



Report on Moderated Joint Pilot Planning Through Online Thematic Working Teams

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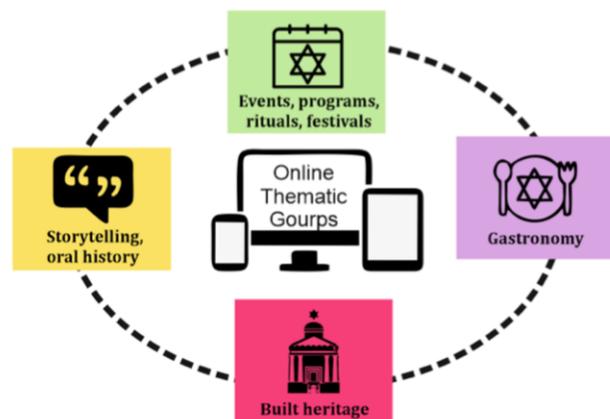
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1. The idea of Online Thematic Working Groups

Groupwork is a powerful method which is based on the co-operation of group members. It is a face-to-face mutual information sharing and learning method, which has several benefits proven. Groupwork is important in innovation and productivity. **On this base, the REDISCOVER project executed a “virtual teamwork” in order to dismantle the organizational and geographical boundaries** between project partners and to promote mutually discussed, created, implemented and evaluated project pilots.

In order to build a city network, online thematic teams, working groups were established for each type of tourism products or services hosted by the thematic route responsible project partner city.

Each thematic group leaders were chosen in the Banja Luka project meetings on consensus according to the tasks, the pilots and the proficiency within the topic.



Gastronomy:

REDISCOVER Cookbook –Regensburg

Built heritage:

REDISCOVER Recreating built heritage – Murska Sobota

REDISCOVER Guided tours – Subotica

Events, programs, rituals, festivals:

REDISCOVER Festival events – Szeged LP

Storytelling, oral history:

REDISCOVER Virtual Museum - Timisoara

The online thematic working groups are created in order to:

- harmonise preparation,
- co-ordinate implementation
- jointly implement
- share experiences
- evaluate the results mutually
- help each other to develop the products
- highlight different aspects of implementation

Project partner cities interested in the same type of products, services group into clusters and plan and implement their initiative based on jointly agreed schedule, regularly sharing experiences. Local initiatives are referenced by cluster members and assisted by online thematic workgroups. These partner discussions enable a peer-review process, scrutinising local actions within the transnational partnership, using "critical friends" technique to fine tune interventions, detect caveats and ensure long term viability of

The project is co-funded by European Union funds (ERDF, IPA) under the Danube Transnational Programme.

business cases. Online thematic groups are giving the possibility for transferability of ideas, best practices. Each project partner city tests local or joint tourism products/services in one of the categories below:

1. Development of creative cultural attractions (events, exhibitions, programs, sites of interest) combining tangible and intangible JCH
2. ICT-based presentation and visibility tools
3. Integration into international tourism information and sales services

The process is supported by online thematic teams through sharing experiences. **Each PP city implemented one or more of the products and services described above, based on joint planning process**, and with continuous online co-ordination, monitoring and support of thematic teams. Interim experience of the introduction of products/services were shared at the Testing Workshop combined with PP meeting, hosted by Kotor on the 5th-6th of October. Participants also introduced case studies and examine cross-adaptation opportunities, help each other to create a specific touristic service or product which is adaptable in other cities or can be integrated into a joint thematic route within the cluster topic.

In the followings, the REDISCOVER OTWG meeting schedule will be described, later general online group work problems will be highlighted, and solutions will be offered for those problems. The paper also describes the Joint Thematic Route-related problems, and the added values given to each pilot through the Online Thematic Working Groups. The problems and solutions are illustrated anonymously with the experiences of the REDISCOVER online thematic working group meetings.

2. Schedule and theme of the Online Thematic Working Groups of the REDISCOVER Project

During the project there were three types of Online Thematic Working Group meetings with different scopes. Each meeting was documented via print screen and a short briefing was written about the topics mentioned, in case of questions and suggestions, those were also recorded. The meetings were not recorded due to GDPR reasons. The platform was the Google Meet and in the case of the last meeting the MS Teams was used for the meeting. Both platforms are free to use, in case of the MS Teams 45 minutes time limit was extended. The meetings usually lasted for 1 hour, but in the case of the built heritage cluster, where two Joint Thematic Routes were created lasted longer, approximately 1,5 hours.

Three types of OTWG meetings were delivered:

1. Initial General OTWG meeting

Two initial general online thematic meetings were held for the participants. Both of them were created to highlight the importance of the OTWG meetings, and to introduce what

structure the meetings will follow. Two meetings were needed since not all project partners could participate on the first occasion.

2. Specific, themed OTWG meetings

The specific and themed OTWG meetings were focusing only on one issue, the pilots of the named tourism product and service cluster and the Joint Thematic Route created from that. The participants were highlighting their pilots and the status of the pilot, what is done and what is yet to finish. In the meetings participants had the chance to address questions and advices to the other participants.

3. Final General OTWG meeting

The general OTWG was led by Gyula NAGY, but thematic working group leaders of each Joint Thematic Route presented about the work of the thematic routes in an online presentation in 10 minutes. It was a summary of the status of the pilots heard during the OTWG meetings and it was concluding the work we have done together and what is needed to be done.

Each and every Online Thematic Working Group meeting was themed by the following questions, which the project partners had to answer and also send it to the external expert in written form:

1. What are you doing as a pilot in the Joint Thematic Route?
2. Where are you now in the organising process, what have you already done about the pilot?
3. What is your biggest problem?
 - a. in the theme of the pilot?
 - b. in the organisation of the pilot?
 - c. in the financial part of the pilot?
4. What differs from the last version of the Pilot?
5. What is going to be the impact of the Pilot?
6. What is the next step / what are the next steps towards a finished Pilot?
7. Q&A, advice, ideas to help each other and to foster the implementation of the Pilots.

During the final OTWG meeting the following questions were discussed and summed up grouped in each Joint Thematic Route. The Q&A session gave the possibility the partners to reflect to the presentations and offer good practices, give advices, ask questions.

We would like to ask all partners to collect the following information in a written form for every pilot:

- Partner name:
- Pilot name:
- Pilot start (proposed):
- Pilot finished (proposed):
- Initial plans and actual pilot, changes:



- Pilot budget, spent and leftovers:
- Pilot audience number, reached people:
- Problems through the realisation:
- Best practices, advices:

No.	Date	Type of the meeting	Participants	Topics
1.	2020.05.27.	Initial General OTWG meeting.	Gyula Nagy (moderator), Murska Sobota (SO), Subotica (SR), Szeged LP (HU), Szeged Tour (HU), Regensburg (DE), Galati (RO), Timisoara (RO)	Introduction of the action plan and the idea of the OTWGs according to the Application Form. Introduction of the pilots named in the Action Plan. Discussion about proposed changes in the pilots.
2.	2020.06.05.	Initial General OTWG meeting II.	Gyula Nagy (moderator), Szeged LP (HU), Szeged Tour (HU), Osijek (HR), Banja Luka (BIH), Kotor (MN)	Introduction of the action plan and the idea of the OTWGs according to the Application Form. Introduction of the pilots named in the Action Plan. Discussion about proposed changes in the pilots.

3.	2020.07.28.	REDISCOVER Cookbook	Gyula Nagy (moderator), Szeged LP (HU), Szeged Tour (HU), Regensburg (DE), Subotica (SR), Galati (RO)	<p>Project level cookbook coordinated by Szeged Tour. The collection of the recipes is not easy, there is a lot of repetition between the collected data. The project level cookbook may need reconsideration. Subotica introduces the idea of the cookbook of Ms. Rosenfeld, Regensburg changes the initial concept, since the community is not giving out the recipes for the project.</p> <p>It is hard to get the recipes otherwise. The workshops for culinary school is not applicable, since the remaining time is not enough to create the concept so in September, the experts will do a workshop with the community. Galati is joining the thematic route with the e-festival, which will include an online cooking show.</p>
4.	2020.07.28.	REDISCOVER Virtual museum, exhibitions	Gyula Nagy (moderator), Szeged LP (HU), Szeged Tour (HU), Regensburg (DE), Subotica (SR), Galati (RO)	<p>Regensburg introduces the concept of the bookcase installation (permanent or temporary). Szeged Tour mentions a problem if the book will be vandalised or stolen. The moderator gives the idea of making a virtual bookcase. Subotica introduces the idea of a modern exhibition in Demeter palace about the interwar period and the life of the Jewish, works, faith, social life of them. Szeged Tour introduces the pilot idea about a Street art next to the Szeged New Synagogue. Szeged LP introduces the idea of the Open air exhibition of the 12 famous local Jewish life-size statues in the downtown and later in the biblical garden of the New Synagogue.</p>
5.	2020.08.03	REDISCOVER Cookbook	Gyula Nagy (moderator), Szeged LP (HU), Szeged Tour (HU), Osijek (HR), Timisoara (RO)	<p>Szeged Tour based on the inputs received identified some issues to handle, some of the recipes are duplicated, some partners did not indicate which categories the recipes are in, it is hard to determine whether the recipe is meant to be an appetizer/starter, or a main dish. Some of the partners did not send any input related to the project partner city Jewish gastronomy.</p> <p>Osijek plans a Festival where gastronomic events can be organised, this can be incorporated into the Cookbook and gastro-event theme. The Festival is not sure due to the COVID19 Pandemic. Timisoara plans to have the Shalom! Festival with gastronomic programme, but the festival probably will be postponed or cancelled.</p>



6.	2020.08.04	REDISCOVER Guided tours	Gyula Nagy (moderator), Kotor (MN), Timisoara (RO), Galati (RO), Murska Sobota (SO), Szeged LP (HU), Szeged Tour (HU), Banja Luka (BIH), Subotica (SR)	Kotor introduced the idea of researching the Jewish-related heritage in Montenegro, and to launch public procurement about it. Also plans to have a guided tour based on the collected material. Galati plans an online available virtual map of the city centre about the Jewish heritage elements. Banja Luka introduces the idea of a mobile application about the lost history of the Jews in Banja Luka and a virtually guided tour along the city centre. Szeged and Subotica plans a guided tour themed "Jewish Herstory" with famous Jewish Women in Szeged and Subotica guided by a tourguide dressed as a Jewish woman from the era of the 1920's. Timisoara plans to integrate walking tours into the festival events, about the history of the Jewish in the city.
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7.	2020.08.06	REDISCOVER Festival events	Gyula Nagy (moderator), Szeged LP (HU), Szeged Tour (HU), Murska Sobota (SO), Galati (RO)	<p>Murska Sobota decided Days of Jewish Culture on Murska Sobota. Incorporated in the European Days of Jewish Culture programme. Galati keeps the initial activities in the virtual world. E-festival will take place on a platform dedicated categories will be kept. Materials will be given to Galati city app and deliver them to some institutions, which will use the created content. Subotica plans a festival with cemetery walk, exhibition and workshop for children with the title: "Everything that you don't know about Judaism and didn't dare to ask. The festival would take place in the Synagogue and in the museum. Regensburg plans to join the European Days of Jewish Culture programme, Theatre show had to be changed. No stage show is allowed. Szeged plans to newly release a book about the Synagogue of Szeged on the 17th of September event of the National Book Fair. Szeged LP highlights that REDISCOVER branding is ready so all partners are welcome to use REDISCOVER Brand elements. Szeged Tour introduces the concept of the JEWISH FESTIVAL EVENTS IN SZEGED will be the series of events would take place during September - November 2020. Celebrities would be invited on 6 occasions, whom would be interviewed at smaller-scale events. With the help of live-streaming, the events would also be shared on social media platforms.</p>
8.	2020.12.07	REDISCOVER Cookbook	Gyula Nagy (moderator), Szeged LP (HU), Szeged Tour (HU), Subotica (SR), Banja Luka (BIH), Timisoara (RO), Regensburg (DE)	Results of the Cookbook thematic route is presented by the participants.

9.	2020.12.08	REDISCOVER Guided tours	Gyula Nagy, Szeged LP (HU), Szeged Tour (HU), Murska Sobota (SO), Subotica, Banja Luka (BIH), Kotor (MN), Timisoara (RO)	Results of the Guided tours thematic route is presented by the participants.
10.	2020.12.09	REDISCOVER Festival events	Gyula Nagy, Szeged LP (HU), Szeged Tour (HU), Galati (RO),	Results of the Festival events thematic route is presented by the participants.
11.	2020.12.10	REDISCOVER Virtual museum	Gyula Nagy, Szeged LP (HU), Szeged Tour (HU), Galati (RO), Osijek (HR), Timisoara (RO)	Results of the (Virtual) Museum thematic route is presented by the participants.
12.	2020.12.18	Final General OTWG meeting	All project partners were attending	The Online Thematic Working Group leaders were presenting the results (so far) of the pilots and summing up the connections established during the OTWG meetings. All Joint Thematic Routes were introduced and the final pilots (implemented or yet to be implemented) were highlighted and named.

3. Initial projects, added value and final projects

3.1. REDISCOVER (e)-Cookbook

In this Joint Thematic Route the goal of the pilots were to create Jewish gastronomy-based. In the beginning of 2020 the following plans were created in the gastronomy topic which evolved later into a joint thematic route initially:

1. Subotica: Portfolio of Recipe book a reprint of Mrs. Rosenfeld Mártonné 's recipe book from 1923

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2. Timisoara: Taste of Jewish cousin. An e-book will be released describing the cycle of Jewish life from birth to death. It will include religion to traditions, customs, kosher food
3. Regensburg: Recipe book a collection of typical recipes of the Jewish community in Regensburg, will contain background information to Jewish holidays, traditions, food preparation
4. Szeged: Project level cookbook containing recipes of each project partner sided with a personal story
5. Galati: Jewish e-cookbook in the framework of a website
6. Kotor: Introduction of the traditional Jewish cuisine

Problems faced:

- **COVID-19:** a time-related issue, everything is slowed down, it is hard to keep any deadline due to administrative and bureaucratic reasons.
- **Timeframe:** challenge for all PP. Gathering the recipes and defining the concept took much more time than anticipated (especially for Szeged Tour and Regensburg) and Subotica finds it difficult to involve the local Jewish Community.
- **Pictures** illustrating the cookbooks: Subotica and Regensburg wanted to organise cooking Workshops with the local Jewish Communities to take professional pictures but it is not possible during the pandemic.
- **Recipes:** during the collection there were several duplicated recipes, and no categories were clear which part of the book the food belongs
- **Defensive community mentality:** the Jewish community was not giving out the recipes, since they think it is not belonging to a greater public. In other cases the Jewish communities were not helping, not responding, so it was hard to get the recipes.
- **Lack of input of personal stories:** Project-level cook was intended to be sided by personal stories, but there were lack of stories connected to the recipes from each partner city. This idea had to be excluded in the form, it was originally planned.

Added values:

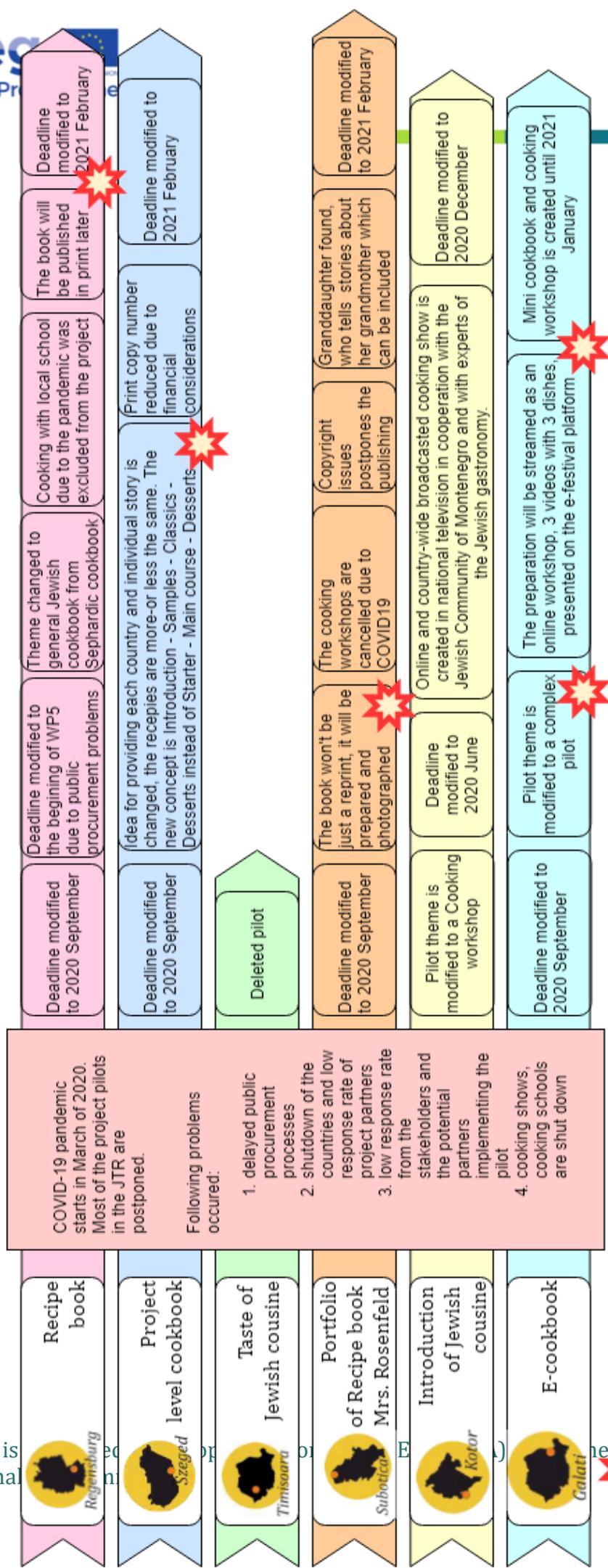
1. Regensburg changed the concept, and the formerly planned cooking workshop for students was skipped. As a new idea, an e-book and a print book will be created by the end of February.
2. Szeged project-level cookbook faced several problems, throughout the OTWG meetings new idea was added to the pilot. The change of the thematic and the layout of the book made a better construction. The title of the cookbook was created on the OTWG meeting. Also the lack of personal stories has changed the original idea of the project level cookbook.
3. Kotor partner several times want to skip the cooking-theme, but in the end a broadcasted cooking-show was created. The idea of an “online” cooking show was created during the OTWG meetings.

4. In the case of Galati the idea of a cooking workshop was included into the Galati Jewish Festival, but due to COVID-19 the partner wanted to create online available collection of recipes. During the OTWG the idea of a broadcasted gastro-show was discussed, and Galati adopted it as a best practice inspired by the small-scale events of Szeged.
5. Subotica turned the weakness of the delay and copyright issues to their strength and meanwhile they incorporated the ideas of the granddaughter of Mrs. Rosenfeld. The cookbook was not only replicated but remastered and the idea of cooking live also was adopted by Subotica. They have decided to have a local cook club to be involved. The main goal was to invite the young people to the program and to provide knowledge about Jewish history to the younger generations as well. During the OTWG meetings according to the advices of the partners Subotica created a plan B.
6. Despite Timisoara original program was deleted, Timisoara and the newly developed integrative webpage gave the platform to all the programmes to be promoted. Not only the cookbooks, but also the created online content was offered to be published on the webpage, which is a virtual museum.

As an outcome summing up the experiences a sketch was created for other projects about the creation process of a cookbook which takes at least 2 months.

0. Preparation phase should be a really strict schedule, timetable.
 1. Collection of the material
 2. Organisation of the material
 3. Review of the original concept of the cookbook. External expert can be involved.
 4. Additional collection
 5. Finalization of the content
 6. Language proofreading

The project is Transnational



Idea created during the Online Thematic Working Group meetings

the Danube

3.2. REDISCOVER Recreated Jewish Cultural Heritage

In this Joint Thematic Route the aim was to rediscover the hidden gems of the Jewish culture in each member city and to recreate them via technology and innovation.

The initial pilots were the followings:

1. Kotor: Research and revive of the Jewish Cultural Heritage in Kotor
2. Murska Sobota: A fence around the Jewish cemetery (Memorial park) in Murska Sobota
3. Murska Sobota: Virtual visualization of Murska Sobota former Synagogue
4. Osijek: Elaboration of conservation research and main design for 3D reconstruction of Upper Town Jewish cemetery
5. Osijek: VR app of the Upper town synagogue

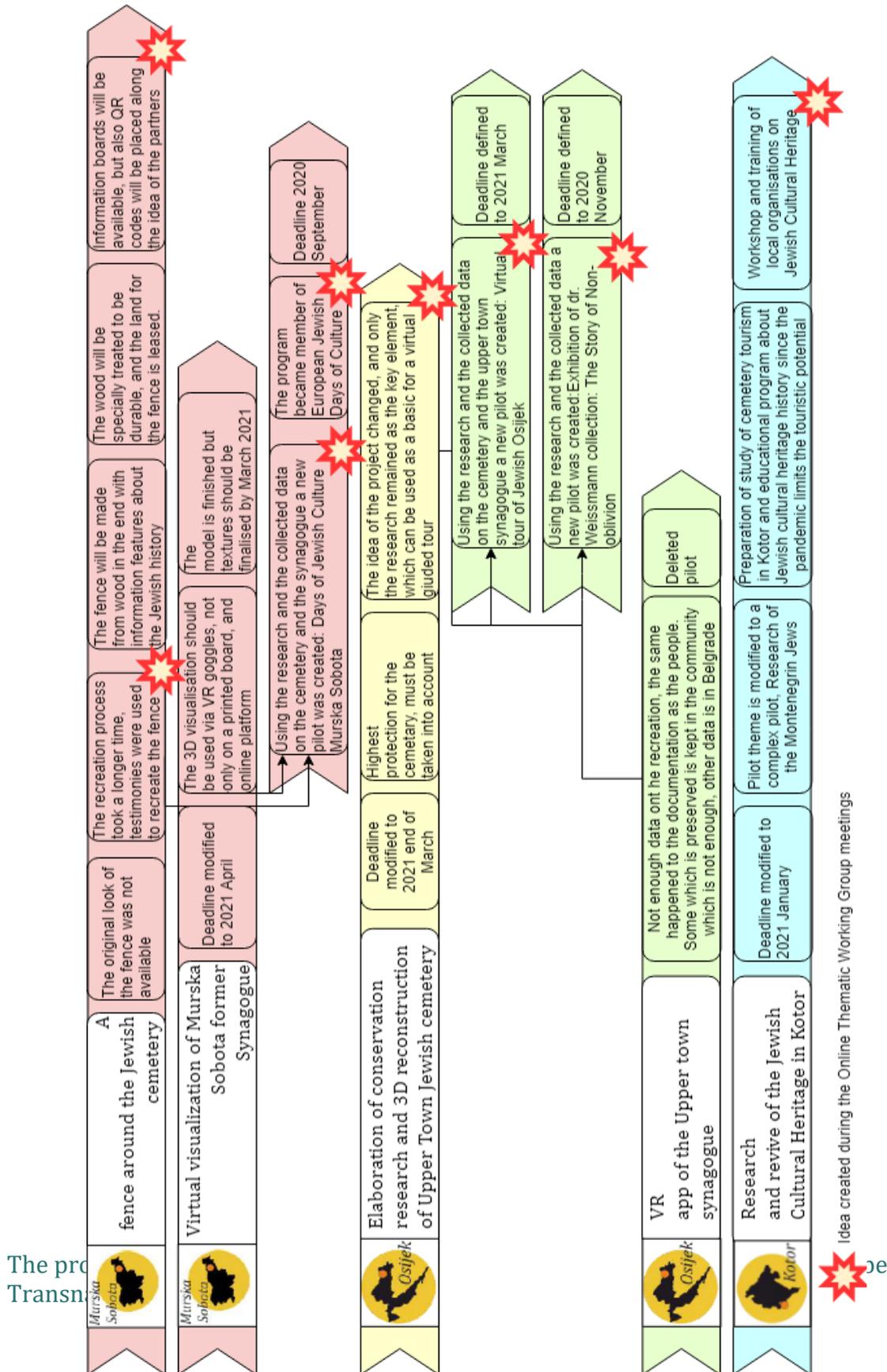
Problems faced:

- The archived material for reconstruction and renovations were not available. No clear photos, blueprints, plans remained to recreate the buildings, the cemetery or the fence. If yes, mainly due to the former Yugoslavian territory, all the archived materials were stored in Belgrade. The communication was really slow between the centre archive and the project partner cities.
- In the case of Murska Sobota the former fence was not archived, despite the partner received plenty of pictures, but the pictures were from post-war period and the fence was not there. A picture from 1929 was too bad in terms of quality, so interviews were made to have the original fence character. The key was the testimonial of a local community member Mrs Fürst, and a painted version was created earlier how it looked liked.
- The informal offers for recreating the fence were way above the budget.
- The process of renovation and recreation is heritage-related, therefore a lot of bureaucracy is involved. This extended the preparation time and

Added value:

1. During the OTWG meetings, it turned out, that in case of Osijek, the budget will be not enough for creating 3D visualisations and as many IT solutions as planned. Therefore, Osijek was advised during the meetings to change the idea, and create new pilots more in line with the budget and the circumstances. Osijek kept the research pilot as the base for the other two new pilots, a Virtual tour of Jewish Osijek and created a live, in-person exhibition called: Exhibition of dr. Weissmann collection: The Story of Non-oblivion. The VR application pilot was deleted in Osijek.
2. The case of Murska Sobota was more- or less the same as the case of Osijek. The data collection of the cemetery and the synagogue involved stakeholders and the collected much knowledge about the local Jewish community and history, so the organised a comprehensive program about it. Along the advice of the partners

Murska Sobota Days of Jewish Culture became the member of the European Jewish Days of Cultural Heritage.



3.3. REDISCOVER Guided tour

In this Joint Thematic Tour the main aim was to create a Jewish Cultural Heritage themed guided tour collection.

The initial projects were the followings:

1. Szeged LP: Herstory guided tour Bäck Manci
2. Szeged LP: Small-scale events in Szeged - guided tours, thematic lectures
3. Banja Luka: Virtual guided tour
4. Murska Sobota: Self Guided tour in Murska Sobota
5. Regensburg: Excursion to the deatcamp with students
6. Subotica: Guided Tour of the Jewish Cemetery in Subotica
7. Subotica: Herstory guided tour in Subotica

Problem faced:

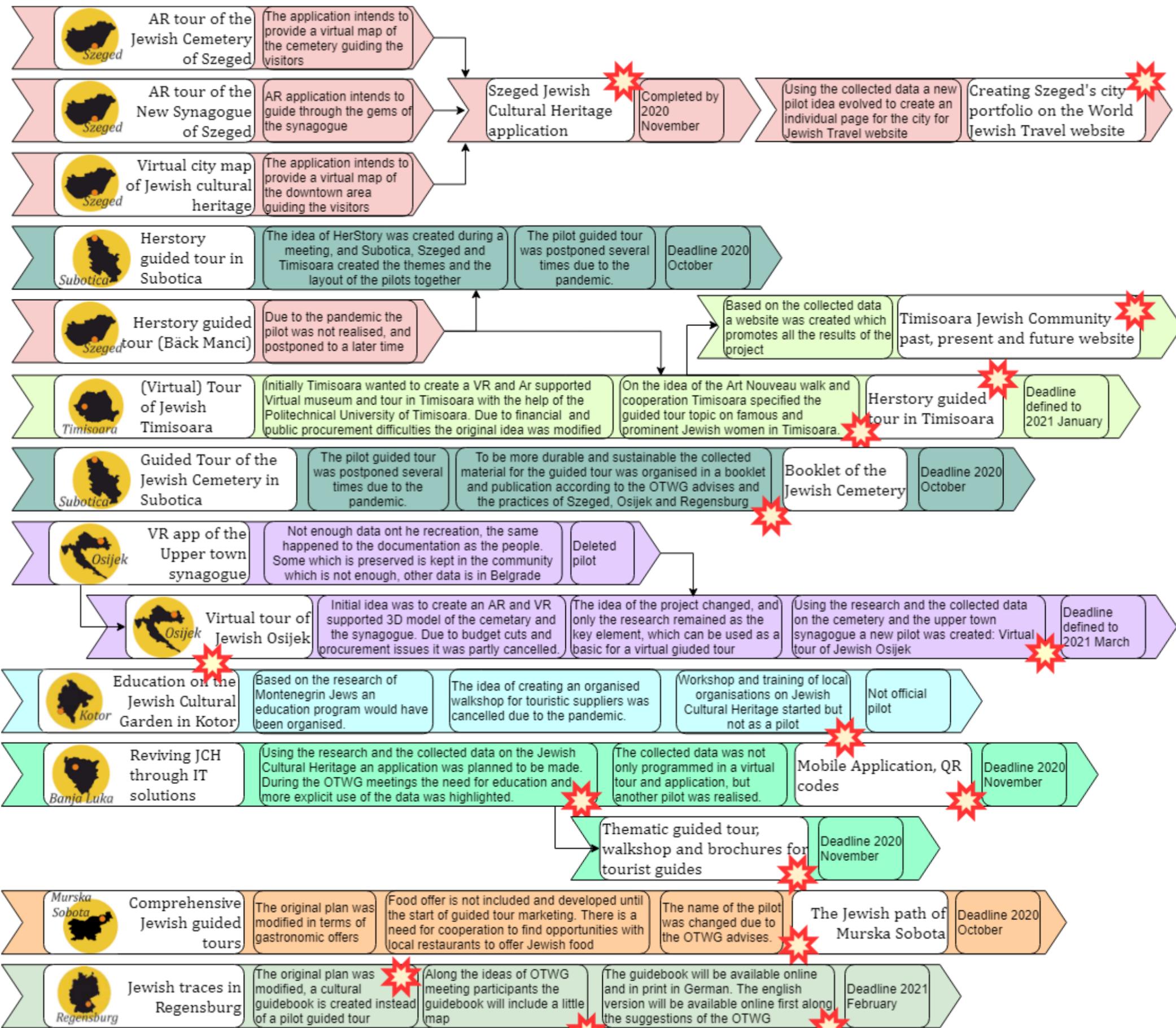
- The pandemic has greatly affected tourism and it cannot be estimated when tourism in the cities will get back to normal; thus it was impossible to evaluate the potential success of such a tour and the interest it may generate among tourists.
- The pandemic affected the original schedules of the guided tours, they had to be postponed several times due to different regulations.
- There were some difficulties obtaining permission for original photos from private collections, it was a slow process for a lot of partners.
- There was very slow action and response of relevant State institutions, including archives, Institutes...etc. Non-existing of technical documentation and slow collection of the inputs were factors of slow implementation of the guided tour activities.
- Due to the pandemic there was limited possibility in conducting in-deep research in state cultural institutions as well as limited possibilities in cooperation with local heritage experts and the general public.

Added value:

1. The partners, Szeged, Timisoara and Subotica decided to create a common theme: Jewish HerStory, along this idea a common content was created. The tourguide would dress up as a Jewish woman from the 1920's and walk around the most iconic historic sites in Szeged, Timisoara and Subotica. The partners agreed, that it is interesting to have an impersonator who carries out the tour.
2. During the OTWG meetings it was concluded, that the guided tours can only be organised if the number of cases decrease sufficiently. If not, the concept and the agenda, the circuit will be available for free to guides/agencies, to be implemented when things get back to normal.
3. The guided tours due to the pandemic along mutual decisions were placed on a virtual platform.



4. The guided tours were not only created in one language, but at least another foreign language according to the suggestions on the OTWG meetings.
5. Virtual guided tours were advised to be created with manifold content, and integrated modules. As an example Szeged brought the newly developed application: The complex Jewish Heritage Szeged mobile app, which contains three main modules. There are 3D graphic images of relevant buildings, the guide can be listened via the built-in speaker of the mobile phone or with an earphone and furthermore, the New Synagogue module contains a guided tour and an interactive treasure hunt game based on camera view.



 Idea created during the Online Thematic Working Group meetings

3.4. REDISCOVER (Virtual) Museum and exhibition

The aim of the Joint Thematic Route is to create virtual and physical platform to the remembrance for Jewish Cultural Heritage. This is the JTR which changed one of the most due to the COVID-19 situation.

Initial plans:

1. Timisoara: The Jewish VR Museum of Timisoara
2. Galati: Galati Jewish Cultural Heritage website
3. Regensburg: Memorial for the book-burnings in Regensburg
4. Banja Luka: Personal Stories Virtual Exhibition
5. Subotica: Exhibition in Subotica “Ordinary life from the eyes of Jews”
6. Szeged: Open-air exhibition on famous local Jewish persons
7. Szeged: Street art
8. Regensburg: Cooperation with Concentration Camp Flossenbürg and publication with interviews of Jewish community members representing the Jewish community today

Problems faced:

- Without the clear vision of an online virtual museum the realisation is really hard.
- The public procurement processes took really long time and this reduced the number and the extent of the potential content.
- The curator who started the work for the creation of the exhibition passed away, the second curator had COVID which resulted delays in the preparations.
- Even in the case of a live, onsite exhibition which was available for the public, the people were not coming to see the installations.
- In the case of Szeged Street Art, the idea was supported by the City and also the Board for Cityscape-protection agreed to the project, the physical state of the building and the lack of time burdened the realisation of the pilot.
- The cooperation of Regensburg and the death camp Flossenbürg was not possible due to the COVID-restrictions, so the pilot was postponed, excursions will be made not in the framework of Rediscover.
- The exhibition of Regensburg of the former book-burnings had administrative issues, and the concept was changed to a Virtual Bookcase since the legal permission was not provided to the placement of the bookcase.

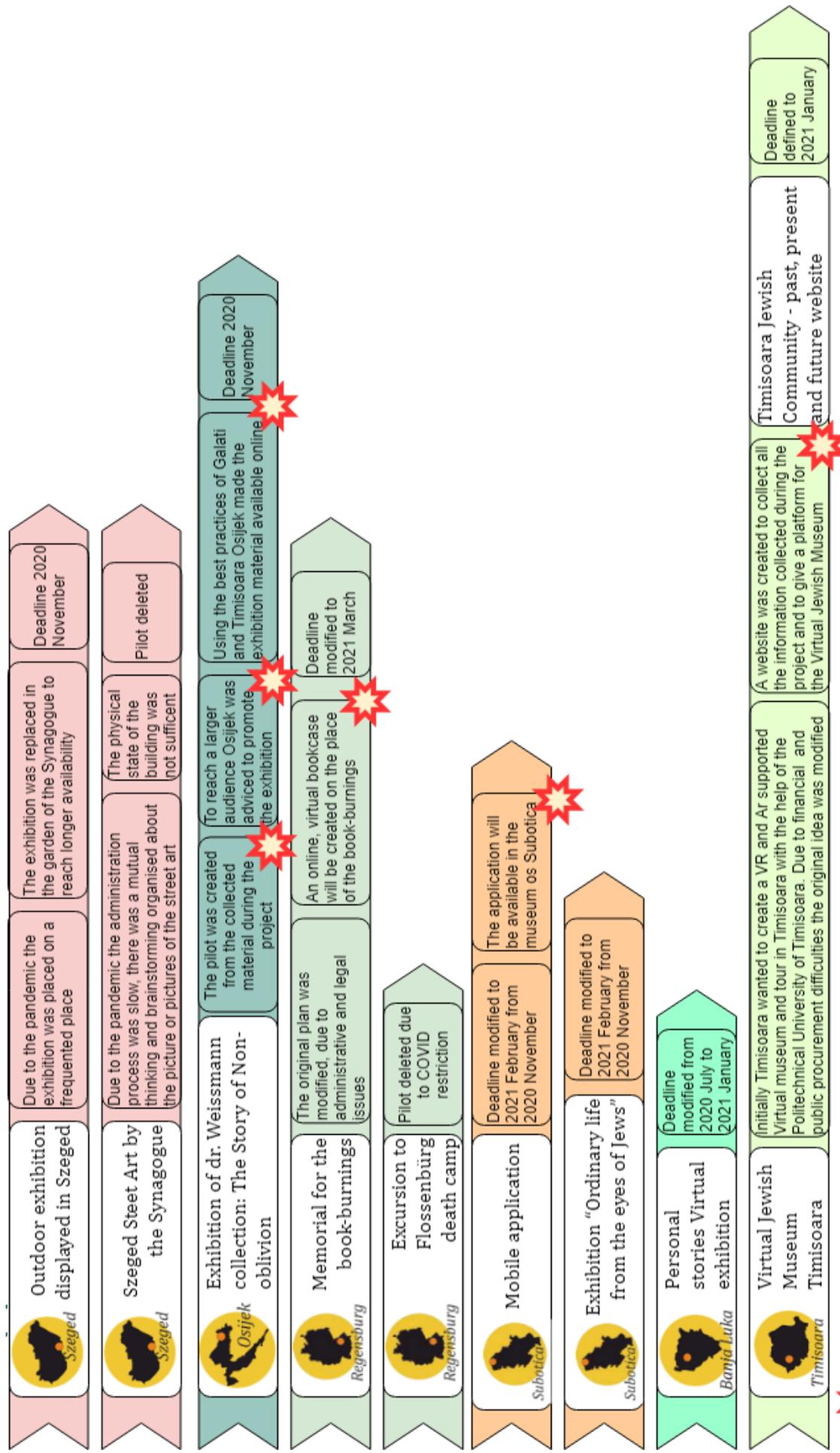
Added value:

1. Virtual exhibitions and installations have a really long durability dependent on the service provider's online availability. Along the advice of project partners the content of the virtual museums and also the collected materials for it were moved to a long-lasting page, probably the municipality's webpage.
2. To promote the onsite exhibitions, the material will be available online.
3. To promote the exhibitions in some cases the content was shown on national television.
4. In the case of Szeged, the placement of the open-air exhibition was really successful, and later the material was moved to the garden of the Synagogue.

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5. On the advice of Szeged Osijek is planning to have a same small-scale open air exhibition, since it is reasonable price and interesting, visually appealing. The best practice of Szeged is adopted by project partners.
6. Permanent outdoor installations are good to disseminate and advertise through word to mouth marketing.
7. The mobile application of Subotica will be available in the museum as well, this create synergies between the project outputs.



Idea created during the Online Thematic Working Group meetings

3.5. REDISCOVER Festival events

The aim of this Joint Thematic Route to create a network of Jewish Cultural Days in the project area. Due to the COVID-19 pandemic this JTR was affected the most, most of the programs were cancelled and transformed into smaller-scale events or online programmes.

Initial plans:

1. Regensburg: Theatre performance Regensburg
2. Regensburg: Jewish Festival Regensburg
3. Szeged: Jewish Festival Events in Szeged
4. Osijek: Festival (Days) of Jewish culture in Osijek
5. Timisoara: Shalom Festival

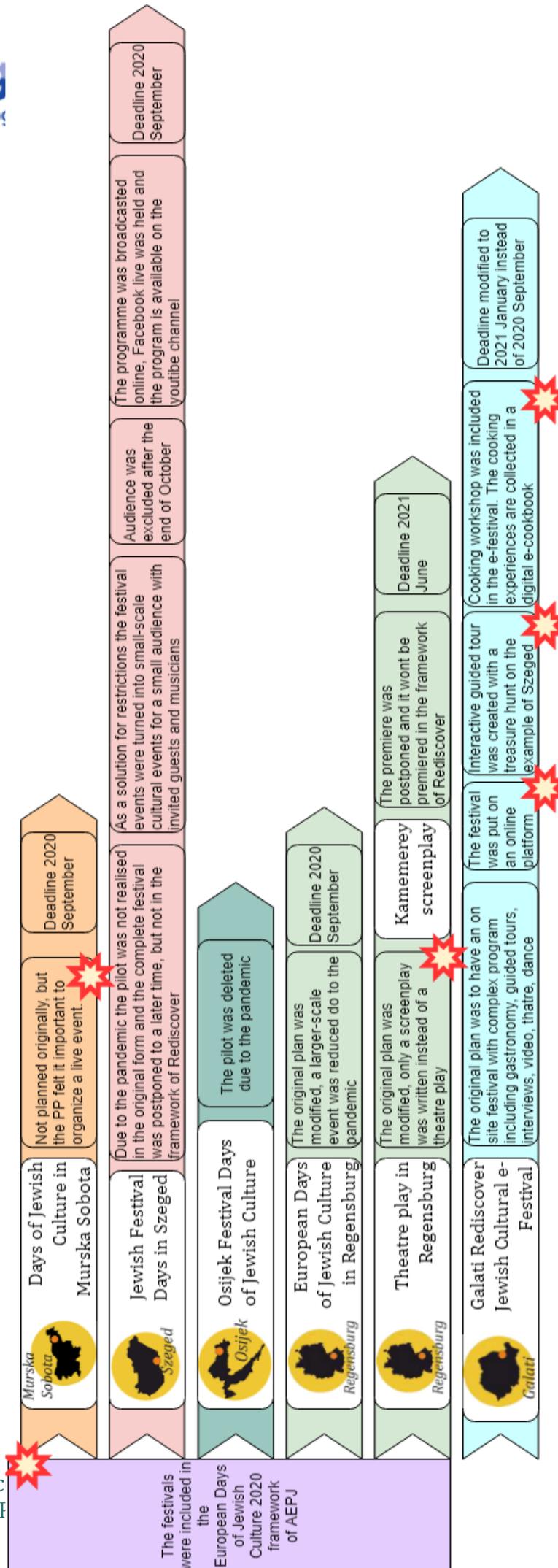
Problems faced:

- COVID-19 related restrictions had an impact on the number of visitors and generally challenged the events. The organization had really hard time with keeping the restrictions of social distancing.
- Hygiene concept had to be prepared, which was an extra budget, which was paired with the reduced capacity.
- In some cases the programmes were not organised due to the COVID situation and restrictions. The formerly fixed programmes were moved to 2021 but out of the project schedule.
- COVID situation negatively affected the number of onsite audience and the original schedule which had to be redesigned.
- Issues with internet connection at the events caused low number of audience which affected the reach of audience as well.
- In the case of Regensburg's play all the desk research had to be validated by the Jewish Community or at least by experts of the JCH. Dilemma between art, accuracy of facts, religious belief and people's sensitiveness was arisen.

Added value:

1. The festivals planned and realised joined the European Day of Jewish Culture 2020, which increased the audience of the programmes and increased the availability of the project outputs and deliverables.
2. Galati e-festival was built up from the best practices of the project partners. The e-festival was extended with an e-cookbook a broadcasted preparation. Also treasure hunt was included to the programme. A virtual tour guide was created and published in the framework of the e-festival. All these elements are durable and long-lasting products which have a longer sustainability and availability.
3. Beginning of November Galati was preparing to the festival activities, they have divided the budget into 4 sections, and allocated to each pillar of the Jewish inventory, gastronomy, built heritage, cultural events - performances, and oral history, this made the e-festival even better.

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3.6. REDISCOVER pilots overview

	Original plan	Modified plan	Finish
Szege	Project level cookbook	Project level cookbook	2021 January
	Small-scale events in Szege	Small-scale events in Szege	2020 November
	Street art	X	
Szege LP	Herstory guided tour Bäck Manci	X	
	AR tour of Jewish Cemetery Szege	Szege Jewish Cultural Heritage application (New Synagogue, Cultural city map, Jewish cemetery)	2020 October
	AR tour of the New Synagogue Szege		
	Virtual City map of Jewish Heritage in Szege		
	Outdoor exhibition displayed in Szege	Outdoor exhibition displayed in Szege	2020 October
	Small-scale events in Szege - guided tours, thematic lectures	X	
	X	Creating Szege's city portfolio on the World Jewish Travel website, Municipality of Szege	2020 December
Jewish Festival days	X		
Banja Luka	Virtual guided tour	Thematic guided tour, walkshop and brochures for tourist guides	2020 December
	Mobile application	Mobile Application, QR codes	2020 October
	Personal stories Virtual exhibition	Personal stories Virtual exhibition	2020 December
Galati	Promotion of the Jewish Cultural Heritage via website in Galati	Website with Jewish gastronomy with stories and recipes	2021 January
	E-cookbook	X	
	Jewish festival in Galati	Jewish E-festival	2021 January
Timisoara	SHALOM Jewish festival	X	
	Virtual Jewish Museum	Timisoara Jewish Community - past, present and future website, incl. Virtual Jewish Museum	2021 January
	Taste of Jewish Timisoara	X	
	X	HerStory tour of Jewish Timisoara	2021 January
Murska Sobota	Informative cemetery fence in Murska Sobota	Informative cemetery fence in Murska Sobota	2021 February
	Virtual visualization of Murska Sobota former Synagogue	Virtual visualization of Murska Sobota former Synagogue	2021 March
	Self Guided tour in Murska Sobota	The Jewish path of Murska Sobota	2020 October
	X	Days of Jewish Culture, Murska Sobota	2020 September
Regensburg	Cookbook and cooking workshop for students	Cookbook	2021 February
	(Virtual) Festival in Regensburg	Jewish Heritage Day	2020 September

The project is co-funded by European Union funds (ERDF, IPA) under the Danube Transnational Programme.

	Theatre performance	Screen play of a theatreperformance	2020 November
	Installation	Jewish traces in Regensburg	2021 January
	Publication		
	City map		
	Memorial for the book-burnings	Memorial for the book-burnings	2021 March
	Excursion to the deatcamp with students	X	
Subotica	Portfolio "Jewish Subotica"	X	
	Guided Tour of the Jewish Cemetery in Subotica	Booklet of the Jewish Cemetery	2020 October
	Online mobile guide in Subotica	Mobile application	2021 February
	Herstory guided tour in Subotica	Herstory guided tour in Subotica	2020 October
	Portfolio about Mrs. Rosenfeld Mártonné's recipe book from 1923	Portfolio about Mrs. Rosenfeld Mártonné's recipe book from 1923	2021 February
	Exhibition	Exhibition "Ordinary life from the eyes of Jews"	2021 February
Osijek	Conservation research of the Osijek Jewish cemetery	Conservation research of the Osijek Jewish cemetery	2021 March
	Exhibition of Osijek Jews	Exhibition of dr. Weissmann collection: The Story of Non-oblivion	2020 November
	3D Reconstruction of Upper town Synagogue and cemetery	X	
	IT application of the Jewish Osijek	X	
	VR app of the Upper town Synagogue	X	
	Osijek Festival Days of Jewish Culture	X	
	X	Virtual tour of Jewish Osijek	2021 March
Kotor	Research of the Montenegrin Jews	Research of the Montenegrin Jews	2020 December
	Online presentation of the Jewish culture	X	
	X	Cooking workshop	2020 December
	X	Education on the Jewish Cultural Garden in Kotor (not official pilot)	2020 December

	Modified pilot (changed theme, extended program etc.)
	Deleted pilot due to the circumstances
	New pilot (created from other idea sor during the OTWG meetings)

4. General experiences with the Online Thematic Working Groups

4.1. Approach, original position



Problem: “one size fits all” approach, which is not acknowledging the differences between the digital knowledge and possibilities of different individuals and groups. The assumption that all partners will both know and be able to work in groups is wrong. The difficulty in online interaction, presentations is real and can cause burdens for working together.

“Project partner No.1. has never used the google meet platform before, and when it was time to present for the first time, the partner could not set the microphone. The partner was a group leader and it was an awkward situation for the partner.”

“Project partner No.2. never used the presentation function on the google meet before, and was not sure which window should the partner share. The partner shared not only the presentation, but the presenter mode. Later the view was modified, and the right window was shared, It took minutes from the meeting to set the view”



Solution: before the meetings and the groupwork start all group members should explore the platform and the work and operation of the platform. Maybe a test run can be organised where anyone who is in the group can join, who are insecure about the platform and the work of the platform.

- Do not organise the test run for the meeting on the day of the meeting, or before the meeting in a short term. It will consume the energies of the partners and the group, they will consider the test time as part of the meeting. It can make the meeting ineffective!
- The test run can create confidence and better knowledge of each other. The more the people meet, the more they can work together. Trust can be built via online meetings as well!
- Issues such as anxiety associated with using technology and being out of one’s comfort zone must be eliminated via the mentioned test runs, and the more the working groups are interacting the better the work will be.



Problem: some of the members of the partnership have low and rare internet connection. This burdens the flow of the presentations and the work of the group.

“Project partner No.3. has limited internet access, this made the speeches and presentations hardly understandable. The partnership told the partner that it is hard to hear, and it is scattered, so basically there is no added value for the presentation. Later the partner wrote some comments via chat.”



“Partner No.1. was not able to turn on the microphone, so the presentation was given by the moderator and the thematic working group leader.”



Solution: it seems obvious, but a better internet connection is required for an online working group meeting and presentation. Since it is a project limitation for the whole program, it must be taken into consideration from the very beginning that network problems can cause problems in the course of a group work.

- Turn off your camera while having low access and network problems and give only the presentation! Ask the partner to speak a little bit slower.
- Ask and collect the presentations prior the meeting, the group leader can give the presentation in the worst-case scenario.

4.2. Noisy and busy office



Problem: the partner is not the only person in the office, and the place of the partner is very busy and noisy. This makes the partners presentation and speech mis- or not understandable.

“Project partner No.4. was working in a busy office, where several times not only one member of the partnership was working parallelly. Even if the language was different the platform was focusing on the most significant sound and voices, so it muted the person who was originally speaking. To solve this problem, later participants representing project partners were staying in different rooms and they were asking their colleagues to lower down their voice.”



Solution: The group leader should ask the partner to move to another room or ask the partner to ask the colleagues to lower down their voice.

- sometimes it is not possible to move from the office or ask the partner colleagues to leave the office. In this case, the partner should use the microphone only during the presentation, and mute other time.
- The working group leader should pay attention, that the presentation and the work should be going smooth, so there should be an administrative right to the group leader to mute down partners.

4.3. Language barriers



Problem: The partnership has different level of English knowledge. This can make cooperation harder between the project partners in an online thematic working group. In some cases the questions or the answers can be misunderstood. This can cause tensions between partners or totally misleading the aims of the working group meeting.

“Project partner No.3 was asked a question about the pilot they were establishing. The question was about the legal consequences and the limitation, but the partner misunderstood the question, and started to talk about a totally different thing about the content of the project.”

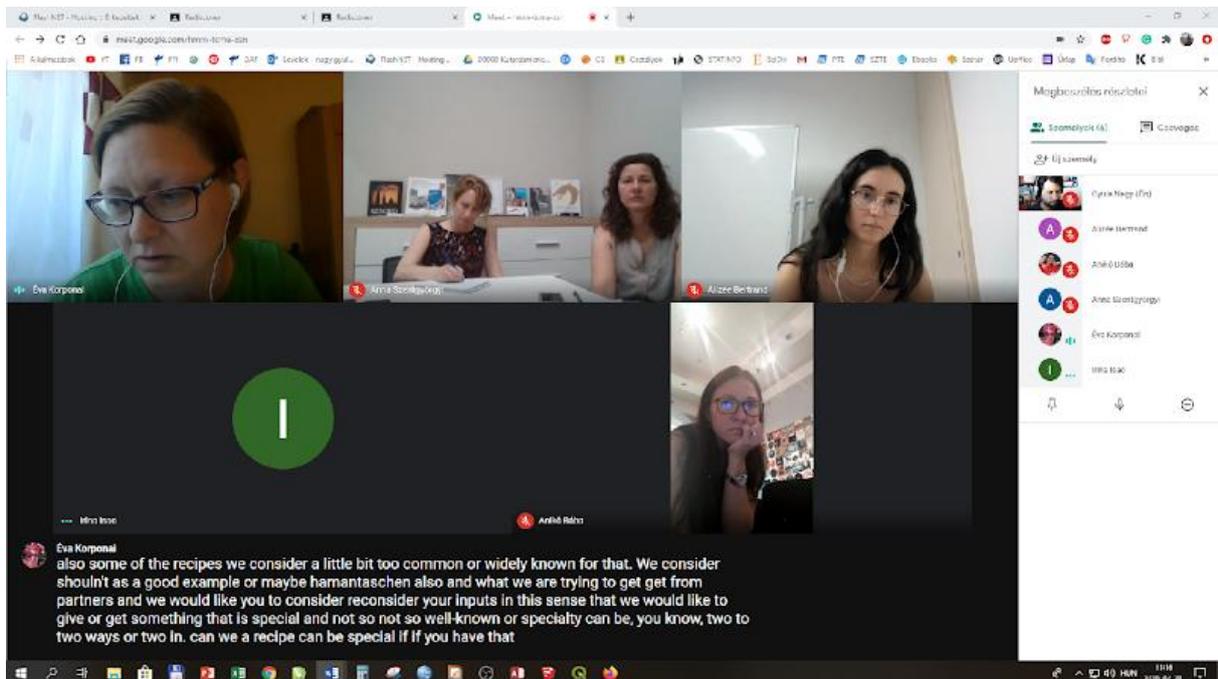
“Project partner No.5. was asked a question about the status of the pilot. The partner misunderstood the question and started talking about a partial fact about the financial problems. This took minutes from the meeting.”



Solutions: the thematic group leader should repeat the question in case it was unclear, or if the answer is not given on the question, don't hesitate to step in, and highlight the real aim of the question.

- Technology helps a lot in online meetings. In some cases automated captions can be added to the meeting. In case the meeting is English langued it is good to turn on captioning, and it will give subtitle to the speakers. But do not trust the captions in all means, it can be misleading, sometimes funny and inappropriate. But definitely it helps people to understand the speaker and the presenter person more.

“Google meet gives the possibility to caption the words of the presenter or speaker. The subtitles were on, and a presenter was talking about the Holocaust and the related program remembering to that. After the word Holocaust, the presenter continued with the words “we hope” which was caption as soap. This created a really inappropriate moment during the meeting. Fortunately, it was barely recognised.”



Using captioning in Google meet during the OTWG meeting REDISCOVER Cookbook

4.4. Well established agenda is needed, but information flow is crucial



Problem: In some cases the aim for online thematic working group meetings are not clear. It is true, when the agenda and the aim of the meeting is constantly changing, since the subjects of the project is changing. Even the aim is settled in the project application, it can change since the project itself changes from time to time. This result changes in the aim, the theme and the members for different working groups.

“During the design of the Project Pilots in the REDISCOVER Project, due to the COVID19 pandemic several pilots were changed. Not only in the mean they are implemented, but from the very initial starting point new pilots had to be created. This resulted, that the themes and even the members of the online thematic working groups. It was really hard to follow up the changes even for the project leader, not to mention the thematic group leaders and the partnership.”

“Project partner No.6. had problems due to changing circumstances and wrote a letter to the responsible partner the following: Project partner No.6. hasn't planned guided tours because we cancelled our Festival, – I can join the meeting if you think it is necessary, but I'd rather join Exhibitions OTWG meeting, because our exhibition is already prepared and will definitely be held. Other programmes will be definitely cancelled because the county is in the 2nd wave of COVID.”



Solution: In order to improve online group work design the syllabus for the group work and the meeting. The agenda and the syllabus must be completed way before the work starts.

- Always communicate to the project partners that, if they have any questions or uncertainty about the tasks or the foci, they should ask questions, via email or online call.
- Ask project partners to inform all thematic group partners about the changes to keep them informed. Without information the group meeting would be surprise for the partners and the group leaders, if the pilot themes are constantly changing.
- Ask project partners to attend meetings to clarify the changes towards the project partnership, maybe solution can be found on the problem they have faced.

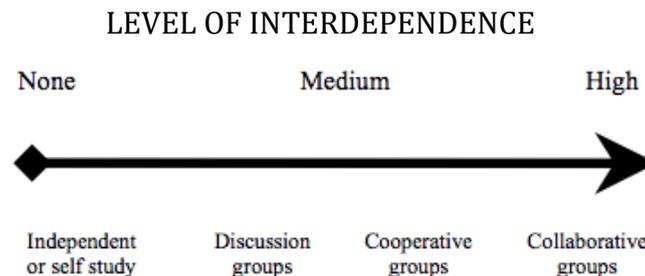
4.5. Structuring the meeting



Problem: the meetings can be very repetitive and dull and it is worsened by the COVID19 pandemic situation, where all the co-thinking and co-creation was transferred online. This blocks the synergies between project partners and burdens mutual thinking.

There is a scale where working groups can be categorised according to the project partners interdependence. The more the partners are interdependent the more they can create mutual solutions for commonly detected problems. In some cases, if the problems are so specific the partners can be only spectators, but the solution will not be created by the problem. But still it can be a really good input for other group members, since if they whenever face the same problem, they will know how others tried to solve them. There is always a possibility, that even in a case of a specific problem advices can be provided to the member.

In this sense the online thematic working groups in the beginning were a bit overstructured in the REDISCOVER project. The online thematic working groups were functioning more like discussion groups, than collaborative groups. By the 12th online thematic meeting discussions evolved, and more and more questions were addressed to the presenters.



“During the thematic group meeting we have created a syllabus for the meeting, where we settled all the details where the partners could give a status about their project pilot(s). This was the skeleton for the online thematic working group meetings for all the thematic routes as quality assurance. This worked well, more or less the project partners were talking about the topics highlighted in the syllabus. On the other hand, this created an over-structured and an over controlled environment, where mutual thinking was limited.”

The following questions were to answer during the OTWG:

1. **Brief introduction:** What are you doing as a pilot in the Joint Thematic Route?
2. **Status of the pilot:** Where are you now in the organising process, what have you already done about the pilot?
3. **What is your biggest problem?**
 - a. in terms of the theme of the pilot?
 - b. in terms of the organisation of the pilot?
 - c. related to the financial part of the pilot?
4. **What differs from the last version of the Pilot?** Any changes since the latest concept? – if applicable
5. **What is the next step / what are the next steps towards a finished Pilot?**
6. **What is going to be the impact of the Pilot?** – if known already



7. **Q&A, advice, ideas to help each other** and to foster the implementation of the Pilots!
8. **Final results** (only in the closing OTWG meetings)
 - a. - Pilot start (proposed):
 - b. - Pilot finished (proposed):
 - c. - Initial plans and actual pilot, changes:
 - d. - Pilot budget, spent and leftovers:
 - e. - Pilot audience number, reached people:
 - f. - Problems through the realisation:
 - g. - Best practices, advices:

“The external expert always had recommendations to the project pilots and tried to connect the experiences of a partner with other partners experiences. The external expert as a moderator was linking the different joint thematic route meeting results and suggested partners to contact each other in several cases. The LP in most of the cases had questions for the project partners.”



Solution: the structure of the meetings must be clear which helps the partners to prepare for a presentation. Always design and save time for questions and answers.

- Don't over structure the meeting, name only bullet points for the structure of the meeting.
- If there are no questions always prepare a question to break the ice. It can help to start a conversation and it also helps to create mutual thinking.
- Give advices and recommendations if possible. Try to conclude results in the end of the presentation and link them to each other to create the synergies. Ask other partners if they agree or if they have any ideas.

4.6. New member arrives



Problem: due to the changing circumstances, the project partnership is not permanent, members who manage the project can change. The new project members if they arrive to the project in its second half, or later are alienated and can be frustrated, since others know each other very well. The integration into the project team of the new members are crucial for a group work.

“Project partner No.8. faced with a personal change in the project implementation. The former project participant of the group meetings and the project level meetings left the project. A new project member arrived, who was introduced to the public during the OTWG meetings by the LP.”



Solution: The new project member must be integrated to the working group, but it is limited online. The moderator or the lead partner should draw the attention, that there is a new member and greet the member publicly and introduce the partner with some words.

- Ask the new member after a short introduction to introduce themselves. But never force them to talk more about themselves.

4.7. Online work needs increased coordination



Problem: online meetings can be way over or under their time limit without clear moderation. It is hard sometimes to realise the time spent in the online space while there is no personal interaction, and presenter lacks the reaction of the audience. Too much talking can upset other members and create unfair situation, while one partner got a limited amount of time, while others had double or triple amount.

“During a partner meeting Project Partner No.8. was so overwhelmed with the problems in the pilot, that the partner was over the time limit given. Since there was no reflections and questions before the presentation, the moderator gave extra time. After the presenter exceeded the extended time, the moderator interrupted and asked the presenter a question in concern with the next question. The presenter answered the question and moved along with the presentation.”



Solution: there must be a respected and firm working group leader who can coordinate the presenters and sign them if they are over time. There exists an increased need to coordinate work among individuals, and a moderator can help to gain- and regain the focus of the partners and the group members.

- Do not be rude! Try to coordinate with suggestions and questions through moderation.
- Tell the partner that the time is close to up, and there are more interesting questions to answer.

4.8. When to make a group meeting? - Scheduling and timing



Problem: The more the member the more you need to organise the schedule. In many cases the project partners are not only running one, but several projects, therefore it is really to hard to find a mutually accepted date for the online meeting.

“During the working group meetings, it was clear, that the end of spring and the beginning of summer is really busy for the partners, due to the end of the first wave of the COVID19 pandemic and the summer holidays in the partner organisations. We decided to separate some online thematic working group meetings in order to give the possibility every partner to tell their story and their status of the pilot, so the first general meeting was

held in two Online Thematic Working Group Meeting. Participation of all members were favourable, and it was declared it would be appreciated to have every partner on both meetings if the attendance is possible.”

“Project partner No.7. had some personal issues and wrote the followings during the home office era of the COVID9 pandemic: Yesterday afternoon the handyman let us know they are coming to our house to check gas installation. This check is legally obligatory and they can only come at the time of the meeting. So, depending on how long it takes I will be late for this meeting or won't be able to participate. Hope to be able to join later!”



Solution: if you are dealing with a project, where a lot of partners are involved, and the discussions are opened to other participants, e.g. stakeholders, it is worthy to organise a small poll about the most suitable date for the meeting.

- Do not expect 100% attendance, there will be always members who cannot participate, due to specific circumstances.

- If the partner cannot participate they can give the group leader a written not, which should be communicated towards the partners and partners can also address questions to those partners who were missing from the group meeting.

“During the OTWG meetings there were only one occasion, when questions were addressed to a project partner about their status. No other comments or questions were formed about the partner who did not show up.”

“The partners were asked to choose the best dates for the OTWG via email, and each and every OTWG had its own platform. The meetings were opened to any partners and stakeholders.”

E-Cookbook and workshops (Galati, Regensburg, Kotor, Subotica, Szeged) with the lead of Regensburg

<https://doodle.com/poll/4a3ftc4st683yau6>

Guided tours (Murska Sobota, Timisoara, Galati, Osijek, Szeged, Kotor, Subotica, Banja Luka) with the lead of Murska Sobota

<https://doodle.com/poll/dpmi7g7hpxp46at4>

(Virtual) museum and exhibition (Banja Luka, Szeged, Regensburg, Timisoara, Galati, Subotica) with the lead of Timisoara

<https://doodle.com/poll/qaedpdtusrwdx8ua>

Festival events (Szeged, Regensburg, Subotica, Murska Sobota, Osijek) with the lead of Szeged

<https://doodle.com/poll/zrnynx6ey8ei9vqh>

4.9. Regularity can help and burden the work



Problem: It is controversy, that the more regular the meetings are, the more dull the meetings can be. The less meetings the project has, the less knowledge and confidence can be created during the OTWG which affects the effectiveness of the meetings. In some cases, the project itself limits the regularity of the meetings, since the pilots or the activities are scattered in time.

“During the REDISCOVER project 12 OTWG meeting was held from the end of May until the end of January. There were several pilots which were discussed during the OTWG meetings, but some of them were changed during the time frame mentioned above. The biggest problem we have faced, that in some cases the pilots were not moving forward and therefore the meeting was really repetitive until the pilot did not happen. Later the pilots were implemented, they were finished it was more interesting and conversation could evolve, but the time left from the OTWG activities was not enough.”

It was also a problem we faced during the project, that the original plans for implementing the pilots were several times modified, therefore it was hard to follow up the different pilots with the OTWG meetings. Originally the pilot implementation phase would have been synchronical with the OTWG meetings, so all changes would have been well detected and followed.”



Solution: design the thematic group meeting schedule in the beginning in the specific project phase, so everyone can count on the occasions. But it is very important not to stick strictly for the dates in case of delays.

- Do not force participants to participate and repeat themselves on the OTWG meetings, just because it is administratively a must. Try to have a conversation instead, to avoid repetitiveness.
- Define the dates accorded to the pilots or the features of the project and try to find the perfect time interval when the partners can develop their pilots and can step forward with their project pilots.
- Be flexible if it is about changing the times of the OTWG meetings, it can be beneficial and useful.
- Regularity can help to improve cooperation between the project partners and builds trust among them, but it must not be forced.

4.10. Tasks in and on time



Problem: project partners are usually packed with different duties, and they have a regular timetable. In case of a multilateral project, with several participants it is extremely hard to give tasks and then collect them in time.

“During the organisation of the OTWG meetings, it became clear, that partners need time to prepare, one week is not enough to choose the date for the meeting and prepare the “presentations”. In the case of REDISCOVER first we decided to have a week prior the meeting and the task was announced the day when the poll about the meeting dates were launched. It seemed too short, and it was criticised by the partners, so we decided to increase the time for two weeks, which seemed too long. Partners forgot about the tasks and even about the dates in some cases. In the case of the second part of the meetings, we introduced reminder emails to draw attention of the partners for the closing date for tasks.”

“In the REDISCOVER project tasks were given to the project partners in cooperation with the external expert, the responsible partner and the Lead Partner via email. In the email the tasks and the responsible partners and the due dates were clarified. The tasks given to the group members should have sent back to the external expert and the LP 2 days prior the meeting. In several cases the tasks were sent only the day of the meeting, in some cases tasks were not completed.”

“Project partner No.3. forgot to send the completed tasks so the LP had to call the partner via telephone to complete it and send it to the external expert.”

“In the case of the first tasks it was unclear to the partners which cluster and which thematic routes are they included, since there were lot of changes about the pilot content, so when there was an organised meeting Project partner No.5. forgot about the meeting, where they had to present their results and status of the pilot. During the meeting the LP sent a reminder to the partner. Later the partner joined the meeting and had the presentation.”



Solution: Task must be highlighted in time and on time. The group members should prepare for the thematic group meeting. Therefore, the time for preparation must be given for all the group members. Consider, that maybe the partners are not dealing with only one project and maybe they are occupied with other tasks. So even if your project is the most important for you it does not necessarily the most important for the group members, and project partners. To be able to work in a group, well prepared partners are needed.

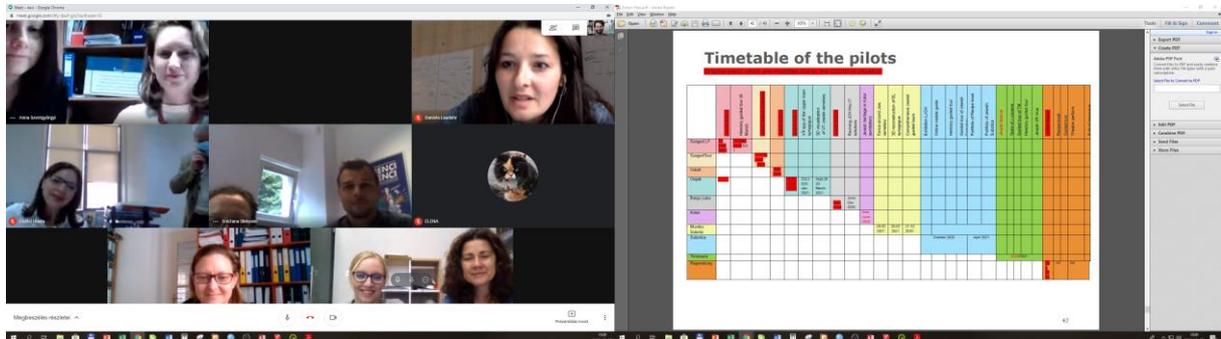
- If tasks are not completed remind the partners in emails, in some cases it is worthy to call them via phone.
- Always be clear which task applies to which project partner and name the responsible partner for collecting the tasks.

5. What to keep in mind: engagement, access, and support aspects

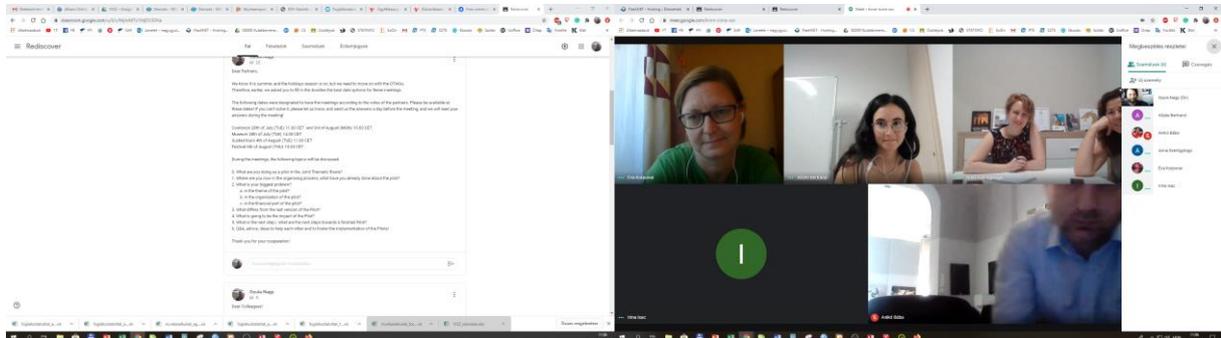
1. **Engagement:** the partner should be engaged to the project and engaged to reach the goals of the project. There is the willingness to have a successful meeting and groupwork. It should not be an unnecessary must, but a task which must be acknowledged as a crucial part of the project.
2. **Access:** the partner should have a good access to all information he or she has to work with to be cooperative during the meetings. The accessibility for the platform is also crucial. Information, best and worst practices must be shared with the project partners.
3. **Support:** in case of online group works there must be a support for assisting the digital problems and to help the partner with the issues during a partner meeting. Always consider having, at least a support person who can help the partners during the meeting without blocking the whole program. In case a problem occurs and the partners in the meeting will deal with the issue and the problem of one person, the meeting will be ruined and the thematic work will be blocked.

6. Documentation of the meetings

2020.05.27

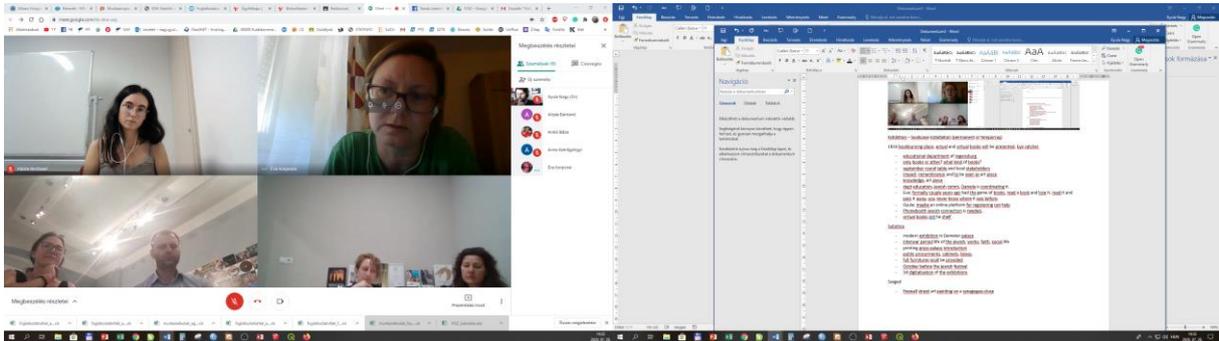


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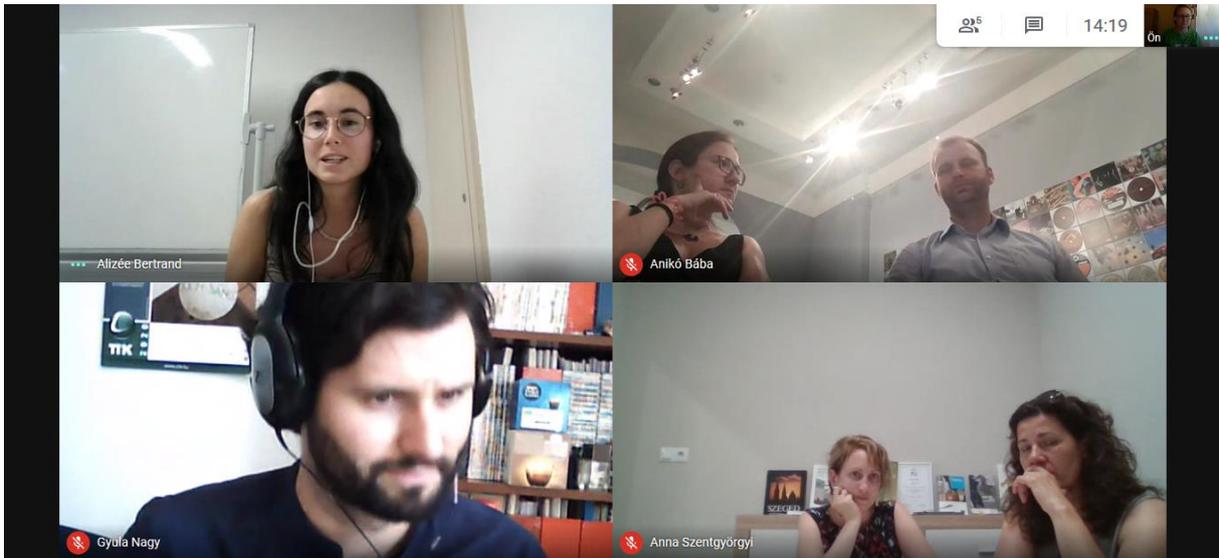


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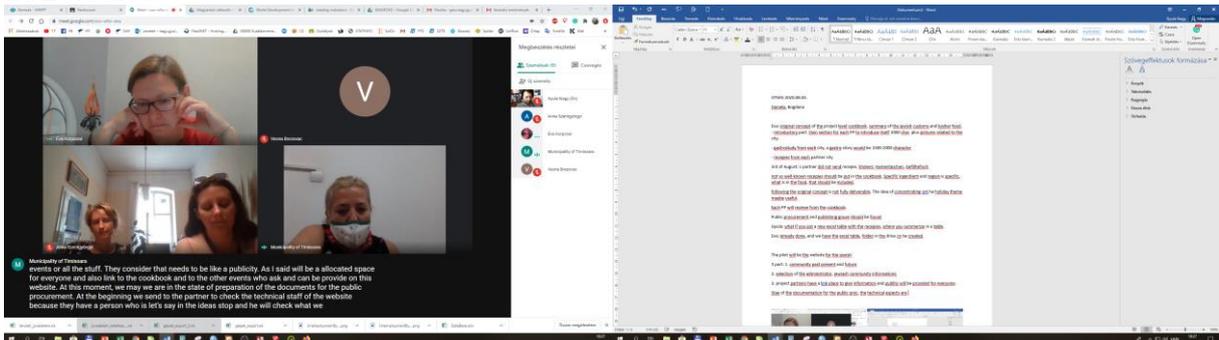
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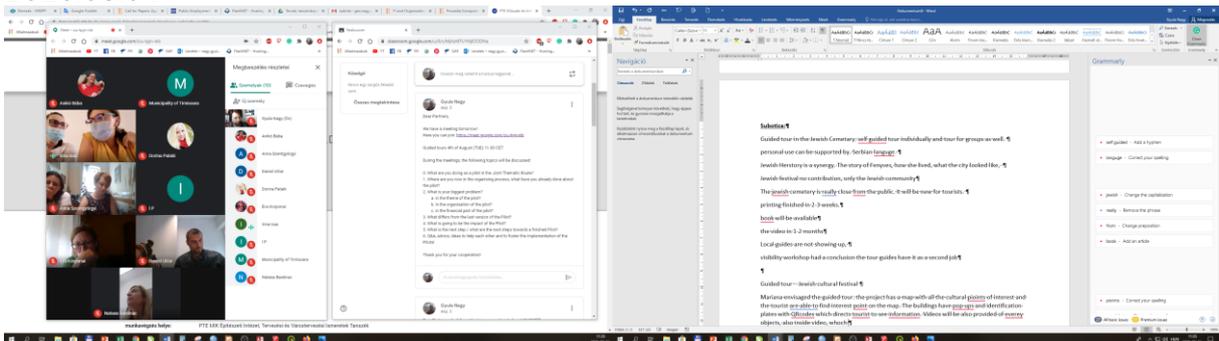
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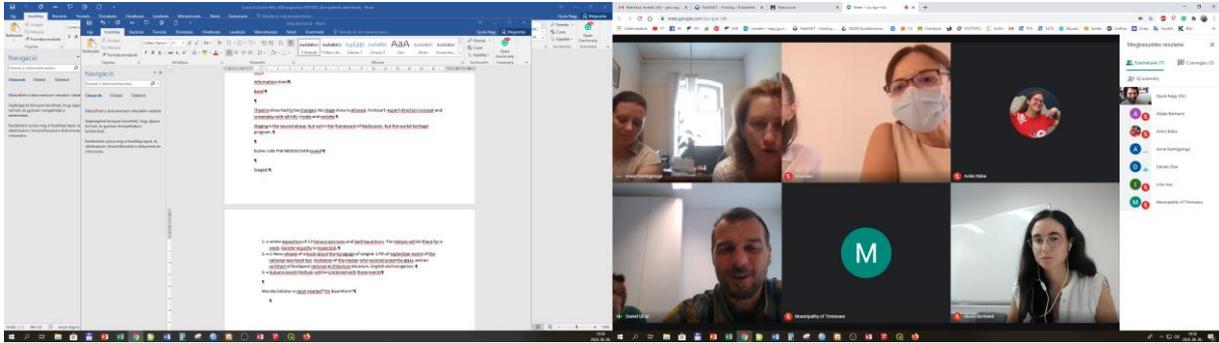
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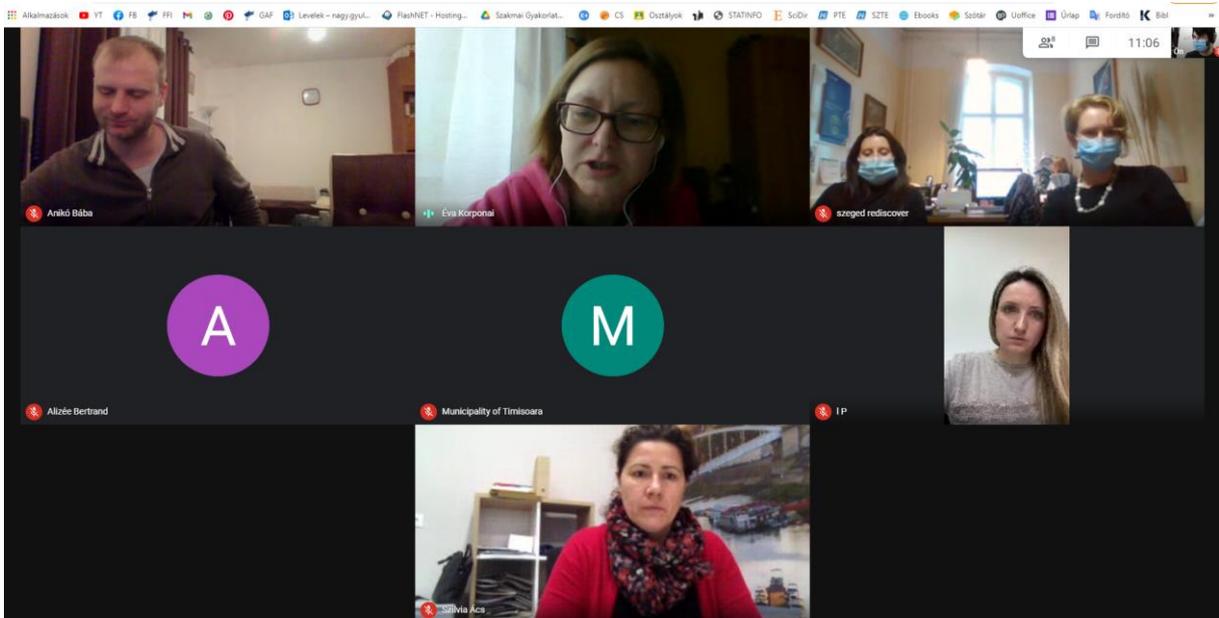
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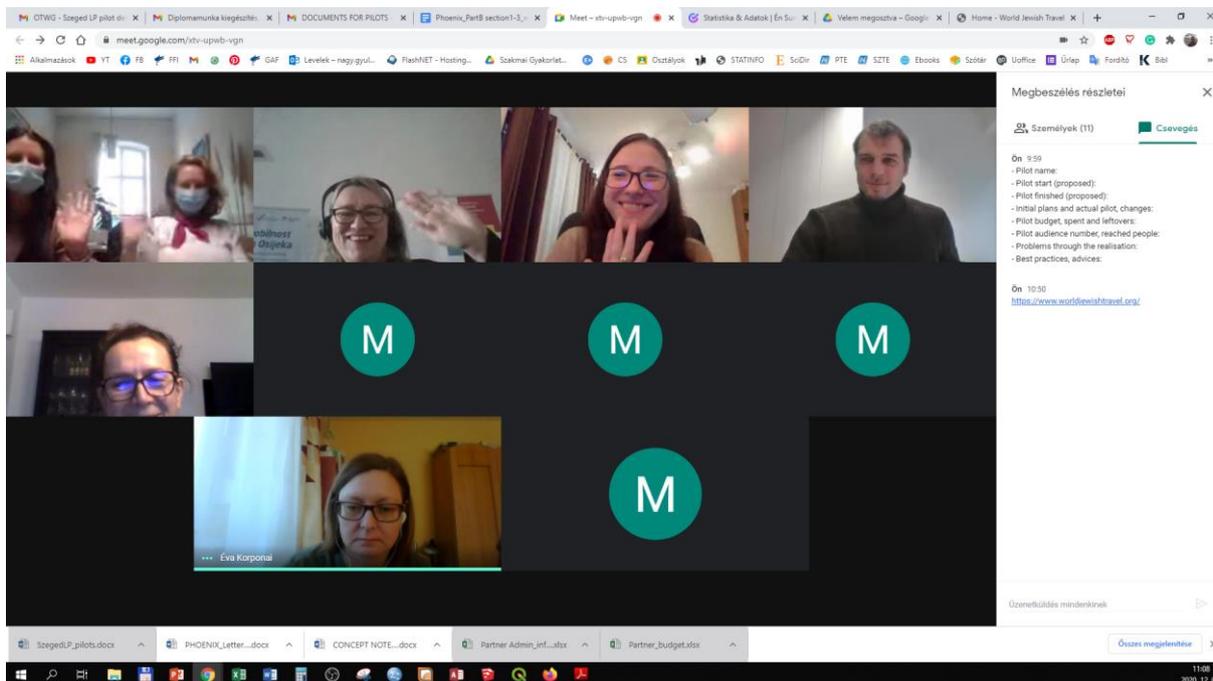


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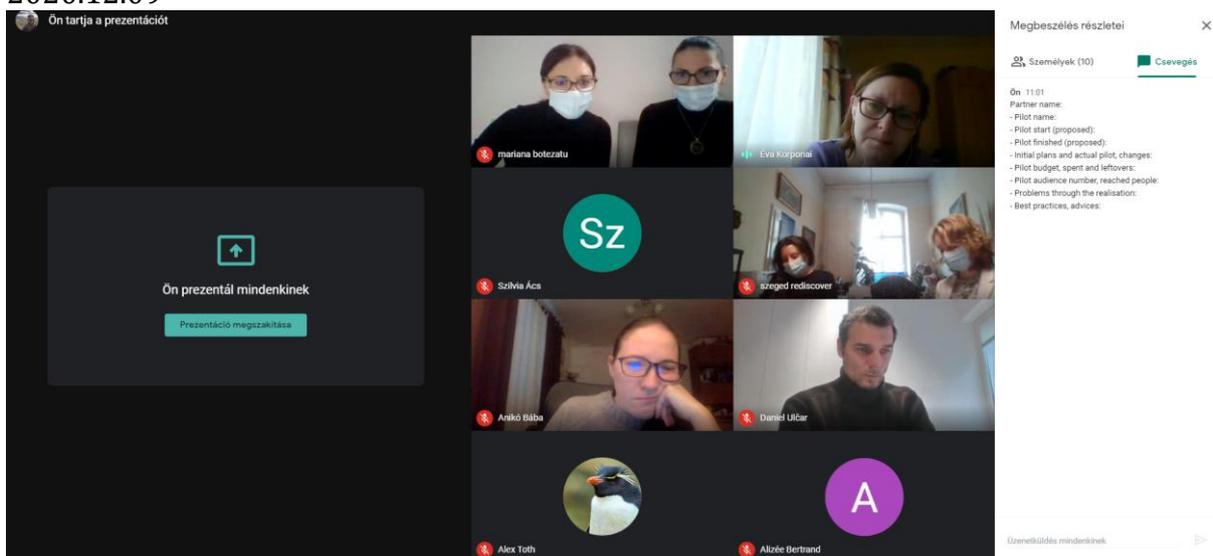


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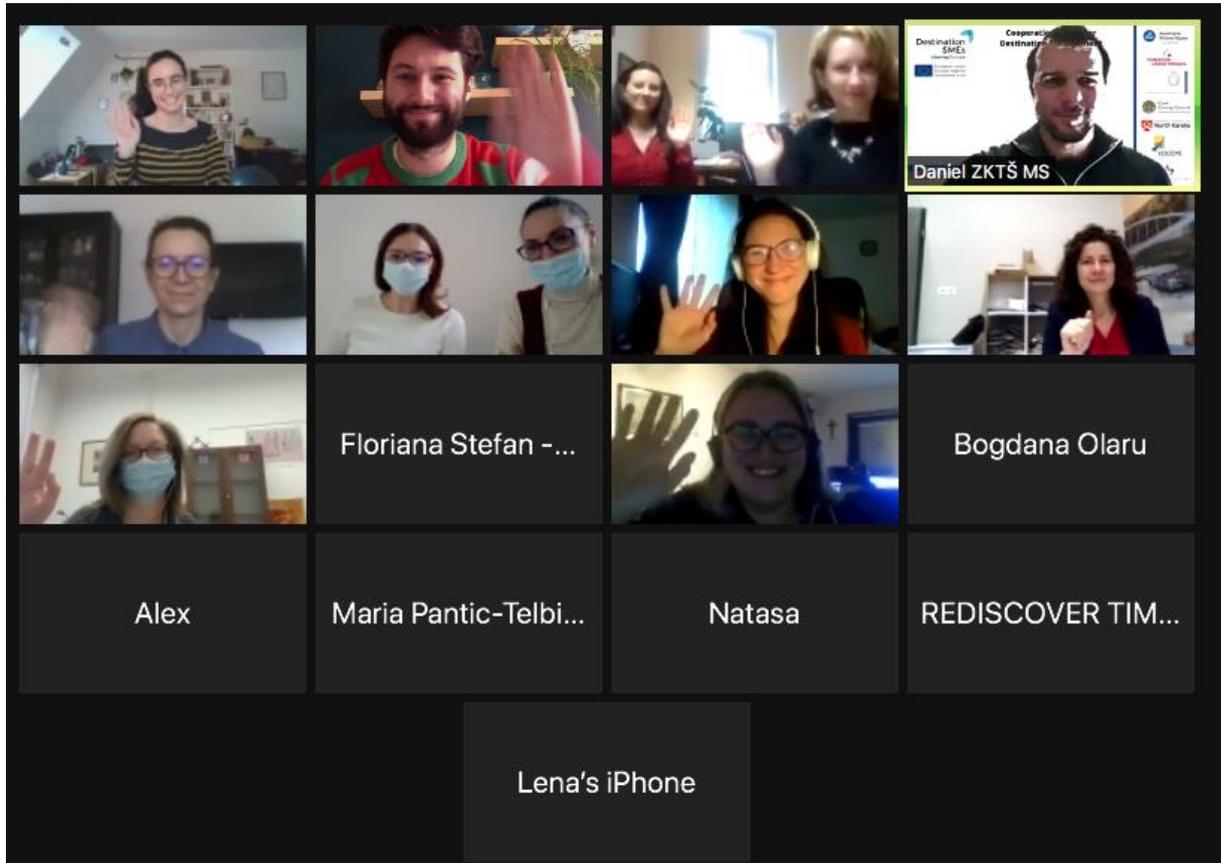
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The project is co-funded by European Union funds (ERDF, IPA) under the Danube Transnational Programme.



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The project is co-funded by European Union funds (ERDF, IPA) under the Danube Transnational Programme.



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