developed at other levels. In this way the PHS may establish a network supporting realisation of the defined tasks, feeling responsible for them and contributing

to a bigger picture. Action Plans should embrace short-term and long-term actions, sub-actions or innovative solutions. Specific sub-actions are expected to be **SMART** (**S**pecific, **M**easurable, **A**ttainable, **R**elevant, and **T**ime-Bound). Action Plans resulting from the workshops should respond to the need for *sustainable development of circular cultural tourism* and thus ensure the *sustainability of the project results* in the future.

Toolkit Structure and MS Teams Use

This Toolkit gives an overview of LWS3 methodology to facilitate implementation at local level. For each module it outlines:

- Main questions to be addressed
- Methods, objectives and expected results
- Advance preparation and implementation instructions for facilitators
- Tools (materials) and worksheets
- Reporting requirements for documenter

The Toolkit is accompanied by a LWS3 Materials folder in Teams (LINK). It contains a Master Folder (with reference templates for LWS3 implementation) and Pilot Folders (copies of the Master Files for translation and adaptation by the six Pilot Heritage Sites, according to their needs).

The Master Folder contains:	Each Pilot Folder contains:
- Toolkit (PDF to share and Word for comments/questions on Teams) with annexes (Local Pact) - Worksheet templates (PPT) - Agenda template (Word) - Registration Form Template (Word) - Sign-in sheet (Word) - Privacy Policy (Word) - Presentation on financial alternatives (PPT) - Sample online workspace layout for online adaptations (PDF, link also included in the toolkit) - Local Pact template (Word)	- Worksheets for editing (PPT) - Reporting Folders to organise photos in subfolders according to Modules (M1, M2, M3…) - Reporting form (Word) - Action Plan template (Word) - Leaflet for poster or flyer

Each pilot has its own folder which can be shared with the members of your facilitation team for the LWS3 preparation, implementation and reporting:

LWS2_BAS for Basilicata (LINK)	LWS2_TER for Teruel (LINK)	LWS2_LAR for Larnaca (LINK)
LWS2_VAS for Vastra Götaland (LINK)	LWS2_VOJ for Vojvodina (LINK)	LWS2_ROM&MD for NE Romania and Moldova (LINK).

Be.CULTOUR landscape - What else is there?

From Local Workshop 1 and Local Workshop 2 to Local Workshop 3

While during LWS1 the exercises were mainly related to "mapping" of your local ecosystem, including stakeholders, challenges and assets, in LWS2 the focus was more on "potentials". This involved, for example, identifying possible partnerships and pointing to areas for possible action. Now, in LWS3, we will focus on combining these two perspectives and defining strategic actions that will contribute to visible, sustainable, good change. The direction of these changes is clear - circular cultural tourism. However, there is also an area of additional opportunities - the symbolic beyond. This gives the chance for an individual approach to planned activities and shifting accents so as to take into account the local specificity and listen to the voice of residents and potential visitors. Try to think holistically, discover new paths of development, and be innovative in defining the actions themselves, but also in understanding the meaning of sustainable and circular development in your unique region. The experience of the last two years, filled with various crises, has taught us that it is necessary to be flexible in managing cultural heritage and tourism. A well-prepared Action Plan can be a helpful tool in responding to uncertainty and in building resilience.

Table 2. Timeline for LWS3

MAY 2022	JUNE 2022	JULY 2022
LWS3 Toolkit (16.05.22) Training (18.05.22) Checklist (27.05.22) Adaptation & Translation	LWS3 Implementation & Documentation Bilateral meetings with ICLEI to support	Submission of Reporting Forms / Action Plans (**deadline: 04.07.2022**)

	development of the Action Plans (01-30.06.22)	

From Local Workshop 3 to the Hackathon

The Hackathon will take place shortly after the Action Plans are written. Below is an overview of the key dates.

Table 3. Timeline for Hackathon.

MAY 2022	JUNE 2022	SEPTEMBER 2022
Deadline for applications (19.05.2022) Selection of best solutions at the local level (23-31.05.2022)	Hackathon participants confirm commitment (24.06.2022)	Hackathon in Brussels (07-09.09.2022)

From co-creation process to Local Action Plans

Based on the Be.CULTOUR co-design methodology (D 3.1. Protocol Methodology, D3.4 Challenge driven innovation) LWS1 was focused on **Problem Exploration**, LWS2 on **Solutions Ideation**, and LWS3 will focus on **Problem Solving**, engaging stakeholders from the 6 Heritage Innovation Networks in co-developing local Action Plans for circular cultural tourism.

After LWS1 and LWS2 you provided reports describing work conducted in all implemented modules. **After LWS3, there is no need to prepare a separate report**. Your Action Plan, along with selected parts of previous reports, is the main output of the entire three-step process.

This task is also the basis of the deliverable **D3.5. Action Plans and concept solutions for sustainable cultural tourism in pilot heritage sites** which will include the **6 Action Plans** as developed at Pilot level. In parallel, the methodological co-creation process presented in the three LWS Toolkits will

be included in the deliverable **D4.3. Peer-learning Guidebook**, aiming at the replication of LWS modules and tools by the Mirror Regions / Community of Interest.

Starting from LWS2, you have been working on an Action Plan template. First, in the form of a simple table that helped to connect planned actions with challenges, assets and stakeholders. The basis for work in LWS3 is a template of the final Action Plan, which, filled with your ideas, will document the community's contribution to development towards circular cultural tourism.

IMPORTANT - As part of preparing for this workshop and writing an Action Plan, please pay attention to the terminology we suggest.

"Strategic <u>action</u> or short just action is the area of the desired change, <u>sub-action</u> is a concrete step to achieving the desired change, and <u>innovative solution</u> is a new human-centred and place-specific product, process and service for sustainable and circular cultural tourism in pilot heritage sites."

We will use this terminology in various materials: worksheets, Action Plan template and in the description of various modules. If a different approach to actions and sub-actions would more closely match the results of previous workshops in your territory and the logic adopted by the authors of Action Plan, make the necessary changes. Just remember to <u>explain the terminology</u> and <u>use it consistently</u>.

For more details on how to create your final Action Plan and an indicative template, see Module 5.

From Action Plans to next steps in the project

Writing a local Action Plan is an important milestone in the middle of the project. Even though we are finishing the intensive work phase now, there are still many exciting tasks in Be.CULTOUR ahead of us. First of all, the second half of the project is the possibility of implementing at least some of the planned strategic actions as well as sub-actions and further developing innovative solutions. Let's have a look at the next steps!

You already know the dates for **Hackathon**. The event itself is an introduction to work on the selected ideas, which will receive support during the intensive **Acceleration programme** (M20-36). Be.CULTOUR Accelerator programme includes co-development, prototyping and testing of innovative solutions in pilot heritage sites. The innovators from the PHS regions will be supported

by ICHEC in developing business models and business plans for effective implementation and exploitation of sustainable circular cultural tourism in the long-term.

In the second half of the project we are planning further regular **MeetUps** of the Community of Practice. Their aim will be to promote mutual learning as well as exchange of experiences on the implementation of the Action Plans. This process will be complemented by further **mentoring** in accordance with the scheme adopted in the project. The way of working with mentors can be individually agreed in each case.

Once the Action Plans are ready, ICLEI will monitor the process of implementation. At this stage the process will also include upscaling activities in the mirror regions from the **Community of Interest**, scouting for financing sources supporting the development of ideas. The final result will be a written report on the **after-project sustainability** of Be.CULTOUR community-led Action Plans for longer-term human sustainable development in pilot and mirror regions.

LWS3 Preparation

Communication & Engagement Guidelines

Stakeholder Engagement: Highlighting diversity and inclusion

A successful Heritage Innovation Network building process highly depends on the **mix of participants** that attend the LWS. Each LWS is expected to actively involve between **25 and 30 participants,** hence **at least 50 targeted invitations** to different stakeholders. Apart from the number of participants, engaging a diversity of ecosystem actors (eg. Tourism sector, Local Authorities, NGOs, Cultural Institutions) is key to fostering new connections and harnessing collective intelligence. Please also consider the diversity of participants in terms of gender, age, class, religion, race and other factors that may be important due to the specificity of the region. Take into account who already participated in LWS1 and LWS2 and needs to be invited again and who was missing and could contribute to the last steps of the co-creation process.

Invitations & Registrations

We recommend you make a round of invitations using a registration system through which your invitees will confirm participation and provide the necessary data for enhancing the Stakeholder

Mapping process. Use the Be.CULTOUR Branding Guidelines and Materials provided by ERRIN to create simple invitations. In your folder you will find a poster/invitations template. Before printing, please confirm with ERRIN that the file is correct (gaia.marotta@errin.eu).

In your folder you will find a template of the poster. You may also ask for a personalised invitation or poster. In this case please send the below information to gaia.marotta@errin.eu at your earliest convenience (ideally a few weeks before the workshop):

- Date, start and end time
- Venue of the event (name, address)
- Type of the event (online, hybrid, in person)
- "Third Be.CULTOUR local workshop" written in your local language
- A very short description of the workshop (up to three lines max.) in your local language
- Any logos

You may add additional information assuring that it's not necessary to take part in all workshops and new members of the HIN are welcome. Even in LWS3, you can still onboard new participants.

- **Registration Form:**
  - Use the online tool "EU Survey" for online registration of participants and include the link to your invitation
  - Translate the Registration Form Template (Word) [LINK] in your local language and use it to create your LWS3 Registration Form on EU Survey
  - Translate and use the Privacy Policy [LINK]

As you disseminate your invitations, keep monitoring **registrations** and follow up if needed to ensure 20-30 relevant stakeholders join the 2-day workshop. A few days before the LWS3 send a reminder attaching the **Agenda** of your LWS3.

Post LWS3 Communication

During and after the workshop, share selected snapshots of your LWS3 with the broader Be.CULTOUR Community.

- Select the best photos from your LWS3 and upload to your social media channels. Avoid close-ups on participants' faces, focus on group work and interaction with materials used and sites visited.
- You can also use the personalised workshop flyer to promote the event.
- Create a short post focusing on the outcomes of the workshop – how it can contribute to the overall Community? What are the next steps?

- Use the hashtags: #BeCultour #Community and tag the official projects social media channels (@BeCultour)
- Link the project's website when possible: www.becultour.eu
- Prepare a "thank you" e-mail to be sent to all participants after LWS3 which you can enhance with some photos, key insights and calls to action for the next steps of the HIN.

Organisational Guidelines (Physical Workshop)

Key Steps

- Confirm local **Facilitator** and engage him/her in the LWS3 Training (18.05.2022)
- Share adapted **Toolkit** with local hosting team and review proposed modules
- Structure your LWS3 **Agenda** integrating compulsory Modules. Be especially mindful of timing ensuring enough time for transportation, venue reorganisation where needed, and enough Breaks between Modules. Remember Breaks offer valuable informal networking between HIN members!
- **Rehearse** the Workshop with the local hosting team and the Mentor, focusing on adaptation of materials and roles distribution during Modules implementation
- Organise the Workshop taking care of all **logistical** aspects (venues, dates, transport, catering, consumables)
- Adapt, translate and print all necessary materials for LWS3 implementation
- Talk thorough **documentation** of the workshop and ensure the reporting is clear to all members of your facilitation team (Scanned Worksheets, Photos, Notes, Video/Audio recordings)
- Translate key insights and complete **Action Plan** to be submitted to ICLEI Europe until **04.07.2022**

Roles & Responsibilities

A co-creation workshop requires a **facilitation team** with clear roles and responsibilities, to ensure the best possible outcomes. The following suggested roles can be divided between several (e.g. 4-8 people), depending on the capacity of the hosting organisation.

Table 4. Role in physical workshop.

Organiser	This role corresponds to the Local Coordinator who on behalf of the local Partner Organisation is responsible for the development of the Heritage Innovation Network at Pilot level and managing the relevant project resources. He/she is in charge of all the production needs of the workshop.
Mentor	One Mentor has been assigned to support each PHS. Mentors participate in the Training and support the local facilitation team in adapting the LWS

	modules to the local context, providing context-specific input, assisting with translation and cultural interpretation of key concepts or supporting local outreach activities. Mentors are expected to be (physically or digitally) present during the LWS and provide mentoring sessions for both the preparation and the reporting phase of each LWS. Their critical review and feedback is essential to ensure consistency in the Action Plan co-design process.
Facilitator	This role corresponds to the "frontman/woman" facilitating the workshop. It is recommended to engage an external, neutral facilitator with previous experience in co-creation workshops as well as personal understanding of local realities. The facilitator is in charge of implementing and adapting the Workshop Toolkit to local language and needs, working in close collaboration with the Local Coordinator and the respective PHS Mentor. He/she should keep discussions focused on LWS objectives and ensure all Worksheets are completed.
Documenter	The documenter is in charge of documenting the process and all outcomes of the Workshop. During the LWS, the documenter takes snapshots of the LWS experience, focusing on HIN collaboration and interaction with the selected heritage site. He/she ensures that all completed Worksheets are photographed and/or scanned in high definition in order to be digitally saved and made accessible on Be.CULTOUR Teams, together with all relevant audiovisual documentation material. The original Worksheets are saved in an office of the local partner, for future reference. Upon completion of the LWS, the documenter is in charge of compiling the Reporting Forms in English summarising the outputs of each module, gathering the necessary feedback from the facilitation team and Mentor and submitting the reporting to ICLEI Europe by the agreed deadline. **>> The main reporting form after LWS3 is the Action Plan (LINK). There are non-mandatory additional reporting forms after each module. They might help you to organise the results.**
Table host	Table hosts can be staff or volunteers of the hosting organisation who are familiar with the Toolkit in order to answer questions, facilitate discussion and support documentation during group discussions. They take part in the workshop as participants supporting the organiser, facilitator and documenter, ensuring discussions at table/team level run smoothly. In case of confusion, delays or derailment of group discussions, ask for facilitators' support and be open to participants' suggestions to improve the completion of each module.

Organisational Guidelines (Digital Workshop)

While physical local workshops are preferable, digital workshops can be a suitable substitute (efficient, collaborative, and cost-effective). However, online meetings can lead to fatigue and

lower levels of participation and informal interaction. The adaptations of each Module in LWS3 to an online format strive to minimise these factors.

Transferring the LWS3 structure to an online setting requires certain adaptation of the timeframe so as to avoid "Zoom fatigue". Make sure you keep each session under 90min, provide coffee and lunch breaks and stick to the Agenda. Remember that digital *workshops* are not equivalent to standard online *meetings*. An online LWS should involve active participation in group activities and co-creation of materials. Therefore, they require more preparation than regular online meetings. Like a physical workshop, they require formally assigned roles (see Roles & Responsibilities section) and various tools and materials.

Specific suggestions for facilitating a digital LWS3 are located within each Module description. Depending on your needs, you may split the agenda and organise some modules online (e.g. M1 or M4) and the others in person.

You may also find these two **webinars** useful to get a general idea of tools and methods for online facilitation: The five Ws of online stakeholder engagement, Co-creation methods for online stakeholder engagement webinar. On Teams (LINK) you will find a guide on how to make online meetings just and sustainable.

Table 5. Tips for online workshops.

Event flow for online workshops:	*Rules of online engagement:*
- Follow a **script** (who does what when) - Keep sessions between **60-90min** - Provide **breaks** between sessions - Calculate 20% more time for online **transitions** (log in, break outs, speaker alterations, questions) - Try to **alternate** speaker / activity every 10-20min - Use **audio-visual** content (music, videos, recordings, graphs, photos) - Keep track of audience needs & time and **adjust** accordingly - Always start and end **on time** - Enable time for **feedback & questions**	**Express your ideas** - There are no bad ideas - Encourage thinking out of the box **Quality over quantity** - Encourage collective thinking - Capture everything **Stay focused on the topic** - One conversation at the time

Online workshop Roles & Responsibilities

The following roles are suggested, which can be divided between several (e.g. 4-8) people, depending on the capacity of the hosting organisation.

Table 6. Roles in online workshop.

Organiser	Similar role as physical workshop. Special attention is given to time-keeping, sending private messages to Facilitator and speakers to ensure each Module runs within agreed timeframe.
Mentor	Similar role as with physical workshop.
Facilitator	Similar role as with physical workshop, but with added attention to the rules of online engagement, above, and modified reporting tasks as specified within each module.
Documenter	Similar role as with physical workshop, but with modified reporting tasks as specified within each module. The Documenter is in charge of recording the LWS3 plenary sessions and taking screenshots instead of photos.
Table host	Similar role as with physical workshop, but with modified digital hosting tasks as specified within each module. The Table hosts play a special role in Break-Out Rooms, as they facilitate and document group discussions in different Modules. Recording Break-Out discussions may limit the freedom of expression of participants, but keeping an audio recording (on Zoom or on a mobile) may be useful for exclusively documentation and reporting purposes. Ensure that participants are asked permission to record.
Tech host	Responsible for all technical aspects (log in, sound, light, break outs, videos). Provides technical support to speakers and participants. The tech host accepts participants in the Zoom meeting and organises Break Out rooms. The composition of each Break Out room can be pre-decided based on Registrations or can be random, as long as a Table host is assigned to each Break Out room. The Tech host is responsible for providing access to JAMBOARD Worksheets and sharing screens when needed.
Conversation assistant	Manages chat by responding to questions and alerting the facilitator of relevant points in the chat, and encourages engagement through polls and quizzes.

Digital Tools and Materials

Specific digital tools have been presented in the toolkit for LWS1.

For LWS3 most materials are the same for physical and digital implementation. Printed Worksheets are replaced by JAMBOARD Worksheets. Sample online workspace layouts for online adaptations (JAMBOARD) are available in the LWS3 Master Folder (LINK) and online (LINK).

If you decide to organise an online workshop you need to make a copy of the whole JAMBOARD for your PHS. You may also need to copy or duplicate the worksheets. Please send an email to: malgorzata.cwikla@iclei.org if you need help.

LWS3 Implementation

Except for the M6, all modules are compulsory. However, you can combine elements of different modules within longer work sessions.

- M1 and M4 assist with deepening knowledge on putting your Action Plan to the local context and finding first ideas for financial solutions for particular actions, sub-actions or innovative solutions.
- M2, M3, and M5 are focused on the final document - your Action Plan.
- M6 is about the future and celebrating the changes that can come thanks to the involvement of local stakeholders.

IMPORTANT - we recommend focusing on *actions* in M2, *sub-actions* and *innovative solutions* in M3 and to logically integrate actions with sub-action and innovative solutions in M5.

Table 7. Overview of Modules.

Module	Physical Workshop	Online Workshop	Format
M1 - Introduction OBJECTIVES - Present current Action Plan and hold keynote speech. Highlight solutions proceeding to the hackathon. RESULTS - Awareness of Action Plan status and links between it and other local/regional	80-90 min	60 min	Plenary

strategies. Awareness of selected innovative solutions and general project timelines.			
M2 - Reflection: let's take a look at our strategic actions OBJECTIVES - Critical yet constructive analysis of existing proposals. RESULTS - A final set of feasible strategic actions that will be a part of the Action Plan.	90 min	75 min	Mid-size group (10 ppl)/ online (5-7 ppl), plenary
M3 - Reality check (3 parts) OBJECTIVES - In-depth analysis of the results of previous exercises and verification of ideas submitted by the community and stakeholders RESULTS - Concrete sub-actions and innovative solutions for each action, checked in terms of central project pillars at the local level.	190 min (10 + 3 x 60 min)	150 min	Mid-size group (10 ppl), plenary
M4 - Action Plan funding possibilities OBJECTIVES - Presentation on funding opportunities for Action Plans. RESULTS - Ideas for how to fund specific sub-Actions/innovative solutions.	45 min	45 min	Plenary
M5 - This is it: Action Plan final evaluation	75 min	60 min	Plenary

OBJECTIVES - Review completed Action Plan, add financing possibilities for each sub-action/innovative solution, and optionally sign a local pact. RESULTS - Complete Action Plan and local implementation pact (optional).			
M6 - Community celebration of the plans ahead OBJECTIVES - Build professional and social bonds going beyond work during workshops. RESULTS - String local ecosystem of stakeholders.			

As mentioned before, this workshop is a bit less flexible than the LWS2. However, it is possible to combine or merge different exercises. For example, Walt Disney Method from module 2 could be part of module 3 or module 5. At the same time, module 4 offering an overview of various financing tools can be attached to module 1 as another keynote speech. You may also change the timeframe for each module if this will better correspond with the local needs.

Possible workshop programmes (in person):

Example 1

M1 - Introduction (80-90 min, plenary)	M2 - Reflection: let's take a look at our strategic actions (90 min, mid-size group) + M3 - Reality check (190 min, mid-size group & plenary)	M4 - Action Plans funding possibilities (45 min, plenary)	M5 - This is it: Action Plan final evaluation (75 min, plenary and optionally mid-size groups)

Example 2

M1 - Introduction (80-90 min, plenary) +	M2 - Reflection: let's take a look at our strategic actions (90	M5 - This is it: Action Plan final evaluation (75 min, plenary and	M6 - Community celebration of the plans ahead

M4 - Action Plans funding possibilities (45 min, plenary)	min, mid-size group) + M3 - Reality check (190 min, mid-size group & plenary)	optionally mid-size groups)	

Example 3

M1 - Introduction (80-90 min, plenary)	M2 - Reflection: let's take a look at our strategic actions (90 min, mid-size group) + M3 - Reality check (190 min, mid-size group & plenary) + M5 - This is it: Action Plan final evaluation (75 min, plenary and optionally mid-size groups)	M4 - Action Plans funding possibilities (45 min, plenary)	M6 - Community celebration of the plans ahead

Module 1. Introduction (80-90 min)

KEY QUESTION: Where are we now and what do we want to achieve by the end of this workshop?

Method: Plenary presentation and keynote speech(es)

No fancy methods are needed for this module. It is composed of two presentation types: one from a PHS staff member to ensure that all participants are aware of the progress made in previous workshops so that they can complete the Action Plan in later modules.

The other one-two presentations are from keynote(s). One keynote speaker is encouraged to highlight the possible links and synergies between Be.CULTOUR's local Action Plan and other local/regional strategies. This linkage ensures the relevance, effectiveness and long-term sustainability of the Action Plan. Be careful not to repeat issues or questions that have been sufficiently answered or covered in previous workshops.

If not already highlighted in this speech, another speaker should present on the importance and potential for including diverse and especially underprivileged groups in cultural tourism initiatives. If possible, this speaker should come from a local NGO working on diversity and inclusion, or from

a group that is typically excluded from these types of projects (e.g. children, youth, migrants…). Be bold here and reinvent the meaning of "keynote speaker"!

Preparation

1. Invite keynote speakers and brief them on the project and the desired focus for their talk (see box above). Share the current version of the Action Plan with them and encourage them to consider its specificities in their speech.

2. Prepare a presentation to be delivered by a PHS staff member regarding (1) Action Plan status (including which innovative solutions are proceeding to the Hackathon), (2) Setting expectations for workshop outcomes by presenting the final Action Plan Template and (3) General information for how this Action Plan will be used in the future. The Project Presentation [LINK] and Project Presentation Script [LINK] can be used if there are many new participants.

3. Print a copy of the completed Worksheet 7 "Our Action Plan" from LWS2 for each participant. Also print a large copy or project it on a wall for all to see while seated in plenary. *Do the same* for the final Action Plan Template so that participants can see what the final workshop outcome should be.

4. Optional: Print and display Future Newspapers that were produced at the end of LWS2 for participants to view when they enter the room or on coffee breaks. You can also make a gallery with pictures from LWS1 and LWS2.

Tools

- Projector
- Printed materials from Preparation step 3 and 4

Implementation

Step	Time	Facilitator + Keynote speaker(s)	Participants
1	30 min	Facilitator gives introductory presentation (outlined in preparation step 2)	n/a

2	10 min	Facilitator answers any clarification questions.	May ask questions.
3	30-40 min	Keynote speaker(s) deliver their talk. If there are two, they should last 20 minutes each.	n/a
4	10 min	Facilitator guides a Q and A	May ask questions.

Reporting

If relevant to your Action Plan, use your M1 Reporting Form to summarise (in English) important points from the presentations.

Feel free to save presentation slides and any pictures/screenshots in your PHS Module 1 Reporting Folder.

Reporting form and Reporting folders are in your LWS3 Pilot file (LINK).

Online adaptation

Other than recommended shorter presentation times, little adaptation is needed. Presentations are made using "share screen" and Q&A occur in virtual plenary. Tech host can "spotlight" the speaker so that their image is larger. Conversation assistant should consistently monitor the chat for questions and clarifications. Note that online attention spans are shorter and a short break may be needed between presentations.

Step	Time	Facilitator + Keynote speaker(s) + Conversation assistant	Participants
1	20 min	Facilitator gives introductory presentation (outlined in preparation step 2)	n/a
2	10 min	Facilitator answers any clarification questions. Conversation assistant raises any questions from the chat.	May ask questions in chat or verbally.
3	20 min	Keynote speaker(s) deliver their talk. If there are two, they should last 20 minutes each.	n/a
4	10 min	Facilitator guides a Q and A. Conversation assistant raises any questions from the chat.	May ask questions in chat or verbally.

Module 2. Reflection - let's take a look at our strategic actions (90 min)

KEY QUESTION: Which of the ideas so far may be part of the Action Plan? Do we see any risks and mistakes?

Method: Walt Disney Method

The Walt Disney method is a creativity technique based on the concept of role play. Its purpose is to assess the feasibility of projects and plans. During the exercise the problem will be analysed from different points of view: dreamer, realist and critic.

The exercise involves moving from one role to the next. It can be cyclical and be repeated several times in order to identify all the weaknesses of our idea (in this case don't forget to plan more time for this module). Depending on the results of the previous workshops, the exercise may cover entire areas of desired change (strategic actions) or particular activities (sub-actions/innovative solutions). We recommend building groups of 10 participants, but you can also divide the group into several smaller teams that will analyse different problems.

The group will go through three phases of 15 minutes each. It is important that each team member finds himself/herself in the assigned role and is able to emotionally empathise with the role. This should not be difficult since the roles are like archetypes, known from fairy tales. However, it is worth paying attention not to move on to the next roles too quickly. It may be helpful between consecutive phases to refer to famous fairy tales or local legends to better illustrate the different roles.

The Dreamer - Playing this role, we assume that anything is possible. We do not care about any restrictions, our plans and ideas from previous workshops can be implemented regardless of the costs, political situation and other obstacles. We use creativity and positive thoughts to the maximum extent. The dreamer sees no threats and problems, and assumes the perfect solution. This role is especially easy for visionary, creative people.

The Realist - In this step, we cool down our enthusiasm. It's time to approach the situation realistically. Cool calculation and a sober mind are required. We analyse which of the dreamer's ideas are realistically feasible - What resources are available? What costs are reasonable? How long will it take? How will we know that we have achieved our goal? The realist is a pragmatic person. This is also the right time to think about the number and take into account how big is our community, how many people will be involved and what we can afford with potential funding.

The Critic - Finally, we try to look at the idea, problem from the perspective of threats, risks and limitations. Critical questioning is necessary here. Take a closer look and try to find out: Where do ideas have their weaknesses? What else has been left out? What could go wrong or might negatively surprise us? The critic is a radical malcontent.

IMPORTANT - Analyse the results from LWS2 for this and next module in advance. Pay attention that it might make most sense to work on this module on specific **STRATEGIC ACTIONS**. **SUB-ACTIONS/INNOVATIVE SOLUTIONS** are building blocks of **ACTIONS**. Knowing actions your community

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could work on more detailed sub-actions/innovative solutions in the next module. You may also merge this module with the next one if this will respond in the best way to your needs. In any case, try to follow the logical order of defining strategic actions and sub-actions/innovative solutions.
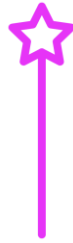
Preparation

1. Have the results of your previous workshop at hand, preferably in the form of a completed Worksheet 7 (M7, LWS2 - "Our Action Plan"). Apart from a few printed copies, it is worth taking advantage of the projection and displaying a large, readable table.

2. Workshop venue organised in working places for small plenary sessions (10 participants). If in your case it makes sense to create smaller or larger groups, you can do so.

3. Think ahead how to divide groups. Now the work is about concrete actions and steps. Take a look at the results of the previous workshop. You divide the group into challenge- driven teams (Worksheet 7, M7, LWS2).

Tools

- Walt Disney Method Worksheet (See your individual LWS3 PHS folder - LINK)
- Action Plan template, preferably printed in big format or displayed (for the facilitators, not for the participants at this stage)
- Pens
- Sticky notes in three colours
- Flipchart for each group
- Projector
- printed material from Preparation step 1

Implementation

Step	Time	Facilitator + Documenter	Participants
1	10 min	Facilitator introduces Module 2. Distribute	Seated in groups of 10 in a small

		one copy of the Worksheet "Walt Disney Method" to each group. Distribute pens, sticky notes and printed results from LWS2.	plenary. **Each group has one particular strategic action assigned.** Depending on the results from LWS2 you can also ask the participants on a particular sub-action or innovative solution instead.
2	15 min	Facilitator introduces the first role - **The Dreamer**. You can ask additional questions. *What do you think must be in the Action Plan, regardless of costs and potential difficulties?* *How will our actions contribute to changing the world for the better?* At the end of this phase Documenter puts all sticky notes on the Worksheet in the "Phase 1".	Groups start by taking a closer look at the action (alternatively) sub-action/ innovative solution) identified in LWS2. At this stage the participants are enthusiastic. Sky's the limit! The ideas and comments concerning chosen actions (sub-actions/ innovative solutions) are written down on the sticky notes in one colour.
3	15 min	Facilitator introduces the second role - **The Realist**. You can ask additional questions. *What could hinder us in implementing this action?* *Is this action/sub-action/ innovative solution really innovative?* *Is this idea aligned with the other plans in our region?* At the end of this phase Documenter puts all sticky notes on the Worksheet in the "Phase 2".	The participants are less enthusiastic. They start to see possible problems and threats concerning particular action (sub-action/ innovative solution). Sky is no longer the limit. There is more you need to think of. The participants keep their feet firmly in the ground. The ideas and comments concerning chosen actions or sub-actions/innovative solutions are written down on the sticky notes in one colour (different than in the previous phase).
4	15 min	Facilitator introduces the first role - **The Critic**. *Where is the circular element in this action/sub-action/innovative solution?* *Would the results be sustainable?*	The problems keep getting bigger. Participants are dissatisfied with the preliminary plans. The proposed action (sub-action/innovative solution) is

		Do members of our community and our partner have all needed skills and resources? At the end of this phase Documenter puts all sticky notes on the Worksheet in the "Phase 3".	subject to critical analysis in terms of its sense and feasibility. The ideas and comments concerning chosen actions or sub-actions/innovative solutions are written down on the sticky notes in one colour (different that in the previous phase).
5	10 min	Facilitator asks each group to reflect on the results of the discussion in each phase.	The final discussion round.
6	25 min	Back to plenary. The whole community reflects on strategic actions (or sub-actions/innovative solutions) that are realistic and feasible in your PHS. Group the results, discuss the activities, and decide which strategic actions should be integrated in the final Action Plan. Check if all relevant stakeholders will be engaged. **Pay attention to the cultural heritage - is the potential of your local assets used?** Facilitator writes ideas directly in the Action Plan Template (printed or digital). Documenter takes pictures of all materials. Please save them in the Module 2 reporting folder.	Return to plenary.
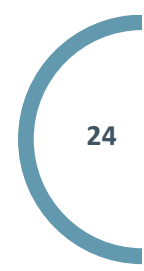
Reporting

Reporting form and Reporting folders are in your LWS3 Pilot file (LINK). As in the case of other modules in this workshop, the *key is to complete the Action Plan template during the workshop*. All visual materials are also highly appreciated.

Online adaptation

Sample structure for online adaptation: 75 minutes

Make a copy of the JAMBOARD (LINK) for your own online worksheets, do not edit this board directly.

Step	Time	Facilitator + tech host + documenter	Participants	
1	5 min	Facilitator welcomes participants in a virtual plenary and explains the activity. Take time to describe all three roles in this exercise. Please mention and show a document with the preliminary actions from the LWS2. To introduce the whole group to this exercise you may use pictures from well-known Disney movies showing archetypal characters or describe the roles with some local legends.	In the plenary.	
2	5 min	Ask the group to focus on one action (eventually sub-action/innovative solution - based on the results from LWS2) per group. The participants should be really interested in this particular task. Tech host sorts participants into small breakout rooms (5-7 ppl). Tech host shares a link to JAMBOARD with the worksheet. One worksheet for each group (please make in advance as many copies as you need based on the number of registrations and results from LWS2).	Starting work in smaller groups.	
3	15 min	Phase 1 - **The Dreamer** Each group is supported by a tech host. Facilitator visits the groups.	Groups start by taking a closer look at the strategic action (sub-action/innovative solutions) idea identified in LWS2. At this stage the participants are enthusiastic. Sky's the limit! The ideas and comments concerning chosen actions or sub-actions/innovative solutions	

Step	Time	Facilitator + tech host + documenter	Participants	
		The tech host or the facilitator could support the discussion with additional questions: *What do you think must be in the Action Plan, regardless of costs and potential difficulties?* *How will our actions contribute to changing the world for the better?*	are written down on the sticky notes in one colour on JAMBOARD.	
4	15 min	Phase 2 - **The Realist** The tech host or the facilitator could support the discussion with additional questions: *What could hinder us in implementing this action?* *Is this action/sub-action/innovative solution really innovative?* *Is this idea aligned with the other plans in our region?* The ideas and comments concerning chosen actions or sub-actions/innovative solutions are written down on the sticky notes in one colour (different than in the previous phase).	The participants in breakout rooms are less enthusiastic. They start to see possible problems and threats concerning particular action/sub-action/innovative solutions. Sky is no longer the limit. There is more you need to think of. The participants keep their feet firmly in the ground.	
5	15 min	Phase 3 - **The Critic**	The problems keep getting bigger. Participants are dissatisfied with the preliminary plans. The proposed action (or sub-action/ innovative solution) is subject to critical analysis in	

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Step	Time	Facilitator + tech host + documenter	Participants	
		The tech host or the facilitator could support the discussion with additional questions: *Where is the circular element in this action/sub-action/ innovative solution?* *Would the results be sustainable?* *Do members of our community and our partner have all needed skills and resources?* The ideas and comments concerning chosen actions or sub-actions/ innovative solutions are written down on the sticky notes in one colour (different than in the previous phase).	terms of its sense and feasibility.	
6	5 min	Facilitator asks each group to reflect on the results of the discussion in each phase and to come back to the plenary.		
7	15 min	Facilitator groups the results and discusses the ideas. The whole community decides what should be integrated in the final Action Plan. Check if all relevant stakeholders will be engaged and if the plans are sustainable and circular. **Pay attention to the cultural heritage - is the potential of your local assets used?** Documenter saves all files used in this exercise. Please save them in the Module 2 reporting folder. The results	Back to plenary The whole community reflects on actions/sub-actions/ innovative solutions that are realistic and feasible in your PHS.	
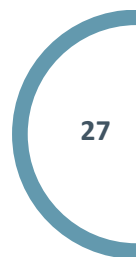
Step	Time	Facilitator + tech host + documenter	Participants	
		should be included in the Action Plan template.		

Module 3. Reality check (190 min with breaks /3 parts)

KEY QUESTIONS: How will our strategic actions become a reality? Do our ideas align with project objectives?

Method: Moderated discussions

This module is a key step in the transition from making proposals and reflecting their feasibility to deciding which strategic actions, including sub-actions and innovative solutions will be included in your Action Plan.

While in the previous workshops it was important to jointly define the direction of development, now the actions of the local community and its stakeholders are becoming concrete. Tasks and responsibilities are divided, time frames are set, and key project indicators are checked. This module was designed as an iterative exercise - after the group work, the proposals are verified by all participants, and then once again in the group to improve the plans based on the comments received. The community will use the Action Plan template. Module 5 (**This is it - Action Plan final check!**) on finalising plans is a continuation of this module and will provide the opportunity for final decisions to be made by the entire group involved in the co-creation process.

IMPORTANT - Based on the results from LWS2 decide in which way you can combine M2 and M3 described in this toolkit. Ideally M3 should reflect what has been decided in M2. If the groups in M2

Be.CULTOUR Beyond cultural tourism

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are focused on strategic actions, now you can go further and define sub-actions and innovative solutions. If in M2 both strategic actions and sub-action/innovative solutions have been analysed from the perspective of a dreamer, a realist and a critic, you need to think how to integrate them logically. Now it's also time to establish several indicators. We would recommend focusing on sub-actions/innovative solutions while doing that. Find out how this module best suits your needs. Adapt the toolkit and use the time for this workshop in an effective and satisfying way. You could also integrate the Walt Disney Method described in M2 in this part of the workshop.

WORKSHEETS - Depending on your needs you can use different worksheets for this module:

Worksheet 2 - **"Action Plan - final overview A"** - FOR STRATEGIC ACTIONS

Worksheet 3 - **"Action Plan - final overview B"** - FOR PARTICULAR SUB-ACTIONS OR INNOVATIVE SOLUTIONS

You may change the worksheets if your understanding of actions, sub-actions, and innovative solutions is slightly different. However we encourage you to stick to the original idea to the maximum extent to guarantee consistency with Action Plans from other Be.CULTOUR' PHS.

Overview of the individual parts. Each should take approximately 60 minutes.

PART 1- working groups - RAISING AWARENESS ON OUR PLANS

Each group focuses on their own strategic action (or sub-actions, innovative solutions). Crucial tasks:

- **define the range of strategic actions as areas of desired change**
- **define timeline for sub-actions/innovative solutions**
- **define the geographical scope of sub-actions/innovative solutions**
- **decide who is responsible and who is collaborating on sub-actions/innovative solutions**

PART 2 - plenary - DISCUSSION

Each group presents their sub-actions/innovative solutions within actions, then the group provides feedback based on the following questions:

- **inclusion/diversity check** - Have different groups been taken into account?
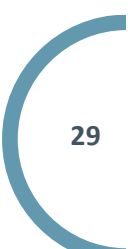
- **sustainability/circularity check -** Is this sustainable? Is this circular cultural tourism? Why do you think this action/sub-action/innovative solution will strengthen sustainability in the region or establish circular cultural tourism?
- **strategies in the region** - Is this idea compatible with other strategies in the region?
- **innovation check -** Is this idea an innovative, fresh way of addressing challenges? Why do you think so? What is innovative in this particular action/sub-action/innovative solution?

PART 3 - working groups - FINAL DEFINITION

Working groups integrate changes directly into the Action Plan template based on the plenary discussions. The community develops concrete indicators for success, defines resources and timeline. These worksheets are posted visibly on a wall/flip chart for reference in module 5.

Preparation

1. Have the results of your previous workshop and M2 at hand, preferably in the form of a completed Worksheet 7 (M7, LWS2 - "Our Action Plan") and Worksheet 1 (M2, LWS3 - "Reflection - let's take a look at our strategic actions").
2. Workshop venue organised in working places for group work (+/- 10 participants) and for plenary.
3. Think ahead how to divide groups. The participants should work on final actions, sub-action, innovative solutions and define concrete indicators. They must identify with the particular activities.

Tools

- printed Worksheet 2 "Action Plan - final overview A" and Worksheet 3 "Action Plan - final overview B"* (See your individual LWS3 PHS folder - LINK)

- pens

- sticky notes

* make as many copies as needed and try to use environmentally friendly paper, in M6 you will find an idea what to do with the left copies

Implementation

Step	Timeframe	Facilitator	Participants
0	10 min	Facilitator introduces Module 3 and describes all three parts. Divide the whole community in smaller groups. The members of each team should have common interest in one particular action or sub-action/innovative solution. While dividing the group, make sure this module will deepen the previous work in M2. Distribute several copies of the Worksheet 2 "Action Plan - final overview A" and Worksheet 3 "Action Plan - final overview B" to the group depending on their focus in this module. Distribute pens, sticky notes and printed results from LWS2, especially from M7 (LWS2, Our Action Plan) and from M2 from LWS3.	Seated in groups of 10 in a small plenary. Each participant decides in which group he/she would like to work on a particular action or sub-action/innovative solution.
PART 1	60 min	The facilitator asks each group to make a thorough analysis based on the action/sub-action or	Each group reflects on the chosen action/sub-action/innovative solutions and takes into account

		innovative solutions chosen by them.	which challenges and assets and target group it is connected with. The timeline is defined and the responsibility is shared among the team members. Each group uses in this part the results from LWS2 and from M2/LWS3.
			For the next part, each group should choose one presenter and one documenter.
PART 2	60 min	Back to plenary. Facilitator asks each group to present shortly the action/sub-action/innovative solution to all participants. Depending on the number of the groups the flow of this part needs to be adapted. Please plan app. 5 min for presentation of each idea and 10 min for discussion.	The presenter describes ideas to the whole group.
			The whole community is asked to provide feedback focusing on the key elements of the Be.CULTOUR project. The list of possible questions (to be distributed or projected):
			What is the role of our cultural heritage?
			Have we not forgotten anyone?
			Do we understand the complexity of the local community and visitors?
			Does this synergise with other local strategies/policies?
			Is this idea an innovative, fresh way of addressing challenges?

			Is this sustainable? Is this circular cultural tourism? Documenter makes notes on the feedback.
PART 3	60 min	Facilitator asks the participants to go back to the original groups. Facilitator supports each group in the detailed work. Make sure the participants don't forget any important element (a.o. assets, target groups, indicators for success).	Back to the smaller groups. Each group analyses the feedback provided and makes changes. The works continue on the Worksheet 2 or Worksheet 3. Use sticky-notes for additional comments or changes. You may also take new, empty copies of the worksheets if you need more space. **At the end each group should have one worksheet summarising the particular action or sub-action/innovative solution.**
End of the module		Facilitator closes the module and announces that the work will be continued in module 5. The documenter collects all worksheets and makes photos. The individual worksheets are posted visibly on a wall or flipchart paper, so that they can be referenced in module 5.	

Reporting

The main result of this module is the partially-completed Action Plan template. Photos can be uploaded in your Pilot File (LINK).
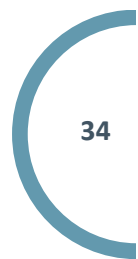
Online adaptation (150 min)

Due to the fact that this module consists of three parts, it can be demanding in the case of online implementation. We recommend shortening the individual parts and the breaks between them. Minor adaptations are also necessary to maintain the interactive nature of the collaboration. **Make a copy** of the JAMBOARD (LINK) for your own online worksheets, do not edit this board directly.

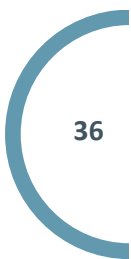| Step	Time	Facilitator + tech host + documenter	Participants
1	10 min	Facilitator introduces Module 3 and describes all parts. Tech host divides the participants in smaller groups. The members of each team should have common interest in one particular action or sub-action/innovative solution. While dividing the group, make sure this module will deepen the previous work in M2. Tech host shares Worksheet 2 "Action Plan - final overview A" and Worksheet 3 "Action Plan - final overview B" (See your individual LWS3 PHS folder - LINK), depending on the focus of each group in this module. Additionally share a link to a JAMBOARD dedicated to each group.	

		Facilitator shares files with results from LWS2, especially from M7 (LWS2, Our Action Plan) and from M2 from LWS3.	
2	45 min	Facilitator asks each group to make a thorough analysis based on the action/sub-action or innovative solutions chosen by them.	Each group reflects on the chosen action or sub-action/innovative solutions. The timeline is defined and the responsibility is shared among the team members. Each group uses in this part the results from LWS2 and from M2/LWS3. For the next part, each group should choose one presenter and one documenter.
3	45 min	Back to plenary. Facilitator asks each group to present shortly the action or sub-action/innovative solution to all participants. Depending on the number of the groups the flow of this part needs to be adapted. Please plan app. 5 min for presentation of each idea and 10 min for discussion.	The presenter describes ideas to the whole group. The whole community is asked to provide feedback focusing on the key elements of the Be.CULTOUR project. The list of possible questions: *What is the role of our cultural heritage?* *Have we not forgotten anyone?*

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			Do we understand the complexity of the local community and visitors? *Does this synergise with other local strategies/policies?* *Is this idea an innovative, fresh way of addressing challenges?* *Is this sustainable? Is this circular cultural tourism?* Documenter makes notes on the feedback (on JAMBOARD).
4	45 min	Facilitator asks the participants to go back to the original groups. Facilitator supports each group in the detailed work. Make sure the participants don't forget any important element (a.o. assets, target groups, indicators for success).	Back to break out rooms. Each group analyses the feedback provided and makes changes. The works continue on the Worksheet 2 or Worksheet 3. Use your JAMBOARD for additional notes. **At the end each group should have one worksheet summarising the particular action or sub-action/innovative solution.**
5	5 min	Facilitator closes the module and announces that the work will be continued in module 5.	

		The documenter downloads and saves all worksheets (such that they can be edited again in module 5 - e.g. not downloaded as a PDF) and makes screenshots.	

Module 4. Action Plan funding possibilities (45 min)

KEY QUESTION: How can our sub-actions and innovative solutions

be financed?

Method: Presentation

After several highly interactive modules, participants can sit back and relax while they listen to a presentation on funding possibilities for circular cultural tourism in their region.

The presentation should be based on findings from D2.4 – Scouting of funding alternatives to support sustainable cultural tourism Action Plans in pilot regions (v1). Use the information provided by Initiativa during the training before LWS3 [LINK]. You can translate the presentation into your national language. You may also invite additional speakers from regional managing authorities administering the European Structural Investment Fund.

Please remember that at this stage we can not provide exact funding opportunities for every single action or sub-action. This process will however continue once the Action Plans in all PHS are ready. The project consortium will help you to scout for funding opportunities knowing what you need.

You can also use this module to let the participants think more concretely about the estimated budget you will need. The details could be discussed in module 5.

Preparation

1. Translate the presentation provided by Initiativa.
2. Invite additional speakers from your territory.

Tools

- Projector
- Pen and paper for participants to take notes, if requested
- Flipchart paper and markers (optional)

Implementation

Step	Timeframe	Facilitator + External Speaker + Documenter	Participants
1	1 min	Optional: If there is an external presenter, the facilitator should introduce them.	n/a
2	30 min	Facilitator or external speaker gives the presentation provided in Preparation step 1.	n/a
3	15 min	Facilitator guides a Q&A with participants. If desired, they (or the documenter) write down common questions/themes on the flipchart paper (for reference in the next module).	May ask questions.

Reporting

If relevant to your Action Plan, use your M4 Reporting Form to summarise (in English) important points from the presentations and Q&A.

Save presentation slides and any pictures/screenshots in your PHS Module 4 Reporting Folder.

Reporting form and Reporting folders are in your LWS3 Pilot file (LINK).

Online adaptation

Little adaptation is needed. Presentations are made using "share screen" and Q&A occur in virtual plenary. The tech host can "spotlight" the speaker so that their image is larger. Conversation assistant should consistently monitor the chat for questions and clarifications. Note that online attention spans are shorter and a short break may be needed between presentations.

Module 5. This is it: Action Plan final evaluation (75 min)

KEY QUESTIONS: Is our Action Plan complete? Do the strategic actions and sub-actions / innovative solutions fit together? Is it S.M.A.R.T.?

This module is the last chance to review and complete the Action Plan as a group. Of course, it is possible to brush it up afterwards, but true co-creation means that the plan is mostly developed and agreed-upon by the collective group of participants. Therefore try to come as close as possible to completing a final version *during* the workshop.

This module has two main aims: First, to add more concrete ideas for how sub-actions or innovative solutions will be financed, based on the insights from Module 4. Second, to conduct a final check of the Action Plan. Optionally, participants can be encouraged to sign the Local Pact (LINK) to commit to the Action Plan's implementation.

One suggested way to conduct a final check of the Action Plan is to ask if each strategic action and its sub-actions and innovative solutions are S.M.A.R.T. :

Specific - narrow, not too broad, think about linking assets with challenges. *What assets* you *are going to use here, what challenge will be addressed?*
Measurable - able to prove that you are making progress. *You have already talked about the indicators, reflect and define them here again.*
Attainable - reasonable to accomplish within the given time frame. *Do you know what steps you need to make within the actions/sub-actions in order to reach the goal?*
Relevant - to your overall goals and objectives. *M*ake the final *decision if the action, sub-action/innovative solution will contribute to establishing circular, cultural tourism in your region. If not - make required changes.*
Time-based (and Territory-based) - realistic yet ambitious milestones and end-date in your region. Define the time frame of your action/sub-action or innovative solution. When are you going to start and when will you be ready? You can also reflect T as territory - where exactly will the action/sub-action take place?

Preparation

1. Ensure that the final Action Plan document that has been filled out during the workshop (e.g. during module 3) is displayed visibly either on a wall or on a projector (if participants have been filling it out online).

2. If not done already, look at the CLIC examples of local action plans for inspiration.

3. Prepare several copies of the Worksheet 4 - Our Action Plan is SMART (Located in your Pilot Files LINK) or have it displayed on the wall.

4. Workshop venue organised for plenary session.

Tools

- Markers
- Projector or large-printed Action Plan template (completed from previous modules)

Implementation

Step	Timeframe	Facilitator + Documenter	Participants
1	5 min	Facilitator explains the main goals of the final module.	Remain in plenary, but participants are seated together with their original groups from module 3.
2	15 min	*Combining actions with sub-actions/ innovative solutions.* Facilitator presents an overview of the current Action Plan which has been developed through the previous modules (either in an online document or a large-printed copy).	The community reflects on logic between action and sub-action and innovative solutions. Decisions are made about the structure of the plan.
2	20 min	*Adding concrete financing ideas for sub-actions or innovative solutions:* The facilitator reviews each sub-action with the group and writes down (directly on the Action Plan) the proposed financial resources needed for each item.	Propose concrete financial resources. *It may happen that to find the best financial tools, the Be.CULTOUR project consortium needs to know strategic actions and sub-actions first. Make the community aware that this process will be an important part of the second half of the project.

| 3 | 35 min | The facilitator guides a final check of the completed Action Plan, using the Be.CULTOUR S.M.A.R.T. criteria. Make sure that your Action Plan answers Be.CULTOUR objectives and the starting point for the innovations is CULTURAL HERITAGE.

Finally, participants are invited to physically sign the Local Pact Template to the Action Plan to show their dedication to implementing it together. This is a type of Local Pact. Facilitator explains that this is not mandatory. The template is added at the end of this toolkit as an appendix. You can also find it [here](). | Provide input on the final Action Plan in plenary. Sign the final document as a type of Local Pact (optional). |

Reporting

If relevant to your Action Plan, use your M5 Reporting Form to summarise (in English) important points from the group discussions - especially those which were not already recorded on the Action Plan itself.

Save any pictures/screenshots in your PHS Module 5 Reporting Folder.

Reporting form and Reporting folders are in your LWS3 Pilot file ([LINK]).

Online adaptation

Step	Timeframe	Facilitator + Documenter	Participants
1	5 min	Facilitator explains the main goals of the final module.	
2	15 min	*Combining actions with sub-actions/ innovative solutions.* Facilitator shares their screen to present an overview of the current Action Plan which has been developed through the previous modules (e.g. the filled in worksheets from module 3 - [LINK]) As participants give input on the Action Plan, the documenter directly edits the	The community reflects on logic between action and sub-action and innovative solutions. Decisions are made about the structure of the plan.

		module 3 worksheets while sharing their screen.	
3	20 min	*Adding concrete financing ideas for sub-actions or innovative solutions:* The facilitator reviews each sub-action with the group and the documenter writes down (directly on the Action Plan worksheets from module 3) the proposed financial resources needed for each item.	Propose concrete financial resources.
4	20 min	The facilitator guides a final check of the completed Action Plan, using the S.M.A.R.T. criteria. You can display the criteria on the JAMBOARD (LINK) and check step by step if the actions are S.M.A.R.T. Finally, participants are invited to digitally sign (put the names on) the Local Pact Template (LINK) to the Action Plan to show their dedication to implementing it together. This is a type of Local Pact. Facilitator explains that this is not mandatory.	Provide input on the final Action Plan in plenary. Sign the final document as a type of Local Pact (optional).
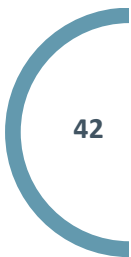
Module 6. Community celebration of the plans ahead (whole afternoon or evening)

KEY QUESTION? Now we have reached an important milestone. Let us enjoy it together!

The end of a series of intense co-creation workshops is cause for celebration. Show the local community that you appreciate their contribution and you care about building a lasting bond, based not only on discussing strategic, sustainable development, but also trust and open communication.

Invite your colleagues, stakeholders and other friends from the ecosystem around your cultural heritage to lunch or dinner. You have achieved an important milestone. Enjoy it together! You can prepare an infographic summarising the joint work, make an exhibition of photos from all workshops, and recall the earliest ideas for actions that you discussed a few months ago. You can also use this opportunity to inform media and online audiences about your achievement:

- Write a press release sharing the unique milestone your community is celebrating. Send it to newspapers, magazines, radio stations, and TV stations. Invite the media to attend your

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milestone celebration. You can also give an interview about the actions you are planning and about the Hackathon.
- Write a series of blog and social media posts about this celebration, your milestone - Action Plan to be implemented in the second half of the project and beyond. Share your milestone in your email newsletter and create a landing page describing actions on your website. Make everyone curious about the plan. Use also this opportunity to describe what will happen next and how your region will still benefit from Be.CULTOUR*.

*you don't need to share all information at the same time. Plan your communication approach according to your needs.

Implementation - some ideas for community celebration

Here you will find a list of a few suggestions on how to spend time together during, enjoying the unique *genius loci*, the magic of local cultural and natural heritage, and finding a moment of forgetfulness thanks to local cuisine.

→ Do you remember the exercises in module 3 where we asked you to make many copies of Worksheet 2 "Action Plan - final overview A" and Worksheet 3 "Action Plan - final overview B"? Now the ideas are noted in your final document and you could use all the remaining papers. Find in your PHS and invite an Origami artist and ask him/her to make a super quick workshop with the participants or just to make some origami pieces. Now the paper is not garbage any more. Congratulations! You have closed a loop!

→ If your participants (and you!) are tired of long work, you can suggest very simple physical and relaxation exercises. Perhaps, as part of the dinner at the end of the workshop, you will invite a specialist offering laughing yoga exercises or short mindfulness sessions.

→ We started in the winter with the workshops, but now it's time to make advantage of the summer. Maybe you can host an outdoor dinner at your Pilot Heritage Site or in a forest nearby? Think about "sensorial heritage experience" your community could test.

→ Discover the night! If you are planning the final dinner in the evening you may invite an expert from the local sky observatory to explain to the community the beauty of what's above your head.

Raise awareness on how the sky pollution disrupts wildlife, impacts our health, and contributes to climate change and to the waste of energy. Psst! This module should not be the next working session…

→ Together with local artists and artisans you may prepare small yet meaningful gifts for the participants. For example illustrating the „closed loops" in circular tourism (take a look for inspirations at the report after LWS2, Module 4, Closing loops in cultural tourism and beyond).

Reporting

The documenter takes photos and saves them in the reporting folder in your LWS3 Pilot file (LINK).

Online adaptation

If you don't have the opportunity to meet in person, some form of online interaction that goes beyond the work on the Action Plan is worth using. You will find some tips here. The general idea is to give participants the opportunity to spend time together. Without specific tasks or questions. This should be an opportunity for informal interaction. Regardless of the selected "extras" we have listed below, plan 45-60 minutes at ZOOM.

Gather Town - you can use the free trial of this tool to have an enjoyable community experience around fully customizable online spaces. Take a look!

Chopped - send the participants boxes of mystery ingredients, and ask them to wait until this last module to open the packages. Give the participants 15-20 minutes to assemble the dishes. All should have cameras on while cooking. The host may ask questions or provide running commentary. Once everyone is ready, all final dishes are presented (and eaten).

Online cooking school - invite a chef from a good local restaurant to present some innovative recipes. Ideally, they should refer to a new approach to the local cuisine. By the way, you can ask the invited guest about the practices of not wasting food. You can also send participants the boxes of ingredients that you will use or a list of them in advance.

Non-humans in human centred workshops - Ask the participants to show to the camera and introduce their pets that also took part in the workshop. Take this as an opportunity to interact. You can for example ask the participants to create a Spotify playlist for humans and their pets with local and world music.

Auto draw - Have some fun with this AI based visual tool. If you want to make reference to your Action Plan, ask participants to draw one chosen action or one asset that the action is linked to in the auto draw mode. Then ask them to choose a picture suggested by the software and save it. Then ask the participants to show their picture to the rest. At the end, you can create a gallery of all your associations.

LWS3 Reporting

Reporting from LWS3 should be focused on building your Action Plan (see Action Plan template – in your folder). Furthermore, photos are optional (unless stated otherwise) but encouraged! Save them in your PHS LWS3 Module folders like last time.

Reporting form and Reporting folders are in your LWS3 Pilot file (LINK). Please use the reporting form concerning particular modules if the information supports your final Action Plan and helps you to organise the results.

Glossary

Take a look at the Toolkit for LWS1.

All images in this toolkit, including worksheets were created with help of AutoDraw https://www.autodraw.com/. Free licence: Attribution 4.0 International (CC BY 4.0). Human-centered design is visual. Maybe you would like to draw with the participants too?

Annexes

Worksheets (PPT- LINK)

Worksheets - online adaptation (PDF - LINK/JAMBOARD - LINK)

Local Pact template - find it below

Action Plan template (personalised for each PHS) - find your own template here LINK

A Local Pact for [insert your PHS name here]

Expression of interest to continue cooperating in the Be.CULTOUR project to implement the Action Plan

We, the undersigned, will strive to fulfil the responsibilities and collaborations as outlined in the local Action Plan. We understand that this is not binding, however we agree that collective commitment is essential to developing our region through circular cultural tourism.

Add your name and organisation into a box: