D1.2.1.

Joint methodology of the capacity building, the mapping process & the training of local communities

Content

1 Introduction and background

You are at the beginning of the first part of the *Joint methodology of the capacity building, the mapping process & the training of local communities (D1.2.1),* which consists of two components:

1. Joint scenario and curricula for the local capacity building and training sessions.

2. Joint methodology for the mapping process.

This part is intended to serve as a guiding document during the preparation and organization of local capacity building event (meeting No.1) and training events (meeting No.2) with a selected group of stakeholders, which, after the above-mentioned events, will continue to work on the development of sustainable tourism offers.

The methodology will be applied to the selected **PPT project pilots** (urban and rural) in all 13 partner locations: Szeged and Kóspallag (in this case only rural) in Hungary, Dubrovnik and Slavonski Brod in Croatia, Sarajevo in Bosnia and Herzegovina, Brasov and Timișoara in Romania, Sombor in Serbia, Vratsa in Bulgaria, Kotor in Montenegro, Maribor in Slovenia, Chișinău in Moldova and Zakarpattia in Ukraine).

The methodology sets up the stage and recommends methods of organization and conduction of the local capacity building and training events, but the partners have a freedom to modify the recommended methodology in accordance with the specific needs or features of their local community group.

The methodology builds upon the previous deliverables of the PPT project, namely:

(D1.1.1) Elaborating a methodology for: 1. jointly agreed main principles of selecting focus areas within the visitor economy; and 2. specific guidance for the selection of "off-beat", remote areas next to cities, and 3. related project terminology (experience tourism, nature-based tourism, homestays, transformative travel, etc).

(D1.1.2) European best practices of community-sourced visitor economy services in emerging ecotourism segments, based on the defined criteria, including the role of social innovation in visitor economy and reflecting on nature-based solutions (NbS). (https://drive.google.com/file/d/1TPWx-SPDWbTqI_EZKoBXiUrMkgLNCH72/view?usp=sharing).

2. Glossary

In this methodology and during the local capacity building and training events we will operate with the following notions:

# Sustainable tourism	Sustainable tourism is defined by the [UN Environment Program](#) and [UN World Tourism Organization](#) as "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities."[1]
# Visitor economy	The visitor economy is about creating "quality experience spaces", where both visitors and residents feel satisfied. Through new experiences the goal is to inspire and educate visitors and locals at the same time and create public value. To create new "quality experience spaces", new narratives are needed: the visitor economy by nature shares the values of sustainable tourism and dispersing guests and benefits, helping visitors discover new destinations, and generating new revenues for families, businesses and communities that have not previously benefited from tourism. A visitor economy strategy is based on new metrics (e.g. satisfaction of residents with tourism) and "coopetition" (strong networking).
	According to the [UNWTO](#) *"Tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. These people are called visitors (which may be either tourists or excursionists; residents or non-residents) and tourism has to do with their activities, some of which involve tourism expenditure".*
	The Visitor Economy is *"a place-centred concept concerned with the whole environment in which visitors, locals and tourists interact. It focuses on the elements that attract visitors and the infrastructure and services that support their visit."*
	And herein lies the key: **The Visitor Economy is so much more than just tourism. It considers the whole supply chain and the businesses it comprises. It considers the interaction with the local community and the impact on it.** Tourism cannot function without the other parts of the visitor economy and at its best it is a symbiotic relationship.
	The visitor economy is a concept that takes into account economic activity much broader than that traditionally described as 'tourism and events'. The World Travel and Tourism Council (WTTC) defines it as any direct, indirect, and induced economic activity resulting from visitors' interactions with a destination outside their usual environment. More so, it is a phrase used to describe the economic benefit of visitor activity not only for the industry directly related to tourism, but in a very real wider sense.
# Principles of the visitor economy	The visitor economy, which encompasses all businesses and activities related to interactions with visitors, is guided by several key principles. These principles aim to ensure the sustainable and beneficial development of tourism, balancing economic growth with social and environmental well-being.
	Here's a breakdown of the core principles:
	1. Sustainability: This is paramount, encompassing environmental, social, and economic sustainability.
	● **Environmental Sustainability:**
	Minimizing the negative impact of tourism on the environment, including reducing greenhouse gas emissions, waste, and resource consumption, and protecting natural habitats and biodiversity.

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[1] https://www.gstc.org/what-is-sustainable-tourism/

● **Social Sustainability:**

Ensuring that tourism benefits local communities, respects their culture and traditions, and provides opportunities for local employment and entrepreneurship.

● **Economic Sustainability:**

Promoting responsible economic growth that benefits both visitors and residents, ensuring long-term viability and resilience of the tourism sector.

2. Value, not Volume: Focusing on attracting high-value visitors who stay longer, spend more, and contribute to the local economy, rather than simply pursuing high visitor numbers.

3. Quality Experience: Providing visitors with excellent, memorable, and easily accessible experiences that meet their needs and expectations.

4. Distinctive Offer: Developing unique and appealing attractions, experiences, and services that differentiate a destination and create a strong sense of place.

5. Strong Partnerships: Fostering collaboration and cooperation between various stakeholders, including government agencies, tourism businesses, local communities, and other relevant organizations.

6. Local Ownership: Ensuring that local communities have a strong voice in the development and management of tourism, and that they benefit from the economic and social opportunities it creates.

7. Transparency and Accountability: Operating with openness and integrity, being accountable for the social, environmental, and economic impacts of tourism activities.

8. Innovation and Adaptation: Embracing new technologies and approaches to enhance the visitor experience, improve sustainability, and adapt to changing market demands.

9. Inclusive Growth: Ensuring that the benefits of tourism are shared widely, including opportunities for disadvantaged and underrepresented groups.

10. Data-Driven Decision Making: Utilizing data and analytics to understand visitor behavior, monitor performance, and make informed decisions about tourism development.

By adhering to these principles, the visitor economy can contribute to a more sustainable, prosperous, and enjoyable future for both visitors and host communities.

#Transformative Travel	aims at making a difference in both the lives of visitors and hosts. According to the Transtourism – Theoretical and methodological foundations (Institute for Tourism) "multiple authors explore the issues of how travel and tourism can change human behaviour and have a positive impact on the world. Investigating various types of tourism such as educational, volunteer, survival, community-based, eco, farm, extreme, religious, spiritual, wellness, and mission tourism, (...) these specific forms of travel as well as hosting provide conditions that foster the process of transformation."

According to booking.com, 68% of global travellers would consider participating in cultural exchanges to learn a new skill, followed by a volunteering trip with 54%. Visiteering (a combination of volunteering and visiting) is an emerging trend to build engagement at heritage sites. |
| **# Ecotourism** | "Responsible travel to natural areas that conserves the environment, sustains the well-being of the local people, and involves interpretation and education" (The International Ecotourism Society). Education is meant to be inclusive of both staff and guests.

According to the UNWTO's definition, "ecotourism refers to forms of tourism which have the following characteristics: |

(1) All nature-based forms of tourism in which the main motivation of the tourists is the observation and appreciation of nature as well as the traditional cultures prevailing in natural areas;

(2) It contains educational and interpretation features;

(3) It is generally, but not exclusively organised by specialised tour operators for small groups. Service provider partners at the destinations tend to be small, locally owned businesses;

(4) It minimises negative impacts upon the natural and socio-cultural environment;

(5) It supports the maintenance of natural areas which are used as ecotourism attractions by:

- Generating economic benefits for host communities, organisations and authorities managing natural areas with conservation purposes;

- Providing alternative employment and income opportunities for local communities;

- Increasing awareness towards the conservation of natural and cultural assets, both among locals and tourists."

These characteristics are sometimes referred to as principles of ecotourism.

Principles of Ecotourism

Ecotourism is about uniting conservation, communities, and sustainable travel. This means that those who implement, participate in and market ecotourism activities should adopt the following ecotourism principles:

- Minimize physical, social, behavioral, and psychological impacts.
- Build environmental and cultural awareness and respect.
- Provide positive experiences for both visitors and hosts.
- Provide direct financial benefits for conservation.
- Generate financial benefits for both local people and private industry.
- Deliver memorable interpretative experiences to visitors that help raise sensitivity to host countries' political, environmental, and social climates.
- Design, construct and operate low-impact facilities.
- Recognize the rights and spiritual beliefs of the Indigenous People in your community and work in partnership with them to create empowerment.

Regenerative Travel

By drawing inspiration from regenerative agriculture, which emphasizes restoring ecosystems and enhancing biodiversity, regenerative travel is travel that enables the area or environment to grow or grow again, a practice that seeks to leave destinations in a better state than they were found.

Undertourism

A new phenomenon is developing as a response to overtourism, putting new stories and areas on the map. As National Geographic describes: 'Undertourism' is the increasingly common marketing tactic being used by less-frequented destinations

Nature-based Solutions

are actions to protect, sustainably manage, and restore natural and modified ecosystems that address societal challenges effectively and adaptively, simultaneously benefiting people and nature (International Union for the Conservation of Nature)

As defined at the 5th United Nations Environment Assembly (UNEA 5.2), nature-based solutions (NbS) are "actions aimed at protecting, conserving, restoring, and sustainably managing natural or modified terrestrial, freshwater, coastal, and marine ecosystems, which address social, economic and environmental challenges effectively and adaptively, while simultaneously providing human well-being, ecosystem services, resilience and biodiversity benefits". NbS contribute significantly to achieving the Sustainable Development Goals (SDGs) and the Kunming-Montreal Global Biodiversity Framework (GBF).

NbS play a crucial role in achieving sustainable development by enhancing biodiversity, improving water quality, reducing pollution, combating desertification, and restoring degraded land and soil.

NbS contribute directly to the GBF by halting biodiversity loss, enhancing ecosystem connectivity, and integrating biodiversity into policy and planning. This approach ensures a sustainable balance between human development and nature, highlighting the vital role of NbS in driving environmental resilience and human well-being[2]

 # Social innovation

is the development and implementation of new ideas (products, services and models) to meet social needs and create new social relationships or collaborations.

Social innovation is not linked to tourism per se, but in the new narratives of visitor economy mutually reinforce.

PPT project pilots (urban and rural)

Urban and rural areas, selected by PPT partner organization in all 13 partner locations: Szeged and Kóspallag (only rural) in Hungary, Dubrovnik and Slavonski Brod in Croatia, Sarajevo in Bosnia and Herzegovina, Brasov and Timișoara in Romania, Sombor in Serbia, Vratsa in Bulgaria, Kotor in Montenegro, Maribor in Slovenia, Chișinău in Moldova and Zakarpattia in Ukraine).

PPT Stakeholder Groups

25 groups of local stakeholders, formed in urban and/or rural context, are formed for the 13 PPT project pilots in order to co-create and elaborate innovative offers in the field of emerging new forms of sustainable tourism meeting the principles of visitor economy.

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[2] https://www.unep.org/topics/nature-action/nature-based-solutions/overview-nature-based-solutions

3. Goals of the local capacity building and training events

The main goal of the local capacity building and training events is to ensure activation and smooth involvement of stakeholders to the processes that will take place at the pilot locations, related to co-creation of new tourism services/products within the visitor economy framework, via ice-breaking exercises, group works and discussions, and knowledge sharing.

Particular objectives of these two categories of events are:

1. To activate the core group of local stakeholders, who will work on the co-creation and elaboration of tourism concepts within the visitor economy framework at their pilot location.

2. To set up the stage for elaboration of tourism concepts at the selected locations as PPT pilot projects.

3. To increase awareness and provide knowledge on new trends and concepts related to sustainable tourism, regenerative tourism and visitor economy to the core group of local stakeholders.

Local capacity building and training events are to be implemented within the overall concept of the project evolution, where pilot communities step by step will proceed from the capacity building event, through the mapping and description of local attractions to the selection of the most promising tourism offers as pilots.

4. Local capacity building event

4.1. Format, date and venue

Local capacity building event is the **very first public meeting** with the group of interested individuals and representatives of the interested institutions (stakeholder group).

Format: Local capacity building event is to be done in **face-to-face** format in order to introduce participants to each other and properly start long-term group dynamics.

When: Local capacity building event, as per work schedule, should be conducted in September-first part of October 2025 in all 25 stakeholder groups.

Day and timing: it is recommended that local capacity building event is conducted on the day and time, which is the most convenient for the community and the respective group of stakeholders, e.g.:

● For rural group of stakeholders the most convenient day to conduct the meeting can be Sunday afternoon, after the church sermon; it also can be religious holiday, when people conduct limited work; it also can be the working day (Monday to Friday) in the

middle of the day, when people can easier leave the working place to participate in the side activities.

- For urban groups of stakeholders, it is important to understand the dynamics of public life and the most suitable time for the meeting. Most probably, the most suitable days for meeting will be from Tuesday to Friday (Monday is usually very busy for working people), either in the middle of the day or in the afternoon. In some cases, people are working half of the day on Friday, so it can be an option to find out if participants of the capacity building events will be willing to spend Friday afternoon for this activity.

In any case, prior to organizing the capacity building event, it is very important to find out what are the most convenient days and time slots for people to participate. This can be done when you make initial contact with the stakeholders, explaining the process and inviting them to the capacity building events.

It is suggested that you send an official invitation to the working/busy stakeholders, so they have a justification to leave the work and participate in the capacity building event.

Venue: Please, when selecting the venue, pay attention to the following characteristics:

- Location (in the center, or more or less equal distance for stakeholders). If it is impossible to find centered location, please, make sure you provide possibilities for stakeholders to join the meeting (transportation)

- Space: light and spacious room, which will fit all participants; possibility to organize sitting places comfortably; with enough space for technical tools (beamer, conference system, flipchart table, etc.); with possibility to work in groups, project presentation; present group works, etc. Please, consider both, official and informal premises, such as: municipality halls, schools or music schools, cultural houses, youth hubs, cafes, open air places, summer gardens, etc.

- Accessibility: please, check if the room is accessible for people with disabilities and limited mobility (elderly, people with movement disorders, etc.)

- Conflict-free venue: please, check if the location does not have any negative background (not very clear ownership rights, open conflict of owner with other stakeholders, etc.).

4.2. Audience and moderators

The audience of the local capacity building event is the stakeholder group set up, consisting of local communities partners work with locally, but also of regional or national actors (e.g. local branches of institutions dealing with cultural heritage, nature conservation), social institutions, local municipalities, tourism agencies, etc..

The number of participants very much depends on the experience of the moderator or trainer (project thematic expert or external expert), but the rule of thumb is not to exceed 40 participants for the capacity building event in case of very high interest, using the agenda and tools below. The optimal size of the group would be 20-25 participating representatives of stakeholders.

In case you have a lot of willing participants, it is important to make sure there are more than 1 moderator/trainer at the event, options might be:

- 1 main moderator, 1+ presenters, 1+ moderators of the group work.
- 1 main moderator, 1 presenter of thematic blocks, co-moderators are selected in advance from the stakeholders of the capacity building event.

It is very much recommended to have more than 1 presenter, since it helps to keep the dynamics of the capacity building event more lively and vibrant.

The type of stakeholders to be selected for the stakeholder groups, approaches of stakeholder mapping and prioritization is defined in the methodology (D 1.2.2).

> **From project document:**
>
> # 25 stakeholder groups (consisting of local community members, NGOs working with local cultural heritage or nature conservation, social institutions, local municipalities, tourism agencies, local coordinators e.g rangers of regional/national authorities working with cultural heritage/nature conservation) will be established at 13 partner locations (D1.2.2), coordinated by PP11. Two groups are formed in 12 locations (one in the city, another one in a remote/rural off-beat area), while PP3 sets up only 1 group in a rural area. Based on the methodology and a stakeholder analysis, PPs create inclusive stakeholder groups, restricted working groups and identify community leaders able to mobilise residents based on a peer-to-peer generated insight.

4.3. Tentative agenda, scenario and curricula of the event

Local capacity building events can be conducted within at least one session with the possibility to divide it into parts.

It is recommended to try to conduct this event in one session with a duration of up to 2-4 hours, since it is difficult to keep people for a longer time as well as difficult to digest all the information that will be provided.

To make the event lively and interactive, it is important to set the stage as well as plan for the activities with the involvement of participants.

> **From project document:** # Building on the Benchmark Study, and the joint methodology (D1.2.1), capacity building (1-2 sessions) are organised for 12+13 stakeholder groups (D1.2.3). During these participants get familiar with the principles of the visitor economy and current trends of sustainable tourism, they acquire hands-on knowledge on community engagement (social innovation), and explore opportunities offered by new segments of ecotourism. This is followed by a tailored training session, enabling locals to valorise and map their unexploited cultural/natural assets. Stakeholder groups will contribute to all local activities later; altogether at least 8 stakeholder meetings are foreseen at each (25) location. Coordination: PP11 /PP14

4.3.1. Tentative agenda (technical)

Duration described is 9:30-14:30 (with lunch break)

Option (Sunday, working days) 12:30-16:30 (with coffee and snack break)

Time	Topic	Moderator/Speaker	Comments
9:30-10:00	Registration and welcome coffee	Assistants: (from the partner staff)	List of participants (see template #1), including consent form and statistics.
10:00-10:10	Welcome word, introduction of the background (the project, the organizers) and the goal of the meeting	Moderator: tbd (partner or external)	Slide on the screen with the name of the event, name of the project, program, logo etc. (Do not forget to display the mandatory visual elements of the project.)
10:10-10:30	Introduction of the participants (introduction exercises options explained in scenario and curriculum)	Moderator: tbd (partner or external) Moderator assistant: tbd (partner)	Interactive Moderator explains the rules of introduction, assistants take pictures and help participants if needs arises
10:30-10:40	Presentation of the agenda	Moderator	Slide on the screen
10:40-11:10	What is the destination and visitor economy	Presenter: tbd (partner thematic expert or external)	Presentation with the elements of interaction, questions, mentimeter, quiz (see scenario and curriculum). Benchmark Study can be used here: https://drive.google.com/file/d/1TPWx-SPDWbTqI_EZKoBXiUrMkgLNCH72/view?usp=sharing.
11:10-11:40	Team/group work related to the above topic (options described in scenario	Presenter is moderating	Rules on the screen or printed

11:40-12:00	Presentation of group work	Participants present work done	Up to 10 min per team
12:00-12:45	*Lunch break*		
12:45-13:15	Trends in tourism (using the benchmarking study and masterclass presentation)	Presenter: tbd (partner thematic expert or external)	Presentation with the elements of interaction, questions, mentimeter, quiz (see scenario and curriculum) Benchmark Study can be used here.
13:15-13:45	Team/group work: Dreaming our perfect destination	Moderator or presenter moderating	Rules on the screen or printed
13:45-14:10	Presentation of group work	Participants present work done	Up to 5-7 min per team
14:10-14:30	Conclusions and the next steps, defining the date and time of the training on value mapping	Moderator	

4.3.2. Scenario and curricula

Duration	Preparation	Content	Resources
30 minutes	Registration and welcome coffee 1. Check the venue in advance, place registration table. 2. Moderator and/or Project manager and Presenters welcome arriving participants, show where to register, show	List of participants, either with integrated consent and statistics or separately (template #1-3). Merch items (phone stripes, belt bags, eco-bags, maps, survival kits etc.) 2 minutes before the start someone asks people to find their seats and announce the start of the event.	Printed list of participants (1 original) Pens Agenda is attached to the door of the room and few (5 pcs) printed out

	where the coffee is and where they can sit. 3. 2 staff members for registration. 4. Coffee/tea, still water and cookies are organized nearby. 5. Sitting places available for people, who arrived and registered.		
10 min	Welcome word, introduction of the background (the project, the organizers) and the goal of the meeting	Moderator: *Tentative welcome text:* "Dear colleagues, thank you for finding the time to participate in this meeting, it is a pleasure to see you all here. Today we have brought you together to talk about sustainable development of your area and your community through the tourism and visitor economy. We would like to discuss with you possible ways and solutions, which may boost local economic development in the community you live and work for. The project, which made this meeting possible, is named **People-powered tourism: empowerment of local communities through co-designing experience based transformative travel to enhance visitor economy** and is implemented with the support of the European Union through the Danube Region Programme.	Slide on the screen with the name of the event, and the mandatory visual elements of the project. (see template #2).

			This project is implemented in by 14 project partners in 10 countries of Danube Region, all of them will combine their efforts to reach common goal: to empower local communities and enable them to valorise their unexploited cultural/natural assets and co-design sustainable, experience-based, transformative tourism services to establish or enhance their visitor economy and generate socio-economic benefits locally.	Slide on the screen with project info

20 min		Introduction of the participants (introduction exercises options explained in scenario and curriculum)	Moderator explains the rules
			
			Introduction exercises are tentative, if you have your own successful exercise, please, use what works well for you and your audience.
			
			1. Option 1: Flash introduction. Participants have to find a person that they don't know or know the least. Now in pairs (in case there is one person left outside, he or she joins the pair) participants have to name themselves, tell where they work/what they do, and what is their favourite part of the community. After 2 minutes participants have to change and find another pair. This continues 5-6 times.
			
			2. Option 2: Each participant has to find at least two other participants and write down their names according to the criteria:
			
			   1. Who is directly connected to visitors
			   2. Who provides services to tourists/visitors
			   3. Who likes to read/ski/bike/hike
				Option 1: time keeper, who will check the time to change pair.
				
				Assistants take photos.
				
				Option 2: Timekeeper
				
				Papers with questions.
				
				Assistants take photos.

		4. Who bikes at least once a week 5. Who walks to work 6. Who likes to collect mushroom 7. Who is afraid of spiders 3. Option 3 (if there are up to 20 people): Moderator counts 1-2 and people get to know each other using three questions: 1. Name; 2. Profession; 3. Favourite place in the community. 4. Option 4 (if there are up to 20 people): Each person says his/her name, what he/she does, and what is his/her one wish for the community.	Option 3: Moderator. Assistants take photos. Option 4: Moderator. Assistants take photos.
10 min	Presentation of the agenda and rules	Moderator Goes through the agenda, presenting tasks and activities, as well as speakers; introduces assistants; explains the rules: 1. Today we have no formalism and try to benefit from the content of this event; 2. Whenever something is not clear, please, raise your question to clarify the topic. 3. Anytime you can stand up and take a coffee or water. 4. Please, try to feel yourself comfortable. 5. We are not judging any opinions, everyone has a right to speak, one after another, without interruption and negative comments.	Slide with agenda on the screen

		6. In case one needs to step out of the room for an urgent call or other reason, please, feel free to do so. We expect your openness, cohesion, your experience and ideas to speak out today for the common good of your community and its development. Are there any questions left? … So, now I would like to invite our first presenter, ***, who will tell us a bit about the destinations and visitor economy. Please, the floor is yours.	
30 min	What is the destination and visitor economy	Presenter: tbd (partner thematic expert or external) Please, use the Benchmark Study to make a presentation (https://drive.google.com/file/d/1TPWx-SPDWbTql_EZKoBXiUrMkgLNCH72/view?usp=sharing). It would be good also to pick up local examples related to the topic. Please, consider asking the group questions, like (please, reformulate the below questions in friendly manner in your local language, so it works as an interactive and involving tool, e.g.: "Have you heard of visitor economy?", "In your own words, what does 'destination' mean? Or Has anyone dealt with the term "destination", "How would you describe what a tourism is?": What is the destination?	Presentation Mentimeter online Quiz online Internet connection

		What is the tourism?	
		What is visitor economy?	
		What is sustainable development?	
		What is local economic development?	
		and build the discussion and presentation around it. Basically, whenever you are going to present certain notion and explain it, ask the audience first on what they think.	
		Please, consider using Mentimeter, e.g.:	
		What is the word destination associated for you with?	
		What is the word, which describes tourism?	
		What is special about visitor economy?	
		In case of using Mentimeter, please, explain the audience, that it is an interactive tool for adult learning and participation, which helps all to see what are the understanding of certain concepts in certain area by certain group of people.	
		Also, please, consider making a quiz for participants based on the presentation you provided.	
		After each presentation the presenter should make sure that people can ask questions or comment on the information received.	
30 min: 2 min	Team/group work related to the above topic	Presenter explains the rules. Groups are formed by counting from 1 to 5, or other way, to have groups of 5 people each.	5 SETS: Flip chart paper

5 min 8 min 15 min		Each group sits together and discusses for 5-6 minutes what are the 3 main challenges of local socio-economic development. After that moderator writes down one after another all challenges, asking each group to say one challenge, then the next group another one, which differs from the first one and on and on until no challenges elaborated by groups are left. Then the moderator asks each group to select one challenge they would like to look at. Each group selects one and has 15 minutes to look and discuss: causes of the challenge, consequences and elaborate the solution to this challenge.	Markers/felt pens Space and tables to work around for each group, with the distance from each other
20 min	Presentation of group work	Participants present work done. Each group has up to 5 minutes for presentation	Flip chart
GROUP PHOTO BEFORE LUNCH			
45 min	*Lunch break*		
12:45-13:15	Trends in tourism (using the benchmarking study and masterclass presentation)	Presenter: tbd (partner thematic expert or external) Presentation of new types and trends of tourism; examples of the successful services and offers from the Benchmark Study: https://drive.google.com/file/d/1TPWx-SPDWbTql_EZKoBXiUrMkgLNCH72/view?usp=sharing It is recommended to use examples, provided by Ferenc Szigeti during the kick-off, for more efficiency it is worth using examples, which can be close to our areas, especially rural, e.g.	Presentation

		Bio Szent Andras, https://www.bioszentandras.hu/ and Banyaerdo, https://www.banyaerdo.hu/.	
		Please, try to find examples, which work in your country as well, so it makes more sense and motivation to the audience.	
		After each presentation presenter should make sure that people can ask questions or comment on the information received.	
		Benchmark Study can be used here.	
13:15-13:45	Team/group work: Dreaming our perfect destination	Moderator or presenter explains the rules:	Candies of 5 types to group participants
		Moderator gives participants to choose one candy.	5 SETS:
		Groups are made of those people, who selected the same type of candy.	Flip chart paper
			Markers/felt pens
		Each group has about half an hour to draw a map of their ideal (dream) community, showing where key assets and attractions are located, indicating routes, and describing any relevant rules or features. Whatever comes to mind thinking of the ideal (dream) community.	Space and tables to work around for each group, with enough distance
13:45-14:10	Presentation of group work	Participants present work done.	Flip chart
		5 minutes for the group presentation	
14:10-14:30	Conclusions, reflections and the next steps, defining the date and time of the training on value mapping	Moderator	
		"Thank you very much for your active work and many insights you provided about the community you live and work in, it is very valuable to discuss questions of community development	

		with those people, who are the most interested in this development.	
		Our next step will be the training on how to make a community mapping exercise and we would be happy to see you all at this training, also if you know other active people, that can participate, please, invite them to this meeting.	
		Would it be possible for us now to decide when the training can be done, what is the date and time suitable for you to meet. We talk about up to 3-hour meeting, where we'll discuss the best way to map the assets in your community.	
		…	
		One more task we would like you to do is to fill in the questionnaire, where you can write your reflections, suggestions for coming training and grade the overall quality of the information provided. Please, take a 5 minutes and fill in the questionnaire with the help of your phone.	Questionnaire template in google forms will be provided in the annexes (annex 3)
		…	
		And now, please, I would like to ask you to say one thing that was either new for you today, or impressed you the most – something you will bring from this meeting and may be share with your colleagues, friends or family.	
		Who would like to start?	
		…	
		Thank you all once more for openness and activeness and for sharing your knowledge and experiences.	

		We will see each other soon… have a great day! If you want to stay and chat, please, feel free to take snacks, coffee, sit and talk.	

5. Mapping of Local Assets

5.1. Purpose of the Local Mapping

Mapping is a strategic tool for identifying and understanding the people, places, assets, and stories that can contribute to sustainable development in a given area. It is not just about "putting pins on a map" — it is about building a shared vision for collaboration, innovation, and responsible growth.

In our context, local mapping is especially focused on aligning with:

· **The Visitor Economy framework** – recognising that visitors (domestic and international) are part of a wider economic ecosystem that supports local livelihoods, promotes heritage, and fosters cultural exchange;

· **Social innovation principles** – embracing "unlikely connections" between different groups and sectors to spark new solutions, partnerships, and opportunities;

· **Regenerative Travel principles** – ensuring tourism and visitation actively contribute to restoring and enhancing local environments, economies, and communities.

Through mapping, we aim to:

- Identify communities and stakeholders that can be engaged in co-creation;
- Map local cultural, natural, and human assets;
- Understand challenges, needs, and aspirations of different groups;
- Build a network of local actors who can work together for mutual benefit.

5.2. Explanation of Mapping Methods

Local mapping is a flexible, multi-layered process that combines participatory techniques, data collection, and visualisation tools. The goal is to create a picture of the local environment: its people, resources, networks, challenges, and opportunities.

The methods described are designed to:

Engage a diverse range of stakeholders (residents, businesses, visitors, institutions, NGOs).

Balance qualitative insights (stories, perceptions, lived experiences) with quantitative data (numbers, locations, statistics).

Produce outputs — maps, register of local values, diagrams, and tables — that can guide decision-making and project design.

Foster a sense of ownership and trust among participants by involving them in co-creation.

5.2.1. Types of Mapping Methods

A "1-2-3" method progression for local mapping.

Method 1 – Stakeholder & Asset Brainstorm Mapping

- What it is: A collaborative exercise where participants identify all relevant local actors, interesting and relevant resources and sites in the area;
- How it works: Use large-format maps or blank paper; participants write stakeholders, assets, or ideas on sticky notes and place them on the map;
- Why it matters: Creates a shared understanding of "who is here" and "what is available" before focusing on priorities;

Example: A town map showing schools, cultural spaces, nature areas, social organisations, people having special knowledge and key local businesses.

Method 2 – Thematic & Layered Mapping

- What it is: Mapping focused on specific themes (e.g., heritage, ecology, economy, youth engagement);
- How it works: Divide participants into smaller groups, each assigned a theme; they provide details behind previously mapped places, actors, and issues related to their topic;
- Why it matters: Breaks down complex systems into parts;

Example: One group maps ecological hotspots, another maps cultural heritage, another maps youth spaces.

Method 3 – Prioritisation & Action Mapping

- What it is: Converting mapped information into concrete action points;
- How it works: Review all thematic maps together, identify overlaps and gaps, then prioritise using tools like voting dots, ranking…
- Why it matters: Ensures the final map is not just descriptive but strategic — tell how to "where to start" and "who to involve";

Example: Identifying top three areas for a regenerative tourism pilot project.

5.2.2. Mapping Tools and Techniques

- Physical tools: Flipcharts, large-format printed maps, coloured markers, sticky notes, photos;
- Digital tools: Google Maps, Miro, MentiMeter, Canva, or GIS software for storing and sharing maps online;
- Participatory methods: Walking interviews ("go-along mapping"), photo mapping, storytelling circles;
- Data integration: Combining local knowledge with official statistics, reports, and satellite imagery.

5.2.3. The Local Mapping Approach

The local mapping process follows a clear, structured pathway:

1. Preparation & Scoping

· Define objectives (e.g., focusing on regenerative travel opportunities, social innovation, visitor economy potential);

· Identify and invite stakeholders from diverse backgrounds;

· Prepare base maps, thematic promos, and workshop materials.

2. Engagement & Data Gathering

· Conduct a mapping workshop using the above method sequence;

· Use both group discussion and visual mapping to capture information;

· Encourage inclusion of "unlikely connections" and hidden resources.

3. Analysis & Synthesis

· Put all maps and notes into a single integrated map; - Google Maps, Miro, MentiMeter

· Highlight overlaps, synergies, and unique things;

· Identify gaps or underrepresented topics.

4. Prioritisation & Action Planning

· Agree on focus areas (urban and/or rural) based on shared criteria (visitor economy principles, regenerative travel, inclusion of disadvantaged groups);

· Link mapped priorities to potential projects, partnerships, and funding.

5. Feedback & Validation

· Share the integrated map with all participants for review;

· Make adjustments based on feedback to ensure accuracy and ownership.

6. Implementation & Follow-up

Use the map as a living document to track progress and adapt plans;

Update periodically to reflect changes in the local context.

5.3. Recommended Agenda for the Mapping Meeting

Duration: 4 hours (afternoon session preferred)

NOTE: When organizing workshops in bigger cities, it might be better to spread them out over multiple days. But in smaller cities, it could make more sense to hold one longer session so that we can cover everything in a single meeting

Time	Activity	Description & Purpose	Lead / Role	Materials Needed

Time	Activity	Description	Lead	Materials
14:00 – 14:10	Welcome & Introductions	Open the meeting, introduce the team, outline objectives and expected outcomes. Briefly explain the *Visitor Economy* and *Regenerative Travel* frameworks to set the context.	Lead Facilitator	Projector/ Slides (optional), printed agenda
14:10 – 14:20	Icebreaker Activity	Short, engaging activity to help participants relax, get to know each other, and start thinking about topic. Example: "Draw your favourite place in the community."	Co-Facilitator	Paper, pens, markers
14:20 – 14:30	Overview of the Mapping Process & Criteria	Explain the mapping method, how it works, and the criteria for selecting focus areas (urban/rural principles).	Lead Facilitator	Large printed base maps, markers
14:30 – 16:00	Method 1 – Stakeholder & Asset Brainstorm Mapping	In mixed groups (physical assets, cultural resources, and natural features). Participants identify key stakeholders. Use sticky notes to add to a large base map.	Group Facilitators	Large base maps, sticky notes, markers
16:00 – 16:20	Break	Short break	—	Coffee/tea, light snacks
16:20 – 17:20	Method 2 – Thematic & Layered Mapping	Split into thematic groups (e.g., ecology, heritage, economy, youth/elderly, tourism potential). Each group maps assets, gaps, and opportunities for their theme.	Group Facilitators	Thematic sheets, coloured markers
17:20 – 18:00	Method 3 – Prioritisation & Action Mapping	All groups merge thematic maps. Identify overlaps, key opportunities, and priority focus areas. Use ranking/voting methods to set top 3-5 priorities.	Lead Facilitator	Integrated map, voting dots/stickers
18:00 – 18:10	Discussion & Reflection	Discuss the selected priorities, potential partnerships, and next steps. Encourage feedback on the process.	Lead Facilitator	Flipchart for notes
18:10 - 19:00	Lunch			

5.4. Methods for Interaction

The way participants interact during the local mapping process will significantly influence the quality, depth and diversity of the information collected. A well-chosen method can bring out more information, hidden knowledge, and build a sense of ownership over the results.

Below are recommended interaction methods, with explanations of why each is useful, when it works best, and potential limitations to keep in mind.

Method	Description	Why It's Valuable	Best Used When	Considerations
Small Group Discussions	Participants work in groups of 4–8 to map stakeholders, assets, or themes.	Encourages everyone to contribute; easier for them to speak up; multiple perspectives collected	Early in the process to gather ideas quickly.	Needs strong facilitation to keep discussions focused and inclusive.
Visual Mapping Tools (paper-based)	Use large printed maps, sticky notes, and coloured markers to map ideas.	Highly engaging; allows for spontaneous ideas; easy to see connections between elements.	When participants prefer visual over written communication.	Requires physical space and preparation of materials.
Digital Mapping Tools (online platforms)	Tools like Google Maps, Miro, MentiMeter	Instant saving, sharing, and updating; can be used after the workshop	For hybrid or remote participation, or when data will be shared widely.	Can be less accessible if participants have limited digital skills or connectivity.
Presentations & Feedback	Groups present their thematic maps to the whole room.	lets groups learn from each other's findings; reinforces shared vision.	After small group work	Risk of "presentation fatigue" — keep it short and interactive.

Anonymous Input Options	Participants submit ideas via sticky notes on a wall, suggestion box, or online form without their name.	Encourages honest input on sensitive topics	When mapping issues that may be political, personal, or controversial.	Needs facilitation to integrate anonymous inputs into the main map.
Walking Interviews ("Go-Along Mapping")	Small groups or pairs walk through the area, discussing documenting what they see.	Remember details participants might not recall indoors.	For areas where geography and physical layout are important.	Time-intensive; weather-dependent; needs safety planning.
Storytelling Circles	Participants share personal experiences related to places or community history.	Brings emotional cultural richness to the map	When mapping heritage, identity, or community narratives.	Needs skilled facilitation to manage time and maintain focus.

Choosing the Right Method

For inclusivity: Small group discussions and anonymous inputs work well

For rich detail: Walking interviews and storytelling circles can reveal something not visible in a meeting room.

For efficiency: Visual mapping tools (paper or digital)

For shared ownership: presentations ensure everyone sees how their input shapes the final output.

No single method is "best" in all contexts. The most effective mapping sessions blend two or more methods, balancing everything that need to be considered. For example, you might start with small group discussions on paper maps, then move to feedback, and finally end with walking interviews in a follow-up session.

5.4.1. Practical Issues & Protocol

The logistics and atmosphere of the mapping session are just as important as the methodology. Even the most well-designed activities can fail if the environment is unwelcoming, the schedule is poorly planned, or participants feel excluded.

Below are the some of the practical considerations, with explanations of why each matters, alternatives to consider…

Issue	Recommended Approach	Why This Works Best	Alternatives & When to Use Them

Timing of the Meeting	Afternoon session (14:00–17:00)	Participants have finished most daily obligations; avoids early-morning rush; more relaxed atmosphere.	Morning (09:00–12:00) if participants are primarily professionals who prefer starting early; Evening for communities with daytime work commitments, but risk of fatigue.
Length of the Session	Max 3 hours	Keeps energy and concentration high; manageable for most schedules.	Longer (4–5 hours) if you combine mapping with training or field visits; Shorter (1–2 hours) for follow-up meetings or quick validations.
Venue Choice	Neutral, comfortable, and accessible space (e.g., community hall, library meeting room).	Neutral venues feel safe and inclusive; accessibility encourages diverse participation.	On-site (in a stakeholder's space) can be inspiring, but risks if others feel like "guests" instead of equal partners.
Catering	Coffee/tea, water, and light snacks throughout the session.	Food and drink create a welcoming atmosphere, keep energy levels up, and encourage informal networking during breaks.	Full meal if the meeting overlaps a main mealtime, but may extend the session and shift focus from the mapping itself.
Facilitation Style	Inclusive, encouraging all voices, managing dominant speakers.	Ensures balanced contributions and outputs; builds trust between participants.	More directive facilitation if time is short and decisions need to be made quickly.
Trust Building	Start with icebreakers and acknowledge every contribution; use transparent note-taking visible to all.	Creates psychological safety; participants feel respected and more willing to share sensitive or "hidden" knowledge.	One-on-one conversations if group trust is very low, but this is slower and less efficient for mapping.

Ownership of Results	Share drafts and invite corrections before finalising; visibly credit contributors.	Increases and ensures accuracy; makes participants more likely to support follow-up actions.	Centralised review by project staff is faster, but risks alienating stakeholders if they feel excluded.
Documentation	Photograph maps, digitise inputs within 48 hours, and share with all participants.	Prevents data loss; keeps information while memories are fresh.	Delayed documentation risks losing detail, enthusiasm, and trust.
Inclusivity	Invite a diverse mix of participants — gender balance, age diversity, ethnic and cultural representation.	Broader perspectives lead to more robust mapping and fairer prioritisation.	Targeted group sessions can be useful for in-depth work with one group, but should be balanced with multi-stakeholder sessions later.

Why These Details Matter

Practical issues often seem minor, but they strongly influence:

- **Participation (who feels welcome and able to attend);**
- **Quality of contributions (whether people feel heard and respected);**
- **Sustainability of outcomes (whether participants support and implement the agreed priorities)/**

A technically perfect mapping method can fail if the environment is uncomfortable or trust is lacking. Even a basic mapping activity can succeed if participants feel valued, the setting is welcoming, and the process is transparent.

5.5. Template for Local Mapping

A template is not just a form — it is a shared structure for collecting and comparing information from different participants, groups, or related to areas.

The Local Mapping Template ensures that Everyone collects the same types of data, in the same way. The results from different groups can be merged, compared, and analysed. This template keeps Important details are not forgotten during the session. The mapping outputs are directly useful for planning, funding proposals, and stakeholder engagement.

NOTE: Template is supposed to be filled after the workshop.

Why a Template is Important

- **Consistency:** Multiple facilitators or groups will record information in a compatible format;
- **Efficiency:** Reduces time spent "cleaning" data after the workshop;
- **Prompts participants to think beyond obvious stakeholders/assets to also consider challenges, opportunities, and collaboration potential;**

· **Clarity:** Makes the mapping outputs understandable to those who weren't in the room.

Recommended Template Structure

NOTE: Template is supposed to be filled after the workshop

Category	What to Record	Why It Matters	Example
Stakeholder / Asset Name	Name of person, organisation, site, or resource.	Identifies who/what is involved and can be contacted later.	"Local Youth Art Collective", "Historic Watermill"
Type	Category of stakeholder or asset (e.g., NGO, local authority, business, natural site, cultural heritage, community group).	Helps group similar types and see patterns or gaps.	"Community organisation",
Location	Address, neighbourhood, or coordinates.	Enables mapping on a physical or digital map; shows geographic spread.	"North District"
Resources / Assets Provided	Skills, facilities, funding, land, equipment, cultural knowledge, etc.	Shows what can be mobilised for projects.	"Workshop space, local history archive"
Challenges / Needs Identified	Issues the stakeholder or site faces.	Highlights where support or intervention is needed.	"Lack of marketing for cultural events"
Opportunities for Collaboration	Ideas for how this stakeholder or asset could contribute to broader goals.	Sparks ideas for joint projects and partnerships.	"Partner in eco-tourism trail"
Priority Level	High / Medium / Low importance for current mapping goals.	Focuses resources on the most relevant actors or assets.	"High"
Additional Notes	Any extra observations or stories not covered above.	Captures intangible heritage, personal connections, or emerging ideas.	"Linked to annual river festival"

5.6. Follow-up

The mapping meeting is only the starting point. Its value depends on how the results are captured, shared, and acted upon afterwards. Without structured follow-up, the energy and insights from the workshop risk fading, and stakeholders may lose trust in the process.

Recommended Follow-Up Steps

Step	Description	Why It's Important	Suggested Timeframe

1. Documentation	Consolidate maps, templates, and notes into a clear digital format (e.g., PDF report, online map).	Preserves the results in a usable form; enables easy sharing.	Within 48 hours
2. Validation	Share the compiled outputs with all participants for review, corrections, and additions.	Builds trust, ensures accuracy, and fills gaps.	Within 1 week
3. Summary Report	Create a concise, visually appealing report with key findings, priorities, and agreed next steps.	Makes results accessible to decision-makers and funders.	Within 2 weeks
4. Action Planning Meeting	Bring key stakeholders together to assign responsibilities and timelines for priority actions.	Transforms ideas into actionable tasks.	Within 1 month
5. Public Sharing	Share highlights with the wider community through events, local media, or social platforms.	Builds transparency, increases community buy-in, and attracts new partners.	1–2 months
6. Monitoring & Updates	Periodically revisit the map to update it with progress and new developments.	Keeps the map as a living document that evolves over time.	Every 6–12 months

Tips for Effective Follow-Up

- **Assign a Coordinator:** One person or team should be responsible for tracking follow-up actions;

- **Use Visuals:** A visual summary of the mapping (photos, diagrams) is more engaging than just text;

- **Celebrate Early Wins:** Share small successes publicly to keep motivation high;

- **Stay Connected:** Use mailing lists, WhatsApp groups, or online platforms to maintain communication.

A mapping process without follow-up is just an event. With proper follow-up, it becomes the foundation for lasting partnerships, targeted interventions, and measurable change in the community.

6. Communication actions before and after the events

Communication within local capacity building and training events should be done on regular basis, be aligned with the overall communication campaign of the project partners and project in general.

It is important to provide timely and clear content to the target audience as well as to general public in the scope of project activities.

Below we review different tentative messages to the communities and elaborate on various communication channels depending on the situation in the community.

6.1. Communication messages and channels

Communication messages for the local capacity building and training events can be developed around the following:

Community attractions are open to visitors

Our community welcomes guests

We are open to our visitors

We will be happy to show you around

Take a walk with a local

Let's create a welcoming place for the visitors

Our visitors are our guests, let's offer them the best of what we have

We have many values around and we are responsible for its preservation

Tourism in our community is the way to develop it

Our community is the owner of our assets, let's develop them for the common good

What can we offer to visitors: good food, good work and good sleep

Taste the region, it's delicious

Value your heritage, develop local products, promote community

Think globally, attract visitors locally

Local visitor economy should benefit local people

AI Block: Core Communication Messages for Local Stakeholders

1. ☐ Awareness Message – Why This Matters

"Your land holds hidden stories and untapped value. By embracing ecotourism and sharing your cultural and natural heritage, we can build a sustainable future – together."

2. ☐ Knowledge-Building Message – What You Gain

"Learn how small actions – like sharing traditions, guiding visitors, or preserving nature – can turn into meaningful economic opportunities for your family and community."

3. ☐ Behavioural Activation Message – Get Involved

"Become a local tour leader, storyteller, or artisan – help shape visitor experiences and benefit directly from a visitor economy built on your terms."

4. ☐ Ecotourism Opportunity Message

"Ecotourism isn't just for outsiders. It's for you. By showcasing your unique environment and customs, you're not only protecting them – you're making them work for you."

5. ☐ Inclusivity Message – Every Voice Counts

"Whether you're young or old, farmer or artisan, newcomer or long-time resident – your perspective matters. This is a co-design process, and your ideas can lead the way."

6. ☐ Empowerment & Capacity-Building Message

"We're offering tools, training, and platforms to help you turn your knowledge into skills. From guiding tours to crafting local products – your growth is our shared success."

7. ☐ Social Innovation Message

"Social innovation starts with people like you. Together, we can create visitor experiences that reflect our identity, strengthen community ties, and generate new income."

8. ☐ Valorisation Message – Reclaim the Unseen

"The lesser-known trails, forgotten stories, or abandoned buildings can become the heart of our tourism offering. Let's rediscover and revalue them – together."

9. ☐ Sustainable Growth Message

"The visitor economy is not about mass tourism – it's about smart, respectful growth that benefits locals first. When communities lead, tourism uplifts everyone."

10. ☐ Call to Action

"Join our local co-design sessions. Share your ideas. Shape your future. Let's build a community-driven visitor economy that works for all of us."

Communication channels. Please, check with your stakeholders what channels they usually use/ are convenient to be used; and what communication channels are used by general public of the community, rural or urban; by different groups of people (schoolchildren, parents of schoolchildren, hobby groups, etc.). Among the typical communication channels at the community level are:

1. Official Fb page of the community.

2. Unofficial, but with many users, Fb pages of the community.

3. Viber groups (general, school, thematic).

4. Local radio

5. Local television

6. Local/district/regional newspaper

7. Digital newsletter

8. SMS from the community services

9. Youtube (later shared via viber or other messengers)

10. Fb messenger (group messages or individual)

11. Telegram, Instagram, WhatsApp channels

As an option, you can ask your participants before (in case of using digital registration form) or during the event, what are the communication channels, that are the most effective in their community (individual polling or general discussion).

6.2. Recording during the events

During the capacity building and training event it is valuable to make the following recordings:

a. Photos: portrait type, group photos, photos of all outputs of the event, reportage.

b. Short videos with quotes, presentations of group work results, main ideas of the training.

c. Audio/video recording for reference purposes, in this case it is very convenient to use conference systems.

d. Written minutes.

7. Reporting and templates of the documents for the capacity building and training events

Reporting is an important part of the project management and requires proper preparation and fixation of the event. Therefore, there is a need of a checklist before you conduct the event, photo and minutes during the event and concise reporting after the event.

7.1. Templates to be used during the events

For the attendance sheet we propose to use a universal template, combined with photo/video and personal data consent (with compulsory announcement of these provisions during the registration of participants) and statistical data (regarding gender and age).

The template of the attendance sheet is here: **Attendance sheet local capacity building_training events.docx**

The form to be used at the end of the event, to assess the level of the event and collect suggestions and comments is here: **https://forms.gle/k7pt41Pww5aExrUf8.**

7.2. Reporting template and timing

It is recommended to complete the reporting of the meeting outputs within 5 working days after the event, in order not to lose important findings and conclusions done during the report.

The template for the report is here: **Local capacity building training report TEMPLATE.docx**

7.3. Checklist for preparation of the local capacity building and training events

Usually, public event preparation checklist is important to make sure that all necessary actions are done. Please, select what is relevant for particular event and feel free to use it

#	To do's	Checkbox
1	Invitations sent out/registration form disseminated	
2	Personal invitation calls/checks done (if needed)	
3	Event agenda, final printed	
4	Attendance sheet, final printed	
5	Public announcement done (e.g. in Facebook)	
6	Presentations ready, downloaded to the memory disc or laptop	
7	Presentation reserve copy sent to personal email/uploaded online	

8	Beamer/projector and all wires, extension cord(s)	
9	Laptop and all wires	
10	Pointer	
11	Quizz/mentimeter/other prepared and functionality checked	
12	Flip chart arranged (at the venue) Flip chart papers Moderators Box (Markers (enough for participants to work), sticky notes/post-its, colour paper, scissors, sticky wall, etc.)	
13	Handouts for participants (notepads, pens, project promo items if any)	
14	Signs, arrows, QR codes printed (if needed to orient participants at the venue)	
15	Snacks, tea/coffee organized (at the venue by partner/third party or by you)	
16	Lunch organized	
17	Visibility items (rollup, poster other)	
18	…	
19	…	
20	…	