Community-sourced Jewish Cultural Heritage Valorisation Handbook

Interreg
Danube Transnational Programme
REDISCOVER

Rediscover
One heritage in eight countries

STADT REGENSBURG

Community-sourced Jewish Cultural Heritage Valorisation Handbook

Foreword

"Rediscover, expose and exploit the concealed Jewish heritage of the Danube Region" is the title of the three-year INTERREG REDISCOVER project, of which the present handbook is the condensed result.

Heritage is experiencing a renaissance during the last decades, not only in its classical sense but the popularity of "vintage" designs is also almost everywhere to be seen. On one hand, this revival connects more and more the "things" we experience around us to the notion of "Heritage", while, on the other hand, the Heritage of our rich central European History is in many areas yet to be uncovered. One of these areas is the Jewish heritage of the Danube Region. The first challenge of REDISCOVER was - in the original sense of the word - to "discover" the Jewish cultural heritage in each of the project partner cities with the help of local Jewish communities and the civil society. The discoveries made during the journey of REDISCOVER surpassed the goals "expose and exploit" described in the title of the project.

More than exposing the Jewish heritage, the partnership created awareness and made the public open their eyes, their senses and some partners even recreated the local Jewish heritage, thus allowing the local communities to emerge from their own Jewish heritage.

More than exploiting the newly rediscovered heritage, the partnership made it then available to a wider audience by co-creating products and services, implementing activities and actions. Even more important, the project initiated a dialogue between locals, tourists and communities. This connection, which both occurred on a cognitive and emotional level, created an ownership that could be seen and felt more strongly throughout the project.

The main lessons learnt were:

1. The Danube region shares a common Jewish Heritage, but there are many different and colourful local specificities within the region.

2. The proposed Valorisation model in this handbook proved to be effective and stimulated creative co-creation that enables the partner cities to reach new audiences.

3. The strong involvement of local (Jewish) communities created a trustworthy atmosphere where powerful resources for innovation were unlocked.

4. The REDISCOVER project drew bridges between heritage, modern life and identities.

5. Only the structured and methodological approach that was applied (and can be understood with the help of this handbook) enabled substantial results with so many different stakeholders and individual contexts involved.

Today with the New Leipzig Charter in place and a massive European Investment Program the "Green Deal" coming, Green papers and voices are emerging which suggest that Cultural Heritage should play a major role in the implementation of these policies. The REDISCOVER project has already shown how (Jewish) heritage can be activated and used to improve the Quality of Life for local communities. Furthermore just as the Jewish architects, like Arieh Sharon or Marcel Breuer for instance, played a major role in the original Bauhaus, ideas and concepts based on Jewish heritage could also be used as resources in the current New Bauhaus Movement.

Matthias Ripp and Alizée Bertrand,
Regensburg April 2021

1   Introduction

INTERREG Danube Transnational Programme

The Danube Transnational Programme is a financing instrument of the European Territorial Co-operation (ETC), better known as Interreg. It provides a framework for the implementation of joint actions and policy exchanges between national, regional and local actors from different Member States.

One of the priorities of the Danube Transnational Programme is to strengthen joint and integrated approaches to preserve and manage the diversity of natural and cultural assets in the Danube region as a basis for sustainable development and growth strategies.

Fostering sustainable use of natural and cultural heritage and resources is one of the Specific Objectives covered by this priority.

Further information can be found on the programme webpage:
➤ **http://www.interreg-danube.eu/**

REDISCOVER Project

REDISCOVER is a project funded by the Danube Transnational Programme. It is a partnership of 10 institutions in eight countries from the Danube Region. The partnership is based on cities of similar historical background with Jewish heritage and similar cultural and tourism missions. The project partners:

- Municipality of Szeged (Hungary, the Lead Partner),
- Szeged and Surroundings Tourism Nonprofit Ltd. (Hungary),
- Municipality of Galati (Romania),
- World Heritage Management City of Regensburg (Germany),
- City of Osijek (Croatia),
- Institute for Culture, Tourism and Sport Murska Sobota (Slovenia),
- Municipality of Timisoara (Romania),
- Municipal Museum of Subotica (Serbia),
- Municipality of Kotor (Montenegro),
- City of Banja Luka (Bosnia and Herzegovina).

The thematic partners associated with local governments also involved in the project are: Municipality of Subotica, Municipality of Murska Sobota, Jewish Community of Szeged, Jewish Community of Timisoara, part of Federation of Jewish Communities of Romania, Jewish Community of Osijek, Jewish Community of Montenegro, Jewish Community of Banja Luka and Romanian Institute for Research on National Minorities.

The main objective of the project is to improve the integrated cultural heritage management and valorisation capacities of mid-sized cities of the Danube Region, along with dedicated cultural and tourism institutions / actors involved, in order to safeguard the tangible and intangible Jewish heritage for upcoming generations, by building on partially undiscovered potential, and developing it into contemporary tourism solutions, while arranging its visibility, accessibility and sustainability.

The project started on June 1, 2018 and ends on May 31, 2021.

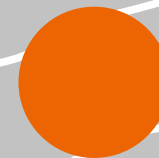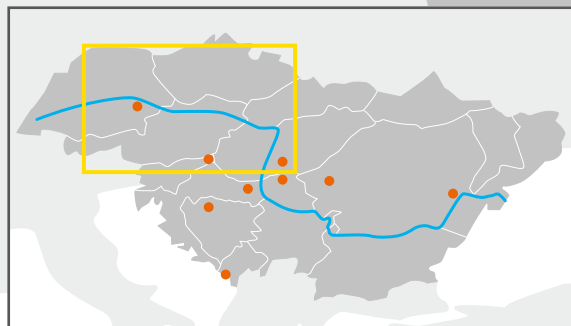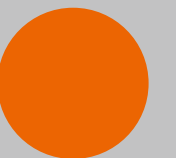Further information about the project can be found on the REDISCOVER webpage:
➤ **http://www.interreg-danube.eu/approved-projects/rediscover**
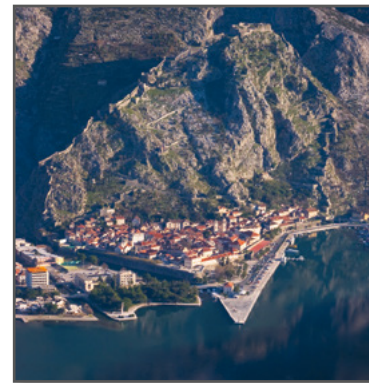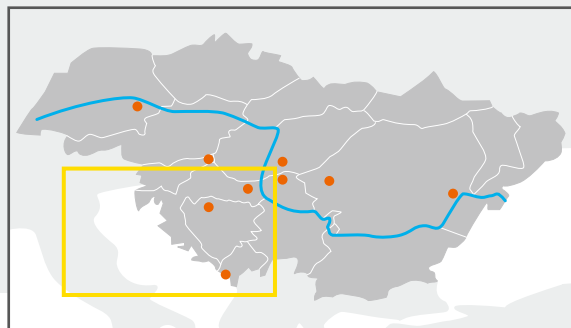
REGENSBURG

**MURSKA
SOBOTA**

SZEGED

OSIJEK

BANJA LUKA

KOTOR

SUBOTICA

TIMISOARA

GALATI
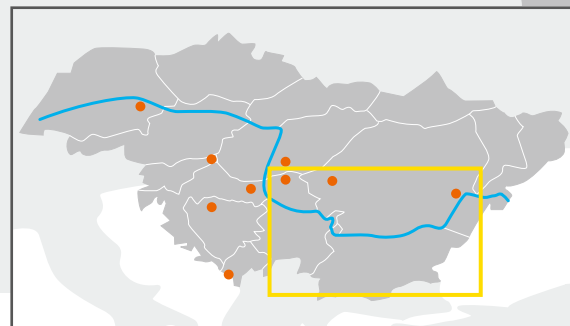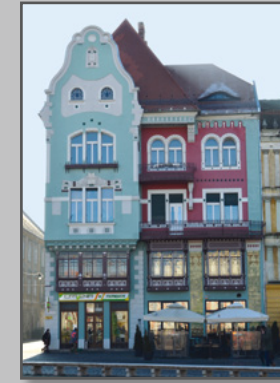
2   List of Abbreviations

AEPJ	European Association for the Preservation and Promotion of Jewish Culture and Heritage	JVS	Joint Visibility Strategy
AP	Transnational Jewish Cultural Heritage Initiatives Action Plan	LoP	Local Portfolio of Potential Tourism Products related to Jewish cultural heritage
ASCE	Association of Significant Cemeteries in Europe	LP	Lead Partner
CH	Cultural heritage	LSG	Local stakeholder group
CSS	Cascading Style Sheets	OTWG	Online Thematic Working Groups
DR	Danube Region	PP	Project partner
DS	Draft study	Q&A	Question and answer
EDJC	The European Days of Jewish Culture	QR	Quick Response (code)
ETC	European Territorial Cooperation	RANN	Réseau Art Nouveau Network
FRH	Future for Religious Heritage	SME	Small and medium-sized enterprises
HTML	HyperText Markup Language	SO	Specific Objective
ICT	Information and communications technology	SWOT	Strengths-Weaknesses-Opportunities-Threats
JC	Jewish Community	UNWTO	United Nations World Tourism Organization
JCH	Jewish cultural heritage	WJT	World Jewish Travel
JPP	The Comprehensive Joint Tourism Service and Attraction Portfolio of Partner Cities	WP	Work Package
		WS	Workshop
		WW II	The Second World War
JS	JavaScript		

3   Readers Guide

Background Information

Central and Eastern Europe was home to flourishing Jewish communities before WW II, growing in population, economic output and social contribution, and widening local cultural diversity. Though the tragic turmoil of mid-20th century and emigration of surviving population depleted many of these communities, their roots and heritage are still there to be found.

Mid-sized cities (20 000-200 000 inhabitants), in contrast to the capitals and large regional centres, have limited built cultural heritage and small Jewish communities with preserved religious and cultural features. For these cities, the main challenge is to find ways to capitalise on a limited amount of visible Jewish cultural heritage, and how one can develop it into complex and competitive cultural attractions with potential tourism prospects, taking advantage of intangible heritage.

Through the REDISCOVER project, nine mid-sized cities in the Danube region cooperated to meet this challenge and build competitive advantage through innovative initiatives and networking. During a three-year period, they were engaged in a careful research and inventory of tangible and intangible local Jewish cultural heritage with tourism potential, developed and tested cultural products and services based on the re-discovered heritage, evaluated them, and drew conclusions for the further integration of the pilot results into larger scale national and international networks.

The project is based on the qualitative approach to heritage tourism development rather than on the quantitative one. A key element of this approach is that intangible heritage is considered as a valuable asset in attracting visitors, creating meaningful experiences for them and achieving educational goals rather than business objectives. Therefore, the project partners have focused on a slow tourism products and services, which combine synagogues, cemeteries, memorial sites and buildings with oral history, photo collections, legacy of famous local born Jewish personalities as well as Jewish culture and religion.

Moreover, accessibility issues fostered by the EU were considered during the product and service development within REDISCOVER. Some pilots made local JCH sites and events accessible to people with different needs, for example, by lowering the position of the descriptions in the exhibition and making them in the eye-level of visitors in wheelchairs, by making audio guides for visually impaired, etc.

The purpose of this Readers Guide is to help you to understand how to use this handbook. Not every part might be useful for you, and we want to enable the best possible experience for you.

This handbook reviews and evaluates the experience of REDISCOVER project: its activities and results. It provides guidance and advice for city administrations, local decision-makers, communities, tourism service providers and anyone interested in the discovery of and benefits to of their own Jewish cultural heritage on how to develop new cultural products and services through the community involvement, how these products and services can be transferred to other locations, and how the tourism offer and international networking, based on the rediscovered cultural heritage, can be sustained and improved.

How to use this handbook?

The readers might be interested in reading the whole handbook consistently or they might pay attention only to the parts which correspond to their specific interests. Below you can find an outline of the separate chapters, which will guide you through the handbook.

If you want to learn about the methodology applied by the REDISCOVER project, read **Chapter 4 – Community-sourced Jewish Cultural Heritage Valorisation Model**. Here you will find the description of the project phases and the main steps taken by the project partners, as well as the tools and resources used in the process of product and service development, based on a community focused survey of tangible and intangible Jewish heritage portfolios of the project partner cities. From here on the different phases of the Valorisation Model will be explained.

If you are interested in the initiation of the process, look through **Chapter 5 – Engaging with a topic and in the process** (Phase 1 of the Model) It will give you an overview of how local stakeholder groups were established (cf. **5.1**), what methodological tools for surveying JCH were developed (cf. **5.2**), how the initial inventory workshops in project partner cities were organised (cf. **5.3**) and how the inventories of tangible and intangible JCH were developed (cf. **5.4**).

If you want to know how the results of the scoping and engaging phase were used to develop JCH-based cultural products and services, go to **Chapter 6 – Developing Jewish cultural heritage-based products and services** (Phase 2 of the Model). It will lead you through a participatory co-creation process advancing through the steps taken by the project partners, including the organisation of capacity building and match-making workshops (cf. **6.1**), creating local portfolios and pilot ideas (cf. **6.2**), creating a comprehensive tourism service and attraction portfolio and joint thematic routes (cf. **6.3**) and ending up with a common transnational JCH thematic initiatives action plan, including a visual presentation of how JCH element were arranged into categories and the latter were organised into clusters (cf. **6.4**).

If you are looking for inspiration and examples of how tangible and intangible JCH can be used in a creative and innovative way to produce new cultural attractions, you can find it in **Chapter 7 – Implementing local Pilots** (Phase 3 of the Model). Here you will learn what common tools were used by the PPs (cf. **7.1**) to develop cultural products and services (cf. **7.2**), including Jewish cuisine (cf. **7.2.1**), guided tours (cf. **7.2.2**), built heritage (cf. **7.2.3**), virtual museums and exhibitions (cf. **7.2.4**), and events (cf. **7.2.5**). The description of 36 pilots is complemented with pictures, links, and good practices, which you might find useful. The chapter ends with a strategic evaluation of the pilot projects (cf. **7.3**), which is a key resource for the concluding phase of the Project.

If you are interested in sustainability issues, **Chapter 8 – Sustaining project products, experiences and networks** (Phase 4 of the Model) might be worth reading. It will give you an outline on how the project achievements within each of its strategic objectives can be sustained in the longer term, including local community's engagement in the recognition of JCH value (cf. **8.1**), the integration of the pilots into tourism offer (cf. **8.2**), and the prospects for the project partnership (cf. **8.3**).

If you want to find a concise account of REDISCOVER experience in rediscovering the Jewish cultural heritage in mid-sized cities and developing it into cultural attractions, read **Chapter 9 – Conclusion**. It includes concluding statements on the overall universal value and practical applicability of the project processes and outputs.

Finally, If you want to take over results and experiences of the project, you might be concerned with **Transferability and lessons learnt**. It summarizes the Project experiences that can be transferred to other cities with Jewish cultural heritage as well as outlines the main lessons learned by the PPs.

4   Community-sourced Jewish Cultural Heritage Valorisation Model

This Community-sourced JCH Valorisation Model is the synthesis of the REDISCOVER project, based on its three-year experience. It can be used as a role model by other European cities and regions who want to explore their own JCH and develop it into community-sourced tourism products and services.

The model gives a picture of the project at a glance and explains its methodological approach. Through the Valorisation Model, the methodology of the REDISCOVER project can be transferred to different environments in Europe.

First, this chapter presents the general overview of the model, including the project's main and specific objectives, as well as its activities broken down into phases and steps. Then, it presents each project phase in more detail, including the steps that were taken by the PPs to achieve the project's objectives, common tools that were used by the PPs, and common resources, which were used in the subsequent phases.

This chapter includes:

4.1   Overview of the Model and general outline

4.2   Phase 1: Scoping & Engaging

4.3   Phase 1: Developing

4.4   Phase 3: Implementing

4.5   Phase 4: Sustaining

4.1   Overview of the Model and general outline

The Project addresses the **Danube Transnational Programme's priority 2**: Environment and culture responsible Danube region and **Specific objective 2.2**: Foster sustainable use of natural and cultural heritage and resources. The Project's outputs contribute to the **Programme's expected results**:

- Improved frameworks, capacities and solutions for sustainable tourism development in the Danube region based on protection and sustainable use of natural and cultural heritage and resources.

- Improved strategies and tools for sustainable use of cultural and natural heritage and resources for regional development in order to avoid or limit land-use conflicts (e.g. with tourism, natural resource consumption).

The main objective of the Project is to improve the integrated CH management and valorisation capacities of mid-sized cities of DR, along with dedicated cultural and tourism institutions / actors involved, in order to safeguard the tangible and intangible Jewish heritage for upcoming generations, by building on partially undiscovered potential, and developing it into contemporary tourism solutions, while arranging its visibility, accessibility and sustainability.

The Project has three specific objectives (SO):

(SO1)   to involve relevant local stakeholders in a participatory process aiming at recognition of JCH as an asset and potential attraction

(SO2)   to develop new JCH-based cultural products / services

(SO3)   to establish sustainable cooperation networks and to promote solutions' transferability to interested third party cities.

The main Project result is the rediscovery of locally available JCH assets and turning them into jointly developed synergic cultural and tourism products via a community-based co-creation process ((SO2)). As a precondition for that, a wide stakeholder involvement process was organized to mobilise local citizens, to support JCH value recognition and to stimulate bottom-up initiatives ((SO1)). From the other side, in order to sustain and to mainstream innovative practices developed and tested in frames of the Project, a network of participating cities and heritage organizations was established ((SO3)).

To reach its objectives the Project progressed through 4 phases:

SCOPING & ENGAGING

DEVELOPING

IMPLEMENTING and

SUSTAINING,

which corresponded with the Projects' division into work packages 3, 4, 5, the latter covering phases 3 and 4 (see a scheme below). Thus, the intention was to advance the community engagement ((SO1)) from minimal involvement before the Project to a stage of shared responsibility (*co-governance*) as a sustainable outcome of the Project through *co-exploring*, *co-creating* and co-performing. In the same vein, new cultural products and services were developed ((SO2)) from a number of individual JCH assets through the stages of *getting inspired, developing ideas, testing* and *improving and integrating* into tourism offer. To facilitate the progress with regard to community engagement and product development, the Project network was built ((SO3)) by *getting together* for the Project implementation, *allying* based on common interests and principles, *trust building* while working together and *expanding* as a follow up of the Project.

The Project »REDISCOVER«   Scheme 1

THE DANUBE TRANSNATIONAL PROGRAMME

OVERALL AIM: Territorial integration / Regional development

SPECIFIC OBJECTIVE: Foster sustainable use of natural and cultural heritage and resources (**SO 2.2**)

EXPECTED RESULTS:
- Sustainable tourism development
- Sustainable use of cultural and natural heritage

THE PROJECT »REDISCOVER«

MAIN OBJECTIVE: to improve the integrated CH management and valorisation capacities of mid-sized cities of DR, along with dedicated cultural and tourism institutions/actors involved, in order to safeguard the tangible and intangible Jewish heritage for upcoming generations, by building on partially undiscovered potential, and developing it into contemporary tourism solutions, while arranging its visibility, accessibility and sustainability.

PHASES

	1 SCOPING & ENGAGING	2 DEVELOPING	3 IMPLEMENTING	4 SUSTAINING
SO1 Community engagement to recognise value of JCH	Co-exploring	Co-creating	Co-perfoming	Co-governance
SO2 Developing community-sourced cultural products and services	Getting inspired	Developing ideas	Testing in practice	Improving and integrating
SO3 Building a network of DR cities and heritage organisations	Getting together	Allying	Trust building	Potentially expanding

SPECIFIC OBJECTIVES (SO)

WORK PACKAGE

WP3	WP4	WP5

TIME FRAME

Period 1 (months 1–5)	Period 2 (months 6–11)	Period 3 (months 12–17)	Period 4 (months 18–23)	Period 5 (months 24–29)	Period 6 (months 30–36)

Community-sourced Jewish Cultural Heritage Valorisation Model. 1. Project's visualisation. Ripp, Užpelkis, Bertrand, 2021

To achieve the abovementioned transformations a model was developed that consists of 4 different phases, whereby in each phase different actions and activities were carried out. (see the scheme below). Since all three SOs of the project are closely interrelated, the steps often contributed to the achievement of more than one SO. Even when this model suggests a linear timeline of the different phases to conceptualize and understand the whole process, in reality the different phases were sometimes implemented in parallel.

Phases, Steps, Tools and Resources   Scheme 2

SPECIFIC OBJECTIVES (SO)

SO1 Community engagement to recognise value of JCH

SO2 Developing community-sourced cultural products and services

SO3 Building a network of DR cities and heritage organisations

	1 SCOPING & ENGAGING	2 DEVELOPING	3 IMPLEMENTING	4 SUSTAINING
PHASES				
STEPS	1 Creating LSGs and involving local JCs **(SO1)** 2 Developing methodology for JCH survey **(SO2) (SO3)** 3 Organising inventory workshops in PP cities **(SO1) (SO2)** 4 Developing local inventories and a joint repository of tangible and intangible JCH **(SO2) (SO3)**	1 Organising capacity building and match-making workshops in PP cities **(SO1) (SO2) (SO3)** 2 Creating local portfolios and pilot ideas **(SO2) (SO3)** 3 Creating a comprehensive tourism service and attraction portfolio and joint thematic routes **(SO2) (SO3)** 4 Developing transnational JCH thematic initiatives action plan **(SO2) (SO3)**	1 Creating a joint visibility strategy **(SO2) (SO3)** 2 Carrying out planned activities of the pilot projects **(SO2)** 3 Strategic evaluation of the pilot projects **(SO1) (SO2) (SO3)**	**(SO1)** Sustaining local community's engagement in the recognition of JCH value **(SO2)** Integrating the pilots' products and services into tourism offer **(SO3)** The potential for sustainability and development of the project partnership
TOOLS	→ Guidelines to stakeholders Involvement → Walkshop's guidelines and survey's methodology for tangible and intangible JCH → Walkshop → Guidelines to Inventory workshop (the first in the series of Product Development WSs)	→ Guidelines to Capacity Building and Match-making Workshops with LSG → Handbook for Tourism and Public Relations → Draft Study	→ Joint Visibility Strategy → Online Thematic Working Groups → Guidelines to Strategic workshop for LSGs	
RESOURCES	Web-based repository of JCH	Transnational JCH Thematic Initiatives Action Plan	Project level study summarising PP city level conclusion and evaluation reports	Community-sourced JCH Valorisation Handbook

Community-sourced Jewish Cultural Heritage Valorisation Model. 2. Global visualisation. Ripp, Užpelkis, Bertrand, 2021

Each Project phase was based on the methodological approach, which involved, first, the development of common methodological tools on the Project level, then the tools were used to carry out activities on the PP cities' and / or network level, and, finally, the activities resulted with common outputs, which served as resources for the subsequent phases.

4.2 Phase 1: Scoping & Engaging

The initial **SCOPING AND ENGAGING** phase of the Project was focused on engaging with a topic and engaging all interested stakeholder groups in the process. Four steps were involved in this phase:

STEP 1   Creating Local Stakeholder Groups and involving local JCs

STEP 2   Developing methodology for JCH survey

STEP 3   Organising inventory workshops in PP cities, and

STEP 4   Developing loacal inventories and a joint (the Project level) repository of tangible and intangible JCH

The process involved the preparation of a number of methodological tools – guidelines[1] and organizing an innovative networking event – Walkshop. By the end of the phase a Web-based Repository of JCH was developed as a major resource for the following Project phase.

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[1]   Guidelines for the Preparation and Implementation of the Series of Product Development WSs, for PPs provided with methodological guidance for organizing 3 types of workshops: Inventory, Capacity-building, and Match-making. The first one belongs to the Engaging, whereas the latter 2 were carried on during the Developing phase.
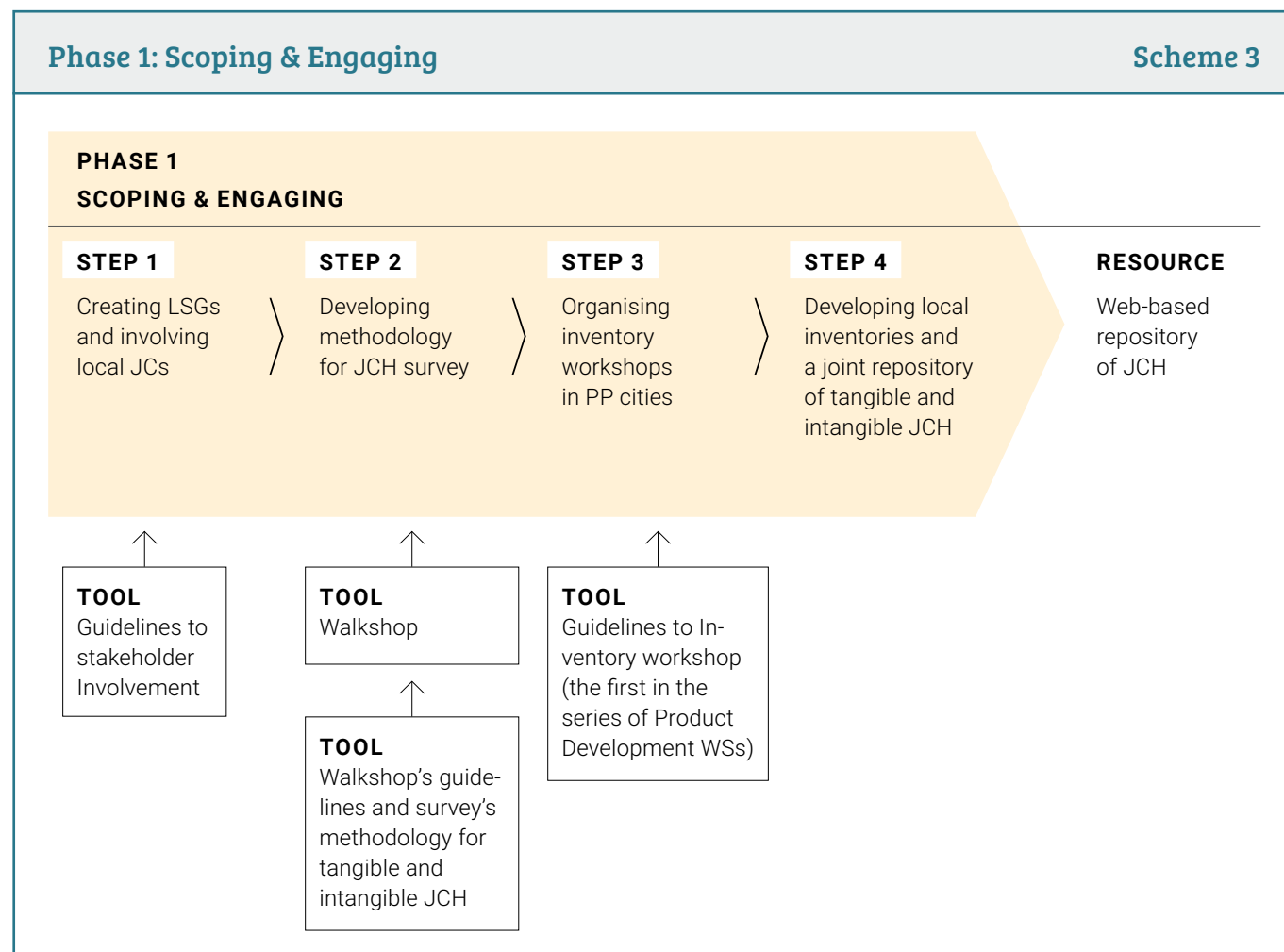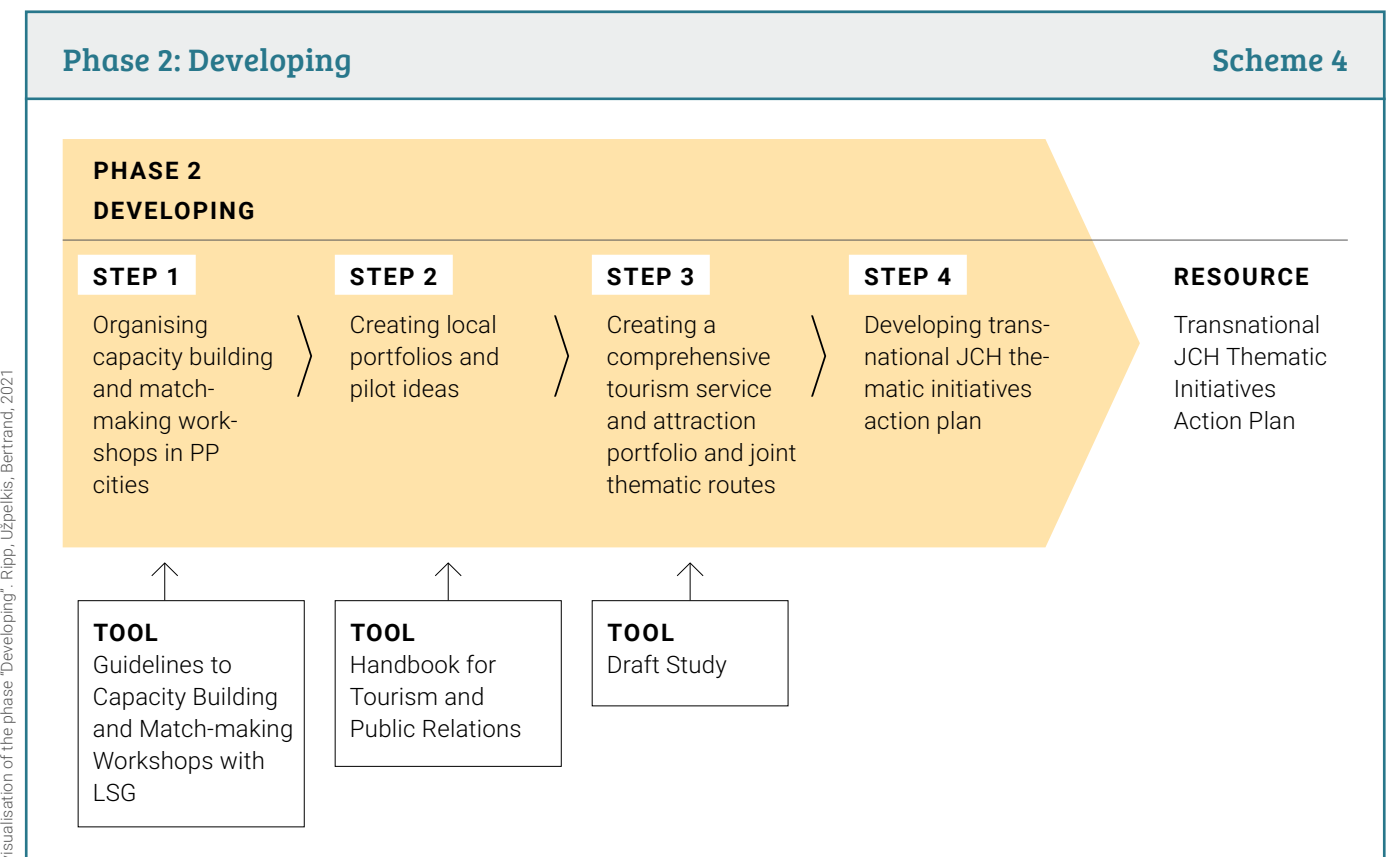
4.3 Phase 2: Developing

Starting with the results of the inventory exercise, the **DEVELOPING** phase focused on a participatory co-creation process advancing through a number of tourism product development and integration steps:

STEP 1   Capacity building and Match-making workshops in PP cities

STEP 2   Creating local portfolios and pilot ideas

STEP 3   Creating a comprehensive tourism service and attraction portfolio and Joint Thematic Routes

STEP 4   Developing transnational JCH thematic initiatives action plan

The process entailed the development of three more methodological tools: guidelines, a handbook and a study, and gave rise to the Transnational JCH Thematic Initiatives Action Plan, the key working document for the subsequent Implementing phase.

Phase 1: Scoping & Engaging   Scheme 3

PHASE 1 — SCOPING & ENGAGING

STEP 1	STEP 2	STEP 3	STEP 4	RESOURCE
Creating LSGs and involving local JCs	Developing methodology for JCH survey	Organising inventory workshops in PP cities	Developing local inventories and a joint repository of tangible and intangible JCH	Web-based repository of JCH

TOOL Guidelines to stakeholder Involvement

TOOL Walkshop

TOOL Walkshop's guidelines and survey's methodology for tangible and intangible JCH

TOOL Guidelines to Inventory workshop (the first in the series of Product Development WSs)

Community-sourced Jewish Cultural Heritage Valorisation Model, 3. visualisation of the phase "Scoping & Engaging". Ripp, Užpelkis, Bertrand, 2021

Phase 2: Developing   Scheme 4

PHASE 2 — DEVELOPING

STEP 1	STEP 2	STEP 3	STEP 4	RESOURCE
Organising capacity building and match-making workshops in PP cities	Creating local portfolios and pilot ideas	Creating a comprehensive tourism service and attraction portfolio and joint thematic routes	Developing transnational JCH thematic initiatives action plan	Transnational JCH Thematic Initiatives Action Plan

TOOL Guidelines to Capacity Building and Match-making Workshops with LSG

TOOL Handbook for Tourism and Public Relations

TOOL Draft Study

Community-sourced Jewish Cultural Heritage Valorisation Model, 3. visualisation of the phase "Developing". Ripp, Užpelkis, Bertrand, 2021
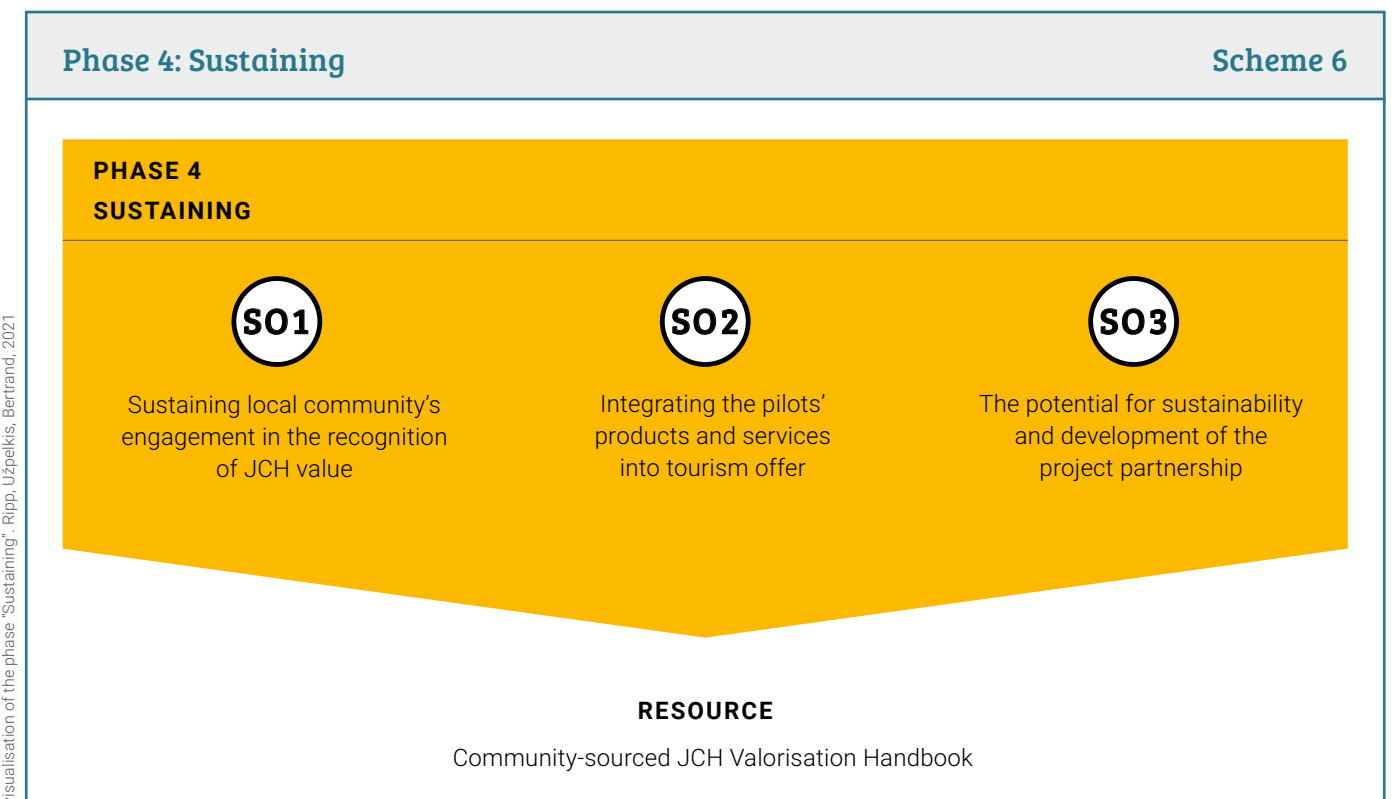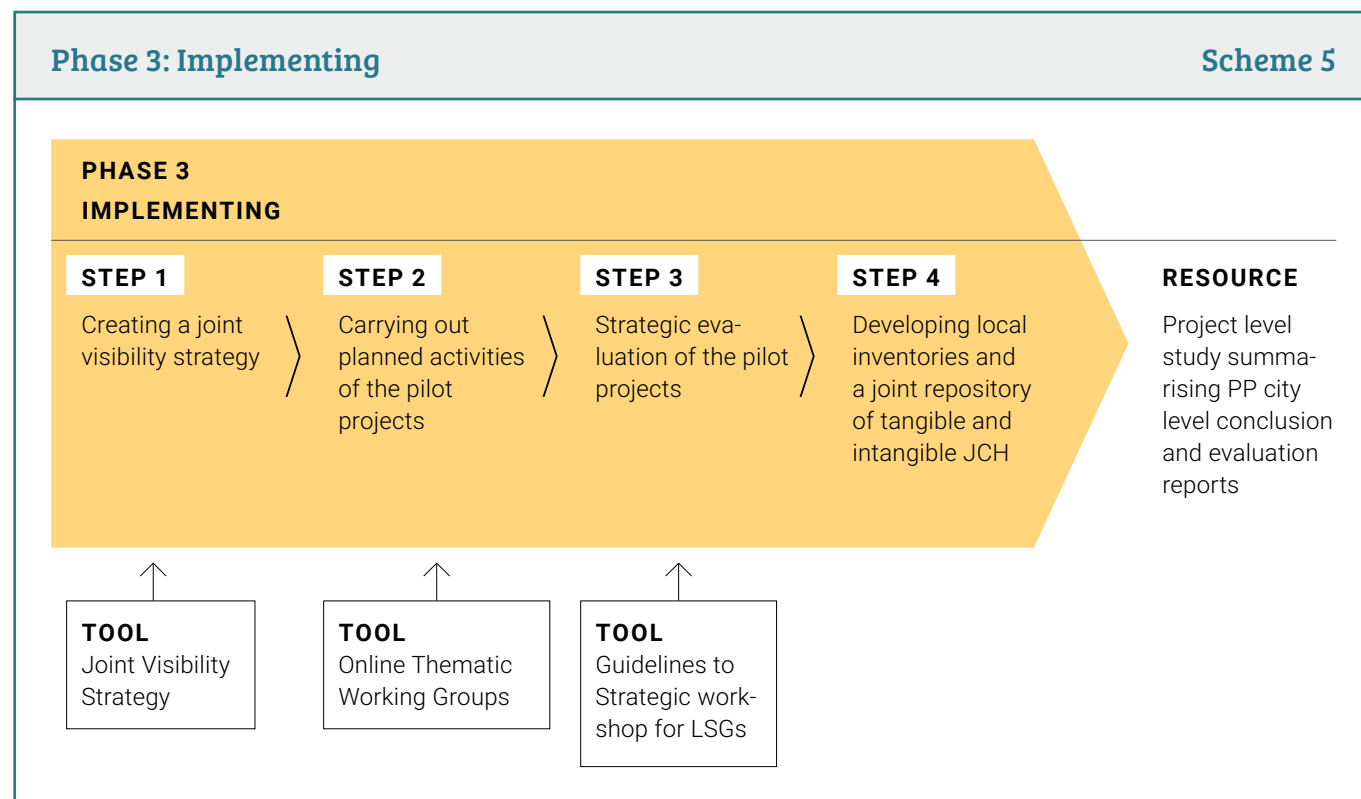
4.4   Phase 3: Implementing

Three major steps constituted the **IMPLEMENTING** phase:

STEP 1   Creating a Joint Visibility Strategy

STEP 2   Carrying out planned activities of the Pilot Projects, and

STEP 3   Strategic evaluation of the Pilot Projects

The undertaking was facilitated by three important tools: Visibility Strategy, Online Thematic Working Groups and Guidelines to Strategic workshop for LSGs. Pilots' conclusion and evaluation reports, as well as their summary on the Project level, present a key resource for the concluding phase of the Project.

4.5   Phase 4: Sustaining

The Project concludes with the preparation of the Community-sourced JCH Valorisation Handbook, which is the major output developed during the **SUSTAINING** phase. The Handbook reviews the Project experience, thus contributing to the sustainability of the Project achievements.

Phase 3: Implementing   Scheme 5

PHASE 3 IMPLEMENTING

STEP 1
Creating a joint visibility strategy

STEP 2
Carrying out planned activities of the pilot projects

STEP 3
Strategic evaluation of the pilot projects

STEP 4
Developing local inventories and a joint repository of tangible and intangible JCH

RESOURCE
Project level study summarising PP city level conclusion and evaluation reports

TOOL
Joint Visibility Strategy

TOOL
Online Thematic Working Groups

TOOL
Guidelines to Strategic workshop for LSGs

Community-sourced Jewish Cultural Heritage Valorisation Model, 3. visualisation of the phase "Implementing". Ripp, Užpelkis, Bertrand, 2021

Phase 4: Sustaining   Scheme 6

PHASE 4 SUSTAINING

SO1
Sustaining local community's engagement in the recognition of JCH value

SO2
Integrating the pilots' products and services into tourism offer

SO3
The potential for sustainability and development of the project partnership

RESOURCE
Community-sourced JCH Valorisation Handbook

Community-sourced Jewish Cultural Heritage Valorisation Model, 3. visualisation of the phase "Sustaining". Ripp, Užpelkis, Bertrand, 2021

5   Engaging with a topic and in the process

PHASES	1 SCOPING & ENGAGING	2 DEVELOPING	3 IMPLEMENTING	4 SUSTAINING

REDISCOVER project's approach features two key elements: 1) reasoning that intangible heritage has a great potential to generate public awareness and interest, and 2) view that stakeholder involvement is an essential factor for the successful development of sustainable community-based tourism products. Both perceptions call for paying a special attention to stakeholder participation.

The initial phase of the project **SCOPING AND ENGAGING** laid the foundations for further activities. Its aim was to prepare the process in each city which included defining the roles, selecting the relevant stakeholders etc. After that, to engage local communities in the co-exploring process of local JCH, which would further serve as a source of inspiration for the development of community-sourced cultural products and services. To this end, the project partners got together to reach an agreement about common methodological tools to be used in this process. As a result, the methodology for JCH survey was developed, as well as a number of guidelines for local activities such as meetings of local stakeholder groups and inventory workshops. By the end of the phase, local inventories of tangible and intangible JCH were developed and collected into a common, project level, web-based repository of JCH, as a major resource for the following project phase.

Phase 1: Scoping & Engaging   **Scheme 3**

PHASE 1
SCOPING & ENGAGING

STEP 1	STEP 2	STEP 3	STEP 4	RESOURCE
Creating LSGs and involving local JCs	Developing methodology for JCH survey	Organising inventory workshops in PP cities	Developing local inventories and a joint repository of tangible and intangible JCH	Web-based repository of JCH

TOOL
Guidelines to stakeholder Involvement

TOOL
Walkshop

TOOL
Walkshop's guidelines and survey's methodology for tangible and intangible JCH

TOOL
Guidelines to Inventory workshop (the first in the series of Product Development WSs)

Community-sourced Jewish Cultural Heritage Valorisation Model, 3. visualisation of the phase "Scoping & Engaging". Ripp, Užpelkis, Bertrand, 2021

The project partners made four main steps to prepare the ground for the development of JCH-based cultural products and services:

   STEP 1   Creating Local Stakeholder Groups and involving local JCs

   STEP 2   Developing methodology for JCH survey

   STEP 3   Organising inventory workshops in PP cities, and

   STEP 4   Developing loacal inventories and a joint (the Project level) repository of tangible and intangible JCH

This chapter leads the reader through these steps.

5.1   Creating local stakeholder groups and involving local Jewish communities

As the first step towards establishing the community engagement throughout the project, the Guidelines to Stakeholder Involvement – REDISCOVER were developed. They give an outline of stakeholders' role in different stages of the project implementation, advice on who could be involved, how to engage and work with local stakeholders and suggest practical techniques for stakeholder analysis, self-assessment of stakeholder group performance, problem tree analysis and action planning.

> » *The establishment of Local Stakeholder Groups and their involvement into discussion, right from the initial stage, helps to maintain local acceptance of the processes and assures compliance of outputs with the ambitions and interests of stakeholders.* «
>
> *Guidelines to Stakeholder Involvement*
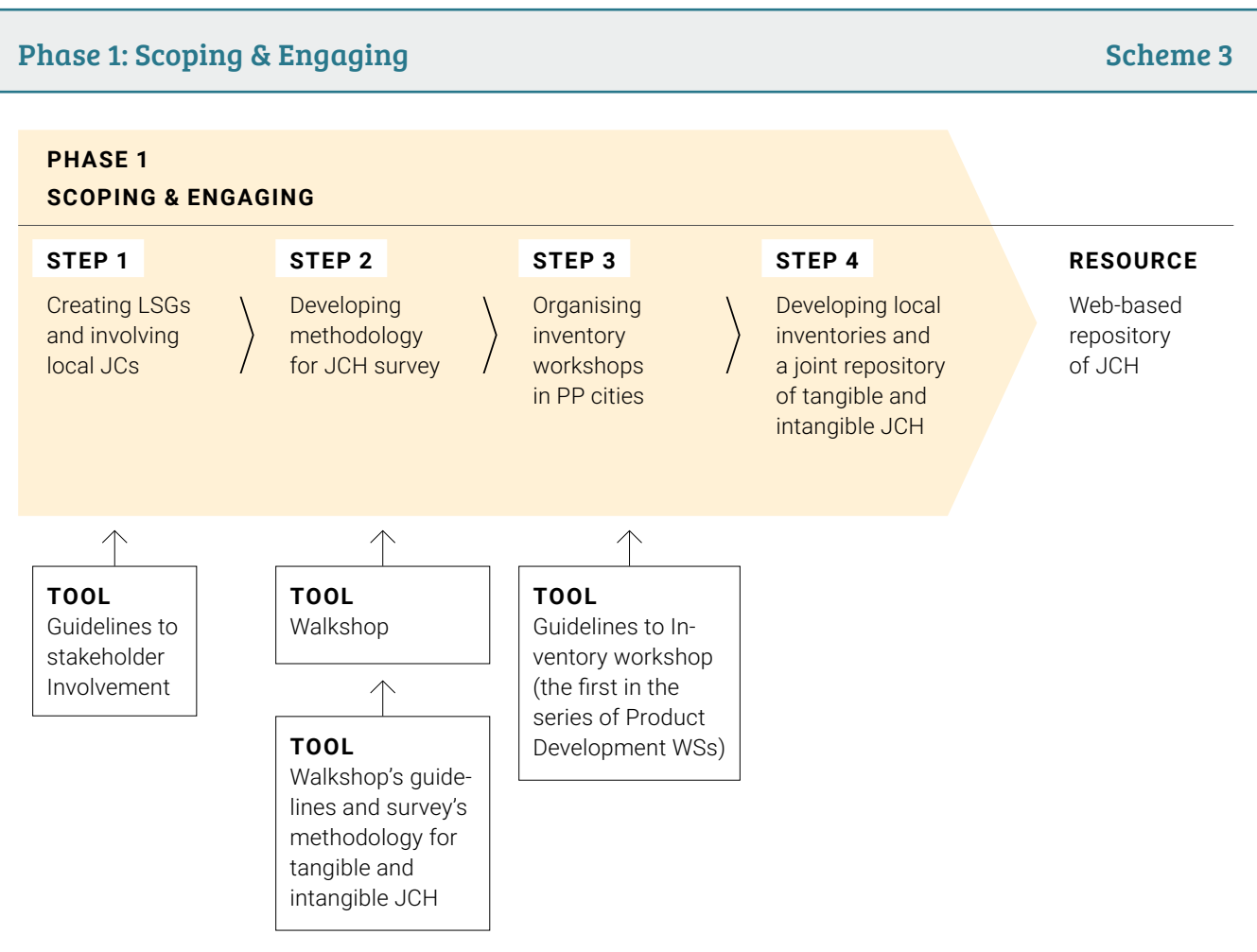
Guidelines to Stakeholder Involvement acknowledged that applying proposed tools and working methods in practice may require adapting them to the partners' context, considering different working cultures and a variety of approaches to participation across the countries involved. Still, there were a few tasks to be accomplished in each partner city. Setting up Local Stakeholder Groups was one of such key milestones. This exercise was launched at the network's level Stakeholder Involvement Workshop by setting a coherent framework which was later applied at the local level by arranging a series of similar meetings in each partner city.

According to the Guidelines, project stakeholders are all those with an interest or role in the project or who are impacted by the project. The structure of stakeholders involved in LSGs varied according to local circumstances, but in general the most often LSGs included:

- local and / or regional / national Jewish communities
- destination management organizations and tourist businesses
- science and education institutions
- local and / or regional governments

Local museums, other Jewish establishments, other heritage institutions, other interested civil society organizations and media representatives were involved upon availability.

Stakeholder groups represented in LSGs (% of PP Cities)
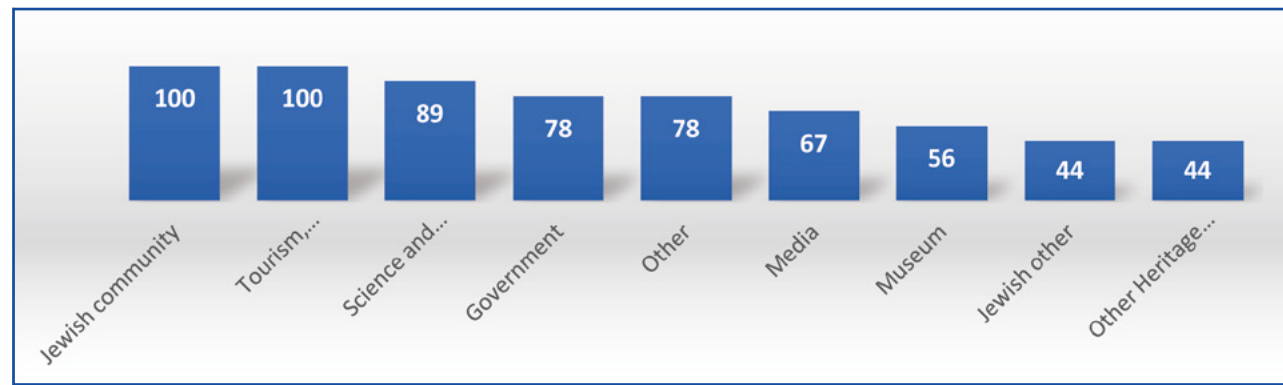
Created by the authors

In total, around 120 persons were involved in PP cities' LSGs. In terms of the number of LSG members, the most represented stakeholder group was tourism and business establishments, followed by science and education sector, Jewish communities and governmental institutions.

The share of stakeholder groups represented in LSGs (% of LSG members)

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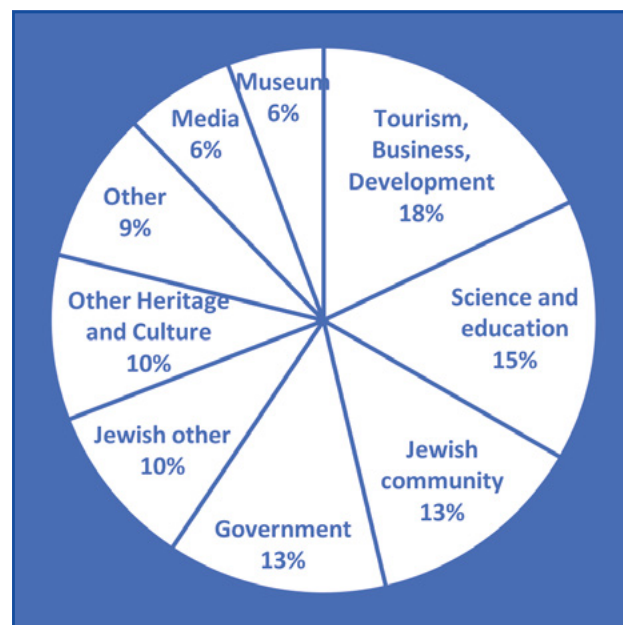
>> *Getting the right people in your Local Stakeholder Group is a challenging task. Having all the relevant stakeholders working together is the best way to provide a solid foundation for project results.* <<

Guidelines to Stakeholder Involvement

City of Osijek

Local Stakeholder meeting in Osijek, REDISCOVER news and events 29-04-2019

At the initial phase of forming LSG it was important to allow the opportunity for all stakeholders to get acquainted with the project objectives, expected outputs and foreseen activities as well as to discuss in more details their possible role in different phases of the project implementation. A paramount message is that:

>> *Local Stakeholder Groups mobilise citizens to become not just beneficiaries, but active participants / contributors of cultural development, rooting in their historic heritage.* <<

Guidelines to Stakeholder Involvement

This especially was applied to Jewish communities, who acted as the main consultant throughout the project and who were pleased to be part of an initiative that aimed to highlight their contribution to the city's development and to promote their cultural heritage.

Initial local stakeholder meetings in PP cities played a role in:

- Shaping the project by deciding on the theme of Personal History Files, a series of video recordings to be posted on social media, and

- Laying the foundations of the local repositories of JCH by discussing methodological aspects.

5.2   Developing methodology for JCH survey

To inspire the discovery of the true potential of the Jewish cultural heritage, an interactive workshop session combined with a study tour called **"Walkshop"** was organised for the project partners in Timisoara city (Romania). The goal of the Walkshop was to highlight the host city's JCH and to stimulate the partners sharing their ideas, insights and experiences.

As a preparatory step for the Walkshop, general Guidelines were produced. The guidelines acknowledge that locally available JCH may vary from town to town, therefore, they focused on the most common heritage elements, both tangible and intangible. The walkshops' itinerary can be easily modified to include heritage elements that are specific or unique to a particular place.

> A **Walkshop** is a "Walking Workshop", which combines an interactive workshop session with a study tour of the host city's Jewish cultural heritage.

The guidelines suggested **criteria for the selection of JCH elements** to be showcased:

- Touristic potential. How attractive they are / may be for visitors?

- Accessibility. Are they accessible and safe for visitors, including people with special needs and regardless of the weather conditions?

- Location. How conveniently situated are they to be visited within a limited period of time?

- Representativeness of intangible heritage. How specific and characteristic is it to the city or region? (traditions, crafts, religious practices, music, literature, arts, and other types of intangible heritage to be considered)

- Connection to the current Jewish community. Does heritage provide opportunity to increase visibility of the local Jewish community, still a viable and vibrant part of the city life, though dramatically reduced in number of people due to the Holocaust?

A **Walkshop in Timisoara** was a working tool for the project partners to test the methodology proposed in the draft guidelines as well as different practical aspects of Timisoara's Jewish heritage circuit, such as attractions' appeal to participants, scheduling, transportation challenges, etc. The major lesson for the organizers was that the tour required allocating more time.

OUTLINE OF THE WALKSHOP   *Timisoara, February 20, 2019*

A Walkshop was organized by the Municipality of Timisoara in cooperation with the Jewish Community of the city. It was guided by Rabbi Zvika Kfir and Mr Gabriel Székely, an architect and a member of the JC. This on-site case study visit included the following JCH sites:

1. The Jewish cemetery. Here Rabbi Zvika Kfir presented a religious history of Timisoara's JC, the Jewish funerary and death commemoration traditions, commented on various types of tombs and explained the main religious symbols.

2. The Iosefin synagogue. Here the Rabbi elaborated on the religious ceremonies and practices.

3. The city's historical centre. Mr. Gabriel Székely guided the participants through the most prominent examples of the Jewish built heritage, either designed or once owned by the Jewish citizens.

4. The headquarters of the Jewish Community of Timisoara. Here the guests were welcomed by the Communities' President Ms. Luciana Friedmann, who presented diverse cultural and social activities of the Community, such as traditional holidays and elderly care programs.

The Walkshop ended with a traditional Jewish meal.

Municipality of Timisoara

The next day after the Walkshop, the project partners discussed and decided upon a detailed methodology for the survey of tangible and intangible JCH to be used for developing a repository, which would be the first step in the culture / tourism product development process. The partners agreed that the methodology needs to be simple and clear, so that non-specialists could apply it, and that local stakeholders should be involved, so that the diversity, authenticity and value of the preserved heritage is not lost.

5.3   Organising inventory workshops in PP cities

Following the common methodology for surveying the tangible and intangible JCH agreed by the project partners during the Walkshop, and the Guidelines for Product Development Workshops (presented in more detail in the Development section), **Inventory Workshops** were organized in each PP city.

The aim of inventory workshops was to find and identify (=rediscover) the existing Jewish cultural heritage in each PP city and define potential local and joint cultural tourism products. Participants of the workshops included representatives of tourism operators, (cultural) tourism-related SMEs, universities and research institutions, public and private cultural operators, and innovation agencies. The workshops contributed to the establishment of the Jewish heritage inventories of PP cities (written documents in the form of Excel tables), containing the highlighted (marked) heritage elements with the highest tourism potential.
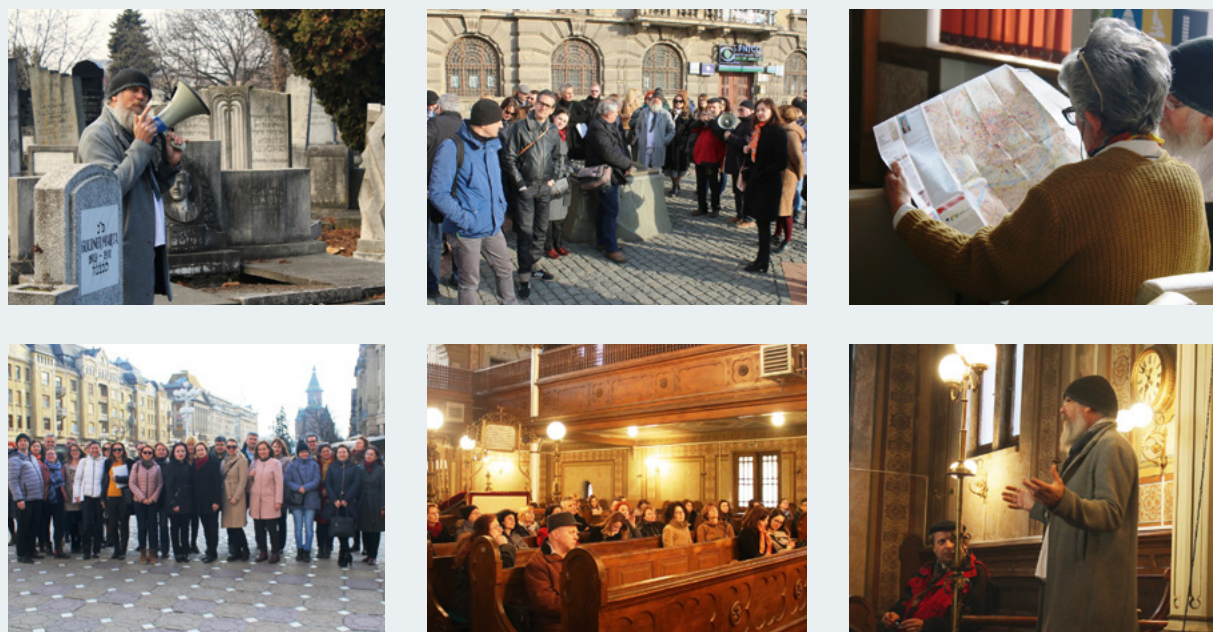
EXAMPLE OF AN INVENTORY WORKSHOP   *Regensburg, April 30, 2019*

Before the workshop, a preliminary inventory list of local JCH was compiled. It was based on intensive library, archive and internet research, as well as discussions with local experts from the city administration, academic research and press. The preliminary list together with the related literature and sources was sent to the participants of the workshop one week before the event, so they could prepare.

The Inventory Workshop took place on April 30, 2019 from 10 to 12 o'clock in the premises of the Jewish Community Centre. The participants were the representatives of the municipality, private culture and tourism sector, academic staff of the university and the chairwoman of the Jewish Community.

The first part of the workshop included the presentations of the REDISCOVER project's approach, the draft inventory, and was followed by a discussion in groups about the categories and elements of JCH presented on a poster board. After the discussion, each group presented their ideas, focusing on missing or not precisely categorised elements, as well as suggesting new categories. Each individual item was discussed as to whether include it in the inventory and if so, in which elements' group.

The second part of the workshop included brainstorming about potential local tourism products and target groups. The workshop concluded with the identification of several potential tour itineraries, products, and services, based on JCH, and tailored to the specific needs of different target groups.

The major output of the local workshop was the final version of Regensburg's web-based inventory containing more than 70 elements of local JCH.

Municipality of Regensburg

5.4 Developing local inventories of tangible and intangible Jewish cultural heritage

As a result of Inventory Workshops, local inventories of JCH were developed by all PP cities. Local inventories were based on a common template, so they were efficiently integrated into a joint project-level Web-based Repository. The repository is an Excel file where each JCH elements' group is presented in a separate worksheet, in total comprising of 254 tangible and 470 intangible JCH element items.

A print screen picture of the Web-based Repository

Created by the authors

The repository includes the following information about each item:

- Item's name and location.

- Short and long descriptions.

- Tourism potential. In case of tangible heritage, whether the element is an essential attraction or part of another attraction, whether it is appealing for heritage tourists or mainstream tourists, for families with children, cycling tourists, or people with special interest. In case of intangible heritage, whether it is connected to heritage sites visited on guided tours, whether it can be used in exhibitions, concerts, festivals, performances, or educational events, for promotional or scientific articles, brand names, advertisements, catch-phrases or symbols.

- Website, literature.

- Other sources (photos, plans, posters, postcards, other documents etc.).

- Notes on potential synergies.

In addition, the project level repository includes lists of other useful, mostly we-based, resources, both European and national: travel review sites, tourism guidebooks online reservation sites, Jewish heritage routes, travel agencies offering Jewish packages, mobile apps, experts and related cross-border (cultural) heritage touristic routes.

A summary of all JCH items in PP cities

		BANJA LUKA (BIH)	REGENSBURG (D)	SUBOTICA (SRB)	MURSKO SOBOTA (SLO)	TIMISOARA (RO)	OSIJEK (HR)	SZEGED (HU)	KOTOR (MNE)	GALATI (RO)	TOTAL
TANGIBLE	Synagogues and Museums	3	10	2	5	3	4	15	1	0	**43**
	Cemeteries and Graves	2	20	3	5	1	2	19	0	0	**52**
	Beth Ha-Midrash and Mikveh	0	2	0	0	1	0	2	0	1	**6**
	Houses and Palaces	1	6	1	27	6	7	34	1	0	**83**
	Schools and other Social Buildings	2	2	1	1	1	1	3	1	0	**12**
	Industrial Places and Commercial Buildings	1	2	10	1	1	4	7	0	1	**27**
	Memorials and Stolpersteins	1	8	7	2	1	3	9	0	0	**31**
	TANGIBLE HERITAGE, SUBTOTAL	*10*	*50*	*24*	*41*	*14*	*21*	*89*	*3*	*2*	***254***
INTANGIBLE	Songs, Music and Dance	1	2	1	0	1	1	4	5	5	**20**
	Literature	0	6	5	8	2	4	2	1	6	**34**
	Gastronomy	0	0	0	0	1	2	8	0	7	**18**
	Arts, Crafts and Sciences	0	4	3	6	3	5	6	1	4	**32**
	Oral History (Family stories)	3	2	0	3	4	5	4	1	3	**25**
	Famous and Prominent Personalities	0	5	3	2	8	7	21	1	8	**55**
	Rituals, Customs, Traditions and Philanthropy	0	3	1	0	10	1	2	9	6	**32**
	INTANGIBLE HERITAGE, SUBTOTAL	*4*	*22*	*13*	*19*	*29*	*25*	*47*	*18*	*39*	***216***
	TOTAL	**14**	**72**	**37**	**60**	**43**	**46**	**136**	**21**	**41**	**470**

Created by the authors

The common, project level, web-based repository of tangible and intangible JCH, compiled from the local inventories, served as the major resource for the following **DEVELOPING** phase of the project. Specific items with the greatest tourism potential were selected from the local inventories to be further developed into JCH-based products and services, and organised into joint thematic routes.

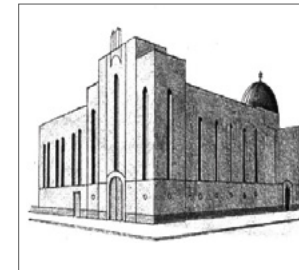Institute for Culture, Tourism and Sport Murska Sobota

Sandi Červek, Mirko. Bratuša: Forgotten suitcase, 2009 – Murska Sobota

» The forgotten suitcase is not yet involved in tourism products, so we have opportunity to make a Jewish tour in Murska Sobota. «

REDISCOVER web-based Repository of JCH, PP Murska Sobota

City of Banja Luka

Jewish cultural center with Sephard Synagogue – Banja Luka

» We could place info boards on the places where the synagogues were. Also we could place QR codes with additional info, pictures or stories. We could also make a mini model of what Banja Luka looked like in 1930s with Jewish objects. The model could be put somewhere in the city center. «

REDISCOVER web-based Repository of JCH, PP Banja Luka

Municipality of Galati

Horah, A Jewish circle dance typically danced to the music of Hava Nagila – Galati

» We should include it in the program on the week of Jewish culture. «

REDISCOVER web-based Repository of JCH, PP Galati

Municipality of Galati

Chigala, Cake made of white flour and corn flour – Galati

» We see potential connections with guided tour in Galati, story-telling. We should develop a tasting tour in the city. We should also include it in Jewish events. «

REDISCOVER web-based Repository of JCH, PP Galati

6 Developing Jewish cultural heritage-based products and services

PHASES	1 SCOPING & ENGAGING	2 DEVELOPING	3 IMPLEMENTING	4 SUSTAINING

Following the initial phase of the project, focused on engaging the stakeholders and scoping JCH, the second phase of the project focused on increasing stakeholder capacity to develop JCH-based cultural products and services on both the project and the PP levels.

The process entailed the development of three common methodological tools: the Guidelines to Capacity Building and Match-making Workshops, the Hanbook for Tourism and Public relations and the Draft Study, which laid the foundation for the development of joint attractions. On the local level, PPs engaged local stakeholders in the capacity building and co-creation process to come up with local portfolios of potential tourism products and develop ideas and "prototypes" of the products and services to be implemented in the subsequent phase. Then, the local portfolios and pilot ideas were combined on the project (network) level into a mutual portfolio, where all JCH elements were grouped into Jewish cultural categories, formed into Jewish cultural clusters and, finally, joined into thematic routes. The Developing phase concluded with a Transnational Jewish Cultural Heritage Initiatives Action Plan, the major resource for the creation of viable business cases out of the thematic routes and their integration into larger-scale national and European thematic networks.

Phase 2: Developing   **Scheme 4**

PHASE 2 DEVELOPING

STEP 1	STEP 2	STEP 3	STEP 4	RESOURCE
Organising capacity building and match-making workshops in PP cities	Creating local portfolios and pilot ideas	Creating a comprehensive tourism service and attraction portfolio and joint thematic routes	Developing transnational JCH thematic initiatives action plan	Transnational JCH Thematic Initiatives Action Plan

TOOL	TOOL	TOOL
Guidelines to Capacity Building and Match-making Workshops with LSG	Handbook for Tourism and Public Relations	Draft Study

Community-sourced Jewish Cultural Heritage Valorisation Model, 3. visualisation of the phase "Developing". Ripp, Užpelkis, Bertrand, 2021

The PPs made four main steps in the development of JCH-based cultural products and services:

STEP 1   Organised capacity building and match-making workshops in PP cities,

STEP 2   Created local portfolios and pilot ideas,

STEP 3   Created a comprehensive tourism service and attraction portfolio and joint thematic routes, and

**STEP 4**   Developed transnational JCH thematic initiatives action plan.

This chapter describes each of these steps.

6.1 Organising capacity building and match-making workshops in PP cities

The participatory co-creation process took the form of a series of product development workshops. The **Guidelines for the Preparation and Implementation of the Series of Product Development Workshops** suggested three types of workshops – Inventory, Capacity Building and Match-making – to be organized in each PP city. The overall objective of the workshops was to promote and connect local cultural initiatives, to develop the competencies of the actors involved, to identify and spread best practices, to develop creative initiatives valorising untapped heritage potential, and to enable effective cultural cooperation and the exchange of knowledge both on PP city and the project partnership level.

To facilitate the achievement of the project objectives, the **Handbook for Tourism and Public Relations** was produced. It gives an overview of fundamentals on how to develop heritage-based tourism products and how to present them to the audiences. The guide connects public relations to tourism as a key tool to achieve visibility for the newly created tourist attraction. It also stresses the importance of storytelling as an engaging method of communication. Finally, the handbook provides practical information about the major online and offline tools for introducing tourist attractions for both visitors and locals.

The aim of the **Capacity Building Workshops** was to develop the heritage management and cooperation skills of the participants, and train them on the methodology of the cultural tourism product development and business planning. The workshops were organised in each PP city for 20-25 selected local tourism development partners (community members, service providers, institutions). They created favourable atmosphere for sharing ideas, developing joint initiatives, and engaging in collaborative product development and implementation processes. In general, the workshops enhanced the capacity of public and private tourism and cultural operators to manage cultural heritage sites and attractions, as well as to create new marketable tourism services and products.
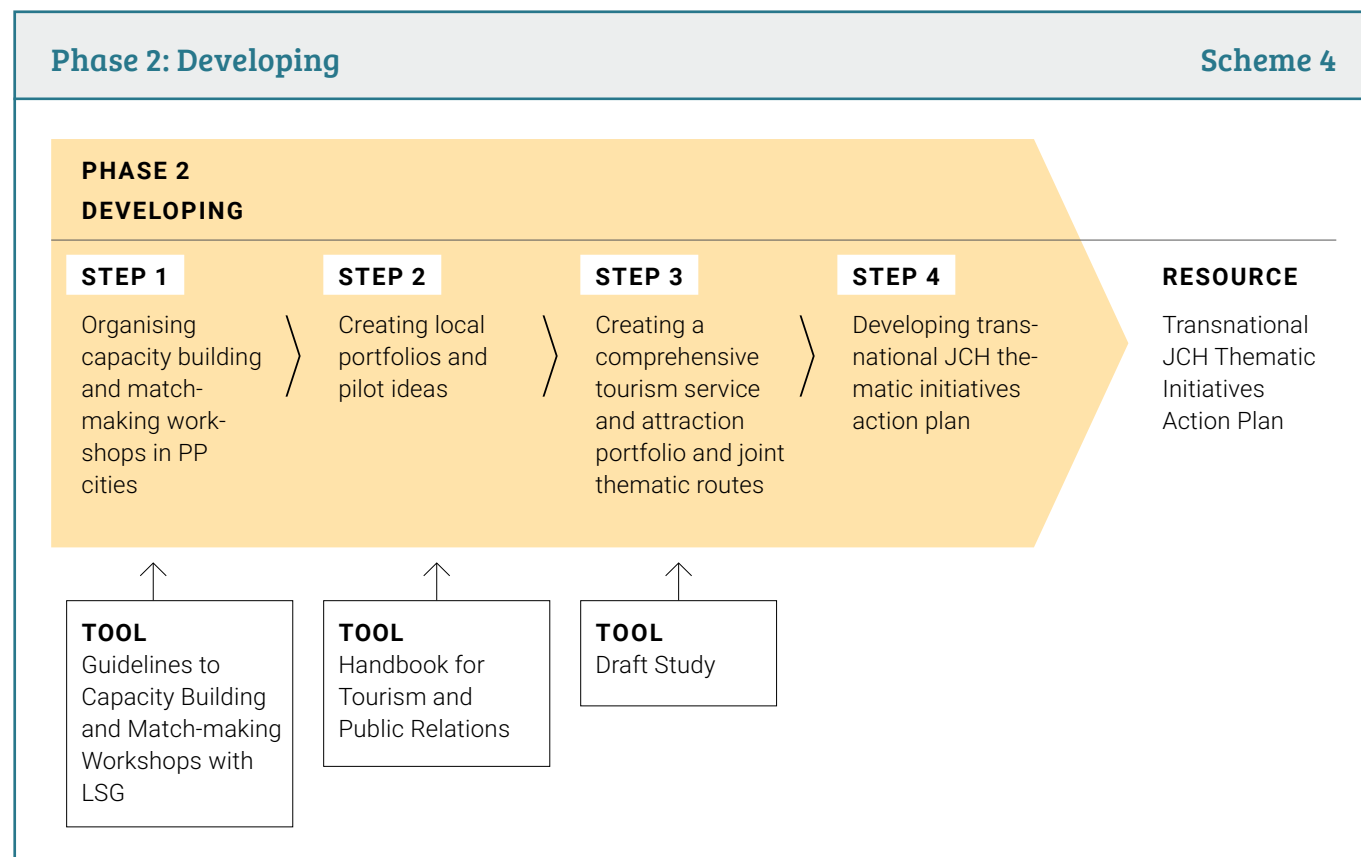
>> *Educating tourism service providers is not the most important thing. In fact, the most important things are the ideas that you have, the will to create your own ideas and the endurance to achieve your goals.* <<

Niko Slavnić, a lecturer at the Capacity Building Workshop in Murska Sobota, 29 July 2019

FROM THE IDEA TO THE CULTURAL TOURISM PRODUCT
Capacity Building Workshop in Osijek

The Capacity Building Workshop in Osijek took place on July 15, 2019, 10.00 – 14.00, in the Museum of Slavonia. It was led by a cultural tourism expert Obrt Ricl and covered the following topics: heritage management and cooperation skills; key stakeholders' role in creating cultural tourism products; cultural heritage, cultural route and cultural event management; co-operation and communication of tourism community systems; market research and analysis (SWOT); concept development; elaboration of product development strategy; pilot product development and testing; promotion and positioning of (cultural) tourism products; branding and marketing of (cultural) tourism products, digital, online and multimedia tools in promotion of (cultural) tourism products, services and destination; communication skills in promotion and distribution of (cultural) tourism products and services.

ALTERNATIVE APPROACH   *Capacity Building Workshop in Subotica*

A Different method for capacity building was used in Subotica. Students from the University of Geography (department of tourism) in Novi Sad, as future tourism experts, were invited to visit the Municipal museum of Subotica on May 30, 2019 and to help the project group with their ideas. The museum educator Aniko Mihajlovic and the Jewish community representative Branka Banjanin introduced the museum, the project and the Jewish culture in Subotica. Afterwards the students were invited to the Synagogue for a more detailed discussion. The students were asked to reflect on various aspects of the visit to the museum, both positive and negative ones. The students explained what they think is "cool" these days, as winning over and convincing younger generations is the biggest challenge. It is important to use cultural trends. Students gave practical recommendations on how to raise visitors' interest by setting up surprises. For example, by taking them to some interesting place which was not on the planned route; by arranging a candy tasting or a mini concert (singing or instrumental), or presenting a small gift (such as a sticker or a seal for the little ones at the end of the trip). Involving the students was also a good promotion of local JCH among younger generations.

>> *It is not enough just to create a route, but to build, formulate and organize the related heritage so that younger generations can understand and learn from it.* <<

Subotica Portfolio of Potential Tourism Products

Subotica Portfolio of Potential Tourism Products

The aim of the **Match-Making Workshops** was to use the knowledge collected during the inventory and capacity building workshops and to utilize the collected JCH inventory elements. The workshops were organised in each PP city involving LSGs, tourism operators, (cultural) tourism-related SMEs, universities and research institutions, technology centres, public and private cultural operators, such as museums, libraries, parks and foundations, technological clusters, innovation agencies and local and regional government representatives. The participants discussed and defined what is present and what is missing in their cities in terms of cultural tourism products, and what could be done through the partnership to address the identified needs. The Walkshop guidelines and the repository of identified JCH elements developed in the previous phase were used for reference purposes.

>> *The workshop helped to define new project ideas, tourism services and cultural heritage use methods.* <<

The match-making workshop in Szeged

THE MAIN MESSAGES FROM THE JEWISH COMMUNITY
Match-making workshop in Regensburg

One week before the workshop, the meeting with the members of the Jewish Community took place. The participants of the workshop discussed how to align the potential JCH-based products and services with the main messages communicated by the Jewish community members. It was agreed that the following messages and values should be communicated through the potential products and services:

- Avoid stigmatization and reduction of Jewish culture and history as a result of overemphasizing the Holocaust.
- Bear in mind the unique history of each local Jewish community.
- Present the Jewish culture and religion in relation to other cultures and religions.
- Integrate a forward-looking approach.
- Foster remembrance culture.
- Prevent antisemitism through knowledge.
- Highlight emotionally authentic experiences.
- Transfer knowledge about Jewish culture AND religion.
- Connect to and include other religions that are present in the city.

》*Due to the different backgrounds of the participants, new perspectives and experiences could be collected.*《

The Workshop's in Regensburg Conclusion

》*After the accomplishment of the workshop series, we can say that all three workshops were successful and fruitful. Our stakeholders provided very good ideas for product development thus we are confident that we will deliver a very good result at the end of the Rediscover project. At the workshops we discussed our ideas and common activities; at the same time, we also recognised the need for joint development of the products.*《

Conclusion remarks on the workshop series.
Core Local Portfolio Murska Sobota

Core Local Portfolio Murska Sobota

Product development workshops in Murska Sobota

6.2　Creating local portfolios and pilot ideas

Based on the local JCH inventories and the product development workshops, each PP city developed their **Local Portfolios of Potential Tourism Products related to JCH** (LoP). A typical LoP contains the summary of the Product Development Workshops' process, city profile with a focus on JCH and tourism industry, a review of available JCH-based tourism services and products and ideas for their development as well as proposals for such projects' implementation. Local portfolios were further used as the major reference document for all JCH-based tourism products and services development initiatives. Shortlisted pilot ideas were further developed and implemented in the next phase of the project.

》*Indeed, the rich cultural history gives a vast array of possibilities, but according to the inventory and the existing services, a lot of services and products are missing.*《

Portfolio of Potential Tourism Products of Szeged

6.3　Creating a comprehensive tourism service and attraction portfolio and joint thematic routes

Following the development of LoPs, the **Joint Product Development Workshop** was organized in Osijek in September 2019. The meeting marked a new step in the development of the joint JCH-based tourism initiatives on the project level. Based on the Workshop's discussions and agreements two major documents were developed aiming at the creation of synergy between individual products on both local and regional / international level through the setting up of a comprehensive thematic framework.

The Comprehensive Joint Tourism Service and Attraction Portfolio of Partner Cities (JPP) provided a reasoning as to how all JCH elements identified in LoPs could be arranged into 6 categories and subsequently reorganized into 5 clusters both at the local and the project level cooperation networks.

The **Draft study (DS)** provided additional useful information on local / regional / international cultural / heritage tourism information services and sales networks as well as local / European / global thematic Jewish and other cultural networks routes.

The concept presented in JPP and DS was finally approved by the project partners during the **Thematic Routes Workshop** in Banja Luka in February 2020. Due to COVID-19 outbreak the themes and the pilot ideas were modified. A framework eventually settled to be further developed through the Action Plan features **5 Joint Thematic Routes** corresponding to 4 categories and clusters:

1. **REDISCOVER Gastronomy** (Gastronomy)

2. **REDISCOVER Guided Tours** (Built Heritage)

3. **REDISCOVER Recreated Jewish Heritage** (Built Heritage)

4. **REDISCOVER Virtual Museum and Exhibition** (Storytelling, Oral History)

5. **REDISCOVER Jewish Festival Events** (Events, Programs, Rituals, Festivals)

So, JPP and the DS provided the foundation for a detailed planning and implementation of pilot actions during the subsequent Implementation phase.

6.4 Developing transnational JCH thematic initiatives action plan

Transnational Jewish Cultural Heritage Initiatives Action Plan (AP) aimed to create viable business cases out of the thematic routes and to integrate them into larger-scale national and European thematic networks. AP specifies the nature of the actions to be implemented to achieve the goals of the project. It describes a step-by-step feasible process of the pilots: timeframe, stakeholders involved, availability and the use of JCH elements and sources. AP consists of the following elements: cluster information, partner cities involved, pilot projects, JCH elements used, synergies and a draft collection of actions. AP is more than a manual for the PPs on how to implement the pilot projects. It also provides easily adaptable models which could be applied in other cities by any interested tourism development actors. So, it ensures the pilots' and developed outputs' replicability in diverse local circumstances.

City of Osijek

Joint Product Development Workshop in Osijek, REDISCOVER gallery

City of Banja Luka

Joint Thematic Routes Development Workshop in Banja Luka, REDISCOVER gallery
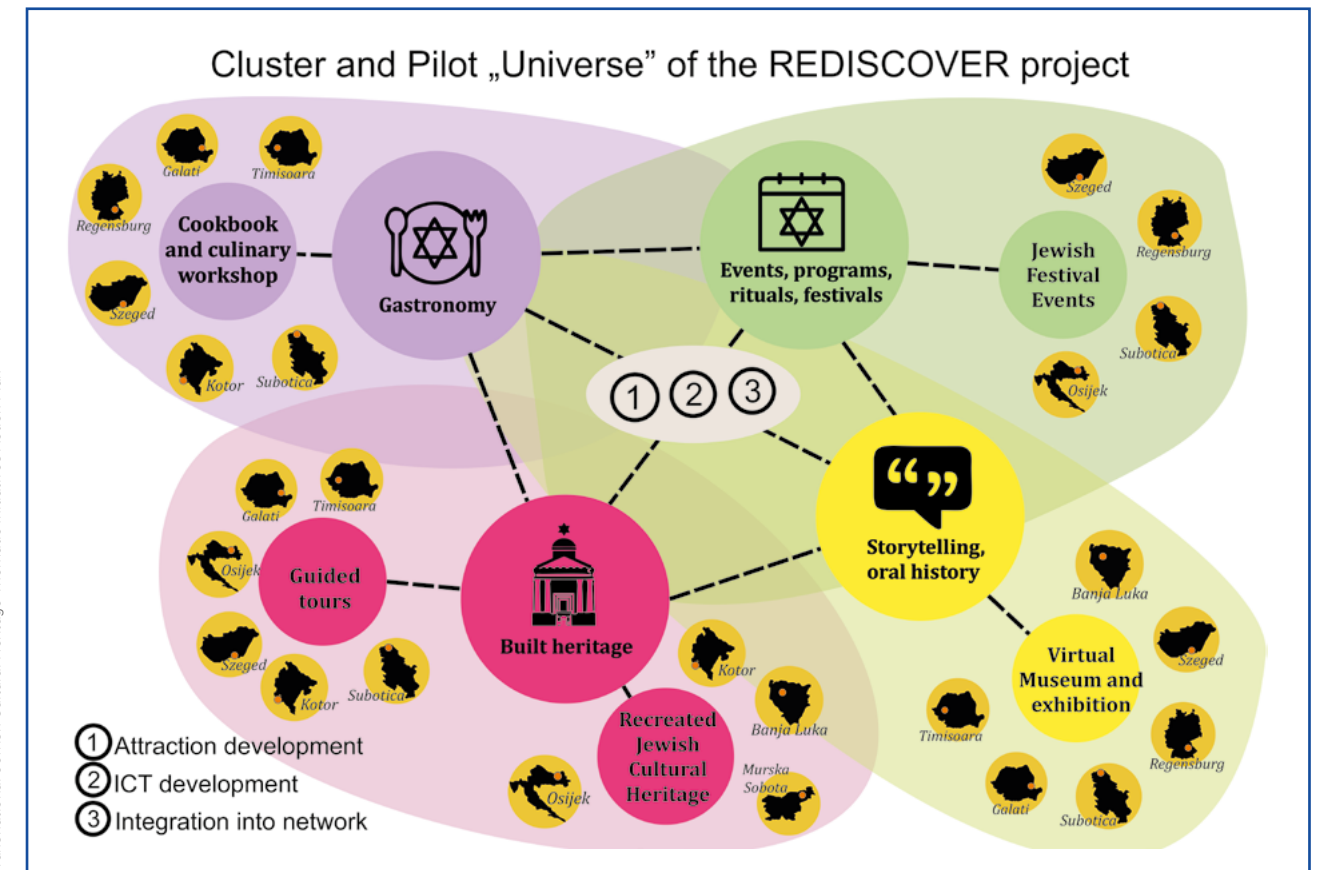
Arranging JCH elements into Categories and organizing the latter into Clusters (a draft framework)
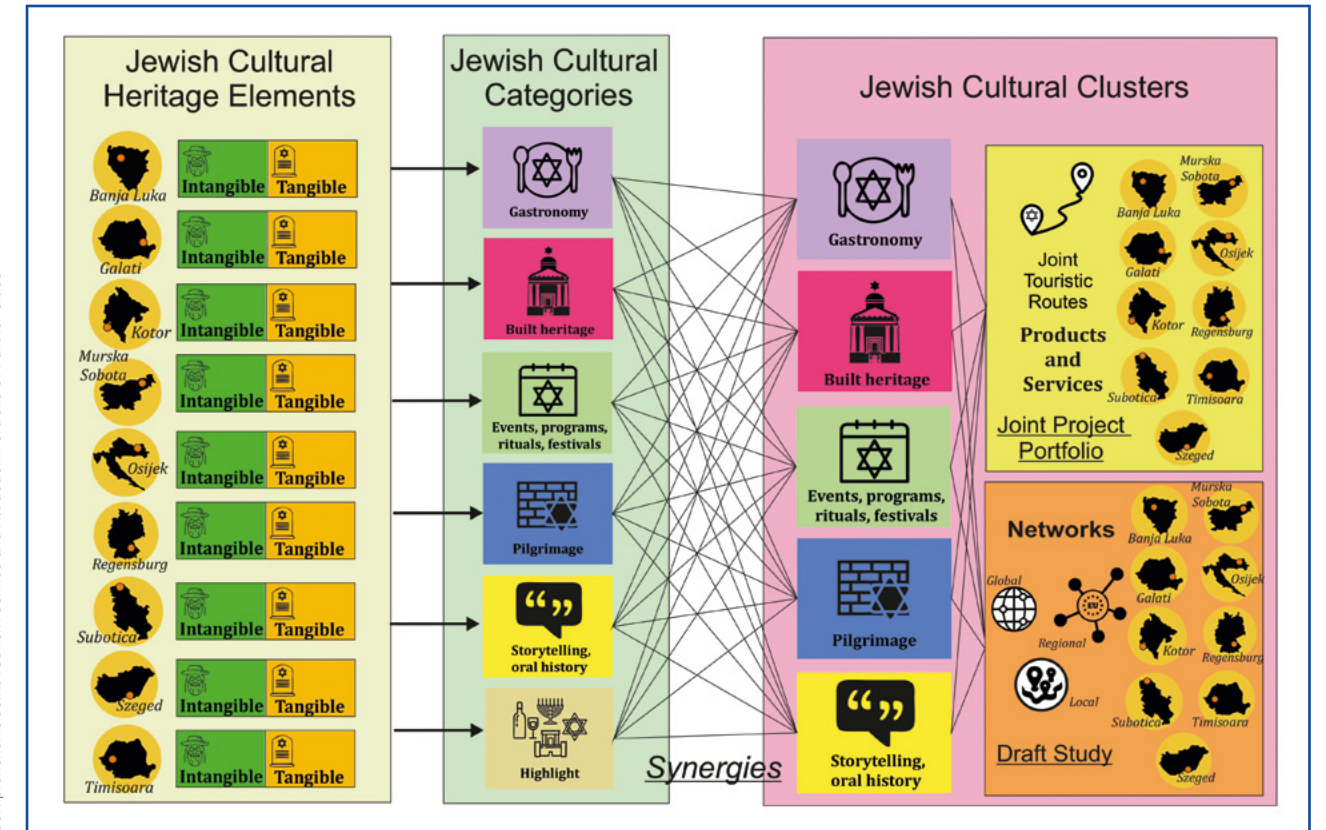
Comprehensive Joint Tourism Service and Attraction Portfolio of Partner Cities

Clusters, pilots and thematic routes' "universe"

Transnational Jewish Cultural Heritage Thematic Initiatives Action Plan

7   Implementing local pilots

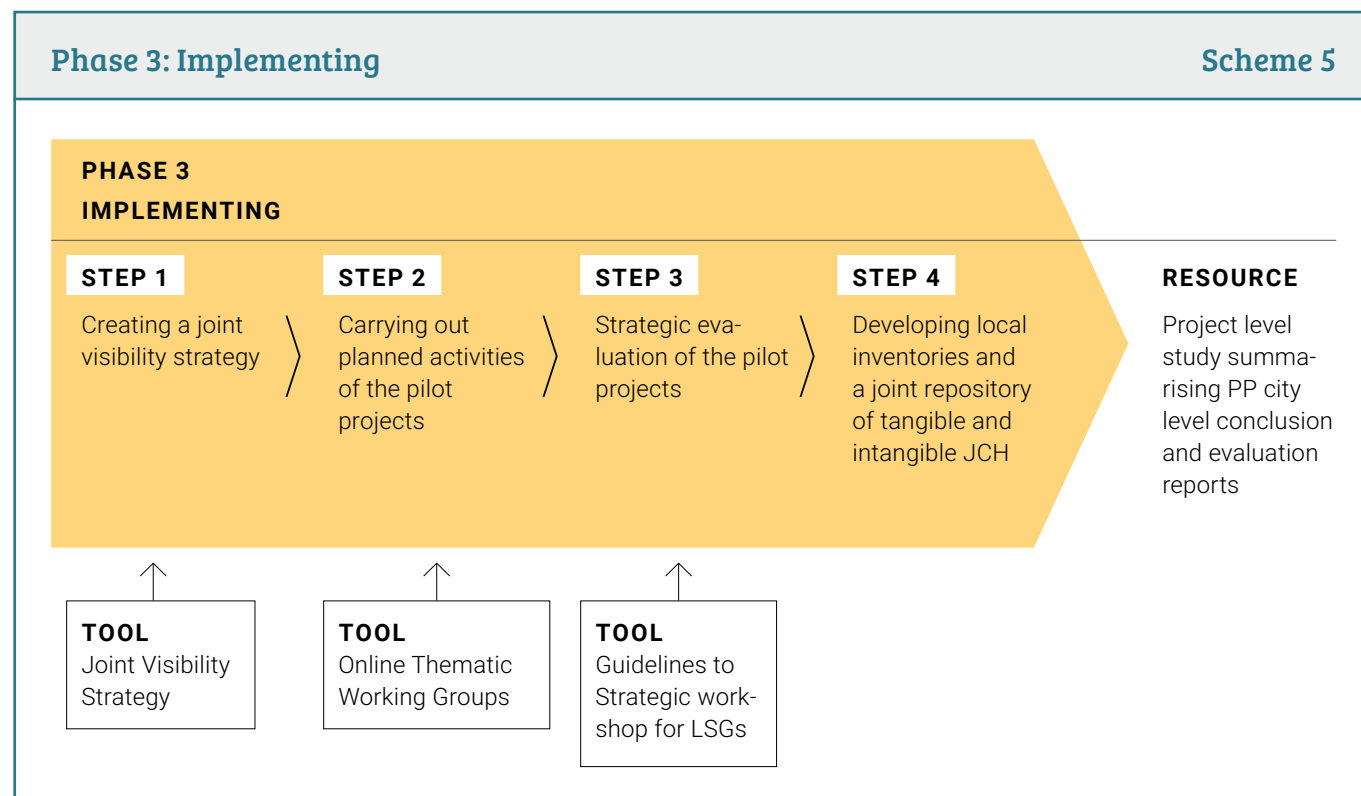| PHASES	1 SCOPING & ENGAGING	2 DEVELOPING	3 IMPLEMENTING	4 SUSTAINING

One of the specific objectives of REDISCOVER project was to develop new, interconnected cultural products and services via a community-based co-creation process. Five Joint Thematic Routes identified during the previous, Development, phase served as the foundation for the implementation of individual products and services (pilot projects) at the PP level, as well as for the potential connections and synergies among the pilots at the project level.

Common methodological tools, including the Joint Visibility Strategy, Online Thematic Working Groups and the Guidelines to Strategic Workshops for LSGs helped the PPs go through the implementation process in close cooperation with each other. In total, 36 unique pilots were implemented from the original ideas developed during the previous phase. The pilots are grouped into five Joint Thematic Routes, specifically:

1.   REDISCOVER Gastronomy (5 pilots)
2.   REDISCOVER Guided Tours (14 pilots)
3.   REDISCOVER Recreated Jewish Heritage (4 pilots)
4.   REDISCOVER Virtual Museum and Exhibition (7 pilots).
5.   REDISCOVER Jewish Festival Events (6 pilots)

This phase concluded with the strategic evaluation of all pilots and a summary of their conclusion and evaluation reports.

Phase 3: Implementing   **Scheme 5**

PHASE 3 IMPLEMENTING

STEP 1
Creating a joint visibility strategy

STEP 2
Carrying out planned activities of the pilot projects

STEP 3
Strategic evaluation of the pilot projects

STEP 4
Developing local inventories and a joint repository of tangible and intangible JCH

RESOURCE
Project level study summarising PP city level conclusion and evaluation reports

TOOL
Joint Visibility Strategy

TOOL
Online Thematic Working Groups

TOOL
Guidelines to Strategic workshop for LSGs

Community-sourced Jewish Cultural Heritage Valorisation Model, 3. visualisation of the phase "Implementing". Ripp, Užpelkis, Bertrand, 2021

The PPs made three main steps to implement local pilots:

STEP 1   Created a joint visibility strategy,
STEP 2   Carried out planned activities of the pilot projects,
STEP 3   Strategically evaluated the pilot projects.

7.1   Creating a joint visibility strategy

The Joint Visibility Strategy (JVS) was prepared parallel to the Action Plan to support the development and introduction of new tourism products and services. The JVS features locally and jointly applicable visibility methods and surfaces for potential local / joint Jewish Cultural Heritage tourism products and thematic routes, while at the same time defining criteria and the process of integration into international online / offline tourism information and sales services. The elaboration process of the JVS started with the preparation of an initial collection of marketing methods and visibility surfaces, applicable for Cultural Heritage tourism. Then detailed guidelines were prepared for the implementation of Stakeholder Visibility Workshops, on how to involve LSGs in the process of selecting visibility actions to be applied for the marketing of local and joint JCH tourism products. In the course of the workshops, participants discussed applicable solutions, offered good practice examples and identified potential visibility measures. The JVS is based on the collected findings of the Stakeholder Visibility Workshops.
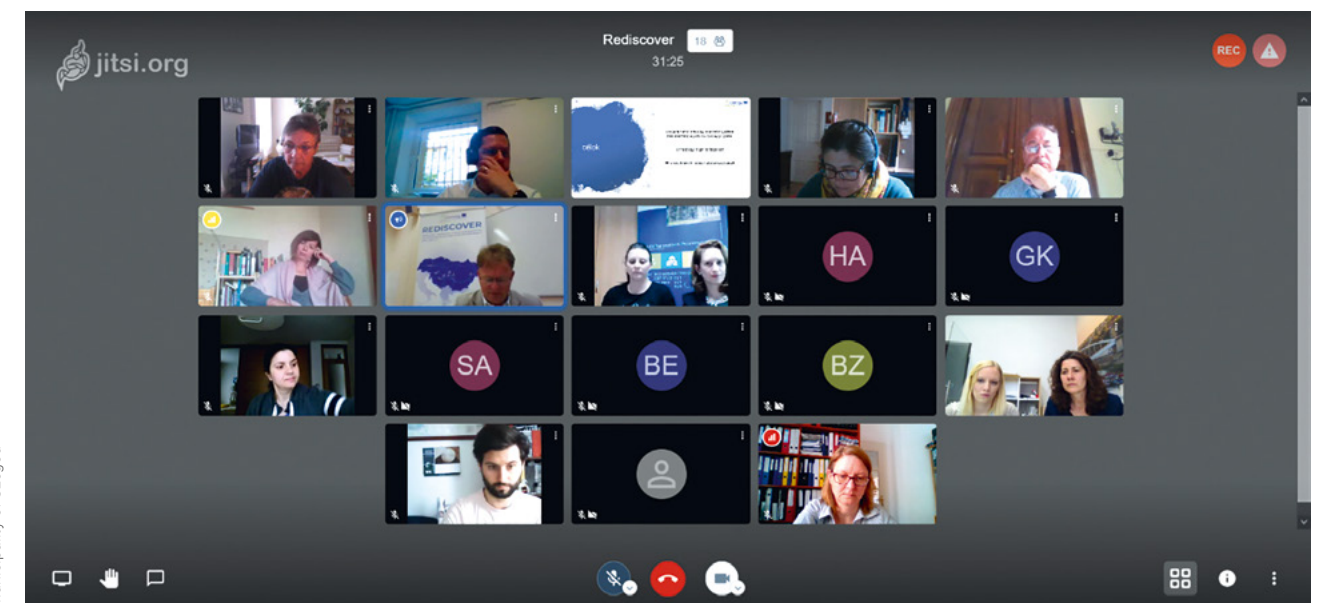
A stakeholder visibility workshop, Rediscover newsletter REDISCOVER – WHAT HAPPENED TO US IN 2020? 29-10-2020

Municipality of Szeged

The JVS applies the same visibility framework to specify objectives, key messages, target groups, communication activities, responsible person and timetable for each pilot project. In addition, the JVS comes up with the projects' brand name and slogan. Finally, the JVS prepares for marketing and visibility measures of the Joint Thematic Routes – defines their competitive advantages, proposes marketing methods and visibility measures and sets joint branding strategies.

BRANDING OF THE PROJECT

Branding name and meaning: REDISCOVER

Rediscovering Jewish heritage means changing the lenses through which we observe the world. It involves the excitement of finding both something new and unexpectedly interesting. For tourists, it also means finding a secret treasure, a piece of history during a "search", and exploring a city.


Brand slogan: One heritage in eight countries

The slogan of the brand helps the tourist get acquainted with the diversity of the Jewish heritage and realize its many forms of appearance. In addition, it strengthens the unity and common origin of these legacies, at the same time emphasizing that this heritage spans a unity across many countries.

Logo: Shape

Hamsa, the protective hand used and recognized in several cultures in the Middle East. Although originally with Islamic or pagan origin, it found its way to Judaism through Sephardic Jewish culture. Nowadays it is widely considered as a Jewish symbol. Usually with an eye in the palm, it is believed to protect from the evil eye. Hamsa became quite widespread in popular culture and contemporary Israeli art uses it also.
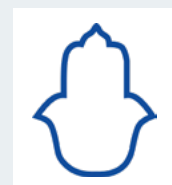
Logo: Symbol

Our hamsa bears two symbols further binding our logo to JCH. The Hebrew letters inside the hamsa mean "life", "alive", "living". It is widely used as a symbol referring to the value of life and the aspiration to be alive in front of God. The arch above the Hebrew letters is the gate through which our visitor steps in to discover JCH. Fig is an ancient plant of Israel. It is one of the seven species with which the Land of Israel is blessed and symbolises the fertility of Israel.

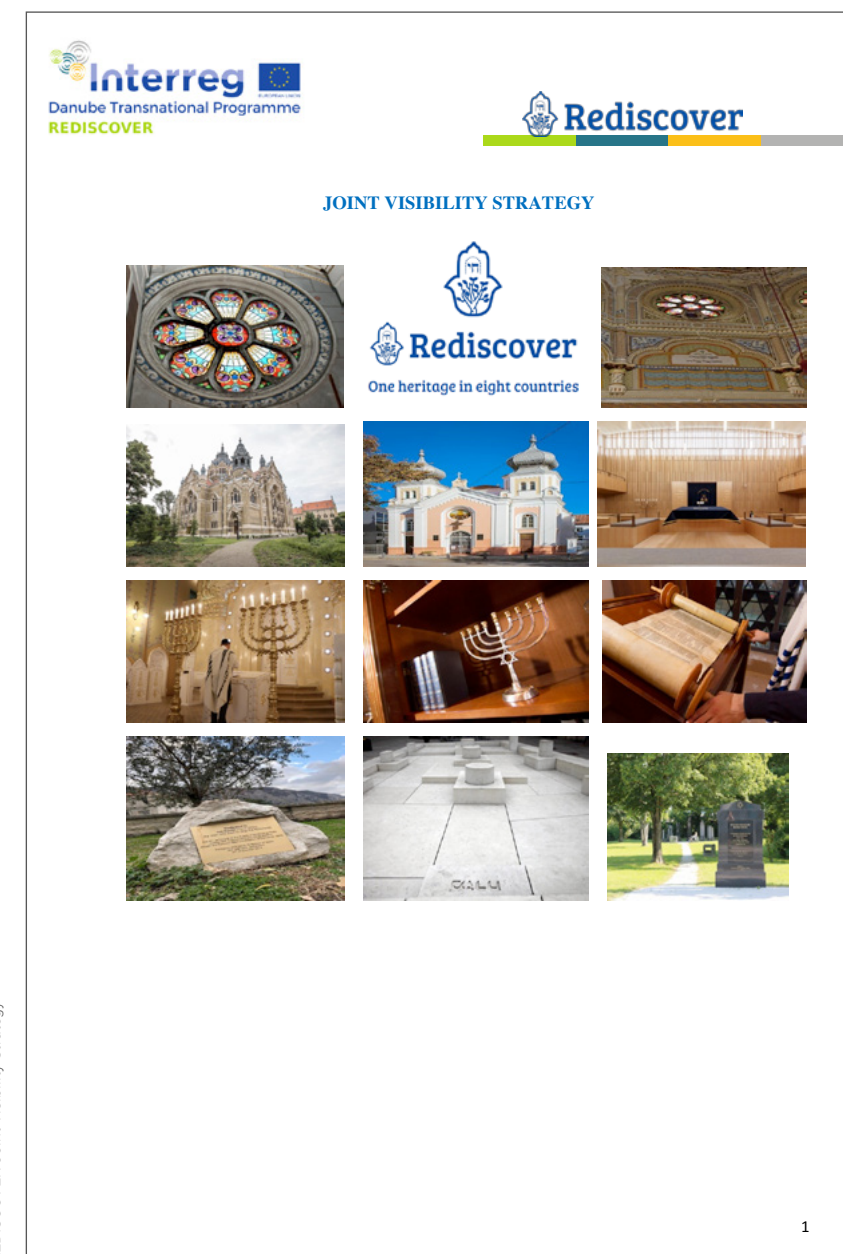Rediscover Brand Manual. Available at:
➤ **http://www.interreg-danube.eu/approved-projects/rediscover/section/rediscover-brand-manual**

> 》*An example of intangible JCH element with mass appeal is Jewish gastronomy, a useful tool that most partners consider to be very effective in making the Jewish cultural heritage visible.*《
>
> *Joint Visibility Strategy*

Cover page of the Joint Visibility Strategy

7.2 Online Thematic Working Groups

In order to co-ordinate preparations for and implementation of the pilots', to provide each other with help and afterwards to evaluate and share the pilots' experience, Online Thematic Working Groups (OTWG) were established for each type of tourism products or services hosted by the PP city, responsible for that particular thematic route. Group leaders were chosen during the project meetings based on consensus, considering the tasks, the pilots and the candidates' experience and proficiency in the field.

Online Thematic Groups and their coordinating PP cities
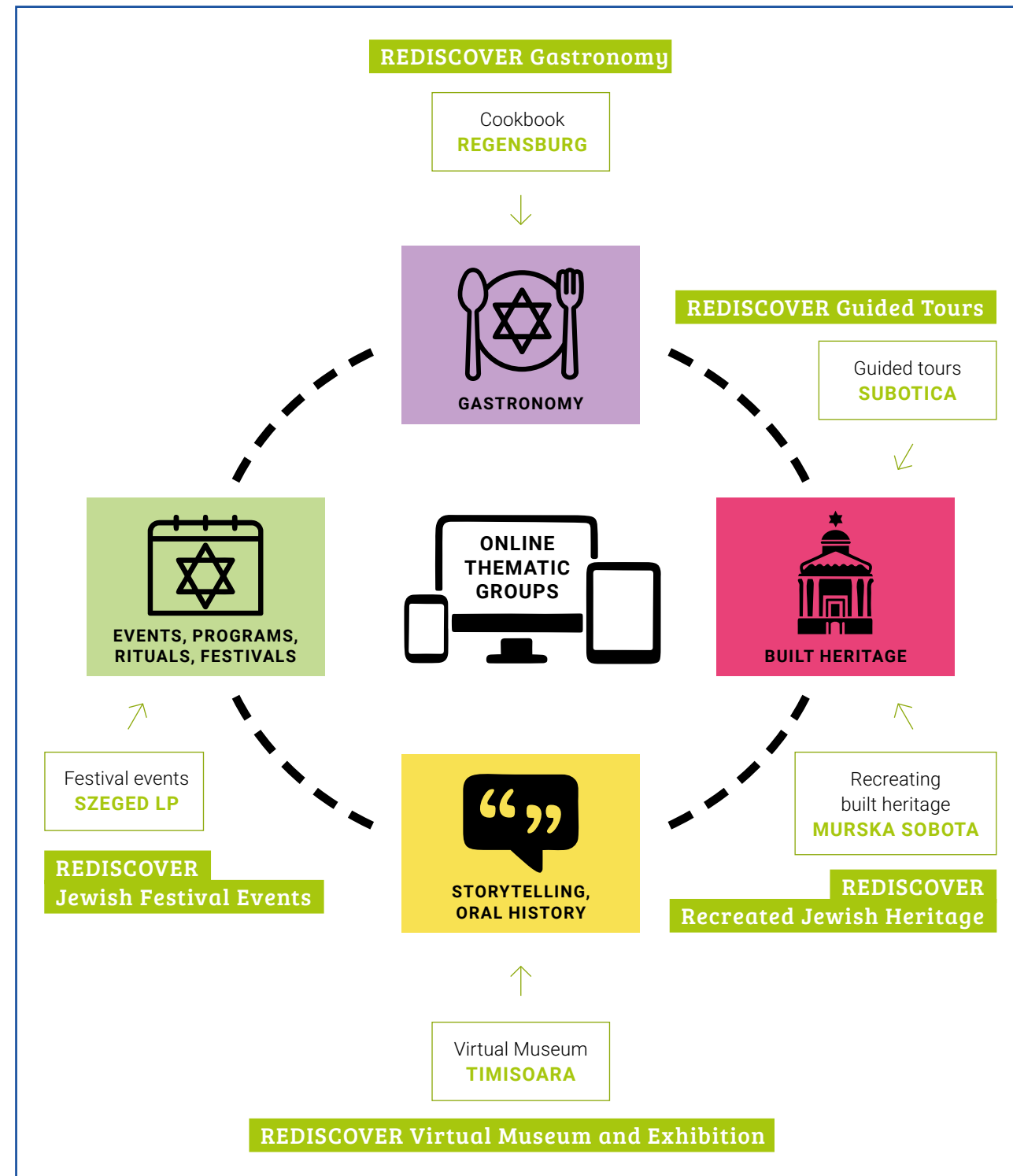
Graphic adaption by Karen Blume according to Transnational Jewish Cultural Heritage Thematic Initiatives Action Plan

During the project, there were two General OTWG meetings and a number of Specific OTWG meetings in between, which were focused on each individual thematic route. The sessions, lasting from 45 minutes to 1,5 hours, were documented using print screen function, outlining and limited recording in line with General Data Protection Regulation.

Networking and discussions within OTWG enabled a peer-review process. "Critical friends" technique was used to fine tune the planned activities and to detect caveats, thus contributing to the pilots' viability and sustainability. OTWG method brought substantial added value to the pilots:

- some pilot ideas were significantly changed,
- practical problems were solved,
- important creative solutions were developed,
- best practices were exchanged,
- joint activities were initiated, etc.

OTWG turned to be an especially practical co-working format during COVID-19 pandemics, since many planned activities needed to be rearranged due to social distancing requirements in a time when possibilities to meet and get help from local partners was very limited. Virtual format used for OTWG meetings along with social distancing requirements also facilitated the development of virtual products, which in their own right opened new opportunities for audience development.

REDISCOVER Online Thematic Working Groups
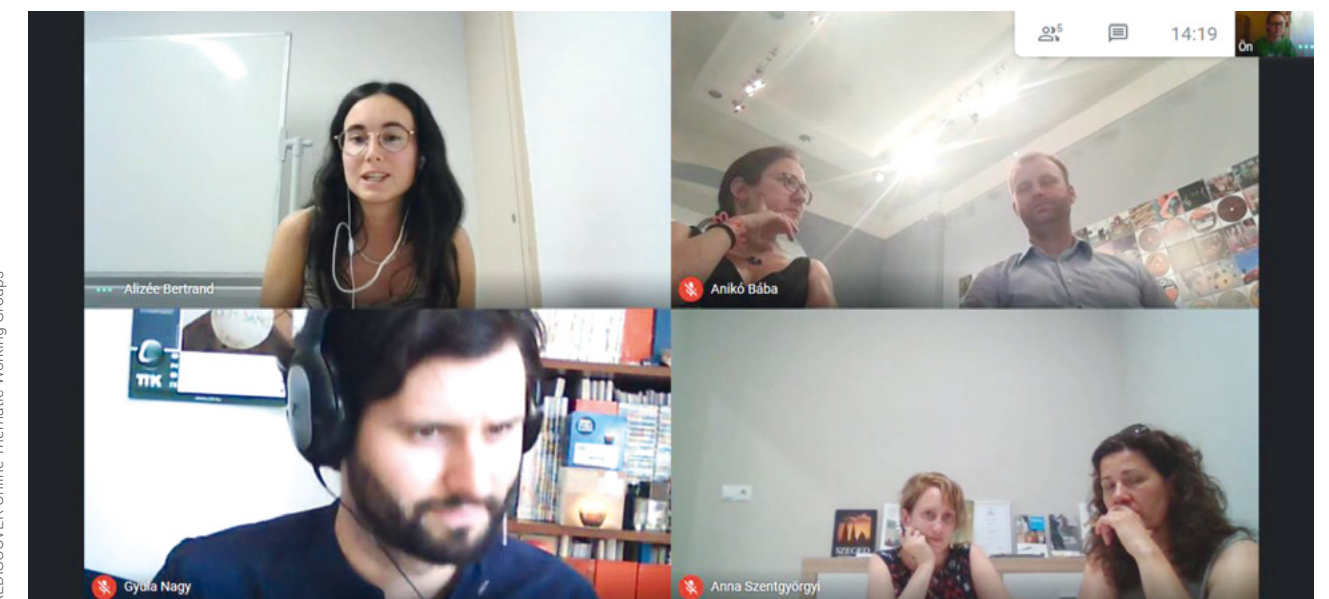
Online Thematic Working Group meeting, August, 3, 2020

JOINT THEMATIC ROUTES – Project Map

REDISCOVER Gastronomy

SZEGED TOUR	Project level cookbook – Adventures in the Jewish Gastronomy of the Danube Region	
REGENSBURG	Local cookbook – "Jüdische Küche Erzählt" (Jewish cuisine uncovered)	
SUBOTICA	Portfolio about Mrs. Rosenfeld Mártonné's recipe book from 1923	
GALATI	Mini e-cookbook and streamed cooking workshop	
KOTOR	Gastro event Introducing citizens and tourists to Jewish traditional cuisine	GASTRONOMY

REDISCOVER Guided tours

SZEGED LP	Mobile Application	
BANJA LUKA	ICT Solutions for recreation of destroyed Jewish Heritage	
MURSKA SOBOTA	The Jewish path of Murska Sobota	
SUBOTICA	Jewish Heritage online mobile guide	
OSIJEK	Virtual Tour of Jewish Osijek	
SUBOTICA	Her story guided tour in Subotica	
SUBOTICA	Guided tour of Jewish cemetery	BUILT HERITAGE
TIMISOARA	HerStory – Jewish Timisoara, a female perspective	
REGENSBURG	Guidebook Jewish Traces in Regensburg	
SUBOTICA	Portfolio Jewish Subotica	
BANJA LUKA	Thematic guided tour	
SZEGED LP	Szeged city portfolio on World Jewish Travel website	
OSIJEK	Osijek city profile on the World Jewish Travel website	
KOTOR	Education Workshops	

REDISCOVER Recreated Jewish Heritage

MURSKA SOBOTA	Informative cemetery fence in Murska Sobota	
MURSKA SOBOTA	3D Visualisation of the former Jewish Synagogue in Murska Sobota	
OSIJEK	Conservation research and main design of Osijek Upper Town Jewish Cemetery	BUILT HERITAGE
KOTOR	Research of the Montenegrin Jews	

REDISCOVER Virtual Museum and Exhibition

TIMISOARA	Virtual Museum of Jewish Timisoara "Rabbi Dr. Ernest Neumann"	
REGENSBURG	Memorial for the book-burnings in Regensburg: bookfences	
BANJA LUKA	Personal Stories Virtual Exhibition	
SSZEGED LP	Outdoor exhibition of famous local Jewish persons entitled Forgotten Faces	STORYTELLING, ORAL HISTORY
OSIJEK	Osijek Exhibition of Dr Hermann Weismann entitled The Story of Non-oblivion (Remebrance)	
SUBOTICA	Ordinary life from the eye of the Jew exhibition in the museum	
KOTOR	Exhibition of Jewish tangible and intangible cultural heritage in Kotor	

REDISCOVER Jewish Festival Events

REGENSBURG	Screen play of a theatre play	
REGENSBURG	Festival: European Day of Jewish Culture	
SZEGED TOUR	Jewish Festival Events in Szeged – Adventures in Jewish Culture	EVENTS, PROGRAMS, RITUALS, FESTIVALS
MURSKA SOBOTA	Days of Jewish Culture in Murska Sobota on site	
GALATI	Rediscover Jewish Cultural Festival	
KOTOR	Concert of Jewish music	

7.3 Carrying out planned activities of the pilot projects

PPs carried out planned activities of the pilot projects within five Thematic Routes. Each Thematic Route consists of a group of pilots which are using common intangible and tangible heritage elements. The Joint Thematic Routes were commonly built, but unique products or services were created according to local conditions. Each PP city implemented one or more pilot projects within different Thematic Routes, based on a joint planning process, and with continuous online co-ordination, monitoring and support of thematic teams. In the following sub-sections, all pilot projects within each Thematic Route are overviewed.

7.3.1 REDISCOVER Gastronomy

This Thematic Route includes the main project-level REDISCOVER cookbook of Jewish cuisine, with the contribution from all PPs, as well as three local spin-off cookbooks and one gastro event.

SZEGED TOUR

PROJECT LEVEL COOKBOOK – ADVENTURES IN THE JEWISH GASTRONOMY OF THE DANUBE REGION

GASTRONOMY

» *The cookbook represents the Jewish gastronomy of partner cities and provides an opportunity to promote Jewish cultural values in the area covered by the project.* «

Evaluation report, PP Szeged

Local pilot holder	*Szeged and Surroundings Tourism Nonprofit Ltd.*
Target groups	*Members of general public who are interested in gastronomy*
Duration	*11 months*
Activities	• *Collecting and selecting recipes*
	• *Creating introductory and descriptive texts*
	• *Translating into English and proof-reading*
	• *Preparing and photographing the meals*
	• *Designing texts and photos for publication*
	• *Printing copies and making the electronic version of the cookbook*

REDISCOVER cookbook is a collection of traditional recipes of the Jewish community collected by all project partners. The cuisine is diverse and differs greatly from the community and family traditions, as there are many cultural backgrounds. In the Jewish community kosher food is cooked, but in everyday life, at home it is hardly possible. The cookbook contains background information to further holiday traditions, Jewish food preparation and Jewish history and life.

Contents of the cookbook:

- *An introductory chapter with a description of the project*
- *Foreword: general introduction to Jewish gastronomy*
- *Simple dishes*
- *Classic dishes*
- *Desserts*
- *A short introduction of the project partner cities*

The cookbook is printed in 3,000 copies. It also has an electronic version available online. The cookbook can be used for home cooking, serve as a basis for culinary workshops or inspiration for the menu of local restaurants.

Tips	▶ *The preparation phase of such a publication is vital to success. Making a good schedule for the preparation phase will help in the process..*
	▶ *Selecting the right professionals is a must to success. In this case they include a book editor, a book publisher, a food photographer, a master chef, and a language proof-reader.*

➤ **http://szegedtourism.hu/wp-content/uploads/2021/03/Rediscover-Cookbook-online-1.pdf**

Szeged and Surroundings Tourism Nonprofit Ltd.

REDISCOVER cookbook

The photo shooting of the cookbook, REDISCOVER News and events 25-01-2021

REGENSBURG

LOCAL COOKBOOK – "JÜDISCHE KÜCHE ERZÄHLT" (JEWISH CUISINE UNCOVERED)

GASTRONOMY

>> *The pilot, on one hand, focuses on emotional features, personal stories, which are highly effective to convey intangible culture; and on the other hand, it fits the culinary art trend.* <<
Evaluation report, PP Regensburg

|	
Local pilot holder	*Municipality of Regensburg*
Target groups	*Citizens, tourist, experts of Jewish history, culinary schools, members of the local Jewish Community*
Duration	*12 months*
Activities	• *Developing the idea*
	• *Contracting the expert for the manuscript*
	• *Desk research*
	• *Interviewing and collecting the recipes*
	• *Finalizing the manuscript*
	• *Contracting the publisher*
	• *Designing the layout*
	• *Handing over the cookbook to the publisher*
	• *Organizing the remaining photo shootings and publishing of the book*

The municipality of Regensburg decided to create a cookbook to collect local Jewish recipes and to share storytelling about the recipes and the people who transmitted them. The idea was to make a practical cookbook with emotional features that highlight the cultural diversity of the local Jewish community. The local Jewish Community shaped the content of the manuscript by sharing recipes and personal stories related to them, and often cooked together with the chef. The cookbook contains an introduction, explanation about the Jewish cuisine and the kosher rules, approx. 35 recipes and stories.

Tips	▶ *Make a good schedule for the preparation phase of the book.*
	▶ *Be flexible on the concept: the material found is not always what was expected.*

Cookbook "Jüdische Küche Erzählt"

Municipality of Regensburg
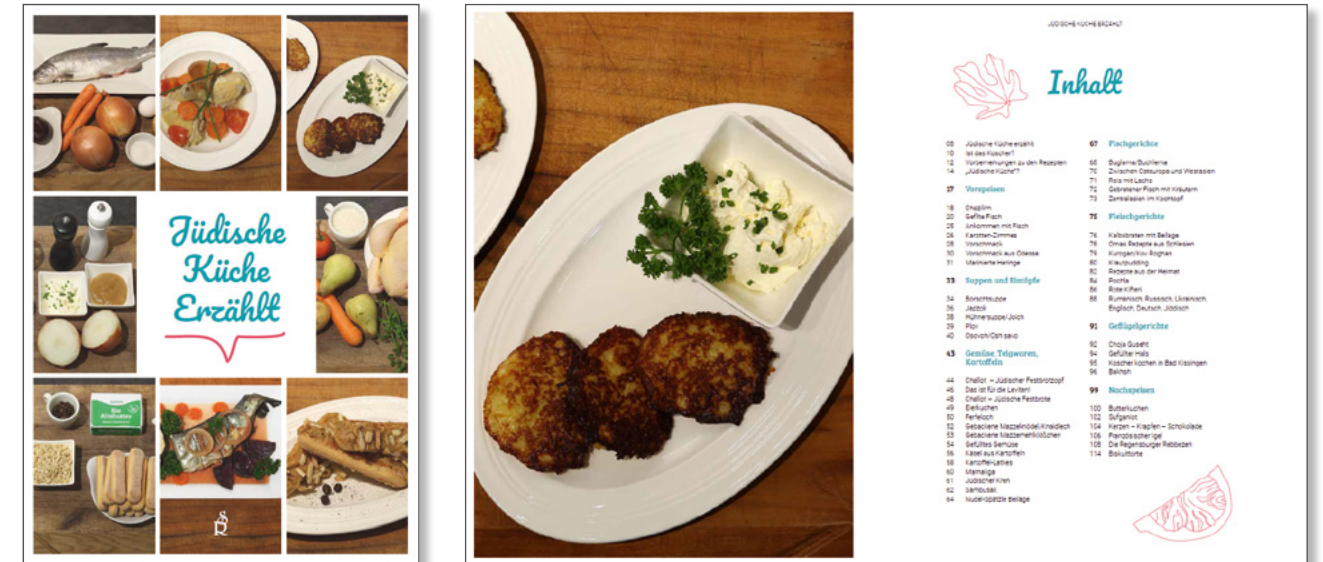
Making of cookbook "Jüdische Küche Erzählt"

SUBOTICA

PORTFOLIO ABOUT MRS. ROSENFELD MÁRTONNÉ'S RECIPE BOOK FROM 1923

GASTRONOMY

» *Housewives, recipes, the traditional way of running Jewish cuisine and the kosher regulations that govern it represent an unexplored part of the cultural identity of the city.* «
         Evaluation report, PP Subotica

Local pilot holder	*Municipal Museum of Subotica*
Target groups	*Citizens, tourists, tourist guides, travel agencies*
Duration	*9 months*
Activities	• *Developing the concept of the book*
	• *Collecting material for the book*
	• *Writing the texts and translating them into English*
	• *Preparing the dishes and making their photos*
	• *Designing the layout of the book and prepress.*

This is a reprinted authentic Jewish cookbook with a new design and pictures. The Jewish Community of Subotica was involved in the preparation of the book to ensure authenticity and accuracy of the content. Moreover, it contacted the grandchildren of the author, Mrs. Rosenfeld Mártonné, and obtained a picture of the author. The teacher and students of the cooking course from the School of Economics in Subotica were involved in the preparation of the dishes and their decoration. The cookbook contains two parts: an introduction with the story of the original book, and the recipes. It is 32-page long and has a hard cover. The cookbook is printed on quality paper in 100 copies: 50 copies in English and 50 copies in Serbian. There is also an online version of the book in pdf.

THE BOOK ABOUT THE COOKBOOK

A Jewish Woman's Cookbook
by Mrs. Rosenfeld from Subotica

Our idea was to present an authentic Jewish cookbook which will testify to a long lost time. Homemakers' recipes, traditional way of running a Jewish kitchen and kosher regulations that rule in it are an unexplored part of the cultural identity of our town.

The book which was written and published by Mrs. Rosenfeld in the 1920's testifies about the Jewish identity of Subotica of that time. Her cookbook was popular in the entire Hungarian speaking territory inhabited by the Ashkenazi Jews from the former Austro-Hungarian Empire, so it represents a sort of an inherited multicultural picture of central Europe which was a unique space despite the newly established borders.

Her tested recipes enable you to make the selected dishes in a traditional manner, and so revive a long lost world and enjoy the flavours of the old days...

Reading and actual trying of recipes is a special experience. And to those who are eager to try and prepare some of the dishes found in our Book about the cookbook, a world will come to life, the flavours and aromas of sweet Jewish Subotica which disappeared in the horrors of World War II, with nothing more surviving than the synagogue, the cemetery, memories, and Mrs. Rosenfeld's cookbook.

Mrs Rosenfeld's
JEWISH COOKBOOK

Interreg
Danube Transnational Programme
REDISCOVER

Municipal Museum of Subotica

Portfolio about Mrs. Rosenfeld Mártonné's recipe book from 1923

GALATI

GASTRONOMY

MINI E-COOKBOOK AND STREAMED COOKING WORKSHOP

❯❯ *With a diverse content, such as elements of history, gastronomy, exhibition of photography and objects, treasure hunt, contest with prizes, the Jewish Cultural Festival becomes a history lesson.* ❮❮   *Conclusion report, PP Galati*

Local pilot holder	*Municipality of Galati*
Target groups	*Local community, tourists, students, Jewish communities, tourism agencies and operators, cultural institutions, general public*
Duration	*6 months (included in the pilot project "Galati-E-Jewish Cultural Festival")*
Activities	• *Elaborating the e-cookbook*
	• *Organizing and recording the cooking workshop*

This pilot was part of the Rediscover Jewish Cultural Festival, which was dedicated to the 4 pillars of the Jewish cultural heritage: gastronomy, built patrimony, cultural events, and oral history. All content of the festival is available online, on a dedicated website. The e-cookbook of traditional Jewish cuisine includes 10 recipes for 3 types of dishes: 3 appetizers, 4 main courses and 3 desserts. The e-cooking workshop includes 3 videos about the preparation of 3 dishes: the appetizer, the main course, and the dessert. Both the cookbook and the workshop offer not only a wide range of recipes, but also interesting information about the Jewish history, traditions, and rituals.

Streamed cooking workshop, Galati-E-Jewish Cultural Festival

Mini e-cookbook, Galati-E-Jewish Cultural Festival

Municipality of Galati

KOTOR

GASTRONOMY

GASTRO EVENT INTRODUCING CITIZENS AND TOURISTS TO JEWISH TRADITIONAL CUISINE

❯❯ *It disseminates knowledge in general about the Jewish cuisine and the kosher rules but mainly it reflects the diversity of the local Jewish Community. It allows the viewers, besides cooking, to learn more about the local Jewish life.* ❮❮

Conclusion report, PP Kotor

Local pilot holder	*Municipality of Kotor*
Target groups	*General public*
Duration	*5 months*
Activities	• *Organising the event*
	• *Cooking online*
	• *Broadcasting the event*
	• *Collecting qualitative and quantitative feedback*

A gastronomic event hosting Jewish representatives of Montenegro and presenting Jewish cuisine was organised and broadcasted by the National TV of Montenegro on December 20, 2020. The event focused on the preparation of Kosher food. It was hosted by one of the local Jewish families and involved experts in the Jewish gastronomy.

Municipality of Kotor

Making of the gastro event in Kotor

7.3.2   REDISCOVER Guided Tours

》 *The main aim of the proposed guided tours is to promote the local Jewish Cultural Heritage, to increase the visibility of the forgotten and faded built environment connected to the Jewish population.* 《

Transnational Jewish Cultural Heritage Thematic Initiatives Action Plan

This is the most numerous Thematic Route, with a total of 14 pilot projects implemented by eight PP cities. Both tangible and intangible elements of JCH were used to present life and heritage of local Jewish communities. PPs within this Thematic Route have created mobile applications (4 pilots), virtual tours (2 pilots), guidebooks (5 pilots), online city portfolios (2 pilots) and an educational workshop for tourist guides (1 pilot). These pilots are summarised below.

SZEGED LP

MOBILE APPLICATION

》 *Szeged Municipality wanted to create a novel, multifaceted mobile application for self-guided visits to explore the rich tangible and intangible Jewish cultural heritage elements of the city, as well as to expand the already-existing touristic city portfolio.* 《   *Conclusion report, PP Szeged LP*

Local pilot holder	*Municipality of Szeged*
Target groups	*National and international tourists, citizens, schools*
Duration	*7 months*
Activities	• *Developing the idea*
	• *Selecting relevant items for the content*
	• *Procuring the IT application*
	• *Obtaining professional photographs*
	• *Developing app content and graphics*
	• *Obtaining permission for archival and private photos*
	• *Issuing the product on the market*
	• *Testing phase 1: focus group (project team members, JC and academic staff) checking and testing content / structure / layout of the mobile app, making small corrections*
	• *Testing phase 2: staff members of the Municipality of Szeged.*

The complex Jewish Heritage Szeged mobile app is available in four languages (English, Hungarian, Romanian, and Serbian), on iOS and Android platforms. It contains three main modules:

- *Mobile Application Part I Augmented reality (AR) tour of the Jewish Cemetery of Szeged*

- *Mobile Application Part II AR tour of the New Synagogue of Szeged*

- *Mobile Application Part III Virtual city map of Jewish cultural heritage*

Information on each of the modules is distributed by text, audio guide and a photo gallery. The mobile application automatically offers the content of the certain site that the visitor physically approaches. Furthermore, the New Synagogue module contains a guided tour and an interactive treasure hunt game based on a camera view. The visitors search and identify objects, in real time, with the help of the built-in camera in their mobile phone. The synagogue module also contains a collection of high-quality photographs depicting the New Synagogue. The visitor can choose an e-Card, add a greeting note, and send or share them on different social media platforms.

The application is available at:
➤ **https://jewishheritage.szegedvaros.hu**
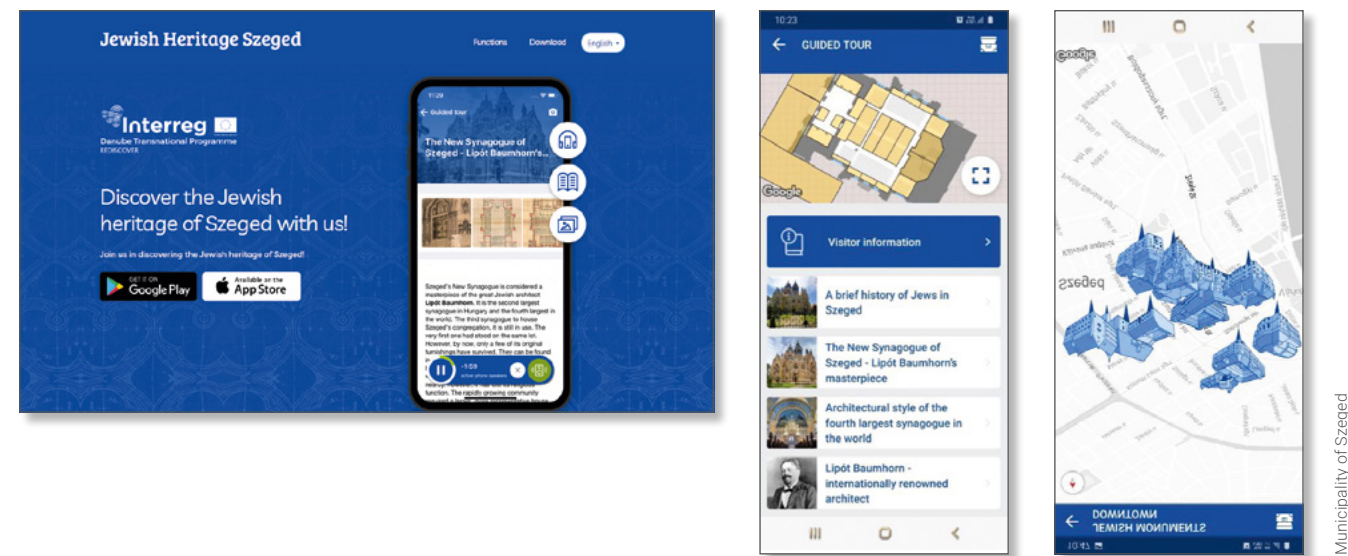
SZEGED LP

MOBILE APPLICATION

Jewish heritage Szeged Mobile Application

<div style="text-align: right">Municipality of Szeged</div>

BANJA LUKA

ICT SOLUTIONS FOR RECREATION OF DESTROYED JEWISH HERITAGE

Recreation of destroyed Jewish Heritage mobile application

<div style="text-align: right">City of Banja Luka</div>

BANJA LUKA

ICT SOLUTIONS FOR RECREATION OF DESTROYED JEWISH HERITAGE

BUILT HERITAGE

>> *Due to the fact that Jewish cultural heritage in Banja was destroyed in the WW II, the point of the pilot was to use ICT solutions in order to recreate JCH.* << *Conclusion report, PP Banja Luka*

Local pilot holder	*City of Banja Luka*
Target groups	*National and international tourists, citizens, schools*
Duration	*6 months*
Activities	• *Developing the idea*
	• *Selecting relevant items for the content*
	• *Procuring the ICT solutions*
	• *Obtaining archive photographs from the Jewish Community*
	• *Determining exact locations of the Jewish shops and houses in the city centre (how the photographer could be able to take a 360˚ photos for necessary for virtual walk)*
	• *Developing the content of the ICT solutions*
	• *Issuing and promoting the product*

The City of Banja Luka created QR codes that provide information on what the synagogues in Banja Luka looked like. The boards with QR codes are placed in the Jewish Cultural Centre and in the digital board in the city centre. QR codes provide information about the history of four synagogues that used to exist in Banja Luka and about the Jewish Community of that time. The mobile application shows the exact locations of the synagogues. The virtual walk informs about Jewish stores and houses that used to be in the city centre, as well as the stories of their owners.

Virtual walk is an integral part of the app and can be found on
➤ **https://www.get360tour.com/projects/jkcbl/**

All information is available in Serbian and English languages.

MURSKA SOBOTA

THE JEWISH PATH OF MURSKA SOBOTA

>> *Our goal with this new product is to get people acquainted with the Jewish cultural heritage and in a simple way get a sense of former Jewish community that has co-shaped life in the city and significantly influenced development of the city in the first half of the last century, by adapting it to the so-called tourist view of the topic.* <<

Conclusion report, PP Murska Sobota

Local pilot holder	*Institute for Culture, Tourism and Sport Murska Sobota*
Target groups	*Residents of Murska Sobota, people who were born in Murska Sobota or have ancestors who come from the city, descendants of Jewish families from Murska Sobota and Prekmurje who moved around the world, tourists, elementary and high school students learning about the past of city life*
Duration	*4 months*
Activities	• *Developing the idea*
	• *Procuring and contracting the services*
	• *Testing the path during the Days of Jewish culture in Murska Sobota*
	• *Finalizing the path*
	• *Issuing and promoting the product*

The pilot resulted in the production of a guidebook. It includes 15 locations of Jewish legacy in Murska Sobota. For each location there is a short description, pictorial material and interesting stories about the place or people who lived there. The path is made in a "puzzle" way, so that it can be adjusted to the wishes of the group or an individual tourist. The guided tour along the Jewish path was tested during the Days of Jewish culture in Murska Sobota 2020.

1 Murska Sobota Provincial Museum
2 Jewish Bloc
3 On the Slovenian street / Victory Square (Ascher's corner,)
4 Berger's Villa (stumbling stones)
5 Hotel Dobrai (Dušan Šarotar – Billiards in Dobrai)
6 Slovenska street lower part (Hirschl)
7 Zvezna ulica (Kučan's workshop – first prayer room)
8 Savings bank (lunch of Jewish / Prekmurje dishes and desserts)
9 Bunker
10 Hahn House
11 Kreft's corner
12 Bobby block
13 Murska Sobota Railway Station (forgotten suitcase Bratuša / Červek)
14 Nadai's house
15 Jewish Cemetery

Jewish path of Murska Sobota

Testing of The Jewish path of Murska Sobota

Institute for Culture, Tourism and Sport Murska Sobota

SUBOTICA

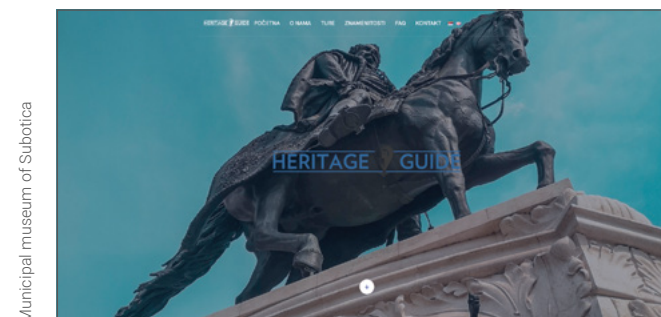### JEWISH HERITAGE ONLINE MOBILE GUIDE

>> *This pilot allows us to present the Jewish heritage of Subotica on a route that is easily accessible, viewable at any time, and keeps visitors interested.* <<

Evaluation report, PP Subotica

|	
Local pilot holder	*Municipal museum of Subotica*
Target groups	*Citizens, tourists*
Duration	*12 months*
Activities	• *Developing the idea*
	• *Developing the content*
	• *Signing the contract with the selected IT company*
	• *Writing the texts*
	• *Translating and proofreading the texts*
	• *Recording the texts*
	• *Finishing and testing*

The idea was to create a mobile application which could guide not only local visitors, but also foreigners through the city. The platform developed during the pilot is a hybrid application with web HTML / JS / CSS programming, and mobile iOS and Android. It includes 12 JCH sites of interest and the media content for each site: display text (up to 500 characters), audio files (3.000 characters written text / up to 2 minutes of audio mp3 file), and the gallery of 3 photos. The texts are available in five languages: Serbian, Hungarian, English, Hebrew and Chinese. After downloading the application, all the media content and the map are able to function and can be used in an offline mode – no internet is necessary. The map displays all the sites with their geo-location and makes the tracking route for the users. When a user selects a site, the platform displays the media content. When a user approaches it, the media content appears on the display again.

Tips	▶ *Select easy-to-reach sites.*
	▶ *Do not select too few or too many sites, because people like to linger, look around, and maybe at a given point they lose their temper.*
	▶ *12 sites is a good choice for a guided tour.*

Jewish Heritage online mobile guide

Municipal museum of Subotica
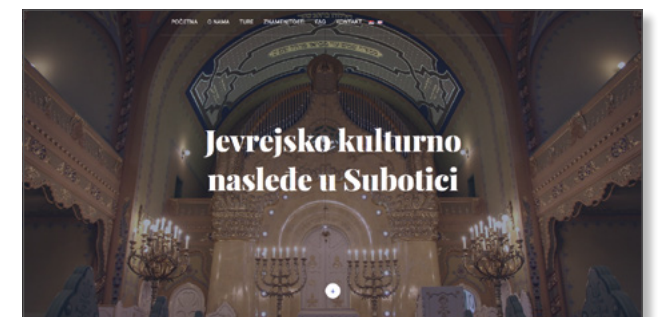
OSIJEK

VIRTUAL TOUR OF JEWISH OSIJEK

>> *The goal is to raise awareness of the significance of the Jewish community for the development and prosperity of Osijek, and also about the Holocaust.* <<

Evaluation report, PP Osijek

Local pilot holder	*City of Osijek*
Target groups	*National and international tourists, citizens, schools*
Duration	*11 months*
Activities	• *Developing the idea*
	• *Selecting relevant items for the content*
	• *Procuring the service*
	• *Contracting the service*
	• *Shooting the places*
	• *Recording the narrative*
	• *Professional editing and montage*
	• *Testing*
	• *Launching the product and early promotion*

The City of Osijek and its associated partner, the Jewish community of Osijek, agreed to create an IT tool for self-guided visits to explore the rich tangible and intangible JCH of the city. The new tool provides its users with a multi-layered content: textual, visual, and audiolingual. The narrative and the text are in Croatian and English. The tour covers 20 sites of JCH, mainly in the city centre. At each of the sites, visitors are informed about Jewish heritage, but also about personal stories and destinies related to the Holocaust. Less emphasis is placed on architecture and more on human stories. After the project, the virtual tour will be available on the city's, the Jewish community's, and the tourism boards' web sites. It is expected that the virtual, as well as the real-life, tour will not only attract more domestic and especially foreign tourists, but also educate local city dwellers about a significant part of Osijek history and once significant Jewish community that was almost completely destroyed.

Tips ▶ *The virtual tour can serve as a ready-made content basis for the real-life guided tours.*

City of Osijek

Map Virtual Tour of Jewish Osijek

SUBOTICA

HER STORY GUIDED TOUR IN SUBOTICA

>> *The tour is youthful, easy to understand, and accessible in three languages. It can be found on social networks and can be easily uploaded to websites featuring other tourist routes.* <<
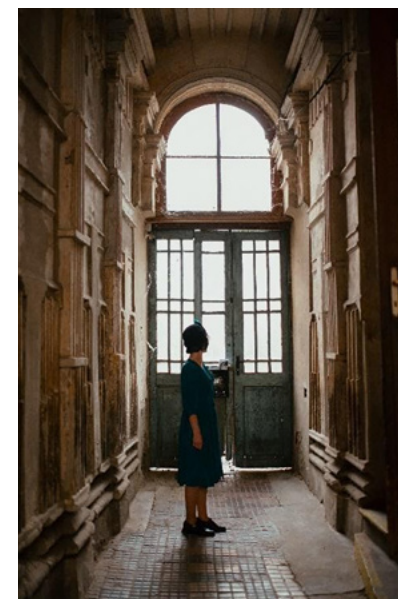
Evaluation report, PP Subotica

Local pilot holder	*Municipal museum of Subotica*
Target groups	*Citizens, tourists, tourist guides, agencies*
Duration	*1 month*
Activities	• *Compiling information*
	• *Writing and translating the text*
	• *Contacting members of the Youth Community Space*
	• *Shooting the video*
	• *Recording the text*
	• *Finalising the video*

The idea of the pilot was to create a promotional video that depicts JCH of Subotica from the perspective of young people to attract different types of tourists (young, old, etc.). The video was made by a small team of young people organized by a local youth community (Youth Community Space). "Her story in Subotica" is a virtual guided tour available on YouTube (Jewish her story in Subotica – Rediscover project – YouTube) and social media. It depicts a young girl who walks through the town and visits better and less known buildings of Jewish heritage. The story about each building is told by the narrator. The video is available in three languages.

Municipal museum of Subotica

Her story guided tour in Subotica

SUBOTICA

GUIDED TOUR OF JEWISH CEMETERY

>> *This tour enriches the Jewish tourist route in Subotica and makes the project more visible.* <<

Evaluation report, PP Subotica

Local pilot holder	*Municipal museum of Subotica*
Target groups	*Jews searching for their ancestors, those interested in Jewish culture, local tourist guides, tourists*
Duration	*7 months*
Activities	• *Discussing the basic features of the book*
	• *Preparing and translating the texts*
	• *Taking photographs in the cemetery*
	• *Designing the layout and editing the book*
	• *Printing*

The Jewish cemetery of Subotica is in a very good condition and can be a source of interesting information for both researchers and those interested in the history of their families. The idea was to collect relevant information and publish a guide to the Jewish cemetery, which could be used by local tourist guides as well as by tourists themselves, or by anyone interested in the history of local Jews. The pilot resulted in the first guide about Subotica's cemetery ever published for local tourist guides and self-guided tours. The 48-page richly illustrated book presents the Jewish burial customs, symbols, cemetery graves, and a map of the cemetery. The book is published in 200 hard copies as well as in an electronic version.

Municipal museum of Subotica

Guided tour of Jewish cemetery

TIMISOARA

HERSTORY – JEWISH TIMISOARA, A FEMALE PERSPECTIVE

>> *The aim of this pilot was to present the story of Timisoara's Jewish women, showcasing all aspects of their lives, from religion, traditions, and homemaking to professional achievements.* <<

Conclusion report, PP Timisoara

Local pilot holder	*Municipality of Timisoara*
Target groups	*Tourists, locals, students, Jewish communities*
Duration	*5 months*
Activities	• *Developing the content*
	• *Finalising the content and uploading it on the website*
	• *Forwarding the material to the interested stakeholders: tour guides, tourism associations, tourism info centres, etc.*

The guided tour is the route which includes the places in Timisoara, where local Jewish women left their mark: from the women's gallery in the Synagogue to the poignant memorials to wives, mothers, and daughters in the Jewish cemetery. It tells the stories of amazing female trailblazers as well as of homemakers, and illustrates the life of Jewish women, blending it with the general history of the city's Jewish community. The tour showcases the differences between the role of women in the traditional, Orthodox families, as opposed to women from the Neolog community, who were among the first to have successful careers. Thus, HerStory tour includes interesting details about: Timisoara's outstanding professional women; the life of ordinary Jewish women, with a focus on how tradition, religion and culture shaped and transformed their lives; and the contribution of Jewish women to the development of their community and their city. The content of the pilot will be provided free-of-charge to the local tourist guides and tourism associations, to be included in their general offer.

REGENSBURG

GUIDEBOOK JEWISH TRACES IN REGENSBURG

BUILT HERITAGE

>> *The guidebook is an introduction to the local Jewish history and life, it is accessible to people with no or little background knowledge, and it gives a good overview of the local tangible and intangible JCH.* << *Conclusion report, PP Regensburg*

Local pilot holder	*Municipality of Regensburg*
Target groups	*Citizens, tourists, schools*
Duration	*6 months*
Activities	• *Developing the idea*
	• *Contracting the authors*
	• *Collecting texts*
	• *Designing the layout*
	• *Printing and distribution*

The Municipality of Regensburg published the cultural guidebook "Jewish Traces in Regensburg" as a mainstream publication. It retraces Jewish sites and history in Regensburg: lost traces of the past and current visible ones. The book includes 18 themes: a short text about each theme with 1-3 pictures. At the end of the book, a little map is included. The guidebook is printed in German and published under the collection of the "Stadt Regensburg". An English online version will be developed post-project.

The themes of the cultural guidebook:

- *Neupfarrplatz : Jewish quarter*
  The gothic synagogue
  Document Neupfarrplatz
  Karavan-Denkmal
- *The new synagogue*
- *The synagogue 1912 to 1938*
- *The synagogue Untere Bachgasse*
- *The synagogue Hinter der Grieb*
- *The cathedral's "Judensau"*
- *St. Kassian*
- *Jewish tombstones*
- *Jewish cemeteries*
- *Stumbling stones*
- *The Mikveh (Holzlände)*
- *Colosseum*
- *Former Gestapo quarters.*
- *Joseph Opatoshu "A tog in Regensburg"*
- *Jewish displaced persons after WW II and their literature*

Parallel to the pilot, the Municipality of Regensburg created a city map (communication tool) "Jewish Heritage uncovered – A tour of Regensburg". The city map is designed to show distinctive Jewish places in Regensburg and to convey their historical and current relevance.

The map is also available online and offers further digital information on the Municipality's website:

➤ **https://www.regensburg.de/welterbe/en/projects/current-projects/ eu-project-rediscover/digital-city-map-the-jewish-heritage-of-regensburg**

Municipality of Regensburg

REDISCOVER city map "Jewish Heritage uncovered – A tour of Regensburg"

REGENSBURG

GUIDEBOOK JEWISH TRACES IN REGENSBURG

Municipality of Regensburg

Guidebook, Jewish Tombstones

SUBOTICA

PORTFOLIO JEWISH SUBOTICA

>> *The portfolio is a supplement to the presentation of the culture of the Jews of Subotica, forming a whole product of Jewish tangible and intangible culture with the other two booklets, the Jewish cemetery, and the cookbook.* <<

Evaluation report, PP Subotica

Local pilot holder	*Municipal museum of Subotica*
Target groups	*Citizens, tourists, tourist guides, agencies*
Duration	*9 months*
Activities	• *Developing the concept of the book*
	• *Compiling the texts*
	• *Translating and proofreading the texts (into English)*
	• *Taking photos*
	• *Designing the layout*
	• *Printing the book*

The idea of the pilot was to make local Jewish history more visible to the whole world by creating a portfolio of Jewish Subotica. The book is a summary of information found during the project and comprises of both tangible and intangible elements of JCH in Subotica. It includes topics such as local Jewish cultural, economic, and artistic sites, people, and events. One-third of the book is about the synagogue in Subotica, and the other two-thirds are about Judaism in Subotica and the major tourist attractions in the city. It is user-friendly and richly illustrated with quality photographs. The book is available in Serbian and English, in print and online.

Portfolio Jewish Subotica

BANJA LUKA

THEMATIC GUIDED TOUR

>> *The team is especially proud of the fact that this is the first thematic guided tour in Banja Luka.* <<

Conclusion report, PP Banja Luka

Local pilot holder	*City of Banja Luka*
Target groups	*Local and international tourists*
Duration	*6 months*
Activities	• *Determining exact locations that will be included in the tour*
	• *Determining another tourist offer that will be incorporated into this thematic tour*
	• *Contracting*
	• *Launching and promoting the tour*

Since there were no thematic guided tours on JCH in Banja Luka, the idea was to create such a tour and produce brochures for all local tourist guides who are interested in guiding the tour. This tour will be included in the offer of Banja Luka Tourist Board.

Brochure about the thematic guided tour

SZEGED LP

SZEGED CITY PORTFOLIO ON WORLD JEWISH TRAVEL WEBSITE

BUILT HERITAGE

>> *By creating Szeged's Jewish city profile and by becoming a content partner of the international touristic website, we can showcase interesting attractions, share events, create, and publish eBooks promoting local Jewish cultural heritage.* «

Evaluation report, PP Szeged LP

Local pilot holder	*Municipality of Szeged*
Target groups	*International tourists*
Duration	*6 months*
Activities	• *Collecting data (texts and images)*
	• *Transferring data onto the website*
	• *Reviewing the city profile, making amendments, providing further information*
	• *Opening access of Szeged's city profile on the WJT site.*

World Jewish Travel (WJT) is an Israeli-based non-profit organization, which provides an innovative and comprehensive digital platform to promote Jewish cultural travel, and help users discover and experience Jewish heritage around the world. As a result of the co-operation of the Municipality of Szeged and WJT, Szeged appears as a new travel destination on the international travel site with its full city portfolio which includes the following sections:

- *Sites to see in the downtown area and in the Jewish cemetery of Szeged,*
- *Guided tours (the Walk in the Old Jewish District, the Jewish Cemetery, and the Pick Family),*
- *Recommendations for high-quality hotels and restaurants in the downtown area,*
- *Events connected to the promotion of local Jewish cultural heritage, and*
- *The eBook Library, including the eBook "Windows of Celebrations in the New Synagogue of Szeged"*
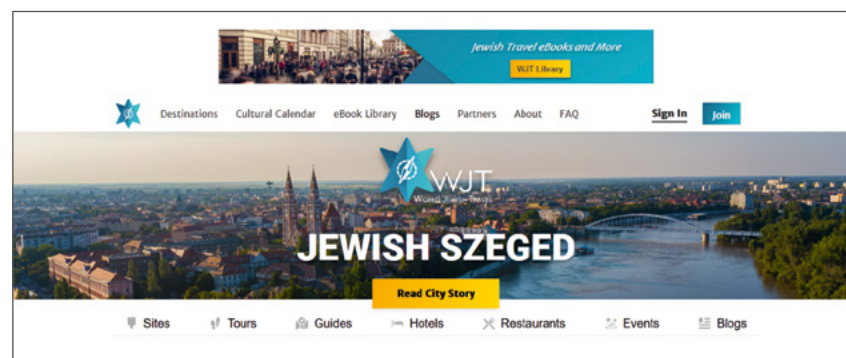
➤ **https://www.worldjewishtravel.org/destinations/szeged**

Municipality of Szeged

Szeged city portfolio on World Jewish Travel website

OSIJEK

OSIJEK CITY PROFILE ON THE WORLD JEWISH TRAVEL WEBSITE

BUILT HERITAGE

>> *By creating a city portfolio of the Jewish cultural heritage on the international website, the City of Osijek is expected to become a new travel destination for Jewish travellers and for all interested visitors from all over the world.* «

Evaluation report, PP Osijek

Local pilot holder	*City of Osijek*
Target groups	*International tourists*
Duration	*6 months*
Activities	• *Developing the idea*
	• *Selecting data from the Web-based repository and project brochure*
	• *Shaping the texts to match the upload requirements of the WJT website*
	• *Preselecting and providing additional info, links, and photos*
	• *Transferring data onto the website*
	• *Reviewing the city profile, making amendments, providing further information if needed*

World Jewish Travel (WJT) is an Israeli-based non-profit organization, which provides a digital platform to promote Jewish cultural travel, and help users discover and experience Jewish heritage around the world. So far none of the travel destinations from Croatia were presented on this web site. Osijek will be the first to present its JCH portfolio there. The portfolio will include JCH-related places of interest as well as interesting and tragic personal and family stories of past and present members of the Jewish Community of Osijek. The city portfolio will also contain information on Jewish (cultural) events, as well as on accommodation and restaurants in the city.

➤ **https://project.zo-osijek.hr/project/upper_town_synagogue/**
➤ **https://project.zo-osijek.hr/project/lower-town-synagogue/**
➤ **https://www.project.zo-osijek.hr/project/upper-town-cemetery/**
➤ **https://www.project.zo-osijek.hr/project/lower-town-cemetery/**

City of Osijek

Osijek city profile for the World Jewish Travel website

KOTOR

EDUCATION WORKSHOPS

BUILT HERITAGE

Local pilot holder	*Municipality of Kotor*
Target groups	*Tourist guides*
Duration	*1 month*
Activities	*March 2021*

Educational workshops for tourist guides of Kotor were planned to be for the general public and interested tour guides for Montenegro. Since the epidemiological situation in Montenegro was complicated, it was planned to be just for 5 tourist guides and to be hosted by 3 lecturers. One workshop was held on March 2021 and further ones will be organised when the proper epidemiological conditions meet the requirement of public events of this kind.
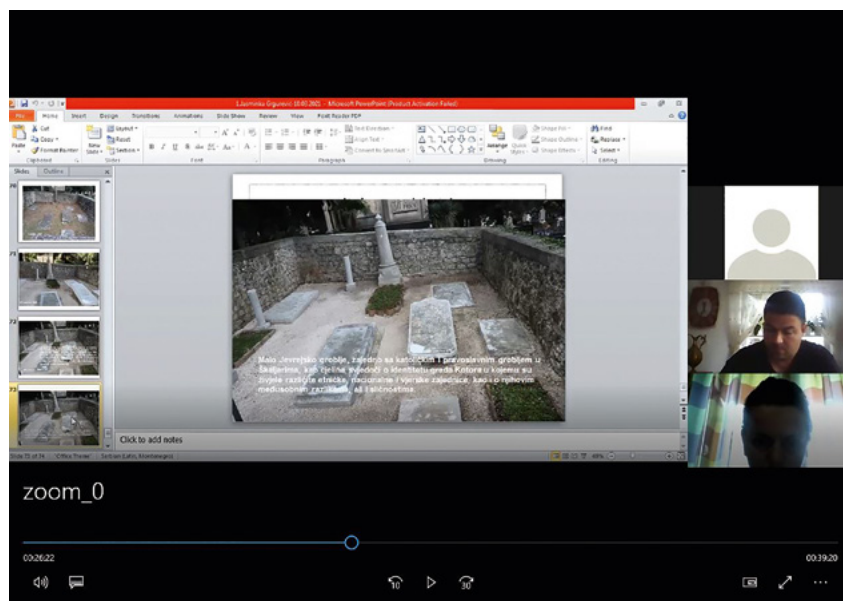
Educational workshops for tourist guides on 10th March 2021

Municipality of Kotor

7.3.3   REDISCOVER Recreated Jewish Heritage

This Thematic Route connected PP cities which have destroyed Jewish heritage and want to preserve and recreate it either virtually through applications, virtual reality and augmented reality technology, or through architectural and construction works. In total four pilot projects were implemented within this Thematic Route, which are summarised below.

MURSKA SOBOTA

INFORMATIVE CEMETERY FENCE IN MURSKA SOBOTA

BUILT HERITAGE

>> *We are especially glad about the extraordinary positive response and approval of descendants of the former Jewish community.* «

Conclusion report, PP Murska Sobota

Local pilot holder	*Institute for Culture, Tourism and Sport Murska Sobota*
Target groups	*Residents of Murska Sobota, tourists, elementary and high school students learning about the past of the city life*
Duration	*12 months*
Activities	• *Researching and planning*
	• *Preparing the text (informative function)*
	• *Public procurement for manufacturing and installation of the fence*
	• *Fence installation*

The idea of the pilot was to erect a fence at the Jewish cemetery in Murska Sobota with the aim to protect the cemetery, prevent its desecration, symbolically indicate its original size, and visually present the story of the Jewish community in Murska Sobota. Based on extensive research, memories of the surviving descendants, and communication with local stakeholders, the consensus of various experts and project stakeholders was reached on what the new fence of the Jewish cemetery in Murska Sobota would look like. It will be up to 100 cm high made of vertical wooden planks, light steel construction and point foundations. The fence will also have an informative function, for which the information board with the text, pictures and maps will be prepared by the Pomurje Museum Murska Sobota.

PP Murska Sobota

Evidence from the Evaluation report

MURSKA SOBOTA

3D VISUALISATION OF THE FORMER JEWISH SYNAGOGUE IN MURSKA SOBOTA

BUILT HERITAGE

>> *With this pilot activity we intend to provide a virtual presentation of the former synagogue in Murska Sobota with the use of virtual reality tools.* «

Conclusion report, PP Murska Sobota

Local pilot holder	*Institute for Culture, Tourism and Sport Murska Sobota*
Target groups	*Residents of Murska Sobota, descendants of Jewish families from Murska Sobota and Prekmurje, tourists, elementary and high school students learning about the past of city life*
Duration	*12 months*
Activities	• *Researching, planning, and coordinating*
	• *Preparing a 3D model of the synagogue*
	• *Public tender for a 3D model processing and programming*
	• *Contracting for a 3D model processing and programming*
	• *Procuring VR headsets*

The synagogue in Murska Sobota was built in 1908 based on the plans of Lipót Baumhorn, the renowned Hungarian architect of Jewish origin. It was demolished in 1954, because of its gradual deterioration and since no active Jewish community existed in the town after World War II. The idea of the pilot was to create a 3D visualisation of the former synagogue in Murska Sobota to rediscover and showcase this lost JCH treasure. VR headsets with the presentation of the synagogue will be available for tourists and citizens in the Regional Museum Murska Sobota, Pomurje Interactive Promotion Centre Expano and the Tourist Information Centre Murska Sobota.

Institute for Culture, Tourism and Sport Murska Sobota

Former Murska Sobota synagogue

Example of 3D visualisations in Regional Interactive Promotion Centre Expano

3D visualisation of Former Murska Sobota synagogue

OSIJEK

CONSERVATION RESEARCH AND MAIN DESIGN OF OSIJEK UPPER TOWN JEWISH CEMETERY

BUILT HERITAGE

>> *The final aim of the pilot is the reconstruction of the Jewish cemetery and its presentation as a new attraction to visitors and tourists.* <<

Evaluation report, PP Osijek

Local pilot holder	*City of Osijek*
Target groups	*Citizens, national and international tourists, architecture experts, students*
Duration	*7 months*
Activities	• *Developing the idea*
	• *Procuring the services*
	• *Contracting the services*

Conservation research is a legally obliging first step in the process of elaborating the main design for the reconstruction/restoration of cultural heritage in Croatia. Since Jewish cemeteries, both in Osijek Upper and Lower Town, are individually protected cultural heritage sites, their conservation research was a necessary step towards their physical reconstruction. The research carried out during the pilot resulted in the presentation proposal for the reconstruction of the Jewish cemetery in the Upper Town of Osijek and its description. This proposal is used in the main design for the reconstruction of the cemetery, which is currently being elaborated.

Upper town cemetery – ceremonial hall
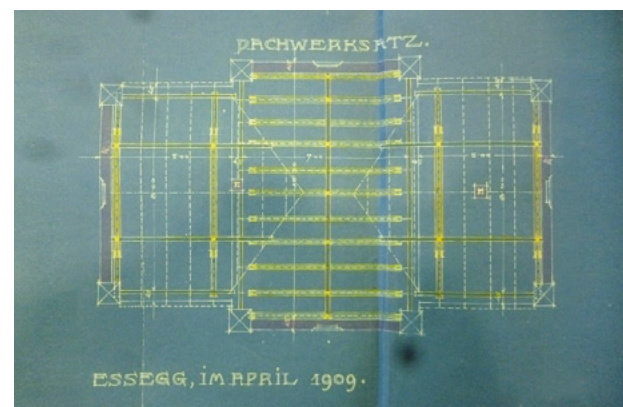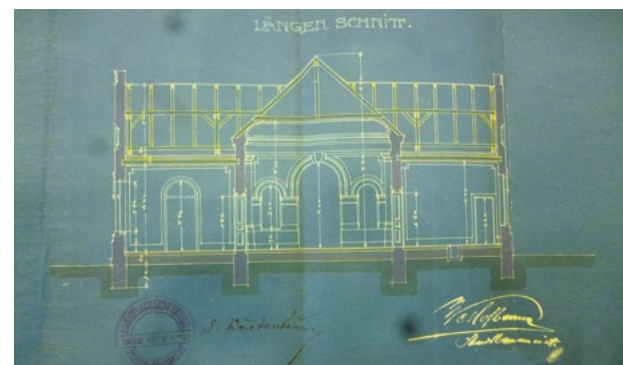
Archival blueprint – chapel, 1909

City of Osijek

KOTOR

RESEARCH OF THE MONTENEGRIN JEWS

BUILT HERITAGE

>> *The publication "Jews in Kotor following the archival records XV – XX C." completes the research on the origins of Jews in Kotor, their family histories, as well as the discovery of almost forgotten Jewish intangible cultural heritage in the city.* <<

Evaluation report, PP Osijek

Local pilot holder	*Municipality of Kotor*
Target groups	*Citizens, tourists, disabled people, schools*
Duration	*5 months*
Activities	• *Researching*
	• *Preparing material for publication: selecting photos, obtaining permission to use the photos, writing the content*

The pilot included archival and historical research of Jews in Kotor from the 15th to the 20th century, genealogical research of Jewish families from Kotor in the 19th and 20th century, as well as demographic research of the Jewish people living in the territory, Kotor municipalities and neighbouring municipalities during the 19th and 20th centuries. Based on the results of the research, the publication "Jews in Kotor following the archival records XV – XX C." was published.
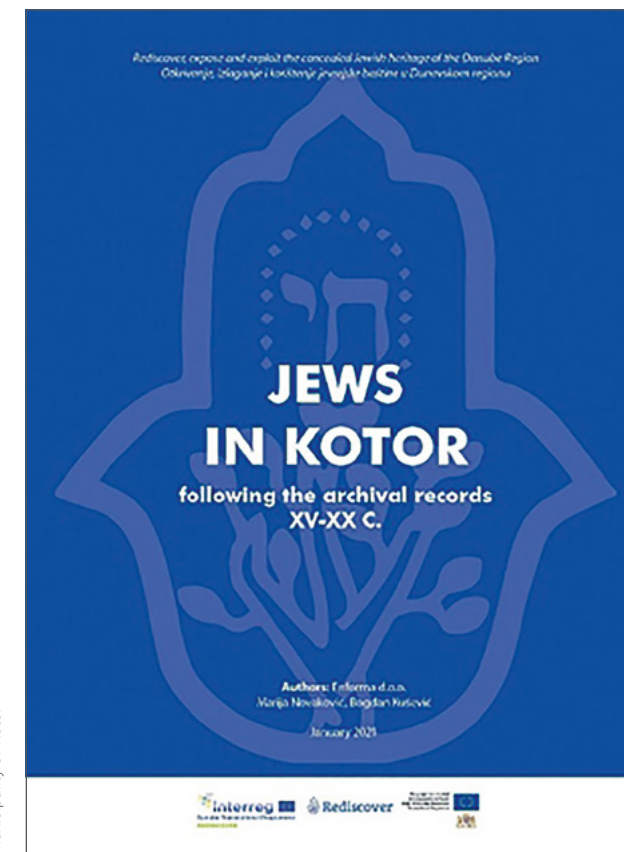
Municipality of Kotor

Jews in Kotor following the archival records XV – XX C

7.3.4   REDISCOVER Virtual Museum and Exhibition

PPs within this Thematic Route connected tangible and intangible elements of JCH to uncover partly known or totally forgotten stories and create meaningful experiences for visitors.

Seven PP cities implemented seven pilots, which introduced stories of prominent persons and outstanding events via virtual and real-life exhibitions, memorials, and museums.

TIMISOARA

STORYTELLING, ORAL HISTORY

VIRTUAL MUSEUM OF JEWISH TIMISOARA "RABBI DR. ERNEST NEUMANN"

» *The goal of this pilot is to be a gateway to the local Jewish Community, its past, present, and future, offering visitors educational content and emotional experiences.* «   *Conclusion report, PP Timisoara*

Local pilot holder	*Municipality of Timisoara*
Target groups	*Members of the Jewish Community, descendants of Timisoara's Jews, experts on Jewish history, researchers, scholars, tourists, tourist guides, locals, students, schools*
Duration	*10 months*
Activities	• *Developing the idea* • *Public procurement* • *Contracting the service providers* • *Launching the virtual museum* • *Uploading the content*

The Virtual Museum presents the history of Timisoara's Jewish community, showcasing all aspects of Jewish life, from religion to traditions, culture, oral history, and kosher food. It includes the following sections:

- *the history of Timisoara Jews;*
- *Jewish Timisoara: synagogues, Jewish cemetery, city neighbourhoods;*
- *religious life;*
- *Judaica;*
- *Jewish education;*
- *Jewish contributions to the economic development of the city;*
- *Jews as part of a multi-ethnic, multi-confessional and multilingual city;*
- *Jewish artists;*
- *virtual tour of Jewish Timisoara;*
- *the Jewish Community today: activities, services, programs; oral history, testimonies, interviews; photo and video content.*

After the project the Virtual Museum will be handed over to the local Jewish Community.
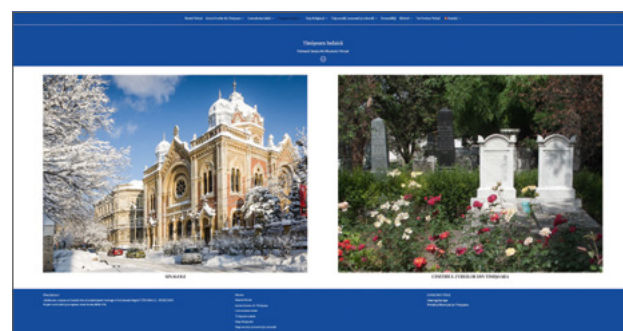
TIMISOARA

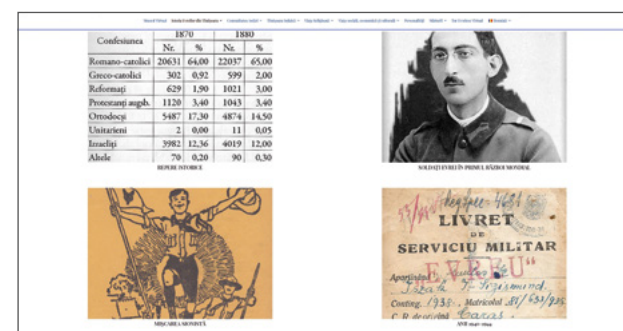**VIRTUAL MUSEUM OF JEWISH TIMISOARA "RABBI DR. ERNEST NEUMANN"**
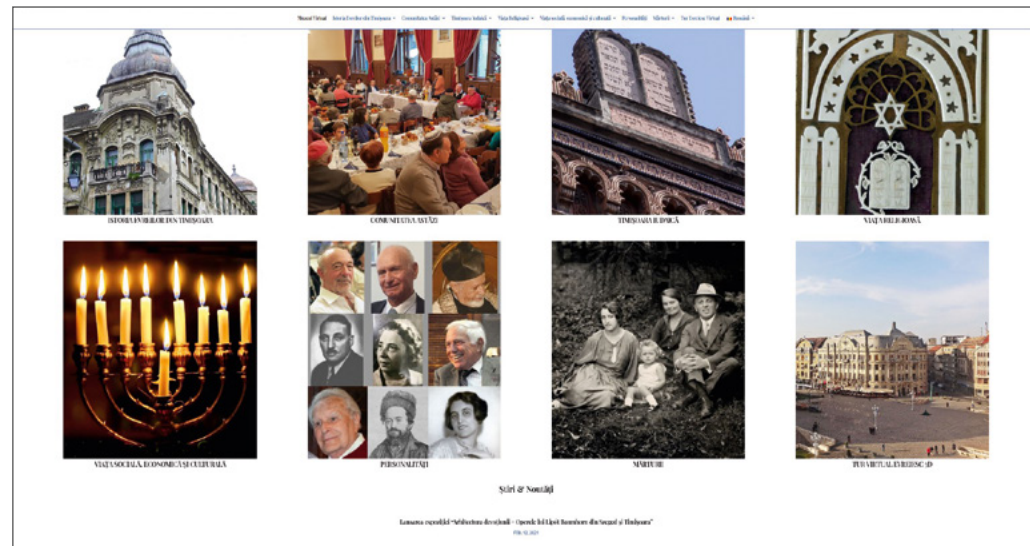
Main sections of the Virtual Museum

Home page of the Virtual Museum

Section of the Virtual Museum dedicated
to Timisoara's Synagogues,

Section of the Virtual Museum dedicated
to the History of Timisoara Jews

Municipality of Timisoara

REGENSBURG

**MEMORIAL FOR THE BOOK-BURNINGS
IN REGENSBURG: BOOKFENCES**

STORYTELLING,
ORAL HISTORY

>> *The goal of the pilot is to remind the burning books episode of May 1933
in Regensburg, to make the public aware of what happened and promote
knowledge and cultural diversity through a meaningful, symbolic, and
creative installation.* ‹‹   *Conclusion report, PP Regensburg*

Local pilot holder	*Municipality of Regensburg*
Target groups	*Tourists, citizens, students, families, members of the local Jewish Community, experts in local Jewish history*
Duration	*4 months*
Activities	• *Developing the idea*
	• *Authorisation and procurements*
	• *Uploading the content online*
	• *Constructing the fences*
	• *Installing the fences and inauguration*

*The book fences are a graphic and creative installation with meaningful content. It
stands on the Neupfarrplatz in Regensburg, the square where the medieval Jewish
quarter used to be. Five Plexiglas fences are installed on the wide bench range. On
the transparent Plexiglas fence there is a sticker of book spines (old looking books)
displayed as if they were in a bookshelf of a library. On some book spines there is a
QR-code. The use of the installation is quite simple and intuitive: the public sits on
the bench, looks at the fence, scans the QR-code and gets information. The QR-code
links the user to a website where one can find all the information about the books,
and the Jewish life in Regensburg. At the middle / bottom of the fence there is an
extra QR-code redirecting to the Rediscover Website. All the fences have the same
design and content. They give the impression of being in a library. The installation
will be on site for three months. It is the first step towards a permanent exhibition.*

Tips	▶ *Setting an installation on a public square is a complex process. Its practical implementation is more complicated than anticipated.*
	▶ *The pilot concept must be approved by every actor involved.*

BANJA LUKA

PERSONAL STORIES VIRTUAL EXHIBITION

> *Since there is no tangible JCH in Banja Luka, we have decided to create a virtual exhibition of intangible JCH, with the focus on personal stories of Jewish families and their contribution to the economic and cultural development of the city.*
>
> *Conclusion report, PP Banja Luka*

Local pilot holder	*City of Banja Luka*
Target groups	*Citizens, schools, tourists*
Duration	*9 months*
Activities	• *Developing the idea*
	• *Planning the content and arranging interviews*
	• *Contracting*
	• *Promoting*

The virtual exhibition of JCH was produced in December 2020. It includes five videos:

- *One video is on the history, culture, and business sector of Jewish Community in Banja Luka.*
- *Two videos are on Jewish families told by their descendants (Katan family and Baruh family).*
- *One video is about a famous Jewish family that was murdered in the beginning of WW II. Since there are no descendants of that family, the story is told by a narrator.*
- *One video is about the meeting of descendants of a Catholic family Klindic from Banja Luka that helped Jewish family Levi during WW II.*

The videos are promoted on the youtube channel and facebook page of the City of Banja Luka. All video recordings were translated into English.

Personal Stories Virtual Exhibition: History of the Jewish family Katan:
➤ **https://www.youtube.com/watch?v=iMP6POCGnFU**

they came in the settlement period
from Spain along with many other Jews

My name is Alexandra Stevandic,
I was born in 1975 in Banjaluka,

City of Banja Luka

Personal Stories Virtual Exhibition, "History of the Jewish family Katan"

SZEGED LP

OUTDOOR EXHIBITION OF FAMOUS LOCAL JEWISH PERSONS ENTITLED FORGOTTEN FACES

STORYTELLING, ORAL HISTORY

» *Personal stories are widely used communication tools in tourism to share and make local intangible heritage visible.* «

Evaluation report, PP Szeged LP

Local pilot holder	*Municipality of Szeged*
Target groups	*Citizens, tourists, cyclists, disabled people, schools*
Duration	*4 months*
Activities	• *Developing the idea*
	• *Planning and budgeting*
	• *Developing the content of the exhibition: selecting photos, obtaining permission to use the photos, writing the texts*
	• *Contracting*
	• *Promoting the exhibition*
	• *Exhibition*

The exhibition "Forgotten Faces: 12+1 legendary figures from the Jewish past of Szeged" took place in Szeged on November 26, 2020. This special cultural event introduced thirteen outstanding persons, who all had roots in Szeged: renowned rabbis Lipót and Immánuel Löw, Sámuel Birnfeld, industrialist Jenő Pick, Ármin Winter and Tivadar Holtzer, world-famous spice trader János Kotányi, artists Manci Back and Judit Kárász, writer Éva Janikovszky, the first trained female librarian Ágot Fischhoff, local celebrity Mrs. Kárász and Lipót Baumhorn, the largest Hungarian synagogue architect in the first half of the 20th century. Their personal stories were displayed on weatherproof life-size, two-dimensional statue-shaped-forms (160 cm tall and 90 cm wide) in English and Hungarian. The statues will be permanently exhibited in the garden of the New Synagogue at the local Jewish Community. Furthermore, in order to reach a nationwide audience with the exhibition during the Covid-19 pandemic, several other local Jewish personal stories were published on the Jewish website Múlt és Jövő depicting the life of Ármin Tardos-Taussig, Mrs. Júlia Holtzer, neé Gruber and Dr. várhelyi Izsó Rósa.

Tips ▶ *The layout of statue-shaped-forms proved to be attractive to all age groups and the slightly low position of the descriptions made the exhibition available for visitors in wheelchairs.*

Municipality of Szeged

Exhibition "Forgotten Faces: 12+1 legendary figures from the Jewish past of Szeged"

OSIJEK

OSIJEK EXHIBITION OF DR HERMANN WEISMANN ENTITLED THE STORY OF NON-OBLIVION (REMEMBRANCE)

STORYTELLING, ORAL HISTORY

» *Our Weissmann exhibition showed that the especially powerful potential lies in the links between tangible (museum exhibits) and intangible heritage (personal and family stories and destinies).* «

Conclusion report, PP Osijek

Local pilot holder	*City of Osijek*
Target groups	*Citizens, tourists, school pupils, students*
Duration	*12 months*
Activities	• *Developing the idea*
	• *Preliminary research by the museum curators*
	• *Elaborating details with stakeholders*
	• *Budget planning*
	• *Developing the content of the exhibition (selecting photos, agreeing on the content, creating the catalogue)*
	• *Contracting*
	• *Promoting the exhibition (articles in regional newspapers)*
	• *Opening the exhibition*

Dr Hermann Weissmann was a prominent Osijek lawyer and collector, deported and killed in Auschwitz in 1943. The exhibition of his legacy donated to Osijek museums opened to the public on October 29, 2020 in the Museum of Slavonia. It presents valuable artworks, library, numismatic items, and Jewish traditional ritual objects. The exhibition also depicts the state of pre-WW II Osijek society, the respect to and reputation of Osijek Jews enjoyed and the contribution they made to the city development and prosperity. The digital version of the exhibition is pending.
➤ **https://www.mdc.hr/en/in-focus/to-see/**

The virtual tour of the exhibition has been created in Croatian and English:
➤ **http://culex360.com/weissmann_hr/?fbclid=IwAR1zqojA2Wvzq LmdQrLgumdru_D9O9LB-x5-jd0qBG21lMaqwF0EbHlyB5A**

City of Osijek

Exhibition "The Story of Non-oblivion"

SUBOTICA

ORDINARY LIFE FROM THE EYE OF THE JEW EXHIBITION IN THE MUSEUM

STORYTELLING, ORAL HISTORY

» *The museum workers who prepared the exhibition learned a lot and discovered a significant collection of stories before WW II told by prominent members of the Jewish Community of Subotica.* «   *Evaluation report, PP Subotica*

Local pilot holder	*Municipal museum of Subotica*
Target groups	*Citizens, tourists, tourist guides, agencies*
Duration	*15 months*
Activities	• *Developing the concept of the exhibition*
	• *Acquiring material for the exhibition (purchasing objects, researching literary sources)*
	• *Equipping the exhibition (painting the exhibition area, placing the material, translating the texts, and designing the exhibition)*

The new exhibition in the Subotica's city Museum is an organized presentation and display of a selection of items from the museum's repository, complemented with a collection of rediscovered stories of prominent members of the Jewish Community of Subotica. The exhibition featured the stories of Jewish doctors, lawyers, printers, craftsmen, and famous artists from Subotica, complemented by furniture from a local Jewish family. The stories shed light not only on the life of Jewish families in Subotica, but also on the city itself in the period from early 1900s till 1940s.

Municipal museum of Subotica

Exhibition "Ordinary life from the eye of the Jew"

KOTOR

EXHIBITION OF JEWISH TANGIBLE AND INTANGIBLE CULTURAL HERITAGE IN KOTOR

STORYTELLING, ORAL HISTORY

>> *The exhibition not only generated wide interest locally,
but also gained national acclaim online.* <<   *Evaluation report, PP Kotor*

Local pilot holder	*Municipality of Kotor*
Target groups	*Citizens, tourists, disabled people, schools*
Duration	*5 months*
Activities	• *Developing the idea*
	• *Developing the content of the exhibition (selecting photos, obtaining permission to use the photos, writing the content)*
	• *Contracting*
	• *Promoting the exhibition*
	• *Exhibition*

The exhibition of Jewish cultural heritage in Kotor was opened in the gallery of the Maritime Museum of Montenegro in Kotor on January 18–31, 2021. Through 23 exhibition panels (100 × 70cm), different thematic units were presented, which refer to archival testimonies about Jews on the territory of the Municipality of Kotor from the 15th to the 20th centuries and Jewish cultural heritage in the Municipality of Kotor created during the 19th and 20th centuries.

Municipality of Kotor

Exhibition of Jewish tangible and intangible cultural heritage

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7.3.5 REDISCOVER Jewish Festival Events

Most pilot projects within this Thematic Route integrate different JCH-based cultural products and services: exhibitions, guided tours, concerts, theatre, dance, storytelling, culinary workshops, etc. Five PPs implemented six pilot projects to show and share their rich, yet unexplored JCH.

The global pandemic of coronavirus disease in 2020 hindered the implementation of pilot projects within this Thematic Route. As a result, the events were organised on a smaller scale or were moved online.

REGENSBURG

SCREEN PLAY OF A THEATRE PLAY

» *During the product development workshops several stakeholders stressed the potential of the dramatic art to convey and promote local intangible JCH.* «

Evaluation report, PP Regensburg

Local pilot holder	*Municipality of Regensburg*
Target groups	*Students, children, family, tourists, citizens*
Duration	*7 months*
Activities	• *Developing the idea*
	• *Elaborating the concept of the play*
	• *Focusing on the screenplay and concept*
	• *Contracting*
	• *Completing the pilot*

The ultimate goal of this pilot is to reach young people (teenagers) and trigger their thoughts and reflections on the history of the local Jewish community. To this end the municipality of Regensburg contracted a young local drama team to create a screenplay and concept of a short theatre play in German with a duration of 40–60 min, entitled Kamemereyt (Yiddish for memories / remembrance). The play is deals with the (local) Jewish history. It focuses on the will of life and tackles some important themes such as the quest for identity and the feeling of guilt (related to the German history) in the perspective of the present. The play is adaptable to any kind of stage (indoor and outdoor) and audience. It can be performed by both professional and amateur actors, in theatre and at school. An open discussion can follow afterwards. The municipality owns the rights of use of the screenplay and for the staging. The premiere has already been planned for June 2021 (either on site or online).

Tips	▶ *The theatre screenplay offers many educational and cultural possibilities to achieve the following goals: to avoid stigmatization and reduction of Jewish culture and history because of overemphasizing the Holocaust, and to prevent antisemitism through knowledge.*
	▶ *It provides an emotionally authentic experience and transfers the knowledge about Jewish culture and religion.*

REGENSBURG

FESTIVAL: EUROPEAN DAY OF JEWISH CULTURE

» *We can say that it is possible to reach a wide public and raise the interest by putting together recreational stands and activities that are enhancing knowledge and promoting dialogue.* «   *Evaluation report, PP Regensburg*

Local pilot holder	*Municipality of Regensburg*
Target groups	*Citizens, tourists, children, students, members of the local Jewish Community*
Duration	*17 months*
Activities	• *Developing the idea*
	• *Inscribing to the official European Days of Jewish Culture event platform*
	• *Developing the content of the festival*
	• *Contracting*
	• *Promoting the festival: two weeks before the event*
	• *Festival: 13th September 2020*
	• *Afterward communication (photos and videos): the week after the event*

The municipality of Regensburg decided to join for the first time the European Day of Jewish Culture. The main goal was to make the local Jewish culture (tangible and intangible) visible and accessible through a series of activities. The festival took place on September 13, 2020, as part of the European Day of Jewish Culture. It was organized on two symbolic sites: Neupfarrplatz (New Parish square), where the medieval Jewish quarter used to stand, and in the hall of the new synagogue. Despite the COVID-19 pandemic, the festival was held on site, on a small scale.

PROGRAMME OF THE FESTIVAL

There were 6 stands:

- *Jewish food prepared by the local Community: free snack to take away*
- *A band played Jewish music*
- *A stand explained the characteristic features of the architecture*
- *A literature / language stand proposed a selection of Yiddish classics, Jewish legends, illustrated books, etc. The public could also try and write their name in Yiddish.*
- *A stand with information about the project Rediscover*
- *In the new synagogue, the Community opened its doors: Q&A with the Rabbi, display of important religious items, open discussion and sharing time with the Jewish Community members*

Activities for kids were organized:

- A short guided tour for kids / family retracing in three stations the life of the local Jewish Community through time
- "do it yourself workshop": build mini models of the Synagogue and sukkot shelters

Guided tours

- A vibrant journey through 1,000 years of Jewish history in Regensburg
- Guided tours in the new synagogue

Lectures

- Reading on the Neupfarrplatz in Yiddish and German from the book "A tog in Regensburg" by Joseph Opatoshu
- Lecture about the Russian-speaking population of Regensburg

Tips:	• Make visual and audio-visual documentation of the festival.
	• Hire a professional photographer to take pictures of the event and make short videos that can be used for promotion purposes.
	• Joining the European Days of Jewish Culture ensures the promotion of the event on a European scale and opens possibilities for further international cooperation.

➤ **https://www.regensburg.de/welterbe/projekte/aktuelle-projekte/ eu-projekt-rediscover-das-juedische-kulturerbe-in-der-donauregion/ european-day-of-jewish-culture**

European Day of Jewish Culture in Regensburg 2020

Municipality of Regensburg – Manuel Schipper

SZEGED TOUR

JEWISH FESTIVAL EVENTS IN SZEGED – ADVENTURES IN JEWISH CULTURE

EVENTS, PROGRAMS, RITUALS, FESTIVALS

» *The dual-site (on-site + real-time online stream) concept of the festival events proved to be a wise choice under the COVID situation, but it is worthwhile to consider extending this scheme to later events as well.* «

Evaluation report, PP Szeged Tour

Local pilot holder	*Szeged and Surroundings Tourism Nonprofit Ltd*
Target groups	*General public interested in the guest celebrities or in Jewish culture, online audience, any Hungarian speakers*
Duration	*4 months*
Activities	• *Developing the idea*
	• *Contracting the event organiser*
	• *Series of events were held*

The original idea was to organise a Jewish cultural festival. However, due to the pandemic situation, the series of small-scale events were organised instead. Celebrities representing contemporary Jewish culture were invited to perform and share their personal reflections related to Jewish customs and culture. Six events, lasting up to one hour, took place in the period between September 17 and November 26, 2020. Three of them were held both on-site and online, three were held online. All performances were recorded, and the recordings were uploaded to the project's YouTube channel, thus ensuring that all performances remain available to the public later as well.

September 17, 2020:	*Orsolya Karafiáth and the Four Bones Quartet*
October 15, 2020:	*Anna Réz and Ádám Breier*
November 5, 2020:	*Valéria Kuna, Kata Kuna and the Hamsa Band*
November 12, 2020:	*Márk Saiid Süveg, Zsófi Kemény and David Macskin*
November 19, 2020:	*¡Nosnach concert featuring Tamás Mohai*
November 26, 2020:	*Jonathán A. Megyeri Rabbi, Pál Lombos and János Dani*

➤ **https://www.youtube.com/channel/UCYakCwzrv_8I_PlG6yWOMhg/videos**

Szeged and Surroundings Tourism Nonprofit Ltd

Jewish festival in Szeged "Adventures in Jewish Culture" 2020

MURSKA SOBOTA

DAYS OF JEWISH CULTURE IN MURSKA SOBOTA ON SITE

> *We are sure that these events contributed to the recognition of Jewish cultural heritage and its significance within the local community. Our wish is to organize similar events each September in future as well.*
>
> *Evaluation report, PP Murska Sobota*

Local pilot holder	*Institute for Culture, Tourism and Sport Murska Sobota*
Target groups	*Citizens of Murska Sobota, local descendants of the Jews, interested public, interested organisations*
Duration	*6 months*
Activities	• *Developing the idea*
	• *Planning (planning the budget, selecting the content, selecting and contracting the performers, putting together the programme of events)*
	• *Promoting the events*
	• *Implementation of events*

Three events promoting Jewish cultural heritage were organised in the period from September 7 to 22 in Murska Sobota within the frame of European Days of Jewish Culture 2020:

- *Lecture "Travel to the Holy Land in the past and life in it today", followed by the concert of traditional Jewish music, klezmer;*
- *Projection of the movie "Jews in Slovenia", the first Slovenian movie which opened the topic of almost forgotten memory of the Slovenian Jewish community and the Holocaust in Slovenia, followed by the discussion with the movie director and descendants of members of the Jewish community presented in the movie;*
- *Guided tour with the presentation of JCH in Murska Sobota, followed by dessert tasting.*

Festival "Days of Jewish Culture in Murska Sobota 2020"

Institute for Culture, Tourism and Sport Murska Sobota

GALATI

REDISCOVER JEWISH CULTURAL FESTIVAL

> *Initially, the idea was to organize an onsite festival, but due to the pandemic generated by the SARS-CoV-2 coronavirus, public events were cancelled, forcing the stakeholders to change the concept of the pilot project.*
>
> *Conclusion report, PP Galati*

Local pilot holder	*Municipality of Galati*
Target groups	*Local community, tourists, students, Jewish communities, tourism agencies and operators, cultural institutions, general public*
Duration	*9 months*
Activities	• *Developing the E-Festival's website and logo*
	• *Elaborating the e-cookbook*
	• *Organizing and recording the cooking workshop*
	• *Organizing and recording the guided tour*
	• *Elaborating the identification plates with QR codes*
	• *Developing the interactive virtual map and the treasure hunt game*
	• *Elaborating the promotional items for the treasure hunt game*
	• *Contracting the cultural events (theatre, music and dance)*
	• *Organizing and recording interviews (story-telling and book presentation)*
	• *Preparing the photo exhibition*

This pilot was the Plan B of the original idea. Instead of the Jewish cultural festival onsite, an online platform was created, which included the same elements as an onsite festival. The most part of the activities of the festival were organized physically, filmed, recorded and uploaded on the dedicated website (workshops, shows, interviews and storytelling, guided tour). The website contains 4 sections dedicated to the 4 pillars of the Jewish cultural heritage: gastronomy, built patrimony, cultural events and oral history. Galati Municipality is the website owner and has the intellectual property rights for texts, photos and videos

Galati Rediscover Jewish Cultural Festival's website:
➤ **https://rediscover-festival.ro/**

PROGRAMME OF THE FESTIVAL

- *Traditional Jewish recipes – e-cookbook: 10 recipes for 3 types of dishes (3 appetizers, 4 main courses and 3 desserts)*
- *Cooking workshops – 3 videos with 3 dishes (appetizer, main course, and dessert)*
- *Virtual Guided Tour – video material with the most famous Jewish buildings and locations in Galati*
- *Virtual interactive map with the elements of the JCH*

- *Treasure hunt – contest with prizes for the participants, based on the virtual guided tour and the interactive map (promotional items and give-aways for the participants: T-shirts, caps, flashlights, cups, umbrellas)*
- *4 Cultural events: music, theatre, dance, performed by the State Jewish Theater and Haverim Dance Company*
- *12 Interview videos and storytelling*
- *Book presentation by the authors (Lucian Zeev Herșcovici and Violeta Ionescu) – the History of Jewish people in Galati*
- *E-Exhibition of photos, documents, ritual and traditional objects – Fragments of the former life of the Jewish community*
- *Identification plates with QR codes were created to be mounted on the buildings presented in the guided tour. In this way, the visitors will be able to find interesting information regarding the history of the building and the people who lived there.*
- *The printed version of the e-cookbook, entitled* Jewish culinary traditions and delights *and a photo album – Fragments of the former life of the Jewish community will be available in May 2021, on the occasion of the Final Event in Galati.*
- *The offline version of the Photo exhibition will be organized during the Final Event, with the possibility of being held periodically on the occasion of other cultural events.*

Galati-E-Jewish Cultural Festival

Municipality of Galati

KOTOR

CONCERT OF JEWISH MUSIC

EVENTS, PROGRAMS, RITUALS, FESTIVALS

>> **The concert was performed without public due to the pandemic situation, but it was recorded and thus made available to the broader audience on national TV and online.** << *Conclusion report, PP Kotor*

Local pilot holder	*The Municipality of Kotor* *Musical school "Vida Matjan" in Kotor*
Target groups	*Citizens, tourists, disabled people, schools*
Duration	*2 months*
Activities	• *Developing the idea* • *Selecting the music pieces* • *Organising the concert* • *Conducting and recording the concert* • *Distributing records*

The concert of Jewish music took place in the old town of Kotor on December 18, 2020 at the Music School "Vida Matjan" Kotor. It consisted of the introductory word about the project and 7 music tracks: the first track of which was the choral "Jewish Song", and the other tracks were instrumental by Jewish composers. The songs were performed by professors and students of the music school "Vida Matjan". The concert was held without an audience due to the epidemiological situation, and the recording was edited and will be broadcasted on national television, on the Sunday show "Bridges".

Municipality of Kotor

Concert of Jewish music 2020, Music School "Vida Matjan" Kotor

7.4   Strategic evaluation of the pilot projects

The Implementing phase of the project concluded with the strategic evaluation of the pilot projects. To this end, strategic workshops for LSGs were organised in PP cities.

Objectives of the strategic evaluation workshops:

- Evaluation of local products
- Development of strategies for cultural tourism at local level
- Derivation of marketing action plans

To assist PPs in planning, preparing, implementing, and documenting the workshops, the Guidelines for the preparation and implementation of Strategic Workshops for LSGs were developed at the project level. During the strategic evaluation process, PPs were assisted by the external expert of the WP5 lead partner for this activity. The expert prepared the basic documents to be used during the strategic workshops.

The evaluation was based on the following questions:

- How did it work?
- Were the expected results achieved?
- What are the lessons learnt?
- What can be improved?

Based on the inputs gathered during the strategic stakeholder workshops organized in each PP city, Conclusion Reports for each of the pilot projects were produced. They provide the SWOT analysis for the pilots, summarize local experiences and findings of the product development and implementation process, describe the most important remarks and recommendations for the pilots gathered at the strategic stakeholder workshops and provide ideas for the promotion, marketisation and sustainability of the piloted community-sourced cultural products and services. In addition, the conclusion reports summarise the main lessons learned by the PPs during the implementation phase as well as the potential of the pilots to be manifested and sustained as tourism products. The sustainability of REDISCOVER products, experiences and networks is discussed in the subsequent **Chapter 8 – Sustaining project products, experiences and networks**, while transferability issues and lessons learned are presented in **Chapter 9 – Conclusion**.

8   Sustaining project products, experiences and networks

The final phase of the project **SUSTAINING** is dedicated to the reflection of the project's achievements in the areas covered by its SOs. This chapter aims to assess, based on the results of the predeceasing phases, especially on the evaluation of local pilots carried out by LSGs, the extent to which PPs managed to achieve qualitative change in the three areas covered by the SOs.

This reflection is a necessary step that must be taken in order to maintain the achievements of the project. It has a value not only as a learning method for the PPs and the actors involved in the implementation of the project, but also as the guidelines for other European cities and regions with unexplored JCH who want to bring about changes in the areas covered by REDISCOVER.
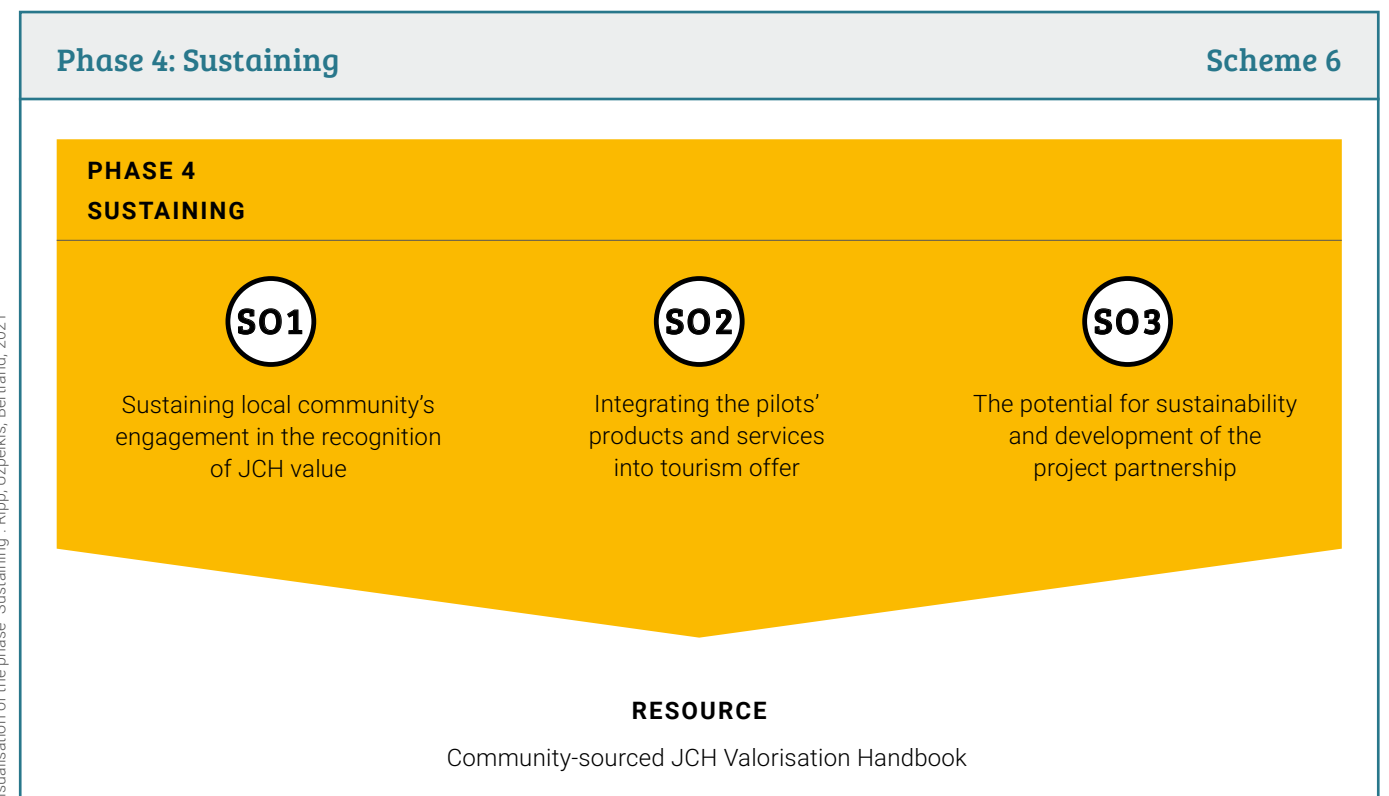
Community-sourced Jewish Cultural Heritage Valorisation Model, 3. visualisation of the phase "Sustaining". Ripp, Užpelkis, Bertrand, 2021

Phase 4: Sustaining   **Scheme 6**

PHASE 4 SUSTAINING

SO1 Sustaining local community's engagement in the recognition of JCH value

SO2 Integrating the pilots' products and services into tourism offer

SO3 The potential for sustainability and development of the project partnership

RESOURCE

Community-sourced JCH Valorisation Handbook

Although **SUSTAINING** is the final phase, it does not end with the project, but rather transcends it, as sustainability is a forward-looking and long-term process. Therefore, this chapter not only reflects on the achievements of the REDISCOVER project, but also provides a broader perspective for further actions.

This chapter presents an outline of how the project achievements within each of the SOs can be sustained in the longer term, including:

(SO1) Local community's engagement in the recognition of JCH value,

(SO2) The integration of the pilots' products and services into tourism offer, and

(SO3) The potential for sustainability and development of the project partnership.

8.1 Sustaining local community's engagement in the recognition of JCH value **(SO1)**

This sub-chapter discusses the sustainability of the first SO **(SO1)** of the project, which is to involve relevant local stakeholders in a participatory process aiming at recognition of JCH as an asset and potential attraction. The process of heritage recognition will be discussed first of all, and the engagement of relevant local stakeholders in this process will be discussed afterwards.

Heritage recognition

Communities are at the centre of heritage preservation, since heritage is "what contemporary society chooses to inherit and to pass on"[1], so future is "a product of people's perception of the past"[2]. Citizens, at least in democratic societies, are the ones who determine what shall be preserved and to what end. Therefore, awareness, understanding and value recognition of cultural heritage, both tangible and intangible, are key factors for an informed judgement and considered decision making.

To bring the rediscovered JCH, like any other heritage, to life, the **Heritage Cycle** must be activated. Better understanding is the starting point here. The Heritage Cycle model below shows that better understanding leads to more valuing, caring for and enjoying heritage, eventually generating desire for even better understanding. Although this model was originally developed as a strategy to involve publics in heritage preservation, it can be equally applied to enhance the recognition of JCH value among heritage guardians and policy makers.

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[1] Graham, B.,Ashworth, G.J & Tunbridge, J.E (2000) *A Geography of Heritage: Power, Culture and Economy*. London: Arnold.
[2] Thurley S. (2011) *The changing perception of cultural heritage: new approach and new challenges* in Braeckman, G. et al. Cultural Heritage. A resource for Europe. The benefits of interaction, pp.43-51.

The Heritage Cycle Model

Thurley, S. (2005) Into the Future. Our Strategy for 2005–2010. Conservation Bulletin, Vol. 49, p. 26–27.
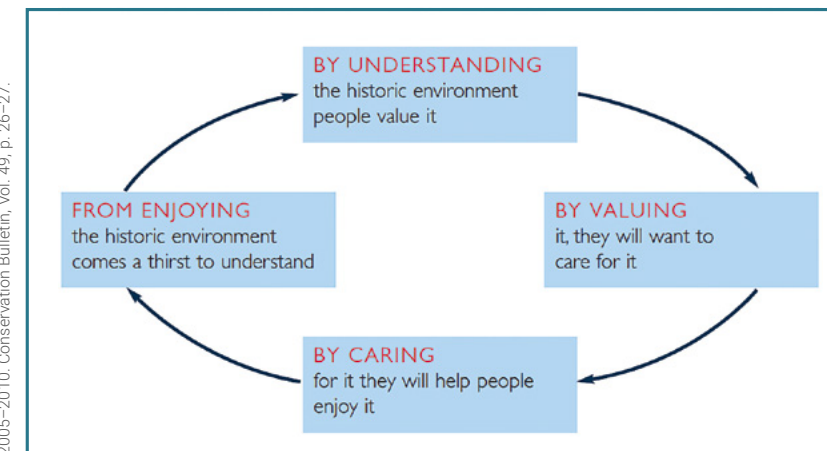
While reflecting on the REDISCOVER experience, the Heritage Cycle Model helps to assess the processes of the Heritage Cycle and to what extent they were activated. The pilots' conclusion reports provide evidence that major progress was made in raising the awareness of local stakeholders and broader public about their local JCH. Some PPs admitted that public awareness and knowledge of this subject was rather low. Therefore, the discovery of the unknown JCH, presented through the pilots, has caused surprise and enthusiasm both among the stakeholders and the public.

» *All stakeholders that participated during the development of this pilot stated that they had learned a lot. The reason for that is that JCH has never been promoted in Banja Luka, i.e. it was completely unknown.* «

Conclusion report of the pilot by Banja Luka – ICT Solutions for recreation of destroyed Jewish Heritage

» *The result(s) of activity implementation can be surprising and even additionally motivating. The results of this activity exceeded all expectations. The results of the research and preparation for the exhibition was even highly surprising, unexpected and interesting for the experts (museum curators), who anticipated certain unexpected findings and complications, but haven't expected to find many new documents, books, artefacts and other items in the premises of Jewish Community of Osijek. We were all (whole LSG) very much moved at the opening when we heard the whole story of the tragic destiny of Hermann Weissmann and his family, and actually of the whole Jewish community as well as of the few survivors after WW II. The broadcast recorded at the museum, produced by Croatian National TV (HRT 4) within Prizma show for national minorities was very touching and emotional and it has been broadcast 2 times already. All the curators got additionally motivated to continue their professional research into the history and significance of the Jewish Community of Osijek before WWII and their tragic destinies during it.* «

Conclusion report of the pilot by Osijek – "Osijek Exhibition of Dr Hermann Weismann entitled The Story of Non-oblivion"

The pilot in Murska Sobota, which aimed to protect the local Jewish cemetery by erecting a fence around it, is an outstanding example of caring for local JCH, especially having in mind that local Jewish communities are scarce and often unable to take care of their heritage.

> **》We are especially glad about the extraordinary positive response and approval of descendants of the former Jewish community that practically resigned and didn't have much hope for preserving the Jewish cemetery as well as other Jewish cultural heritage in Murska Sobota《**
>
> *Conclusion report of the pilot by Murska Sobota "*
> *Informative cemetery fence in Murska Sobota"*

REDISCOVER project has made a major step in revealing, understanding and re-valuing JCH of PP cities, as well as in raising awareness of the Jewish community's contribution to the development of their cities. To keep the Heritage Cycle moving, further steps shall be taken to care for the rediscovered JCH, to enjoy it and to seek its further and deeper understanding. The development of JCH-based tourism products and services is helpful in this respect.

Community-sourced tourism.
From instrumental towards transformative engagement

Tourism plays a special role in appreciating heritage. On the one hand, it involves heritage interpretation and exploits heritage assets to create visitor experiences, thus contributing to the Heritage Cycle. On the other hand, it impacts on the receiving communities and cultures, and not always in a positive way. To reconcile the objectives of heritage conservation, tourism development and community progress, it is very important to ensure that local community and in particular the most concerned groups take an active role in the process. The Community Approach to Tourism prescribes citizens' engagement and encouraging local initiative as a key strategy to prevent problems caused by the rapid expansion of mass tourism[3]. Hence, alternative approaches to tourism development, such as sustainable, responsible or ethical tourism, put community engagement at the centre of tourism development.

To reflect on the local community's engagement in the recognition of JCH value during REDISCOVER project, the Ladder of Citizen Participation can be used. This model, often called according to the author's name "Arnstein's ladder", has eight steps, ranging from non-participation through tokenism to genuine engagement[4]. Genuine engagement includes partnership, delegation and citizen control, while partnership involves shared decision-making through the agreed structures and ground rules. Delegated power occurs where stakeholders have dominant decision-making authority and can ensure that the process is accountable to them. Citizen (or stakeholder) control exists when they have power to initiate and oversee the process. The model also distinguishes between instrumental and transformative participation. The former ranges from contributing labour or time resources to a project to taking part in a consultation process, whereas, the latter involves major change. Unfortunately, in general, the more transformative or empowering the form of engagement is, the less common it is[5].

A Ladder of Citizen Participation

Arnstein, S. R. (1969). A Ladder of Citizen Participation. *Journal of the American Planning Association*, Volume 35, Issue 4, p. 216–224.
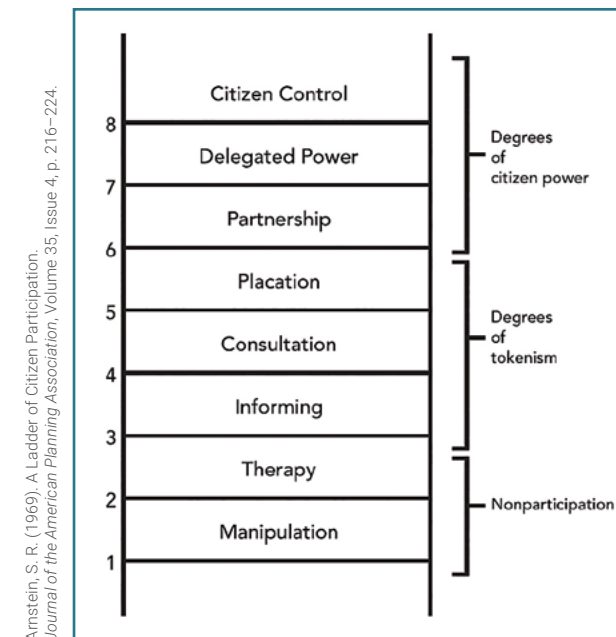
The sustainability of local community engagement in the recognition of JCH value lies in its transformative power. Therefore, further in this sub-chapter, we will review the project's process and deliverables looking for the answers to the question – how transformative the community's engagement was.

From its outset the REDISCOVER project was very much driven by the view that stakeholder involvement is an essential factor for the successful development of sustainable community-sourced tourism products (cf. **Chapter 5 – Engaging with a topic and in the process**). Of course, JCH-based products and services could be developed only with the access to authentic heritage assets, especially intangible ones and, therefore, at least instrumental engagement of local Jewish communities was necessary. Conclusion reports provide numerous examples of this type of engagement, when the members of local Jewish communities acted as experts and consultants on the local project's level, and provided assets of their cultural heritage, including recipes for the cookbooks, personal stories, photographs and other artefacts.

> **》Regarding the Guided tour of Jewish cemetery their help was essential, and it could not have been done without their engagement. Due to the uniqueness of Jewish culture, we were not empowered to select and decide for ourselves which tombs and which personalities would be most important in describing Jewish culture in Subotica. We felt it was important to involve the members of the Jewish Community of Subotica in this work, as we are not fully aware of their funeral customs and traditions, but we felt it was a must.《**
>
> *Conclusion report of the pilot by Subotica*
> *"Guided tour of Jewish cemetery"*

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3   Murphy, P. (1985) Tourism: A Community Approach. Routledge.
4   Arnstein, S. R. (1969). A Ladder of Citizen Participation. *Journal of the American Planning Association*, Volume 35, Issue 4, p. 216-224.
5   Goodwin, H. (no date). Local Economic Development and ProPoor Tourism. Module handbook. Leeds Metropolitan University, International Centre for Responsible Tourism, p. 25 (unpublished).

》 *The Jewish community in Galati was involved from the start in the activities of the project. Members of the Jewish Community were part of the local group of stakeholders, and made a generous contribution, offering valuable materials such as photographs, marriage certificates in Hebrew, objects of worship from the Jewish community in Galati. [...] The pilot project – A Jewish Cultural Festival could not have been carried out without the contribution of the Jewish Community, most of the information within it coming from the members of the Community.* 《

Conclusion report of the pilot by Galati
"Rediscover Jewish Cultural Festival"

》 *With the knowledge we have now, we can say that we lost extraordinary amount of time by dealing with the time-consuming communication with deferent museums that hold historical records and materials about the past of Jewish commentaries, and the final information would be obtained much more quickly if we consulted the descendants of the Jewish community in Murska Sobota first.* 《

Conclusion report of the pilot by Murska Sobota –
"Informative cemetery fence in Murska Sobota"

Stakeholder engagement was not limited to Jewish communities and ones who actually reside in the PP cities. Due to historical reasons, many descendants of local Jewish communities live in other places or even abroad. In few cases, yet less often than expected, the pilots' teams managed to get in contact with them, often receiving very positive feedback.

》 *We connected also with the descendants of the Murska Sobota Jews, who were the true source of many interesting stories and outlined the lives of their ancestors. As part of the preparation of this new cultural tourism product based on Jewish cultural heritage in Murska Sobota we noticed large interest of the local community in preserving the Jewish cultural heritage. The interest was the most among the descendants of Jewish families that once lived in Murska Sobota, but it is not limited only to them [...]* 《

Conclusion report of the pilot by Murska Sobota "
The Jewish path of Murska Sobota"

Moreover, other local stakeholders, such as museums, tourist guides, local governmental agencies and many others got involved with their specific contribution, and more partners, such as schools, could get on-boardin a non-pandemic situation.

》 *Museum of Slavonia curators also cooperated wholeheartedly in the LSG work and helped significantly to stay in line with the historical factual state as much as possible (many documents are missing, but the experts like museum curators know how to properly interpret from the tiniest scratches of documents and lacking information). The cooperation with many different other stakeholders (some of them LSG members) was also necessary and very fruitful: with Fade In organisation and Osijek Nansen Dialogue Centre in establishing the Museum of Personal Stories and elaboration of 'Jewish Osijek' brochure which also partially serves as a basis for this virtual tour and with some brochure authors, and also with Ukop Ltd, a city-owned cemetery maintenance and caretaking company, in shooting and presenting information about both Jewish cemeteries in Osijek. In future we hope to involve the schools and use this material also for awareness raising and education purposes, which was not possible in 2020 and early 2021 due to the pandemic restrictions.* 《

Conclusion report of the pilot by Osijek "
Virtual Tour of Jewish Osijek"

Apart from the instrumental engagement of local communities, especially Jewish communities, there were some good attempts by the PPs to surpass a purely informative and consultative role for the stakeholders. For example, the agreement on how to align the potential JCH-based products and services with the main messages communicated by the Jewish community members reached by the PP Regensburg (cf. **Chapter 6 – The main messages from the Jewish community**) has demonstrated a **shared decision-making** through an agreed structure and ground rules. When an instrumental approach is surpassed, the space for unexpected creative solutions and synergies is opened.

》 *It is always useful to ask the LSG members for help and cooperation – to suggest their ideas, views and opinions which often results in (unexpected) creative solutions. It also fosters synergies which would not take place if it weren't for such a tight LSG cooperation.* 《

Conclusion report of the pilot by Osijek "
Virtual Tour of Jewish Osijek"

One more step towards genuine partnership requires delegating the dominant decision-making authority potentially until the community becomes powerful enough to initiate and oversee further development. **Mutual trust** is a key factor in this regard and it can be gained only through continuing **practical cooperation** (doing something real together).

》 *At the beginning of the project implementation there was a slight reluctance of the Jewish Community members to share information about its members and lifestyle, this community being known as reserved in providing details about lifestyle, traditions and customs. However, after several meetings, after reaching a level of trust between members of the Jewish community and members of the project implementation team, their degree of involvement in the project increased significantly.* 《

Conclusion report of the pilot by Galati
"Rediscover Jewish Cultural Festival"

» *Earlier it was very hard for museum curators to achieve the cooperation from the JC of Osijek, but they really bonded during this research and preparation activities so they reached a higher level of cooperation.* «

Conclusion report of the pilot by Osijek
"Exhibition of Dr. Hermann Weismann
entitled The Story of Non-oblivion"

Interestingly enough, culinary art has proved to be and, therefore, could be further exploited as an ice-breaking subject conducive to trust building and practical cooperation, a "vehicle"[6] for rediscovering Jewish culture. Likewise, artistic creation has demonstrated its potential for a transformative participation", too.

» *During the development workshops, the members of the community showed their support to the drama team and offered their help right away. They had several meetings to talk about the content of the play. It was important for the drama team and for the municipality that the artistic creation should not be censured, every theme could be tackled as long as the facts are accurate. The Jewish community were completely in line with this principle and offered its guidance without interfering with the creative process.* «

Conclusion report of the pilot by Regensburg
"Screen play of a theatre play"

Although it would be very important to know, it is probably too early to estimate how beneficial the project was for different stakeholder groups and whether it has met the Jewish communities' expectations. Multiple pilots reported that local Jewish communities welcomed the project's attention to their history and heritage. However, the real net-benefit of their engagement needs to be considered, if the communities' involvement is to be sustained.

» *The Community is very much aware that the main goal of our project – rediscovering and promoting the local JCH – will be of benefit to them, and they are pleased to be part of an initiative that aims to highlight their contribution to the city's development and to promote their cultural heritage by including it in the local tourism offer.* «

Conclusion report of the pilot by Timisoara
"HerStory – Jewish Timisoara, a female perspective"

Meanwhile, we can conclude that further progress in sustaining the engagement of local Jewish communities in the recognition of JCH value depends on their empowerment to move from instrumental towards more transformative participation. During the project, the instrumental community participation has dominated, but even that can fade if no further actions are taken. The partnerships established during the project need to be fostered, and the capacity of stakeholders needs to be built, so that they can ascend the ladder of participation.

Apparently, there is one major challenge on this road. It comes from the fact that local Jewish communities in the PP cities are small and the holders of intangible JCH are passing away. Therefore, in order to pass on the rediscovered JCH, new stakeholders who would appreciate and could "inherit" the local JCH are necessary. They might not necessarily be the members of the Jewish communities, but anyone who understands JCH and appreciates it as their own. At this point, the REDISCOVER project has made a step forward in raising the awareness of local communities on their JCH and triggering the Heritage Cycle.

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6   Comparison taken from the Conclusion report of the pilot by Regensburg – Local cookbook - "Jüdische Küche Erzählt" (Jewish cuisine uncovered).

8.2   Integrating the pilots' products and services into tourism offer

(SO2)

This sub-chapter discusses the sustainability of the second SO (SO2) of the project, which is to develop new JCH-based cultural products / services, thereby contributing to the attractiveness and competitiveness of the PP cities, both as tourism destinations and in regards to local residents. First, it presents the definition of a tourism product and then, it gives the assessment of products developed during the project within each Joint Thematic Route in terms of three tourism product levels.

A Product is "what an organisation offers to satisfy customers' wants and needs", whereas services are those "products which are intangible processes designed to meet consumer needs"[7].

As defined by UNWTO, a **Tourism Product** is *"a combination of tangible and intangible elements, such as natural, cultural and man-made resources, attractions, facilities, services and activities around a specific center of interest which represents the core of the destination marketing mix and creates an overall visitor experience including emotional aspects for the potential customers. A tourism product is priced and sold through distribution channels and it has a life-cycle"*[8]. Hence, the success and sustainability of a new product or service mostly depend on two aspects:

- How appealing a visitor-experience does it present and

- How effectively it is integrated into the existing tourism offer.

Since tourism happens in destinations, new products / services must be assessed within the context of a particular city-destination. Yet, this would require conducting a number of individual city level researches, whereas this subchapter only reviews the potential of different types of JCH-based products / services created during the project.

The product levels

Marketing theory separates product into three levels:

The core product is the benefit, the basic need or function. It is intangible. The same tangible product can imply diverse core products for different consumer groups.

The tangible product covers all the features and benefits behind the way in which the product is presented to the consumer – quality, brand name, style, key attributes customer demands.

The augmented product features add-ons to the product, which affect the purchasing decision or satisfaction.
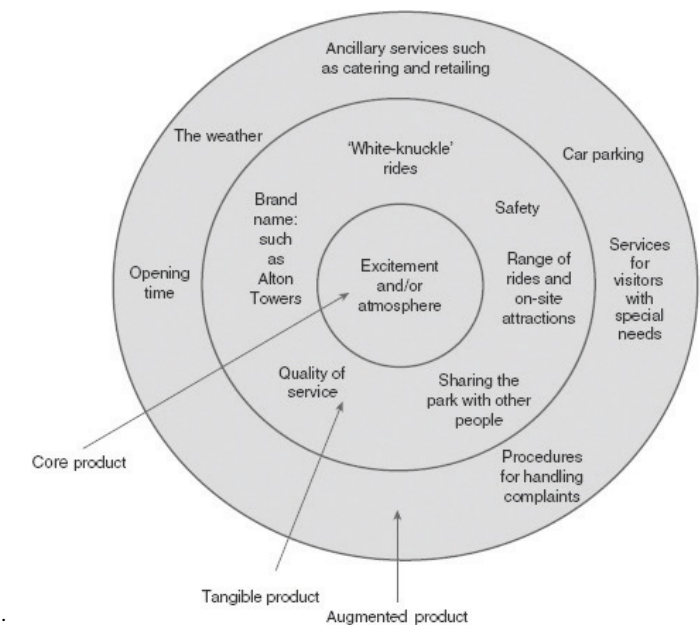
Swarbrooke, J. (1995) The Development of Visitor Attractions. Oxford: Butterworth-Heinemann

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7   Horner, S., Swarbrooke, J. Leisure Marketing. A Global Perspective. Elsevier, 2005, p. 395–396.
8   ➤ **https://www.unwto.org/tourism-development-products**

The actual pilots' activities were focused on creating tangible products and services. The way they are or potentially may be experienced by the audience reflects the core product, whereas their connections with other elements of the same destination's wider tourism product can be discussed as the aspects of the augmented product.

Now let's go step by step through the pilots implemented during the REDISCOVER project and see what kind of core, tangible and augmented products they entail.

REDISCOVER Gastronomy

Core product: cookbooks of Jewish cuisine produced by the project partners have the potential to create culinary experience as well as cultural experience, since the recipes collected in the cookbooks are complemented with personal stories, and the introduction to Jewish gastronomy and traditions.

> *Since the book deliberately introduces recipes that are still frequently prepared by members of the Jewish communities living in the partner cities, by preparing them, the reader enjoys an exciting gastro adventure, roaming the countries and cities of the Danube region without leaving his own kitchen.*
>
> *Conclusion report of the pilot by Szeged Tour –*
> *Project level cookbook –*
> *Adventures in the Jewish Gastronomy*
>
> *of the Danube Region*

On the **Tangible product** level, the following outputs were produced: the project-level cookbook, three local spin-off cookbooks and one gastro event. Moreover, stakeholders discussed during the workshops how these products could be further developed into a food festival, gastronomic themed evenings, cooking classes and TV shows.

Augmented product can be potentially developed through the ancillary services such as catering and retailing, e.g. Jewish Community of Montenegro suggested to promote production and sales of almond cake as a "branded" dessert, which is very typical to Kotor city.

REDISCOVER Guided Tours

Core product: thematic city tour-guides and other outputs of this JTR promote and facilitate exploring historical urban space, which offers diverse cultural, architectural, technological and social experiences.

Tangible product: conventional guidebooks (printed and / or electronic), virtual routes, mobile applications and video film presenting major JCH attractions, local culture and oral histories act as enablers of self-guided tours, both real and virtual. Moreover, the use of QR codes and treasure hunt games help to trigger interest and along with the city's presentation in the specialised JCH travel review site that enhances PP cities' profile as JCH-travel destinations.

Augmented product potential mostly consists of social programmes such as a group visit to Jewish cultural centres, as well as cultural and culinary events, guided-tours and ancillary services such as catering, retailing and accommodation.

> *Szeged's city site on World Jewish Travel offers several possibilities for local SMEs:*
> *– for tour guides to advertise thematic guided tours connected to Jewish cultural heritage*
> *– for hotels to appear on the international market and advertise their services*
> *– for restaurants to draw attention to their offers and possibility to extend the menus thanks to the international attention […]*
> *On the website, there's also a possibility to promote local events which take place in the city; more tourists can be attracted by colourful cultural programs.*
>
> *Conclusion report of the pilot by Szeged –*
> *Szeged city portfolio on World Jewish Travel website*

REDISCOVER Recreated Jewish Heritage

Core product: historical research leading to physical preservation and communication measures indirectly contributes to general awareness raising and enhances more comprehensive knowledge of the cities' past. Moreover, recreated built Jewish heritage has the potential to create architectural and technological (virtual reality) experiences for visitors, as well as emotional experience.

> *The team is very proud of the fact that we even managed to start this process and put forward the topic of the cemetery and the need for reconstruction works into the public. Before the Rediscover project, not many people (not even more than a few in the city government) were aware of this cemetery, its historical significance and its poor condition.*
>
> *Conclusion report of the pilot by Osijek – "Conservation research (elaborate) of Osijek Upper Town Jewish cemetery"*

Tangible product: Local pilots within this field, such as the research of the Montenegrin Jews, the conservation research of Osijek Upper Town Jewish cemetery, the research of the Jewish cemetery fence in Murska Sobota and 3D visualisation of the former synagogue in Murska Sobota, were the first steps towards the discovery of new topics in the city history and the creation of potential tourism products.

Augmented product: self-led and guided tours.

REDISCOVER Virtual Museum and Exhibition

Core product: Virtual museums and on-site exhibitions developed during the project create cultural and emotional experience for visitors. Since the visual presentation of cultural artefacts is often connected with the stories of Jewish families and outstanding persons, a visit to the museums and exhibitions is not only pleasant, but also educational.

> *The goal of this pilot is to be a gateway to the local Jewish Community, its past, present and future, offering visitors educational content and emotional experiences. It will present the history of Timisoara's Jewish community, showcasing all aspects of Jewish life, from religion to traditions, culture, oral history, kosher food, etc.*
>
> *Conclusion report of the pilot by Timisoara –*
> *"Virtual Museum of Jewish Timisoara "Rabbi Dr. Ernest Neumann"*

Tangible product: the project's pilots resulted in 5 conventional (physical) exhibitions and 2 virtual exhibitions / museums. The former group includes one open air and four indoors exhibitions, all being temporal yet often with a prospect of being relocated to the Jewish community or another central place for permanent display.

Augmented product: tangible exhibitions can become visitor attractions or at least another stop in a Jewish heritage trail whereas oral history video collections and virtual museums can serve as a promotion of the tourist destination or its specific products. Both physical and virtual exhibitions may be instrumental for Jewish communities' outreach programmes, especially in regards to engaging with schoolchildren.

REDISCOVER Jewish Festival Events

Core product: festivals featuring a framework of diverse cultural activities and products have a great potential to offer the audience a range of inclusive and appealing cultural, architectural, social, and gastronomic experiences.

> »*This pilot is a cultural product itself which wants to bring Jewish culture closer to people.*«
>
> *Conclusion report of the pilot by Murska Sobota –*
> *"Days of Jewish Culture in Murska Sobota on site"*

Tangible product: four pilots were focused on organizing Jewish events' series, two of which were dedicated to the European Day of Jewish Culture. In addition, a screenplay was created to be staged in future and a Jewish music concert was recorded to be broadcasted on national TV. Due to the pandemic situation in 2020, some of the pilot events were moved to the online platforms. Last but not least, online streaming instigated by social distancing regulations may become a "new normal" practice, with its advantages and downsides, which mainly include much higher attendance, yet less concentrated attention.

Augmented product: if organized on a regular basis, festivals have a great potential to generate incoming tourist flows, thus raising the demand for the key hospitality services. Moreover, a wide and intense communication campaign may promote guided tours to local population.

## 8.3   The potential for sustainability and development of the project partnership

This sub-chapter discusses the sustainability of the third SO (SO3) of the project, which is to establish a sustainable cooperation network and to promote solutions' transferability to interested third party cities.

Networks in tourism are a growing international phenomenon due to their potential to overcome the fragmented nature of tourism supply. Considering this, the project from its outset was very much partnership driven. Networking occurred in four major levels.

- Firstly, the project engaged local Jewish communities and initiated interactions between JC members and non-members willing to share Jewish intangible cultural heritage. Moreover, on the project level REDISCOVER performed as a platform for a group of people who had interest in the same topic and wanted to share best practices and create new knowledge to advance in the field of professional practice. In this sense, it could be defined as a Community of Practice – "a group of people who share a concern, a set of problems, or a passion about

The contribution of the community of practice to the development of heritage tourism
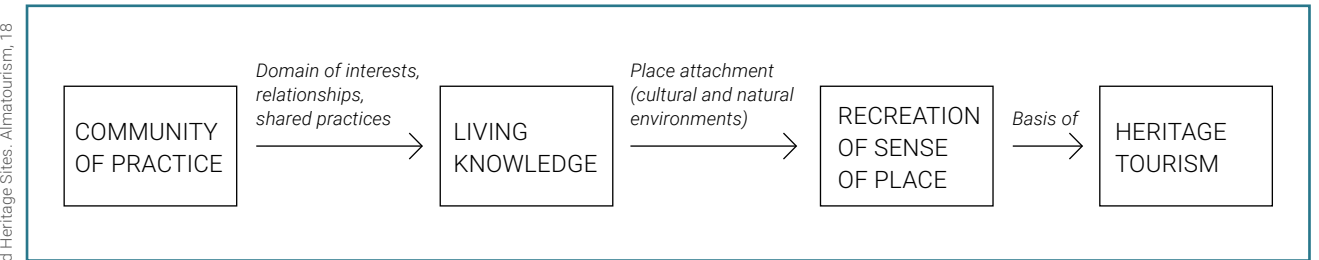
a topic, and who deepen their knowledge and expertise in this area by interacting on an ongoing basis"[9]. Identity, sense of place and the feeling of belonging are the key factors for the Community of Practice in bringing changes to heritage tourism practices[10]. So, the practices introduced in the frames of the project and aimed at the recognition of JCH must be maintained.

- Secondly, the project featured some basic elements of clustering, a practice typical to SME's, which want to gain access to resources and markets and to optimise competitive advantage, e.g. through joint product development and visibility measures. Theory suggests three types of clustering. Horizontal clusters involve companies within the same industry sector, which are located in a particular geographic area, operate within a common market and use a common purchasing and / or distribution channel. Vertical networks include not only horizontal cluster members but in addition all other participants of a supply chain, i.e. suppliers, consumers and related services. Diagonal clustering refers to the concentration of complementary or synergic activities, whereby each player increases value of the other, thus creating a value chain. Trust as a common ground for collaboration enables information and knowledge flows and may stimulate innovation. Whereas, the opposite – lack of trust, low level of collaboration and weak leadership – are the main factors limiting cluster development[11]. To get more use of clustering in post-REDISCOVER phase, more enterprises are to be involved as tourism product is created between many of them, rather than by a single firm; collective trust is to be further built upon; and business cases are to be developed. On the other hand, it is possible that very specialised niche market oriented JCH-based tourism network can still be too minor in terms of the economy of scale. So, alternative ways, such as getting integrated as a sub-brand into a wider-product destination-level value chains, must be also considered.

- Thirdly, during the project implementation contacts and even practical collaboration with a number of international (Jewish) heritage and tourism networks were initiated. Such alliances contribute to raising a destinations' profile, helping to increase visibility of tourism products, aiming at reaching out to a wider audience of potential visitors. So, collaboration with such networks shall be further developed. Below are just a few examples of the major international networks, programmes platforms and initiatives, which were identified during the project's initial – scoping and engaging – phase and / or with whom actual collaboration was carried on during the pilots' planning and implementation:

9   Wenger, E., McDermott, R.A. & Snyder, W. (2002). Cultivating communities of practice: A guide to managing knowledge. Cambridge, MA: Harvard University.

10   Fusté-Forné F., Nguyen T. (2018) Communities of Practice, Identity and Tourism: Evidence on Cultural Heritage Preservation in World Heritage Sites. Almatourism, 18, almatourism.unibo.it – ISSN 2036-5195 –
➤ https://doi.org/10.6092/issn.2036-5195/7885

11   Braun, P. Creating value to tourism products through tourism networks and clusters: uncovering destination value chains. Conference on Global Tourism Growth: a Challenge for SMEs, 6–7 September 2005, Gwangju, Korea.

European Association for the Preservation and Promotion of Jewish Culture and Heritage (AEPJ)

➤ **https://www.jewisheritage.org**

AEPJ supports the preservation, appreciation and promotion of Jewish culture and Jewish heritage in Europe. The Association also strives to encourage Jewish sites to be open to the general public. These goals are notably achieved through its two leading programmes: The European Days of Jewish Culture (EDJC) and The European Routes of Jewish Heritage. Several PPs took part in EDJC for the first time in frames of the REDISCOVER project.

Future for Religious Heritage. The European Network for historic places of worship (FRH)

➤ **https://www.frh-europe.org/**

FRH consists of over 70 organisations and 100 professionals coming from 28 countries, seeking to promote and enhance good practice sharing, project-building and professional collaboration with all those interested in safeguarding Europe's rich historic places of worship as well as intangible religious heritage. FRH promotes the value of religious heritage by raising public interest and encouraging community engagement in the conservation and safeguarding of Europe's religious heritage. In frames of REDISCOVER project there were several pilots which involved synagogues' virtual reconstructions, a practice relevant to FRHs scope of interest.

Association of Significant Cemeteries in Europe (ASCE)

➤ **https://cemeteriesroute.eu/about-cemeteries-route.aspx**

ASCE's mission is to preserve and promote cultural heritage resting in cemeteries. Two major ASCE's initiatives – European Cemeteries Route and Week of Discovering European Cemeteries – aims at raising citizens' awareness and opening cemeteries to tourists. within the frame of REDISCOVER project there were several pilots aiming at conservation and interpretation of the old Jewish cemeteries. The pilots' experience could be shared with ASCE, whereas the cemeteries themselves can be promoted through the network as sites to be visited.

Réseau Art Nouveau Network (RANN)

➤ **https://artnouveau-net.eu/about-us/**

A non-profit association established in 2007 aims at establishing active co-operation and exchange of experience among participants involved in the study, protection and extensive promotion and dissemination of the European and international "Art Nouveau" heritage. It also aims at stimulating the interest of the public and authorities responsible for preservation of such heritage. The association is currently composed of more than twenty cities or regions mainly located in Europe. REDISCOVER PP Szeged city is a member of RANN. Moreover, several pilots were dealing with built heritage objects, which are attributed to Art Nouveau style, thus being within the field of RANN's scope of interest and potential sites to be promoted within the frame of the Art Nouveau European Route (see below).

Art Nouveau European Route

➤ **http://www.artnouveau.eu/**

The Art Nouveau European Route is a non-profit association of local governments and non-governmental institutions that have joined together in a collective commitment to develop useful and efficient mechanisms for the international promotion and protection of Art Nouveau heritage. The Route also seeks to foster communication and exchange between its members to share their experiences in the restoration of monuments, public awareness programmes, fundraising strategies and the development of sustainable tourism.

Cultural Routes of the Council of Europe

➤ **https://www.coe.int/en/web/cultural-routes/about**

The programme was launched by the Council of Europe in 1987. A Culture Route of the Council of Europe, sometimes referred to as a European Cultural Route, is a certification awarded to networks promoting the European shared culture, history and memory. Quoting from the website of the programme, "the Cultural Routes of the Council of Europe is an invitation to travel and to discover the rich and diverse heritage of Europe by bringing people and places together in networks of shared history and heritage. They put into practice the values of the Council of Europe: human rights, cultural diversity, intercultural dialogue and mutual exchanges across borders". The programme involves over 30 routes, including European Route of Jewish Heritage, European Cemeteries Route, and Réseau Art Nouveau Network.

Jewish Heritage Europe

➤ **https://jewish-heritage-europe.eu/**

It is a web portal to a wide range of news, information and resources concerning Jewish monuments and heritage sites all over Europe. Originally, developed by a number of enthusiasts, the current version belongs to Rothschild Foundation (Hanadiv) Europe (RFHE) and is coordinated by Ruth Ellen Gruber. The portal aggregates information and sheds light on various Jewish heritage issues aiming to stimulate discussion and exchanges among professionals and the interested public. The REDISCOVER project's activities were also featured in JHE on several occasions.

Centropa

➤ **https://www.centropa.org/**

Centropa is a non-profit, Jewish historical institute dedicated to preserving 20th century Jewish family stories and photos from Central and Eastern Europe and the Balkans, and disseminating these stories and photos through films, books and exhibitions. The organization's mission statement says "Preserving Jewish memory – Bringing history to life". In total Centropa's collection has 1200 oral history interviews and 22000 digitized images, covering 15 countries.

Foundation for Jewish Heritage

➤ **https://www.foundationforjewishheritage.com/**

The Foundation for Jewish Heritage works internationally to ensure that important Jewish architectural sites, monuments and places of cultural significance in danger are preserved and re-imagined for a sustainable future. The Foundation seeks to preserve Jewish heritage through creating an inventory of Jewish heritage sites, making the case for Jewish cultural heritage and promoting interest in specific sites, providing professional advice and guidance to create sustainable solutions for vulnerable sites, and securing funding for Jewish heritage sites at risk. One of the foundation's recent research projects resulted in a mapping of over 3,300 historic synagogues.

European Jewish Cemeteries Initiative

➤ **https://www.esjf-cemeteries.org/**

The European Jewish Cemeteries Initiative (ESJF) was set up as a German-based non-profit in early 2015, with the core objective of protecting and preserving Jewish cemetery sites across Europe through the accurate delineation of cemetery boundaries and the construction of walls and locking gates.

World Jewish Congress

➤ **https://www.worldjewishcongress.org/en**

The World Jewish Congress is the international organization that represents Jewish communities and organizations in 100 countries around the world. It advocates on their behalf towards governments, parliaments, international organizations and other faiths. WJC's focus areas are Antisemitism, Holocaust Legacy, Inter-faith Dialogue, Community Affairs, etc.

World Monuments Fund

➤ **https://www.wmf.org/**

World Monuments Fund (WMF) is a private, international, non-profit organization founded in 1965 dedicated to the preservation of historic architecture and cultural heritage sites around the world through fieldwork, advocacy, grantmaking, education, and training. The network of WMF's affiliates identify, develop, and manage projects, negotiate local partnerships, and attract local support to complement funds provided by donors. WMF's Jewish Heritage Program provided support to 50 Jewish heritage sites all over the world, predominantly synagogues in Eastern and Central Europe, e.g. Subotica synagogue in Serbia and Synagogue of the Citadel in Timisoara, Romania.

- And last but not least, the project involved 9 cities representing 8 countries from the Danube Region. Such a rather wide international network of historical towns with a shared project's experience can further disseminate the project's approach to the PP's neighbouring regions. Moreover, it is very likely that the project's positive experience will spur partners on continuing collaboration on the same or completely different topics.

9   Conclusion

Rediscovering local Jewish cultural heritage (JCH) in mid-sized cities and developing it into cultural attractions is a challenging but rewarding task. Based on the experience of REDISCOVER project, the tangible and intangible Jewish heritage can be safeguarded for upcoming generations by involving relevant local stakeholders in a participatory process aimed at the recognition of JCH as an asset and potential attraction, by developing new JCH-based cultural products / services and by establishing a sustainable cooperation network.

The project's way towards the rediscovery of local JCH assets and turning them into synergic cultural and tourism products led through four phases:

Phase 1: Scoping & Engaging laid the foundations for further activities. Its aim was to engage local communities in the process of co-exploring local JCH, and to reach an agreement about common methodological tools to be used for the collection of local tangible and intangible JCH, which would further serve as a source of inspiration for the development of community-sourced cultural products and services. This phase resulted in a common web-based repository of JCH, the major resource for the following phase (cf. **Chapter 5 – Engaging with a topic and in the process**).

Phase 2: Developing focused on a participatory co-creation process. It aimed to increase the capacity of local stakeholders to develop JCH-based cultural products and services on both the project and the PP city levels. By the end of this phase, local stakeholders came up with local portfolios of JCH, as well as ideas and "prototypes" of potential JCH-based tourism products and services to be implemented in the subsequent phase. This phase resulted in a common portfolio, where all rediscovered JCH elements were joined into five thematic routes, and a common action plan for the creation of viable business cases (cf. **Chapter 6 – Developing Jewish cultural heritage-based products and services**).

Phase 3: Implementing was dedicated to testing the original ideas in practice, co-performing, and building trust among the actors. It aimed to implement individual products and services (pilot projects) at the local level, as well as seek potential connections and synergies among the pilots at the project level. This phase resulted in 36 unique pilots within five Joint Thematic Routes:

1.   REDISCOVER Gastronomy   (5 pilots)

2.   REDISCOVER Guided Tours   (14 pilots)

3.   REDISCOVER Recreated Jewish Heritage   (4 pilots)

4.   REDISCOVER Virtual Museum and Exhibition   (7 pilots)

5.   REDISCOVER Jewish Festival Events   (6 pilots).

This phase concluded with the strategic evaluation of all pilots and a summary of their conclusion and evaluation reports (cf. **Chapter 7 – Implementing local Pilots**).

Phase 4: Sustaining entails the reflection of the project's achievements in the areas covered by its strategic objectives. It aims to assess the results of the preceding phases and provide a broader perspective for further actions, so that the achievements of the project are maintained. This phase resulted in the Community-sourced JCH Valorisation Handbook, which gives a backward view of the experience of REDISCOVER, as well as a forward view of the potential transformative participation of local communities, the improvement and integration of JCH-based products and services, and the expansion of the network (cf. **Chapter 8 – Sustaining project products, experiences and networks**).

Each project phase was based on the methodological approach, which involved:

1)   developing common methodological tools on the project level,

2)   applying the tools to carry out activities on the PP cities' and / or network level, and

3)   delivering common results, which served as resources for the subsequent phases.

During the **SCOPING AND ENGAGING** phase, the following steps were taken with the assistance of common tools:

STEP 1   Guidelines to Stakeholders Involvement were used to create LSGs and involve local JCs (cf. **5.1**).

STEP 2   A walkshop and its guidelines, as well as survey's methodology for tangible and intangible JCH were used to develop a common methodology for JCH survey (cf. **5.2**).

STEP 3   Guidelines to Inventory Workshops were used to organise inventory workshops in PP cities (cf. **5.3**).

STEP 4   Local JCH found and identified (=rediscovered) during the inventory workshops were used to develop local inventories and a joint repository of tangible and intangible JCH (cf. **5.4**).

During the **DEVELOPING** phase, the following tools were helpful:

STEP 1   Guidelines to Capacity Building and Match-making Workshops with LSG were used to organize capacity building and match-making workshops in PP cities (cf. **6.1**).

STEP 2   Handbook for Tourism and Public Relations was used in creating local portfolios and pilot ideas (cf. **6.2**).

STEP 3   Draft Study on local, regional and international cultural tourism information services and sales networks provided additional information for creating a comprehensive tourism service and attraction portfolio as well as Joint Thematic Routes (cf. **6.3**).

STEP 4   The Joint Thematic Routes and the tourism service and attraction portfolio were used as the main resource for developing transnational JCH thematic initiatives action plan (cf. **6.4**).

The **IMPLEMENTING** phase was facilitated by three major tools:

STEP 1   Joint Visibility Strategy was prepared to support the development and introduction of new tourism products and services (cf. **7.1**).

STEP 2   Online Thematic Working Groups were established for each Joint Thematic Route (cf. **7.2**) to assist PPs in carrying out planned activities of the pilot projects (cf. **7.3**).

STEP 3   Guidelines to Strategic workshop for LSGs assisted PPs in planning, preparing, implementing, and documenting the strategic workshops, which aimed at evaluating the pilot projects (cf. **7.4**).

For the **SUSTAINING** phase, this Community-sourced JCH Valorisation Handbook is the main resource. It reflects on the experience of the project and gives a perspective on how the achievements of the project can be maintained in the longer term, including:

(SO1)   Local community's engagement in the recognition of JCH value (cf. **8.1**),

(SO2)   The integration of the pilots' products and services into tourism offer (cf. **8.2**), and

(SO3)   The potential for sustainability and development of the project partnership (cf. **8.3**).

The reflection on the project's achievements suggests that REDISCOVER project has activated the process of recognizing the value of the PPs' local JCH. The major progress was made in raising the awareness of local stakeholders and broader public about their city's JCH, which often was unknown and hidden. This is the first step towards valuing their historical environment, caring for it and enjoying it, which further generates the desire for even better understanding. Some JCH-based cultural products and services piloted during the project have the potential to be developed into sustainable tourism products, especially Jewish gastronomy and festival events. Finally, the partnership established during the project among local stakeholders, as well as PPs, has the potential to grow as the Community of Practice, if the partners continue interacting in the area of JCH.

Communities are at the centre of heritage preservation. And the REDISCOVER project is based on the approach that stakeholders involvement is an essential factor for the successful development of sustainable community-based tourism products. When it comes to JCH in post-Holocaust times, the major challenge for cities with once flourishing Jewish communities is that their descendants are scarce and often have very limited resources to preserve and use their patrimony. Therefore, local JCH can be maintained and passed over to upcoming generations only if it is valued and cared for by the broader community of co-citizens. Rediscovery is the first step to this end. It is not only rewarding but also committing.

Appendix I – PR campaigns outputs of the partnership pro JTR

REDISCOVER Gastronomy

Several pilot products were either pre-tested or supported by professional PR campaigns during the course of the project having a high potential of

✓ creating synergies between PP cities

✓ easy transferability

✓ easy replicability

Tasting and experiencing local Jewish cuisine were made available in Szeged by involving 4 local confectionaries in making Kosher-style cakes incorporated within the framework of a small competition; while Timisoara's Jewish community offered authentic Kosher food at their First Shalom Festival, both actions taking place in 2019.

REDISCOVER Guided Tours

Parallel to its Guidebook: *Jewish Traces in Regensburg* pilot, the Municipality of Regensburg created a city map as a **professional PR campaign** entitled *"Jewish Heritage uncovered – A tour of Regensburg"*. The city map is designed to show distinctive Jewish places in Regensburg and to convey their historical and current relevance.

The A3 size cultural city map creates synergies between three partner cities (Regensburg – Szeged – Subotica) and provides

✓ easy transferability

✓ easy replicability

Szeged LP created a similar by-product *Jewish Heritage uncovered – A tour of Szeged*,

while Subotica Museum PP also found this tool relevant in demonstrating their LCJH with a similar layout:

REDISCOVER Virtual Museum and Exhibition

STORYTELLING, ORAL HISTORY
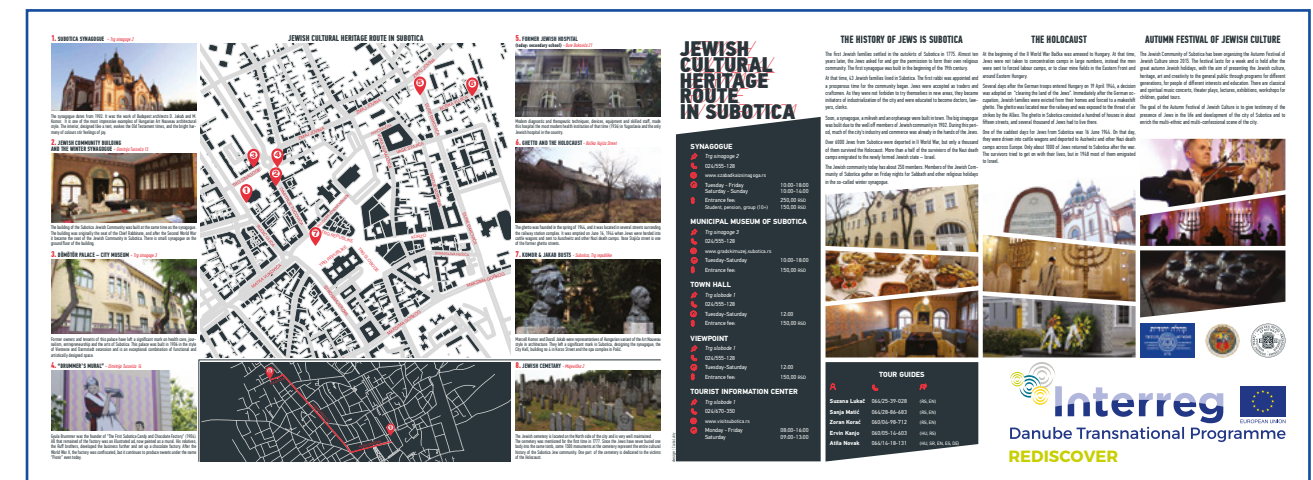
The internationally acclaimed architect Lipót Baumhorn's 160th birthday was commemorated by three of the project partner cities within a joint professional PR campaign in co-operation with the Magyar Építészeti Múzeum és Műemlékvédelmi Dokumentációs Központ, Budapest. Murska Sobota PP plans to repeat the exhibition in September within the European initiative (AEPJ) Days of Jewish Culture in 2021.
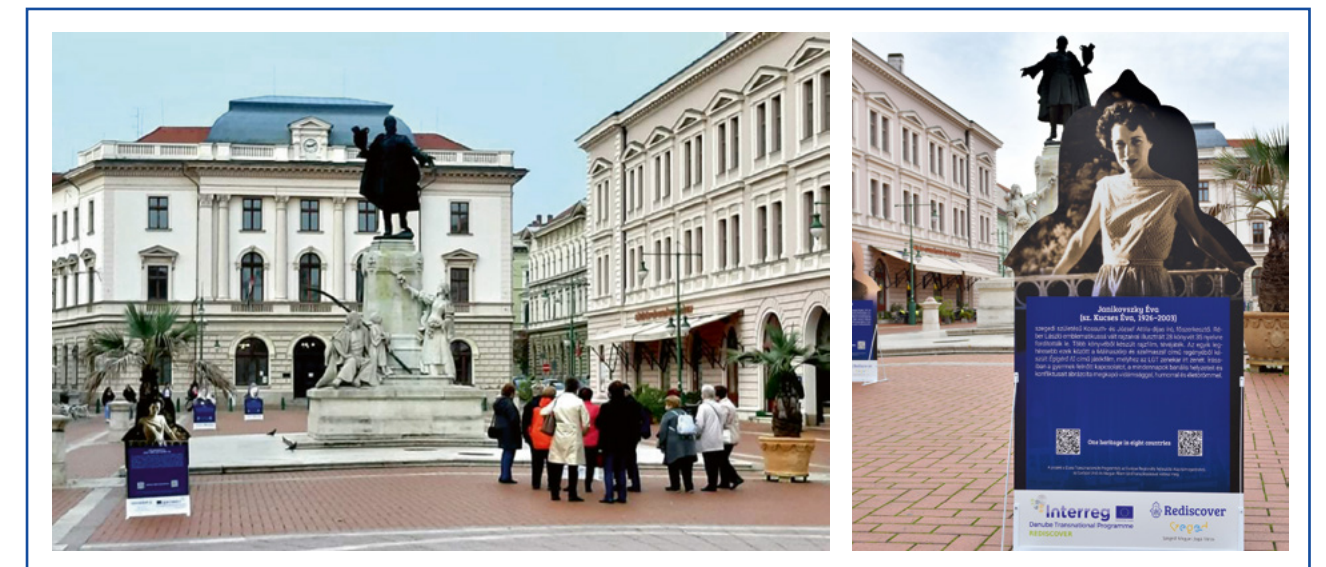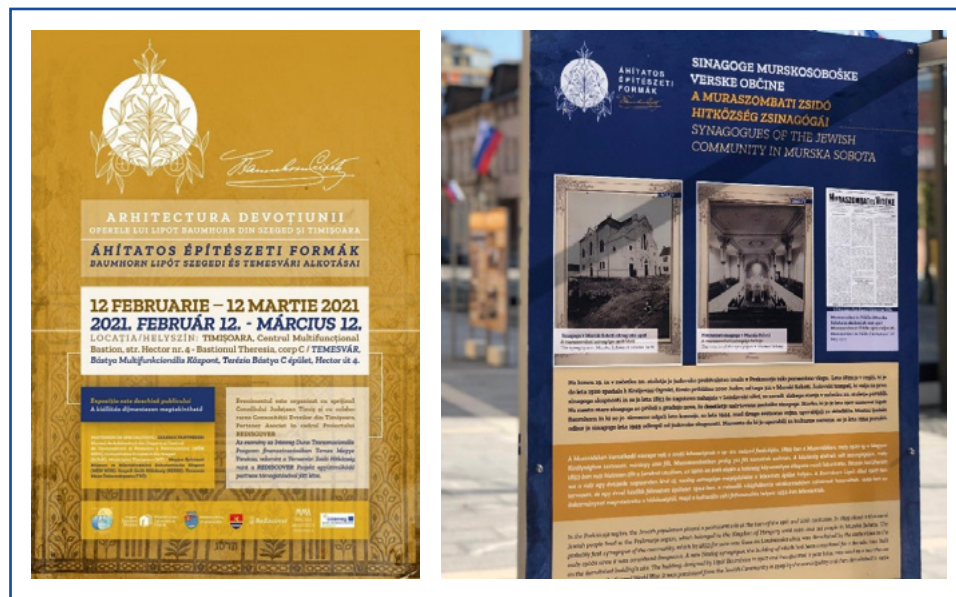

creating synergies between PP cities

✓ easy transferability

✓ easy replicability

SZEGED **TIMISOARA** **MURSKA SOBOTA**

REDISCOVER Jewish Festival Events

EVENTS, PROGRAMS, RITUALS, FESTIVALS

LP's Forgotten Faces outdoor exhibition featuring the 2-dimensional, life-size, weatherproof statues of 12+1 forgotten influential persons from Jewish Szeged proved to be an immediate and extraordinary success, well-worth being transferred to any PP cities to raise awareness to the forgotten intangible LJCH as a **professional PR campaign**:

creating synergies between PP cities

✓ easy transferability

✓ easy replicability

SZEGED **OSIJEK**

This pilot product caught the attention of the Osijek PP at one of the Online Thematic Workgroup Meetings while exchanging ideas and best practices in connection with ongoing pilots.

Transferability and lessons learnt

Possibilities and Restrictions in the use of the REDISCOVER Valorisation Model

The basic idea of European projects is to develop and transfer knowledge, methods and also models from one place in Europe to another. While the most pressing obstacle to achieve this goal is the fixation of a limited time-span (usually three years), during the last decades fruitful European Projects have developed, giving birth to a rich cultural added value and many great innovations. European Projects also have managed to influence and undermine new (urban) policies like, for example, the New Leipzig Charta (REF.) adopted in 2020. In its widest meaning, the REDISCOVER project was also aiming at integrating urban development through the activation of Jewish Heritage. The objective was to create and implement cultural and touristic pilot projects (products and services) and increase the awareness on JCH, on a local, regional and transnational level. The REDISCOVER project acts as a role model for European cities and regions with unexplored JCH that desire to enhance their local tourism strategy. For this purpose, the Community-sourced JCH Valorisation Model (cf. **Chapter 4 – Community-sourced Jewish Cultural Heritage Valorisation Model**) was developed. Through the Valorisation Model, the methodology of the REDISCOVER project can be transferred to different environments in Europe. It is important to stress "in Europe" because every Model has its limitations, determined by its context.

The methods represented in the Valorisation Model worked well in this environment, but it is not granted that it would be the case in a different one. For instance, the strong involvement of the local Jewish communities and the local stakeholders is only possible if there is a – to a certain degree – organized form of civil society present. For example within the COMUS Project (Ref. Ripp / Stein) the partner cities in the countries in transition showed an overall lack of organised civil society, and this aspect needed to be developed in a first step. Another precondition in the REDISCOVER project was the existence and accessibility of historical material and artefacts connected to Jewish Heritage. This is – for sad reasons – probably not the case everywhere in Europe.

Once the limitations are acknowledged, what can be transferred from the REDISCOVER project to other cities and regions?

The main methodology described in the Valorisation Model can be transferred to other cities. Following the different phases, (together!) with the support of the local communities and the relevant stakeholders, along with innovative methods like Design Thinking, will ensure the successful development and implementation of products, services and activities.

To describe the transfer potential in a more abstract way, the following principles may help:

The REDISCOVER Principles:

1) A thorough design of the local process (in a joint exercise) will prepare the ground for a successful project.

2) Following a conceptual model with different phases will enable a transparent, democratic and structured way of working.

3) A strong facilitator (key actor) on the ground is an absolute key to a successful project. In some cases external expertise can be brought in.

4) It is important not only to define visions, target groups etc. but also enter the muddy waters of concrete and specific projects that are implemented in the near future.

5) Quick and easy small activities with a high visibility can help to build the project ownership with the involved stakeholders and decision makers.

6) Activities that are targeting more than one sense are working well (e.g. the REDISCOVER Cooking books).

7) The real resource in European Projects are the people involved. To use this resource in the best way, professional methodologies and a strong facilitation are needed (e.g. REDISCOVER partnership with a general Lead Partner and work packages lead partners to structure the activities and responsibilities; peer learning process; Co-creation, etc.)

All these principles are of course absolutely pointless if there is a lack of mutual respect and trust between the participating persons and parties. Valuing the cultural differences (for Example in timing, approaches how to address problems, etc.) is the soil from which something fruitful can grow. The fantastic moments from the physical meetings at the beginning of the project, where lots of laughter was involved, built solid foundations, which enabled successful cooperation, despite all the restrictions related to the global pandemic. Without the possibility to meet during the second half of the project, it became challenging to understand the cultural plurality of the partnership, but we could overcome these difficulties thanks to virtual meetings (such as online partner meetings and online working group sessions).

The transfer potential of the REDISCOVER pilot projects:

Concerning the outcomes of the project, the transfer potential of each pilot project was evaluated. The pilots projects described in this handbook (cf. **Chapter 7 – Implementing local pilots**) cannot be one to one recreated somewhere else, but the concepts, methods and underlying ideas can be transferred to other cities, municipalities, regions in Europe. The purpose here is to elaborate the extent to which the pilots within the five Joint Thematic Routes are transferable.

- **REDISCOVER Gastronomy**

  The culinary trend is globally strong and full of opportunities. Thus, the concept of the different pilots in this Route is easily transferable. Local or transregional cookbooks and culinary activities introducing (local) Jewish recipes and way of life could fit anywhere. However, it would be recommended to have the support of a local Jewish community to rely on for the content of the book / activity or well preserved archives to find written sources. The use of social media to promote Jewish cuisine (e.g. "do it yourself" videos), the broadcasting of cooking sessions, or the partnership possibilities (e.g. workshops in schools, restaurant) make the pilots of this Route even more interesting for other cities.

- **REDISCOVER Guided Tours**

  Tours are pillars of tourism offers and the field of possibilities is constantly being increased with the development of ICT tools. Generally, the pilots in this Route have a high transfer potential. For instance, they give useful ideas on multifaceted mobile applications highlighting intangible and tangible JCH; on virtual tours emphasising personal stories; on guidebooks and portfolios introducing in substance local hidden JCH; or on JCH educational workshops for tourism experts.

- **REDISCOVER Recreated Jewish Heritage**

  Recreating Heritage will always represent a challenge and be the object of debates and discussions. The pilots in this Route are all very specific and strongly related to their local context and regulatory frame. Yet, the methodologies and technologies used by each partner are transferable and adaptable to other contexts. Good archive materials and research works are of course essential.

- **REDISCOVER Virtual Museum and Exhibition**

  The global pandemic affected strongly the pilots in this Route. Some exhibitions, firstly designed onsite, were digitalised and the exhibitions that did happen onsite had to be rethought and adapted to the new local regulations. These pilots are good examples of resilience and a role model for each city to foster and exhibit its JCH during the time of COVID-19. The creative solutions in terms of display (e.g. exhibition on Plexiglas, outdoors mobile panels, digitalisation of onsite museums) and in terms of content, mostly focusing on intangible heritage (e.g. personal stories and faiths), make the pilots of this section highly transferable.

- **REDISCOVER Jewish Festival Events**

  Just as above mentioned, the pilots of this Route were also strongly affected by the global pandemic. The events were organised on a smaller scale, adapted to the new local regulations, or were moved online. The festivals onsite were part of the internationally organised European Day of Jewish Culture ensuring a transferable concept to each city with unexplored JCH and with an involved Jewish community. The hybrid and online events are especially relevant in the current context. Their format (live streaming, recording, etc.) and their availability (online platforms, TV broadcasting, etc.) may be a very valuable inspiration.

For other cities and institutions within the DR who got inspired by the REDISCOVER project and consider turning pilot projects into local marketed products and services, it is essential to define all four P-elements of marketing.

These P-dimensions are:

- Dimension "Product / Services"
- Dimension "Place"
- Dimension "Price"
- Dimension "Promotion"

Ignoring one dimension would endanger the success of any product. Especially, the definition of space and price is crucial. Putting the right product in the wrong place (promote a virtual product in the same way as a physical product, e.g. intellectual property rights) would lead to failure.

To get further inspiration on how to design and implement successful projects that involve Heritage and Urban Development, the following References might help:

Ripp, M., & Stein, P. (2018). **Applying the Faro convention principles to deliver heritage-based urban development: The COMUS-project. Community-led urban strategies in historic towns**. Council of Europe. Available online:
➤ **https://archive.org/details/COMUSArticle1202.pdf**

HerO Guidebook:
➤ **https://urbact.eu/hero**

URBACT Toolbox:
➤ **https://urbact.eu/toolbox-home**

Matthias Ripp and Alizée Bertrand, April 2021

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2) D3.2.1 – Guidelines for the preparation and implementation of Walkshop including a draft methodology surveying the tangible and intangible Jewish Cultural Heritage identifying standardised, comparable categories and appraisal system Guidelines for Product Development Workshops

3) A.3.3 - WEB based repository of identified Jewish Cultural Heritage elements

4) D.4.1.1 - Guidelines for the preparation and implementation of the series of product development workshops, for PPs

5) Handbook for tourism and public relations. Means and procedures for the touristic promotion of local cultural heritage. Rediscover, expose and exploit the concealed Jewish heritage of the Danube Region. DTP2-084.2.2. Szeged, 2019.

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10) Rediscover Brand Manual. Brand Identity and Visuals Guide

11) Marketing and visibility strategy for cultural projects in mid-size cities analysed on the example of Rediscover Jewish cultural heritage project

12) D. 5.2.3 - Report on Moderated Joint Pilot Planning Through Online Thematic Working Teams

13) D 5.3.1 – Facilitator's Guidelines for the preparation and implementation of Strategic Workshops for LSGs

14) D 5.3.1 – Guidelines for the preparation and implementation of Strategic Workshops for LSGs

Project's website:
➤ **http://www.interreg-danube.eu/approved-projects/rediscover**

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