



BRENDAIT MANUAL 2017

**METHODOLOGY FOR THE DEVELOPMENT OF AN
ACCESSIBLE AND INCLUSIVE TOURISM DESTINATION**

BRENDAIT Project, March, 2017

SPECIFICATIONS

PROJECT

BRENDAIT – “Building a Regional Network for the Development of Accessible and Inclusive Tourism”

CONSORTIUM FORMED BY:

PERFIL – Psicologia e Trabalho, Lda.

TCP – Turismo do Centro de Portugal

ESHTE – Escola Superior de Hotelaria e Turismo do Estoril

AHP – Associação da Hotelaria de Portugal

ENAT – European Network for Accessible Tourism

WITH FINANCIAL SUPPORT FROM:

The European Union COSME Programme, Turismo de Portugal IP, Turismo do Centro de Portugal and Associação da Hotelaria de Portugal

MISSION

To design and apply a methodology for the development of an Accessible and Inclusive Tourism Network in a tourist region which may be replicated in other regions.

TRIAL TERRITORY

Portugal, West Coast; territory formed by 8 municipalities: Alcobaça, Batalha, Caldas da Rainha, Lourinhã, Nazaré, Óbidos, Peniche and Torres Vedras.

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IMPLEMENTATION September 2015 to March 2017

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SUMMARY

Presentation of the Manual.

Step 1: MOTIVATE - Motivating travel agents and establishing a regional partnership

Obstacle to overcome/Problem to solve. Tools for Intervention:

Tool M1: A broader, updated and better structured and more appealing concept of accessible and inclusive tourism

Tool M2: A technical team of senior consultants, immersed in the field

Tool M3: A methodology designed to clarify and motivate local players, based on a direct, individual, face-to-face communication approach

Tool M4: Creation of a regional partnership composed of the companies/entities interested in transforming their territory into an accessible and inclusive destination

Step 2: QUALIFY - Qualifying the territory: providers of tourism services, public spaces, joint services and citizens

Obstacle to overcome / Problem to solve. Tools for Intervention:

Work front: QUALIFICATION OF TOURISM SERVICE PROVIDERS

Tool Q1: Vocational training programmes: Basic and transversal skills

Tool Q2: Accessibility and Inclusive Service Referential BRENDAIT 2016

Tool Q3: Vocational training programmes: Self-diagnosis and adjustment plan

Tool Q4: Vocational training programmes: Service skills – accommodation, food and beverage, outdoor, leisure and cultural activities

Tool Q5: Vocational training programmes: Organisation, quality and certification

Work front: LOCAL CONTEXTS / INCLUSIVE CITIZENSHIP

Tool Q6: Vocational training programmes: Inclusive service in local organisations

Tool Q7: Vocational training programmes: Inclusive citizenship

TRAINING OF TRAINERS

Tool Q8: Training of trainers programme: Accessible and inclusive tourism

INDIVIDUAL CONSULTING

Tool Q9: Individual consulting: Motivation and technical support to partners in their respective qualification processes

SOCIAL INSTITUTIONS

Tool Q10: Participation of social institutions and participation of the citizens with special needs

Step 3: PROMOTE – Promoting the supply of accessible and inclusive tourism:

Product design, development of a service network, communicating with the “demand”, promoting a destination, attracting new clients.

Obstacle to overcome/Problem to solve. Tools for Intervention:

Tool P1: Concept of strategic positioning of companies/entities as regards accessible and inclusive tourism

Tool P2: Vocational training programmes: Management, marketing, sales

Tool P3: Individual consulting: accessibility of companies'/entities' websites

Tool P4: Consulting: pilot tests on the creation of composites products / packages of accessible and inclusive tourism

Tool P5: Consulting: creation of a regional network of accessible and inclusive tourism

FINAL NOTE: Continuity of the dynamics generated by the project

REFERENCE DOCUMENTS

PRESENTATION OF THE MANUAL

Framework

This Manual was designed under Project BRENDAIT - “Building a Regional Network for the Development of Accessible and Inclusive Tourism”, carried out in Portugal with the support of the European Union COSME Programme.

(Call ID: 127-G-ENT-PPA-14-7722 Transnational Cultural Tourism Products and Tourism and Accessibility for All. Theme 2: "Fostering accessible tourism entrepreneurship and management", 2014).

This call pointed out the need to design and apply capacity building schemes in order to overcome the three major barriers to the development of accessible tourism, as identified in studies by the Commission on this issue, e.g.:

The “inertia” and lack of interest from tourism players;

The lack of knowledge, management skills and hospitality skills for the development of accessible tourism (mainly in the SMEs and micro-SMEs);

The lack of a holistic approach in the qualification and promotion of tourism destinations.

Challenge

Within this framework, the challenge to which the BRENDAIT project sought to respond was, basically, the following:

On the one hand,

To deconstruct the three major barriers, mentioned above, to the development of accessible and inclusive tourism;

And, on the other hand,

To develop an intervention methodology capable of promoting the process of transformation of a certain tourism territory into a tourism destination for all, that could also be replicated in other regions.

To meet this challenge a project was designed, a methodological approach devised, a consortium formed, a technical team mobilised, a target territory was chosen and research-action was conducted, thereby enabling the project team to achieve very positive results.

Purpose

This Manual is the result of both this project and the experience gathered in the field.

This Manual attempts to share the methods and intervention tools used so it may become a useful reference when conducting other projects designed to turn a territory/region into an accessible and inclusive tourism destination through the creation of local or regional networks of accessible and inclusive tourism services.

Target audience

The BRENDAIT Manual may be useful to assure decision-makers with a role in the management of tourism destinations that there is a methodological approach to assist them when trying to overcome the main barriers to the implementation of accessible and inclusive tourism.

However, its specific purpose is to become a reference and a working tool for technical teams who are entrusted with missions similar to those performed by the BRENDAIT team: to implement, offer guidance and lead a process of transformation of a certain territory/region into a tourism destination for all.

Structure

The adopted structure corresponds to the 3 major steps or stages that are necessary to overcome the 3 barriers to the development of accessible and inclusive tourism: MOTIVATING, QUALIFYING, PROMOTING.

1. MOTIVATING

Motivating local travel agents towards accessible and inclusive tourism and to establish regional partnerships with companies and other entities willing to participate in the process of making their territory a tourism destination for all.

2. QUALIFYING

Qualifying the territory - providers of tourism services, public spaces, common services and citizens - to welcome tourists with special needs who visit the territory and provide them with opportunities for high quality tourism experiences.

3. PROMOTING

Promoting the offer of accessible and inclusive tourism, creating products, building a network of services, communicating with the "demand", promoting a destination and attracting new customers.

For greater convenience and understanding the steps, activities and intervention tools are presented sequentially.

However, when putting them into practice in the field, these steps - motivating-qualifying-promoting – are simultaneously sequential, circular, recurrent and transversal:

- whether because of the circular and recurrent nature of these processes (motivation, willingness to act; qualification efforts, improvements; client attraction, achievement of results);
- or because the starting point, size and objectives to be met are different in each company and in each entity;
- or because the areas to be covered (changes in attitudes, acquisition of knowledge, skill development, implementation of measures to change the physical/material conditions in which tourism experiences occur, cooperation, networking, etc.) have their own particular timings, degrees of intensity and individual modes of progression and are often subject to advances and setbacks.

STEP 1: MOTIVATING

MOTIVATING TOURISM STAKEHOLDERS AND DEVELOPING A REGIONAL PARTNERSHIP

Obstacle to overcome / Problem to solve

The “inertia” and lack of interest from travel agents in accessible and inclusive tourism.

In general, this obstacle is structured around 3 critical points of a set of ideas and both personal and cultural attitudes that is very unfavourable to the adoption of accessible and inclusive tourism.

- A first critical point pertains to the idea that accessible tourism does not seem to be an interesting business issue; It is often taken to mean tourism for people in wheelchairs; that it is mainly a question of offering "adapted rooms" and investing heavily in the removal of architectural barriers; and that it will be, at most, a small, **very demanding and not very rewarding market niche**.
- A second critical point pertains to the idea that accessible tourism is **tourism for "the disabled"** ("disabled" is wrongly understood as people with different, strange, more or less unpleasant behaviours and who may even cause some discomfort to other common clients/tourists).

This is obviously a wrong idea, but it is unconsciously and inadvertently **deeply rooted in ancient culture**, related to our ancestral difficulties in understanding and accepting disabilities, limitations, weaknesses, defects, either in others or in ourselves, leading to attitudes of strangeness, indifference, or rejection of certain situations, without us knowing exactly why.

- A third critical aspect relates to the idea that accessible tourism is something new that falls **outside one's respective "comfort zone"**, outside of their usual relationships of **trust**, outside of their areas of **knowledge**; (one would have to be willing to assume that he knows little about an issue that he should know better), outside their areas of autonomy and **self-sufficiency** (implying willingness to share, to work together, to cooperate with other people, companies and entities).

TOOLS FOR INTERVENTION

Tool M1:

A BROADER, UPDATED, BETTER STRUCTURED AND APPEALING CONCEPT OF INCLUSIVE TOURISM

a) Extent and diversity of potential "DEMAND".

Target audience for accessible and inclusive tourism: over 40% of the population.

Concept of tourists with special needs.

The issues of accessibility and inclusion have often been addressed, within the context of tourism, in close relation to the issue of "people with disabilities" (motor, visual, hearing and intellectual impairment) and very focused on "people with reduced mobility".

However, other groups of people have gained visibility in recent years, people who, not feeling themselves to be, nor being considered "people with disabilities", have similar needs when travelling or holidaying.

There are people with "special needs" with different types of limitations (motor, visual, hearing, intellectual, allergic and others) related to their general health conditions and who require "special care" from tourism services as regards accessibility and service conditions, different from those of an ordinary person/tourist, and which, in general, many companies/entities offering tourism services are not yet in a position to meet.

Structure of the current target universe of accessible and inclusive tourism.

The current target universe of accessible and inclusive tourism comprises a collection of (new) groups in the population who are at the gates of tourism and for whom, in general, the tourism industry does not yet offer the proper

conditions of accessibility and provision and appropriate services to welcome them.

- The first major group is that of **people with disabilities**.

It is a group that has always existed in human society, but which has almost always been largely marginalized over the centuries and which in recent decades has been progressively gaining access to the rights that are common to any citizen (health, education, qualification, employment, family, social life, etc.), including access to leisure, travel and tourism.

According to the statistics (WHO 2011 Report), the size of this group in the global population is around 15%.

Assuming that not all these people, when travelling, need "special care" different from that provided to ordinary tourists, we may consider as a pertinent estimation as regards concerns about accessible and inclusive tourism a percentage of 10% of the population.

- The second major group is **ageing seniors**.

It is a group which, due to the improvement of the general health conditions of the population, changes in the demographic and the extension of life after the end of "active life" in modern societies, has been increasing quickly and progressively in recent decades.

Statistics (in particular Eurostat, European Union, 2016) point to a percentage of citizens over 65 years of age that is close to 20% of the population.

It is a fact that the ageing process leads to a progressive reduction of people's capacities, disturbing/reducing not only their physical capacities (mobility, strength, endurance, balance,...) but also their sensory capacities (vision, hearing,...) and their intellectual/cognitive abilities (understanding, memory, attention, reasoning, orientation in space, and orientation in time...)

These limitations, in the context of travel and tourism, lead also to "special needs", requiring "special care" from tourism suppliers in terms of accessibility, communication and service.

Considering that about half of the elderly people in the ageing process have already begun to experience limitations similar to the aforementioned, we may consider that this group adds 10% of the population to the target universe of accessible and inclusive tourism.

- In the third major group we may include three subgroups of situations, also requiring "special care" from tourism supply in terms of accessibility and/or service provision, similar to those of the two previous groups:

- I. **people suffering the effects of different pathologies** (cardiac, respiratory, neurological, oncological, etc.); pathologies that medicine has already controlled, but that can still affect people's capacities, including motor, visual, hearing, intellectual/psychological impairments;
- II. **people with exceptional physical characteristics**, including in terms of short stature (dwarfism), in terms of height (gigantism) or in terms of obesity (extremely obese), who may also benefit from the culture of adjusting the requirements of tourism supply to the physical characteristics of customers;
- III.) **people with occasional reduction of mobility** due to accidents (road, work, sports, domestic, etc.), circumstances of pregnancy or travelling with infants or with strollers may also benefit from the adjustment of the conditions of accessibility of the tourism supply to the needs of people with reduced mobility.

We do not have statistics about the percentages of these subgroups in the population, but this third group will certainly be very significant;

- A fourth group is that of **people with allergies and food and respiratory intolerances**.

These are people with "special needs", when they are in a context of tourism, with relevant implications especially as regards Accommodation services and Catering services.

Estimates provided by the European Centre for Allergy Research Foundation - ECARF point to a percentage of the population over 30%.

Assuming that at least one third of the people in this group has needs that require special/specific care from tourism supply further 10% of the population is added to the universe of accessible and inclusive tourism

Hence, the target universe of accessible and inclusive tourism corresponds to a group certainly greater than 40% of the population.

Many of these people still do not travel or travel very little because they have nowhere to go, or do not know where they can go safely.

Therefore, it is not just a "niche" market or a problem of mere "social responsibility".

We are basically faced with a typical issue of evolution of tourism supply: the need to pay attention to the changes in the characteristics of the population and

to adjust the design of its products and the conditions of provision of services in order to be able to respond with quality to these changes/new needs.

Structure and extent of the target universe of accessible and inclusive tourism

Limitations	People with disabilities	Seniors/ ageing	Effects of Pathologies	Physical Conditions Dwarfism Gigantism Obesity	Accidents Pregnancy Parents with infants	Respiratory and food allergies	Total
Motor	X	X	X	X	X		
Visual	X	X	X				
Hearing	X	X	X				
Intellectual	X	X	X				
Allergic						X	
Other		X	X	X			
Estimated % of the population	10%	10%	10%			10%	40%

**b) Wide-ranging design of accessible and inclusive tourism “SUPPLY”
Chain of tourism services + common services + public spaces + networking.
Accessibility requirements + service requirements – interpersonal relationship.**

In order for the tourism supply to provide a quality service to clients/tourists with special needs it is necessary to ensure, in a cumulative and integrated manner, three subsets of requirements:

- Accessibility of infrastructures for tourism service providers, i.e. accessibility of buildings, furniture, equipment, spaces and pathways inherent to the enjoyment of tourism services - travel, accommodation, catering, tourist information, outdoor, leisure and cultural activities - including means of transportation, means of online communication, as well as access to outdoor / open air / nature tourism activities;
- Service skills/provision of services; i.e., procedures, processes and work tools (support products / technical aids) and specific skills of the relevant professionals (knowledge-to know, skills - know-how and attitudes – to know how to be) to that end;
- Holistic approach to the provision of services, i.e.:

Having an articulated chain of accessible and qualified tourism services with service skills covering the essential links in this chain (travel, accommodation, catering, information, outdoor, leisure and cultural activities);
Endowing the contexts in which tourism stays occur (public spaces, common services and social interaction) with physical conditions and personal competences for inclusive citizenship;
And developing a culture of networking between the agents involved in order to foster quality tourism experiences/stays for this type of customers.

c) Progressive operationalization.

Flexible and segmented approach to the qualification processes of the supply and the relationship with the market.

Instead of adopting an **"all or nothing"** rationale, in order to be able to work in the accessible and inclusive tourism market, a segmentation approach was chosen based on the type of limitations/special needs (motor, visual, hearing, intellectual, allergic) and on a variable geometry complementarity between accessibility conditions and service skills in order to meet some of the existing inadequacies.

This also allows current travel agents to operate in the accessible and inclusive tourism market, even when still in the process of implementing their overall plan of adjustment of accessibility and service.

d) Greater appeal of the concept of accessible tourism:

d.1) More attractive from the **economic** perspective:

The potential size of "demand" of accessible and inclusive tourism products is huge.

This is a matter of structural adaptation of the "supply" to the changes in the characteristics of "demand" resulting from the evolution of general health conditions of the population.

This turns out, also, to be a question of sustainability and strategic business management: if you are not able to enter the "tourism for all" market, you risk being out of the tourism market sooner or later.

d.2) More attractive from the **social** point of view:

Accessible and inclusive tourism is not just an issue that concerns only a small segment of tourist "demand" (people with reduced mobility) and a small

segment of the “supply” (the more "sensitive" travel agents). It is not only a matter of solidarity, goodwill, and social responsibility.

In fact, the conditions of accessibility and inclusive care are a matter of quality of life for all (tourists, visitors, residents) and an inclusive citizenship issue that concerns everyone:

- agents in the tourism industry, certainly;
- but also municipalities and other public bodies concerned with local and regional development and the living conditions of the population;
- providers of common services open to the public that serve tourists, but also visitors and residents;
- social institutions fighting for a more inclusive society;
- citizens with limitations who also seek to contribute to the creation of better living conditions for themselves and other citizens with special needs;
- and the ordinary citizens themselves who naturally live together in their daily lives with people with special needs, in public spaces, but also in professional, social and family life environments.

A concept of accessible and inclusive tourism goes beyond the strict sphere of tourism and is articulated in the dynamics of building a “destination” and developing a “territory”.

d.3) More attractive from the **cultural and academic** perspective:

The concept of accessible and inclusive tourism has become an increasingly relevant object of study in universities and in the national research and development system (studies, projects, masters, doctorates).

Reference document:

"Accessible and inclusive tourism - Conceptual and Methodological Framework", Project BRENDAIT, 2016.

Tool M2:

A TECHNICAL TEAM OF SENIOR CONSULTANTS, IMMERSSED IN THE FIELD.

Multidisciplinary team. Technical quality. Human quality.

We chose an alternative approach to traditional ways of raising awareness, motivation, involvement, support for travel agents so that they may become involved in accessible tourism, as the results of the approaches made in the past have not been particularly interesting, namely:

- organisation of seminars, conferences on the subject (in general they have not been able to attract a significant number of travel agents);

- consulting or auditing actions carried out to make a diagnosis of accessibility conditions (made by experts who come from outside, make their analyses, prepare their reports, make their recommendations and ... "leave").

With the BRENDAIT methodology we decided to place a team of consultants in the field who would remain there throughout the project, encouraging, guiding, stimulating, coordinating the different processes and activities, in order to empower players with the necessary skills (knowledge-to know, skills - know-how and attitudes – to know how to be).

Multidisciplinary team.

The team should be composed of experts with knowledge and professional experience in different areas related to/relatable with the different aspects of the object of the task, namely:

Characteristics of "demand" / segments of the population targeted by accessible and inclusive tourism (with special emphasis on the two main segments: people with disabilities - motor, visual, hearing and intellectual - and seniors in the process of ageing).

Characteristics of the "supply"/ links in the chain of tourist services (with emphasis on: operators, agencies, transportation, accommodation, catering, cultural tourism, active tourism, tourist information) and areas of relevant technical and scientific knowledge (planning, management, marketing, promotion).

Development assistance (with emphasis on: local development / local authorities, regional development agencies; business associations; networking, partnerships).

Team with technical quality and with human quality.

Motivation and mobilization of the actors in the field, encouragement to abandon (mis)conceptions and negative attitudes and development of personal and professional competences, requires experts with technical capacity and credibility, capable of generating consideration and security, but also human qualities (dedication, enthusiasm, understanding, persistence, ...), capable of generating trust, affection, empathy, closeness.

Tool M3:

A METHODOLOGY OF CLARIFICATION AND MOTIVATION OF LOCAL PLAYERS, BASED ON A DIRECT, INDIVIDUAL, FACE-TO-FACE COMMUNICATION APPROACH.

Methodology with the potential:

- to facilitate the correction of prejudices and change of attitudes towards accessible tourism, people with special needs, cooperation with other companies and entities;
- to overcome the spontaneous tendencies of indifference, lack of interest and distrust towards a new theme and unknown players;
- to create positive feelings, willingness to become involved and enthusiasm to participate in the project.

The BRENDAIT experience suggests that the option for a personal, direct, individual, face-to-face approach, especially as regards the key moments of the process of motivation and mobilization of tourism stakeholders to join the project and to integrate the regional partnership may allow the achievement of very positive results.

Activities:

- scheduling the first interviews / individual project presentation sessions in each company/entity, with systematic use of a personal network to help "break the ice" and facilitate the scheduling of interviews/meetings; (people known to the tourism stakeholders to be contacted): people from the entity or entities promoting the project; people from companies, bodies or institutions of reference in the field of accessible tourism or social inclusion; professionals known to the technical team of the project who have contacts in the territory, etc.);
- face-to-face interviews / project presentation meetings in each company/entity conducted in person by members of the team who locate themselves in the company/entity for that purpose;
- telephone and/or email contacts of team members to follow-up the meetings held, under the pretext of registration in the Awareness Workshops, to maintain and strengthen motivation, interest, and adhesion to the project;
- making use of face-to-face testimonials from people with special needs/limitations in the Awareness Workshops, promoting personal interactions between them and the participants (in the work sessions, in the coffee breaks, in the shared meal);
- stimulus to the sharing of views, knowledge and experiences related to accessible and inclusive tourism, between participants, among themselves,

between them and the members of the technical team and between them and invited tourism stakeholders (in work sessions, breaks, shared meal).

Tool M4

CREATION OF A REGIONAL PARTNERSHIP FORMED BY COMPANIES / ENTITIES INTERESTED IN THE PROCESS OF TRANSFORMATION OF THE TERRITORY INTO AN ACCESSIBLE AND INCLUSIVE DESTINATION

The experience of the BRENDAIT project suggests the following process/roadmap:

a) Preparation of field work (motivation of local players).

a.1) - Identification of the territorial scope of the intervention.

The identification and delimitation of the territory targeted by the project must be combined with several aspects, namely:

- local/regional development objectives and strategies;
- the objectives of the project and the human, technical and financial resources put together to achieve this;
- the geographical area of the territory concerned;
- the density and diversity of the tourism supply in the territory;
- the possible existence of some players already positively engaged with accessible tourism.

a.2) Formulation of the concept of Regional Partnership to be established.

Purpose.

The Regional Partnership is a means to:

- bring together companies and other entities interested in transforming the territory into an accessible and inclusive tourist destination;
- articulate, integrate and coordinate the contributions of each partner;
- promote networking and co-operation relations between them;
- create and maintain a sense of collective project, of a joint project of local/regional scope.

The formulation of these purposes shall have reference to the 3 major stages of the process: Motivating, Qualifying, Promoting.

Example of formulation adopted in the BRENDAIT project:

"The mission of the BRENDAIT Regional Partnership is:

- to boost the process of engagement of local people and entities in the development of a regional network of accessible and inclusive tourism*

services in the territory targeted by the BRENDAIT Project (Torres Vedras - Batalha axis);

- to promote the qualification dynamics of companies and other local organisations in order to provide services to customers/tourists with special needs and attract customers from this market segment;

- promote a culture of business cooperation and networking, in the region's tourism services chain ".

Structure

The structure of the Partnership shall have reference to:

- on one hand, a comprehensive, holistic conception of accessible and inclusive tourism “supply” covering not only the essential stakeholders of the tourism chain itself (travel, accommodation, food, information, outdoor, leisure and cultural activities but also local players, assuring the quality of the local contexts in which the tourist stays (public spaces, common services and local communities) take place;

- on the other hand, local organisations aware of the special needs of the "**demand**", which can therefore make a significant contribution to the project (social institutions related to disabled people, elderly people or other groups targeted by the accessible and inclusive tourism as well as people with special needs interested in intervening in the creation of better conditions for inclusive citizenship in the territory where they live);

- and, on the other hand, to agents involved in **local and regional development** (regional authorities and bodies, associations, foundations, etc.).

When the project is part of a wider **regional or national movement** to promote accessible and inclusive tourism, the partnership may also include representatives of entities outside the territory committed or willing to commit to this movement, therefore strengthening, providing value and visibility to the development of the project.

(In the example of the BRENDAIT Partnership indicated below, this corresponds to the entities mentioned in the third ring of the rainbow).

Formalization of engagement.

The regional partnership, while an element in the dynamic of supporting the transformation of the territory, does not require a very demanding degree of legal formalization of the commitment. It could take the form of **informal** partnership.

Participation in the project does not imply legal commitments (membership and permanence in the partnership may be only a voluntary option) nor any movements of a financial nature (it does not imply expenses, nor benefits/revenues).

The formalization of engagement could only take on the character of a "letter of intent", to avoid, in the initial process of accession to the partnership, the exclusion of some local stakeholders being less willing to sign documents of commitment.

Operation.

The terms of the Partnership operation may have reference to a General Action Plan approved at the 1st General Partnership Meeting. The implementation of which will be monitored, adjusted and reoriented at regular meetings throughout the duration of the project.

The work philosophy of the Partnership will relate to values of joint work in order to achieve a common goal, of cooperation between partners, of learning / acquisition of more skills and of innovation / development of new solutions for the problems to be solved.

b) Fieldwork of motivation/mobilization of companies/entities to join the Partnership.

Collection of available information on the structure of the territory:

- corporate sphere: companies in the tourism service chain (operators, agencies, transportation, accommodation, catering, cultural tourism, active tourism, etc.) and business associations;
- public sphere: local authorities and other public bodies related to tourism and local/regional development;
- social sphere: institutions and associations gathering people residing in the territory with limitations and special needs of the type of the target audience of accessible and inclusive tourism.

Identification of elements of the "personal contact network".

Identification of people known to the agents/actors in the field (people from the entity or entities promoting the project, people from companies, bodies or institutions of reference in the field of accessible tourism or social inclusion; professionals known to the members of the technical team who have contacts in the territory) who may help overcome the indifference and mistrust of the people/entities to be contacted and facilitate the scheduling of project presentation meetings.

Scheduling and holding individual meetings to clarify and motivate potential Partners for the theme of accessible and inclusive tourism.

Scheduling meetings (by phone or email) using the "personal contact network" method.

Conducting the meeting in each company/agency/institution, in a face-to-face communication context, with the object/pretext of "project presentation", aiming to motivate the players for the theme of accessible and inclusive tourism and for participation in a awareness Workshop on the subject with other interested companies/entities.

In these meetings the team members seek to:

- provide their interlocutors with information on the project and on accessible and inclusive tourism;
- identify and help to deconstruct prejudices and unfavourable attitudes towards accessible tourism, towards people with disabilities, towards networking and cooperation with other businesses/entities dealing with tourism.
- motivate the players to engage with the project so that they can increase satisfaction of their own personal, professional, economic, social, and business interests;
- help the players to realize that working together is not a matter of partners doing favours for each other, but rather a matter of promoting, through combining their efforts, a higher level of achievement of each partner's own objectives; In other words, that nowadays, in order to achieve higher levels of competitiveness, we must learn how to cooperate.

Supporting documents / texts.

In order to carry out this work, the BRENDAIT project team used 3 types of supporting documents:

- "PowerPoint" of the presentation of the project, to support communication at the meeting;
- Document with written information about the project and accessible and inclusive tourism, to be used as information prior to the meeting and/or as a reminder of what was discussed at the meeting;
- Registration form for the Awareness Workshop.

c) Organization and hosting of Awareness Workshops.

Target Audience:

Managers of companies within the tourism sector and other local entities from the private, public and social sectors (previously addressed at individual meetings), who may be interested in participating in the project to transform the territory into an accessible and inclusive tourist destination and to integrate the Regional Partnership to be created for this purpose.

Purpose:

- reinforcement of the curiosity, interest and knowledge of participants on the theme of accessible and inclusive tourism;
- interaction of participants with people with real motor, visual, hearing and intellectual limitations and their life stories related to tourism (testimonies);
- deconstruction of prejudices and unfavourable attitudes toward accessible tourism, toward people with limitations and towards both networking and cooperation between companies/entities;
- interaction of participants with other tourism people/agents/actors potentially interested in the development of accessible and inclusive tourism;
- establishing contacts (“networking”);
- development of a sense of the collective, the group, of a sense of belonging;
- reinforcement of the motivation of participants to join the project, to form a regional partnership and to get involved in the dynamics being created.

Methodological options.

The experience of the BRENDAIT project points to the pertinence of the following options as regards organisation of Workshops:

- Organize Workshops with **small groups of participants** in order to obtain benefits from the geographical proximity and savings as regards travel and commuting, as well as a greater potential of personal relationship between the participants, the hosting team and personal testimonies;
- It will, however, also be helpful to ensure sufficient **diversity** as regards its structure, in terms of tourism companies from different subsectors, entities from the public sector (municipalities and other public bodies) and from the social sector (institutions related to people with disabilities, with the senior population

and other groups of people with special needs), in order to facilitate the perception on the size of the concept of accessible and inclusive tourism and the different types of local entities involved.

- Organise the process of facilitation of acquisition of knowledge, deconstruction of prejudices and adjustment of attitudes through **face to face testimonies of people with special needs** / motor, visual, hearing and intellectual limitations in the context of their life experiences while travelling and on holiday and through their interaction with the participants.

Informal personal interaction with them and their testimonies in person (in the work sessions, during breaks, shared meals and in recreational activities for the demonstration and use of support products), produce a far more significant effect than hours on end lecturing on the theme.

- Stimulate the **sharing of experiences**, good practices, information and insights **among participants** (during the working sessions, breaks, shared meals and recreational activities for the demonstration and use of support products), has proven to be a powerful factor to overcome prejudice and lack of motivation to engage with the project.

- Creating opportunities for **informal relationships between participants** (joint working day, long coffee-breaks, shared lunches, demonstrations and experiments in the use of support products, in a relaxed atmosphere), makes it easier to create personal bonds, a sense of belonging, networking and potentiates future relationships of cooperation.

- Maintain a **strong and persistent presence of the team members** with potential participants during the periods **between the meeting/interview at the company/entity and the Workshop date** (phone contacts, via email and in person, if possible; under the pretext of sending the program, gathering enrolments and confirmations, etc.), in order to avoid possible loss of interest, demobilisation and dropouts right in the first steps.

Reference Document:

Module 1: "Accessible and inclusive tourism: Opportunities and Challenges"
(part of BRENDAIT 2016 Training Package).

d) Development of a Regional Partnership and hosting of the 1st General Meeting.

d.1) Mobilisation of partners:

Maintaining a strong and persistent presence of team members with potential participants during the time **between the Workshops and the 1st General Meeting of the Partnership** (phone contacts, via email and face-to-face, if possible; under the pretext of sending the program, gathering Engagement Declarations and Registrations, etc.), in order to avoid possible lack of interest, demobilisation and dropouts.

The experience of the BRENDAIT project suggests that the process of engagement with accessible and inclusive tourism, along with participation in the individual and collective efforts towards transformation of the territory is, for some companies and local entities, a slow, gradual process with advances and setbacks and these companies often feel tempted to go back to their “comfort zone” and lose interest in this issue.

d.2) Engagement Declarations and Registrations for the Meeting.

As regards Adhesion Declarations (of companies, public bodies and social institutions) the BRENDAIT project used simple formulations of the expression of *“interest in participating in the dynamics of progressive transformation of the territory in question into an accessible and inclusive tourism destination”, under “terms and conditions specified”* in the form itself, covering the following aspects: partnership mission; structure and informal nature; modes of participation; coordination; meetings; entry and departure of partners; without financial charges or benefits; duration.

Reference Documents:

Engagement declaration forms (companies, public bodies and social institutions).

d.3) Meeting Programme.

The meeting programme should include 3 main points: Presentation of the Partners; Discussion and Approval of the Action Plan; Communications of Invited Entities.

During the general BRENDAIT Partnership meetings (on, approximately, a quarterly basis), in addition to the presentation of the (new) partners that have meanwhile become engaged and the review of the performance of the General Action Plan (activities carried out in the previous quarter and to be carried out in the next quarter), a contribution from invited external entities was always sought.

The introduction of this third element was there to reinforce the partners' motivation to come to the meeting, to bring more knowledge and experience on the working objects of the Partnership and to show some aspects of the ongoing global dynamics, both nationally and internationally, related to accessible and inclusive tourism.

d.4) The Partnership Action Plan.

The purpose of the General Action Plan of the Partnership is to act as a reference:

- for organisation and guidance of the activities of each Partner, and for a better articulation and aggregation on collective work fronts;
- and for the periodic review of results achieved and guidance as regards following activities.

We suggest that the structure of the General Action Plan should have reference to the major steps of transformation of the territory into an accessible and inclusive destination:

- **MOTIVATING** – consolidation of the Regional Partnership; reinforcement of the initial group of Partners and mobilisation of new commitments.
- **QUALIFYING** the territory – qualifying the providers of tourism services, public spaces, common services and citizens to welcome tourists with special needs visiting the territory and offer them opportunities to enjoy high quality tourism experiences.
- **PROMOTING** accessible and inclusive tourism supply – product creation, development of a service network, communication with “demand”, promotion of a destination, attracting new clients.

We also suggest the organisation on work fronts:

- on the one hand, with reference to the needs of tourists visiting the territory (tourism services: accommodation, food and drinks, transportation, cultural tourism activities, etc.; quality of the contexts of stay: public spaces, common services, inclusive citizenship);
- and, on the other hand, as regards the structure of the existing response mechanism to these needs in the field, involving companies, public bodies and social institutions, so that each partner may find its place and acknowledge the respective work fronts on which they fit.

In the case of the BRENDAIT project, formulation of the objective of the Plan, involvement of activity sectors and organisation of work fronts was, for example, the following:

Objective
Implementation of a first stage of the process of transformation of the territory in the West-Coast / Torres Vedras – Batalha axis, into an accessible and inclusive destination, through the adequate qualification of services and progressive design of a regional network of services with the right conditions of accessibility and care for tourists with “special needs”, thus contributing to differentiation and the establishment of this territory as a destination of “tourism for all”.

Involvement of the three sectors of activity in the project:

PRIVATE SECTOR	COMPANIES Tourism services Common services	more clients more business more wealth	more ECONOMY
PUBLIC SECTOR	MUNICIPALITIES Regional services Local services Schools and Professional training Centres	Local, regional, cultural, economic and social development	more DEVELOPMENT
SOCIAL SECTOR	Institutions (people with disabilities, seniors)	quality of life civic participation social integration	more INCLUSION

Main work fronts:

Work fronts	Private sector	Public sector	Social sector
Hospitality			
Food and Beverage			
Cultural heritage			
Active Tourism			
Transportation			
Tourist Information			
Public spaces			
Common services			
Specific support services			
Inclusive community			
Professional qualification.			

Reference document:

General Action Plan of the Regional Partnership (16 March 2016)

NOTE:

The objectives and activities of the MOTIVATING step will continue during all the steps of the project in order to both motivate and attract more companies, entities or institutions, to encourage permanence and reinforcement of the motivation of Partners in the initial group and consolidation of the work dynamics of the Regional Partnership.

STEP 2: QUALIFYING

QUALIFYING THE TERRITORY: PROVIDERS OF TOURISM SERVICES, PUBLIC SPACES, COMMON SERVICES AND CITIZENS

Obstacle to overcome / Problem to solve

Lack of knowledge, management and hospitality skills required for accessible and inclusive tourism.

The bottom line issue here is the big diversity and complexity of the object to qualify, considering the myriad variables inherent to accessible and inclusive tourism.

a) Variables related to the characteristics of “**demand**”:

- Different groups of people with different types of limitations related to their general health conditions (motor, visual, hearing, intellectual limitations; allergic limitations; exceptional physical characteristics, conditioned mobility, etc.).
- Groups of people with characteristics that induce special needs. These needs fall in each of the aforementioned limitations or impairments and are very different from one another.
- People with the same types of limitations but with different needs, considering the extent and degree of their limitations.

b) Variables related to the characteristics of “**supply**”:

- Great diversity of tourism services: different types of accommodation; food and drinks, in different contexts – breakfasts, lunches, dinners, afternoon snacks, nibbles, etc.; leisure activities – entertainment, culture, nature, sports, health and well-being, etc.; tourist information, travel agencies, car rental, etc.
- Tourism services provided by a number of different companies and other entities: hospitality establishments, catering establishments, tourist information offices, museums, monuments, agencies, “rent-a-car”, tourist entertainment

companies/active tourism – activities on land (walks, climbing, wineries/wine-tourism, etc.), in the water/sea (surf, diving, canoeing etc.), in the hot air (ballooning, paragliding, aeronautics, etc.).

- Companies and other entities, often of small sizes (micro and small companies), in very different areas of activity and with different technical processes.
- Concept of tourism supply that integrates the contexts where tourism take place and which takes on greater relevance for tourists' satisfaction, for the quality of their experiences and for their decision to return: public spaces (streets, parks, beaches, etc.), common services (transportation, commerce, banking, healthcare, safety, etc.) and inclusive social relations.
- Contexts which are the responsibility of companies and entities not specifically touristic (municipalities, public services, private companies, social institutions).

c) Variables related to the **types of requisites** in question and with the **professional strata** involved:

- Accessibility requirements, on the one hand, that is, conditions of accessibility of infrastructures: premises, areas, furniture, equipment and signage.
- Service requirements, on the other hand, that is, conditions of organisation and provision of services: processes, procedures, support products and means of information; professional skills (knowledge/ to know, capacities/know-how, attitudes/to know-how-to-be) regarding information, communication, and technical procedures, tools and personal assistance, suitable to clients with special needs.
- Professional strata involved: the issue of accessible and inclusive tourism pertains, in practice, to all the main professional strata of companies and other tourism service providers: management and planning; product design, organisation of services, management of human resources and quality management; service provision; marketing and sales.

The challenge as to the design of a programme for qualification of the territory, pertinent for accessible and inclusive tourism, is that it requires a holistic approach, capable of considering, articulating and integrating the whole set of variables (diversity of limitations/special needs in question; diversity of tourism services and of the contexts where stays occur and type of companies and other entities that intervene in it; diversity of the requirements in question: requirements of accessibility and requirements of service).

This complexity requires, on the one hand, a work of decomposition / segmentation (by type of special needs/limitations, avoiding treating the same

what is markedly different), and, on the other hand, a work of restructuring / aggregation (per area of tourism activity, ensuring the necessary convergence to obtain sets with practical usefulness).

We need to deal with the same problem when designing Observation Grids/Checklists for the diagnosis of conditions of accessibility and service of each company/entity, when preparing and giving information on these conditions in databases and platforms of dissemination, and when validating this information by certifying entities.

In order to respond to the challenge of qualification of the territory: providers of tourism services, public spaces, common services and citizens, the BRENDAIT project designed the following tools.

TOOLS FOR INTERVENTION

Work front: QUALIFICATION OF PROVIDERS OF TOURISM SERVICES.

Tool Q1:

VOCATIONAL TRAINING PROGRAMMES: BASIC AND TRANSVERSAL SKILLS.

Purpose:

Endowing tourism service providers with a solid knowledge base and favourable attitudes as regards accessible and inclusive tourism, and with a good capacity for interpersonal relationships with the different types of “clients with special needs” (attitudes and basic support skills: mobility, guidance and communication).

Target audience:

Multi-sector target audience (hospitality, catering, transportation, cultural tourism, active tourism, tourist information, promotion, etc.) and multi-professional (managers, technical staff, technical operational staff).

Contents:

The concept of accessible and inclusive tourism.

Different types of clients / tourists with special needs / people with motor, visual, auditory, intellectual, or other limitations.

For each type:

- a) Notion of the limitations in question;
- b) Special needs, accessibility requirements and service requirements;
- c) Attitudes and techniques of personal help.

Training strategy:

We suggested, as a key resource for structuring training, the use of face-to-face testimonies of people with special needs/motor, visual, hearing and intellectual limitations, regarding their life experiences (in particular related to travel and tourism situations) and their interaction with participants.

Reference document:

Module: Accessible and inclusive tourism - CONCEPT. TRANSVERSAL SKILLS (25 h) (part of the BRENDAIT 2016 Training Package).

Tool Q2:

REFERENCE OF ACCESSIBILITY AND INCLUSIVE SERVICE, BRENDAIT 2016.

A reference document was devised to support the work of self-diagnosis of the conditions of accessibility and inclusive service in each company/entity.

The structure of the Observation Grids is there to point out the accessibility and service conditions of the company or entity towards different types of special needs (related to motor, visual, hearing or intellectual limitations), in order to allow the positioning of the company or entity in the accessible and inclusive tourism market from a perspective of progressive extension of its "supply" to different sub-segments of the "demand".

In the case of the type of needs related to motor limitations: we chose to differentiate two subcategories:

LM1 - People with level 1 mobility impairments (people with less energy, less resistance to fatigue, who move with support of walking sticks, but who are able, for example, to ascend steps and stairs with the help of handrails);

LM2 – People with level 2 mobility impairment (people in wheelchairs - manual or electrical (full time or part of the time, in an independent manner or needing assistance)).

The Observation Grids are composed of, for each sector or area of tourist activity, two types of complementary documents:

- reference standard / Descriptor of accessibility and service requirements, with a detailed description of the reference requirements;
- and the Checklists, made with reference to the corresponding Requirements Descriptor, aggregating them into categories/sets with less detail (to render the use the Grid more practical).

The Requirements Descriptors and Checklists are organized by sectors of tourism activity/type of tourism services (Accommodation, Food and Beverage, Museums and Monuments, Tourist Information Offices, Outdoor, Leisure and Cultural Activities).

In each tourism service sector/area, requirements are identified and organized following the sequence of the work process inherent in the provision of services to the common customer, so that specific accessibility and service requirements of customers with special needs can be systematically perceived as complementary to the basic material, technical and human-transversal requirements of the provision of services to any client.

For each step of the process of delivering each type of tourism service, the infrastructure requirements/conditions and the service requirements of the company or entity are identified, combining the interaction between them in order to define the effective conditions of use in three categories: Compliant (with the predefined pattern); Non-compliant; Incomplete/partial compliance.

The set consists of 5 Observation Grids:

1: Accommodation, 2: Catering, 3: Museums and Monuments, 4: Tourist Information Offices, 5: Outdoor, Leisure and Cultural Activities.

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Reference document:

Self-diagnosis Package “Accessibility and Inclusive Service Referential, BRENDAIT 2016”.

Tool Q3:

VOCATIONAL TRAINING PROGRAMM: SELF-DIAGNOSIS AND ADJUSTMENT PLAN.

Purpose:

Creation of a task force (a small team: 2 or 3 professionals) in each company/entity, to carry out the self-diagnosis of its accessibility and inclusive service conditions and to plan the corresponding adjustment plan.

The aim also is that these members of the team may become a permanent internal reference in the company/entity for the issues of accessibility and provision of services to customers with special needs (an idea similar to the concept of “accessibility champions” referred to in the European Commission studies on accessible tourism).

Target Audience:

Professionals of the companies/entities providing tourism services involved in the project, to which each of these companies/entities decides to assign the task of conducting self-diagnosis of its accessibility and inclusive service conditions (professionals in management, coordination and/or technical areas of service).

Content:

Studying of the BRENDAIT Observation Grids applicable to the areas of activity/tourist services of the respective company/entity.

Application of BRENDAIT Checklists to the reality of the respective companies/entities and carrying out the diagnoses of their accessibility and service conditions.

Preparation of corresponding adjustment plans to be carried out.

Training strategy:

We suggest a combination between:

- sessions of acquisition of knowledge and tests on the use of Checklists in simulated practice;
- exercises of practical application in the companies/entities of the trainees;
- sessions of both sharing and analysis of the results of the exercises of application in the companies/entities, correction and reorientation for the exercise of following applications.

Reference Document:

Module: Accessible and inclusive tourism company – SELF-DIAGNOSIS AND ADJUSTMENT PLAN (25 hours) (part of the BRENDAIT 2016).

Tool Q4:**VOCATIONAL TRAINING PROGRAMMES: SERVICE SKILLS – ACCOMODATION, FOOD AND BEVERAGE; OUTDOOR, LEISURE AND CULTURAL ACTIVITIES.****Purpose:**

Endowing professionals of the companies/entities involved in the project, which intervene in the provision of services in direct contact with the clients, with the specific and required service skills to provide services to clients/tourists with special needs.

Target Audience:

Professionals with functions related to the provision of tourist services in direct contact with clients:

- Designed, within the scope of Hospitality-Accommodation, in particular for: “Concierges”, Receptionists, Reception Managers, Housekeepers, Maids, Operators of other Hotel services, Accommodation Managers and Hotel Managers;
- in the area of Food and Beverage, it is aimed in particular at: Waiters, Bartenders, Headwaiters, Head Bartenders, Head Waiters (Events), Restaurant Managers, Food and Beverage Managers.
- in the field of Outdoor, Leisure and Cultural Activities it is aimed in particular at: professionals from cultural tourism and active tourism, professionals from museums and monuments, professionals at tourist information offices and tourism guides .

Contents:

- Service skills - Accommodation
(Welcoming, check-in and room assignment; Customer service during the stay; Customer support in case of emergency and evacuation. Check-out and

evaluation of stay).

- Service Skills - Food and Beverage

(Welcoming; Provision of food and beverage services: breakfasts, lunches and dinners, bar services, cafeteria services, room-service, coffee breaks).

- Service Skills: Outdoor, Leisure and Cultural Activities

(Reception of the client; Hosting of specific technical activities/services such as: Visits to monuments or museums; Tourist information; Visits to a farm/winery (wine tourism); Experiences/surf classes; Flight baptism/air tours, etc.)

Training strategy:

We suggest a combination between:

- training sessions in the classroom with a focus on knowledge acquisition;

- exercises in observing and demonstrating service practices in establishments/areas where training takes place;

- implementation exercises at the trainees' companies, followed by sharing and analysis of the results in training sessions in a classroom environment.

We also suggest utilising people representing the main types of special needs to collaborate in the application exercises.

Reference documents:

Module: Accessible and inclusive tourism company - SERVICE SKILLS - ACCOMMODATION AND CATERING (25 h);

Module: Accessible and inclusive tourism company - SERVICE SKILLS - OUTDOOR, LEISURE AND CULTURAL ACTIVITIES (25 h)

(part of the BRENDAIT 2016 Training Package).

Tool Q5:

VOCATIONAL TRAINING PROGRAMMES: ORGANISATION, QUALITY AND CERTIFICATION.

Purpose:

Qualification of companies/entities involved in the project with the required skills in the areas of service organization, human resources management and quality

management in order to come up with suitable responses to clients with special needs.

Target Audience:

Professionals with functions related to the design and organisation of services, human resource management and quality management.

Contents:

Design and Organisation of services.
Description of work processes.
Emergency and evacuation plan.
Human resources training.
Concept of certification.
National and international Quality systems.
Certification of accessibility and inclusive service conditions.

Training strategy:

We suggest a combination between:

- training sessions in the classroom with a focus on acquiring the necessary specific knowledge;
- and implementation exercises in companies/organisations where trainees perform their activities (including the definition of products/services, description of work processes, adjustment of the emergency and evacuation plan, preparation of the quality management plan of conditions of accessibility and inclusive service), followed by sharing and appreciation of the results in training sessions in a classroom environment.

Reference document:

Module: Accessible and inclusive tourism company - ORGANISATION, QUALITY AND CERTIFICATION (25 hours) (part of the BRENDAIT 2016 Training Package).

Tool Q6:

VOCATIONAL TRAINING PROGRAMMES: INCLUSIVE SERVICE IN LOCAL ORGANISATIONS

Purpose:

- Endowing local services open to the public, used by tourists, but also by visitors and residents, with customer service skills to welcome clients with "special needs".
- Awareness of those in charge of the establishments and the public services concerned, regarding the conditions of accessibility to the building and mobility in service areas.

Target Audience:

Professionals who, in private establishments or in public services, provide customer care services.

This training may also benefit those in charge of local establishments or services open to the public, not only because they often also provide care, but also for them to understand, while performing their manager jobs, the strategic relevance of ensuring adequate conditions of service to clients with "special needs", thus contributing to the development of the territory, both in terms of tourist activity (visitors, tourists) and in terms of inclusive citizenship (residents).

Contents:

- Accessible and inclusive tourism and its interface with the common local services.
- Typology of limitations, special needs, accessibility requirements and service skills (people with motor, visual, hearing or intellectual disabilities, seniors in the process of ageing, other people with limitations related to their general health conditions).
- Conditions of accessibility of infrastructures and specific procedures of service provision.

Training strategy:

In order to facilitate the acquisition of knowledge, the deconstruction of prejudices, the adjustment of attitudes and the learning of personal assistance procedures (mobility, orientation and communication), we suggest that training should be organised around **face-to-face testimonies of people with special needs**/motor, visual, hearing and intellectual limitations regarding their life experiences in travel and tourism interaction with other citizens in the community.

The personal, informal interaction with these people and their testimonies in person produces a much more significant effect than many hours of lectures on the subject.

Reference document:

Module: INCLUSIVE SERVICE IN LOCAL ORGANISATIONS (25 hours) (part of the BRENDAIT 2016 Training Package).

Tool Q7:

PERSONAL TRAINING PROGRAMMES: INCLUSIVE CITIZENSHIP

Purpose:

Development of personal skills appropriate to the social interaction in public spaces between ordinary citizens and citizens/tourists with "special needs".

Improvement of these types of skills in the common citizen also benefits social interactions and interpersonal relationships with people with "special needs" in the professional, social and family life contexts of the citizen.

Target Audience:

Any citizen who is interested in acquiring the relevant skills to interact appropriately, not only with the tourists with whom they meet in the territory, but also with other people with "special needs" with whom they interact in the contexts of their professional, social and family life.

Contents:

- Human diversity and people with "special needs".
- Type of limitations, special needs, accessibility requirements and citizenship competences (people with motor, visual, hearing or intellectual impairments, seniors in the process of ageing, other people with limitations related to their general health conditions).

Training strategy:

In order to facilitate the acquisition of knowledge, the deconstruction of prejudices, the adjustment of attitudes and the learning of personal assistance procedures (mobility, orientation and communication), we suggest that training is organised around face-to-face **testimonies of people with special**

needs/motor, visual, hearing and intellectual limitations, on their life experiences while travelling and on holiday, and their interaction with other citizens in the community.

The personal, informal interaction with these people and their testimonies in person produces a much more significant effect than many hours of lecture on the subject.

Reference document:

Module: INCLUSIVE CITIZENSHIP - INTERPERSONAL RELATIONSHIP (25 hours) (part of the BRENDAIT 2016 Training Package).

TRAINING OF TRAINERS

Tool Q8:

TRAINING OF TRAINERS PROGRAMME: ACCESSIBLE AND INCLUSIVE TOURISM

Purpose:

Qualification of the existing professional qualification system in the region/territory aimed at developing the professional skills required for accessible and inclusive tourism, both as regards the assets already in place (continuous training) and new professionals in the tourism sector (initial training)

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Target Audience:

Teachers and Trainers of the existing system of professional qualification in the region (training centres, vocational schools, higher education) offering qualifications in the tourism sector.

Note: teachers and trainers who participate in the development of inclusive citizenship competences within the context of the missions of local authorities and social sector institutions involved in the process of transforming the territory into an accessible and inclusive tourist destination may also benefit from this training.

Contents:

- Human diversity, accessibility and inclusive care in the tourism sector.

- Concept of "accessible and inclusive tourism".
- Types of limitations, special needs, accessibility requirements and attitudes and procedures of personal assistance (people with motor, visual, hearing or intellectual impairments; ageing seniors; others with limitations related to their general health conditions).
- Application workshops / sector service practice (hotel, food and beverage, tourism).

Training strategy:

We suggest a combination between:

- activities: lecture, individual study of documentation of support and sharing of knowledge and experience – participants/trainers among themselves and with the Trainer of Trainers;
- activities of direct contact with people with different types of limitations (testimonies);
- practical exercises of personal assistance procedures and provision of services to clients/tourists with special needs.

Reference document:

Module: ACCESSIBLE AND INCLUSIVE TOURISM - TRAINING OF TRAINERS (25 hours) (part of the BRENDAIT 2016 Training Package).

Tool Q9:

INDIVIDUAL CONSULTING: MOTIVATION AND TECHNICAL SUPPORT FOR PARTNERS IN THE QUALIFICATION PROCESSES.

Individual advice provided by members of the project team to each company/entity, namely in the following areas:

a) Self-diagnosis and adjustment plan

Individual advice for the task force of each company/entity:

- for the improvement and finalization of self-diagnostics and adjustment plans initiated in the context of training;

- and to develop the process of implementing the adjustment actions set down in the plan (access to financial resources, through the mobilization of their own resources and/or through applications for external support, procurement of goods and services, completion of work).

The implementation of the adjustment plan can be carried out adopting progressive compliance approaches: taking into account the different types of limitations and/or meeting insufficiencies as regards physical accessibility with occasional and additional services.

b) Vocational training

Encouragement and individual advice to partners providing tourism services for the participation in training actions:

- Motivation, search for training opportunities, registration (completion of registration form and attached documentation required), regular attendance at training sessions;
- Support in the realization of the exercises of application to the reality of the company/entity of the Trainees (including the exercises provided in the modules: Service Skills – Accommodation, Food and Beverage; Service Skills – Outdoor, Leisure and Cultural Activities; Organisation, Quality and Certification).

There is often a need to deconstruct prejudices and negative attitudes towards continuous training in general ("there is no time for training", "it is practically impossible to reconcile the training sessions with the organisation of service activities"; "training is almost always theory, with little or no practical utility").

c) Inclusive citizenship

Encouragement and individual advice for partners involved in the qualification of the contexts in which the tourist stays take place, in particular as regards:

- projects to improve the accessibility of public spaces (urban routes, parks, beaches, etc.);
- organisation of training actions for inclusive care in common services open to the public (commerce, pharmacies, banking, security, health, etc.);
- organisation of training actions of ordinary citizens for an inclusive social/interpersonal relationship.

Tool Q10:

PARTICIPATION OF REPRESENTATIVE SOCIAL INSTITUTIONS AND OF CITIZENS WITH SPECIAL NEEDS.

The experience of the BRENDAIT project points to the need of representative institutions of people with special needs in the territory, as well as of individual citizens themselves (people with disabilities, seniors in the process of ageing, etc.) to join the efforts to make the communities they live in more inclusive ; this may be a very important factor for the success of the project.

Institutions and individual citizens themselves value the opportunity to participate and contribute to the process of turning the territories where they live into more inclusive spaces and communities.

Their collaboration and their presence in the project activities, contribute decisively to the correction of prejudices and the change of attitudes toward people with special needs.

Motivation, mobilisation, organisation and integration of these contributions in the development of the process of transformation of the territory into an accessible and inclusive tourist destination, should receive special attention from the project team.

Participation of these institutions and of these people can take place in various moments and activities, such as:

- collaboration in awareness-raising and vocational training actions (life testimonies);
- collaboration in technical visits to verify accessibility and service conditions in tourist companies/entities;
- promotion, organization and implementation of training actions on inclusive citizenship;
- participation in finding solutions for the communication between affordable and inclusive provision and those who need it;
- participation in finding solutions to motivate and empower people with special needs and their families to access leisure, travel, tourism;

- provision of specialized services to tourists who need them, namely: Therapies, ADL - daily life activities, AO - occupational/leisure activities, AT-technical aids/support products.

NOTE:

The objectives and activities of the QUALIFYING step remain throughout the next stage of the project and should be extended beyond its end, within the framework of the initiatives of continuity of the dynamics initiated by the project that the local/regional players intend to develop.

STEP 3: PROMOTING

**PROMOTING ACCESSIBLE AND INCLUSIVE TOURISM SUPPLY:
CREATION OF PRODUCT, DESIGN OF THE NETWORK OF SERVICES,
COMMUNICATION WITH "DEMAND", PROMOTION OF A DESTINY,
ATTRACTING NEW CLIENTS.**

Obstacle to overcome/Problem to solve

<p><i>"The lack of a holistic approach in the qualification and promotion of tourism destinations"</i></p>
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The issues to be solved in the third stage of the project ("PROMOTE") go beyond the holistic approach to the needs of tourists with special needs (*"The lack of a holistic approach to the needs of the customers/tourists with special needs"*).

There needs, obviously, to be a set of accessible and inclusive services ("tourist" services and "common" services) in place so that a person with special needs can organise their travel plans and stays in the territory in ways that enable them to have an interesting and diversified tourist experience (local/regional network of accessible and inclusive tourism).

But there is also a need for solutions for the design of accessible and inclusive products, for their launch in the market, for communication with potential "demand" / people with special needs, for the motivation and qualification of a large part of the "demand" that still does not travel or travels very little.

The following are necessary:

- the capacity of the service providers to provide information about their offerings in appropriate conditions, to potential customers and to interact with them (accessible websites, relevant information, reservation services);
- cooperation between industry stakeholders to design accessible and inclusive composite products / packages and the ability to bring them to market through common distribution channels (accessible and inclusive packages, travel agencies, operators);
- the ability to communicate with potential "demand" through dedicated information / communication channels (databases, platforms, "applications");
- the ability to communicate with potential "demand" through informal communication channels (social networks, blogs, etc.);
- integration of the accessible and inclusive tourism strand within the general framework of the design and promotion initiatives of the region / tourist destination.

It will also be desirable to have opportunities for "quality certification" of accessible and inclusive supply (companies/tourism services; contexts of tourism stays - public spaces, beaches, common services, inclusive citizenship; accessibility requirements and service requirements) in order to stimulate the acquisition of new clients in the market of people with special needs (ISO standards, NP 4523/2014 Accessibility in hotel establishments, "seals", etc.).

It will also be desirable to have channels of communication with representative organizations and service providers relating to citizens with special needs, not only to make potential customers aware of accessible and inclusive tourism, but also with a view to finding solutions to motivate and empower many of these people who still travel little or do not at all to have access to tourism.

These themes, which refer to the "PROMOTING" step - promote accessible and already qualified inclusive tourism - still need (a lot or more than the MOTIVATING and QUALIFYING steps) a lot of work on specifying the obstacles to overcome, research-action, research and development, design of tools for intervention, i.e. new projects.

Below we share some tools whose design and development were already started in the final phase of the BRENDAIT project.

TOOLS FOR INTERVENTION

Tool P1:

CONCEPT OF STRATEGIC POSITIONING OF COMPANIES/ENTITIES REGARDING ACCESSIBLE AND INCLUSIVE TOURISM.

In general, players of this sector, especially in the case of smaller SMEs (micro and small companies), have not formalised a strategic development plan for their businesses in the medium and long term.

The concept of strategic positioning of a company or entity with respect to accessible and inclusive tourism should be related to the adaptation of the tourism supply to the characteristics of the segment of the population with special needs resulting from its general health conditions (more than 40% of the population), in two complementary contexts:

- adaptation of the tourism supply of the company/entity, in a context of improvement of performance/increase of results in the short term, with the aim of attracting new customers, incrementally, in the market of people with special needs;
- adapting the tourism supply of the company/entity, in a context of sustainability of its business in the medium and long term, by means of its progressive adaptation to the changes in the characteristics of the "demand", especially with regard to people with special needs, as result of the evolution of the general health conditions of the population.

The topic should be approached, in a training context, with tool P2.

Tool P2:

VOCATIONAL TRAINING PROGRAMMES: MANAGEMENT, MARKETING, SALES.

Purpose:

Qualification of companies/entities involved in the project with the required skills in the areas of management, marketing and sales in order to attract new clients in this market of people with special needs.

Target Audience:

Professionals of companies and other entities involved in the project, with

functions related to the management, marketing and sale of accessible and inclusive tourism products.

Contents:

The strategic management of the company/entity, the universe of people with special needs and the accessible and inclusive tourism market.

The company/entity's marketing plan and communication with the demand/ customers with special needs (accessible websites and content about accessibility and inclusive service; general distribution channels and dedicated channels; communication on social networks).

Cooperation among industry players, creation of accessible and inclusive tourism packages, the value chain, establishment of a regional network and promotion of destinations.

Training strategy:

We suggest a combination between:

- training sessions in the classroom with the focus on acquiring the necessary specific knowledge;
- implementation exercises in the companies/organizations in which the trainees carry out their activities (in particular as regards strategic plan, marketing plan, accessible information, communication with "demand"), followed by sharing and appreciation of results in training sessions in the classroom;
- group work to build composite products suitable for customers with special needs.

Reference document:

Module: MANAGEMENT, MARKETING, SALES (25 hours) (part of the BRENDAIT 2016 Training Package).

Tool P3:

INDIVIDUAL CONSULTING: ACCESSIBILITY OF INFORMATION ON ACCESSIBLE AND INCLUSIVE SUPPLY

We should bear in mind that the different types of limitations (motor, visual, hearing and intellectual) induce various special needs in terms of accessibility to the information that the company makes available on its tourism supply using various types of communication/dissemination materials.

In today's society, the importance of the Internet and the role of corporate websites in promoting their products/services make it imperative that the structure of the company's website and forms and contents be accessible, that is, that they have the necessary conditions to facilitate access and to improve navigation and understanding of the contents by users with "special needs".

These needs are of particular relevance for users with visual limitations, since access to information implies that the available material can be read and interpreted using a screen reader (support technology that allows users with visual difficulties to access content displayed on the computer screen).

The individual advice to be provided by members of the project team to each company/entity, in order to promote the adjustment of its website to the communication with customers with special needs, does not have to be as from a technical expert in the matter.

The main aim is to stimulate and support the process of using specialized external technical advice and the allocation of members of the company/entity with the capacity to formulate the information content related to accessibility and inclusive service conditions to be integrated into the website.

It is natural that, in order to create the website and to design its pages and content in accordance with the recommendations of the WCAG 2.0 WC3 (Web Content Accessibility Guidelines), the company/entity needs to use the relevant expertise to that end (available in the company or mobilized from outside).

The preparation of content on the accessibility and service conditions to be inserted in the website must take into account basic rules of production of an accessible documents (in Word, for example), such as:

- Typefaces (use more easily readable types such as "Arial" or "Verdana"; do not use serigraphic or stylized letters);
- Letter sizes (use sizes 12 or 11 for body text and for the titles equal or slightly larger sizes);
- Alignment (align the text to the left, avoiding the justification of the texts, as the spacing between words becomes irregular and impairs the reading of people with visual limitations; avoid alignment to the right);
- Background (choose simple backgrounds and do not use watermarks or

background images);

- Images, graphics, maps (always put a textual description).

Tool P4:

CONSULTING: PILOT EXPERIENCES OF THE CREATION OF COMPOSITE PRODUCTS/ACCESSIBLE AND INCLUSIVE TOURISM PACKAGES

Consulting that is carried out in stimulus and support of members of the project team to the process developed by Partners in order to create composite products/packages of accessible and inclusive tourism in the region, namely through the following activities:

- work meetings with groups of partners for the design of composite tourism products (packages), with a view to their use by one or more of the tourist demand segments with special needs (different types of limitations) ;
- use of diagnostic maps of the accessibility and service conditions of the companies/entities involved;
- use of technical visits for evaluation/confirmation of existing conditions, with the participation of people with special needs invited for this purpose;
- use of evaluation/confirmation tests as to the interest and quality of the product with the participation of real customers;
- distribution and promotion of the product.

Tool P5:

CONSULTING: DEVELOPMENT OF THE ACCESSIBLE AND INCLUSIVE REGIONAL TOURISM NETWORK

As many of the Partners become able to welcome clients with special needs (from one or more of the different types of limitations), it will be time to start the process of setting up the Regional Network of Accessible and Inclusive Tourist Services.

The process of creation of this Network implies the accomplishment of several activities and making several decisions that will be up to the Partners themselves to make.

Activities and decisions, such as:

- establishing a database to register the companies/entities that are already in a position to welcome customers/tourists with special needs and their respective conditions of accessibility and service;
- defining the criteria (minimum conditions) for a company/entity to be included in the database and the validation process of those conditions and by whom:
- defining the legal-administrative format of the Network (autonomous entity or a function to be integrated into another existing regional entity), rules of incorporation, purposes, rules of operation, financing, etc.

It will be up to the project team to advise and support the Partners in the development of this process, during the period in which the project is still in operation.

The design of the information structure to be integrated in the database is largely derived from the conceptual and methodological options and the transformation strategy of the territory into an accessible and inclusive tourist destination, which underlies the project.

In the case of the BRENDAIT project, the database structure articulates a set of fields (types of data to be inserted) and registers (each register corresponding to a company/entity or to a particular service of a company/entity).

The structure of the list of information fields, in addition to the general characterization data of the company/entity structures the specific information regarding accessibility and service conditions as follows:

- following the sequence of steps inherent to the provision of different tourist services, the relevant fields (access to the building, access to the sanitary installation, reception of the client, visits to the building or place of activity; accommodation service, food and beverage service, meeting rooms, swimming pool and spa, cultural tourism activities, active tourism activities, tourist information centres, other services, customer support, marketing);
- each stage includes fields with the different types of limitations (motor, visual, hearing, intellectual);
- and in each type of limitation, considers 3 fields: accessibility requirements, service requirements and degree of compliance).

Reference document:
BRENDAIT DATABASE, 2016

FINAL NOTE: CONTINUITY OF DYNAMICS CREATED BY THE PROJECT

In general, a project to foster the transformation of a tourist region into an accessible and inclusive destination similar to the BRENDAIT project is a starting point for a path that needs to be continued, using local dynamics.

The specific conditions in which the project is carried out, namely in terms of the extent, density and tourist diversity of the territory concerned, the level of sensitivity to the accessible and inclusive tourism that may already exist before the project, the size of the technical team that the budget can support, and particularly the duration of the project that has been established, will determine the conditions of the point at which the starting dynamics of the transformation process of the territory can be left by the project.

In the case of the BRENDAIT project, the 12 months dedicated to the 3 work steps MOTIVATING + QUALIFYING + PROMOTING have made it possible to sow and reap and to nurture in its first months of life this "little plant" and after the project is concluded, it will need to be cared for in order to keep growing.

(Note: of the 18 months of the overall duration of the BRENDAIT project, as foreseen in the application, the first 3to 4 months were dedicated to research, design of the conceptual and methodological framework and the design and preparation of technical intervention tools (self-diagnosis package and the training package, in particular), and the last 2to 3 months were allocated to dissemination activities of the project and its results).

The experience of the BRENDAIT project suggests two levels of continuity activities to be developed:

a) Consolidation of the dynamics created in the territory in which the project has just been carried out:

"Motivating" (maintain partnership, add new partners); "Qualifying" (training and consulting for Partners still in the process of qualification) and, above all, "Promoting" (creating a product, to bring to market and to make accessible and qualified tourist supply available).

b) Expansion of the dynamics of creation of accessible and inclusive tourism supply to other territories, supported by the "BRENDAIT" methodology.

The experience of the BRENDAIT project also suggests the need for new research and development, action research projects, to build and make new intervention tools available, especially for the "Promoting" stage".

There are several topics that are still very underdeveloped. Topics such as:

- creation of tourism products (inclusive and/or specific/adapted);
- communication with potential "demand" (which is largely "invisible" and cannot be reached by common channels of communication);
- motivation and empowerment of the "demand" (people who think that tourism is not for them or who would like to travel but do not know how).

REFERENCE DOCUMENTS BRENDAIT 2015-2017

"Accessible and inclusive tourism - The Conceptual and Methodological Framework", Project BRENDAIT, 2016.

Module 1: "Accessible and inclusive tourism: Opportunities and Challenges", BRENDAIT 2016 Training Package.

Engagement declaration forms to the BRENDAIT Regional Partnership (companies, public entities, social institutions)

Regional Action Plan for the Regional Partnership (16 March 2016)

Module 2: Accessible and inclusive tourism - Concept. Transversal Competencies, BRENDAIT 2016 Training Package.

Self-diagnosis Package "Accessibility and Inclusive Service Referential, BRENDAIT 2016".

Module 3: Accessible and Inclusive Tourism Company - Self-diagnosis and Adjustment Plan, BRENDAIT 2016 Training Package.

Module 4: Accessible and Inclusive Tourism Company - Service Competencies - Accommodation and Food and Beverage, BRENDAIT 2016 Training Package.

Module 5: Accessible and Inclusive Tourism Company - Service Competencies

- Outdoor, Leisure and Cultural Activities, BRENDAIT 2016 Training Package.

Module 6: Accessible and Inclusive Tourism Company - Organization, Quality and Certification, BRENDAIT 2016 Training Package.

Module 7: Management, Marketing, Sales, BRENDAIT 2016 Training Package.

Module 8: Inclusive Service in Local Organisations, BRENDAIT 2016 Training Package.

Module 9: Inclusive Citizenship - Interpersonal Relationships, BRENDAIT 2016 Training Package.

Module 10: Accessible and inclusive tourism - Training of Trainers, BRENDAIT 2016 Training Package.

BRENDAIT Database, 2016 (format)

BRENDAIT Project, March 2017