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THE CBC BLACK SEA JOP PROJECT ALECTOR

Collaborative Networks of Multilevel Actors to
advance Quality Standards for Heritage
Tourism at Cross Border Level
2.1.2.73296.282 MIS ECT 2617

DISSERTATION TEMPLATE

PART 1: PROJECT SCOPE
1ST CROSS BORDER STUDY VISIT,
DRAMA, GREECE

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THE CBC BLACK SEA JOP PROJECT



GROUP OF ACTIVITES 1

CREATING THE ENABLING ENVIRONMENT FOR THE
DEVELOPMENT OF ACCESSIBLE HERITAGE TOURISM
PRODUCTS & SERVICES AT CROSS BORDER LEVEL

ACTIVITY 1.4:

Developing a Typology of Heritage Tourism Products & Services at Cross
Border Level

Output -14

1st CB STUDY VISIT, DRAMA, GREECE

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The ENPI CBC Project ALECTOR (2.1.2.73296.282 MIS ECT 2617), co-financed by the European Commission, includes partners from 8 countries: Greece, Bulgaria, Romania, Bulgaria, Ukraine, Georgia and Turkey funded by the ENPI at 90% and national contribution by 10% , of the Project budget). The overall project budget is 1.125.744,69 € (ENPI contribution: 691.324,69 €; IPA (EU and National contribution): 434.420,00 €).

ALECTOR (2.1.2.73296.282 MIS ECT 2617) is dedicated to the development and promotion of heritage tourism standards in the Black Sea Basin. The Cross-Border Project will be implemented in 24 months and be finalized by December 2015.

This document does not necessarily reflect the opinion of the members of the European Commission and the JMA of the ENPI CBC Black Sea .

Information on the Project ALECTOR (2.1.2.73296.282 MIS ECT 2617) PROJECT and projects can be found at <http://alector.org/>. The web side provides the possibility to download and examine the most recent information produced

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CROSS BORDER PARTNERSHIP

ENPI FINANCIAL LEAD BENEFICIARY: Drama Development D.D.S.A., Drama, Greece

ENPI PARTNER 1: National Authority for Tourism, Bucharest, Romania

ENPI PARTNER 2: Union of Bulgarian Black Sea Local Authorities, Varna, Bulgaria

ENPI PARTNER 3: National Association of Rural, Ecological and Cultural Tourism, Chişinău, Moldova

ENPI PARTNER 4: Donetsk Civic Organization "Alliance", Donetsk, Ukraine

ENPI PARTNER 5: The Batumi Archaeological Museum, Batumi, Georgia

IPA FINANCIAL LEAD BENEFICIARY: Governorship of Istanbul, Istanbul, Turkey

IPA PARTNER 1: Eastern Black Sea Development Agency, Trabzon, Turkey

IPA PARTNER 1: Bahcesehir University / METGEM Development Center for Vocational Technical Education, Istanbul, Turkey

ASSOCIATE PARTNER 1: University of the Aegean, Mytilene, Greece

ASSOCIATE PARTNER 2: Institute of National Economy, Bucharest, Romania

ASSOCIATE PARTNER 3: Ukrainian Network for Education of Adults and Development of Innovation, Donetsk, Ukraine

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SHORT CV



Dorothea Papathanasiou-Zuhrt holds degrees in Classics and Germanistics from the National Kapodistrian University of Athens, She has studied History and Ethnology at the Humboldt Universität zu Berlin,, where she also obtained an M.A. degree in Linguistics. She obtained she obtained her M.Sc. and her Ph.D. degree in management sciences at the University of the Aegean. She is fluent in English, German, French, Italian, Russian and has basic knowledge of Turkish. Her technical work experience is closely related to the development and implementation EU funded projects with over 75 applications in the last 15 years. She is active in the tertiary education at the University of the Aegean and the Euro-Mediterranean University both in teaching and research with over 100 publications.

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EXECUTIVE SUMMARY

PROJECT ID

The ENPI CBC JOP Project “Collaborative Networks of Multilevel Actors to advance quality standards for heritage tourism at Cross Border Level” with ACRONYM “ALECTOR” belongs to the ENPI CBC BLACK SEA JOP PROGRAMME and is funded under **PRIORITY AXIS 1**:
“Supporting cross border partnerships for economic and social development based on combined resources” and **MEASURE 1.2** *“Creation of tourism networks in order to promote joint tourism development initiatives and traditional products”*



NECESSITY

The need to produce high-added value tourism products and establish novel tourism policies to sustain later on locally produced heritage tourism, is strictly interwoven with the need to let collaborative networks and strategic partnerships emerge at cross border level.

OBJECTIVE

Fully in accordance with ENPI CBCBS JOP/Priority1/Measure1.2, the ENPI CBC BS ALECTOR (2.1.2.73296.282 MIS ECT 2617) focuses on different types of heritage assets and their values as main lever to invest in human capital and tourism innovation in an effort to achieve socio economic development and cooperation with social partners in the Black Sea: a project-driven form of cooperation among multilevel actors at cross border level emerges, fully realizing the socioeconomic potential of heritage resources in the Black Sea Basin and establishing a unified quality system for the development of cross border and international tourism products and common service standards with acknowledged market value.

PARTNERSHIP

The ENPI CBC BS JOP Project ALECTOR will involve actors from various administrative and social levels, so as to strengthen their capacity to effectively manage heritage for tourism. These collaborative networks will deliver three main outcomes: a) (re) activation of human capital by intense know-how transfer of innovative practices -directly deriving from research conducted, b) local authority empowerment by diffusing policies regarding heritage management and tourism planning and c) the development of local and regional strategic partnerships. By delivering local

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and regional strategic partnerships, ALECTOR encourages various action groups to co-operate, bring together key organizations, stakeholders and actors, from the three spheres of state, market and civil society, to identify further needs and priorities.

METHODOLOGY

ALECTOR proposes a cognitive and educational framework for using of a place's assets, which would guide final beneficiaries (regions, communities, SMEs) to identify, signify, valorize and manage their natural and cultural resources, in order to use heritage potential as a vehicle for tourism strictly connected with a unified signage and interpretation system.

Most up to dated innovative know-how will result in visitor-centric communication policies, and policies about the management of leisure time, an issue directly related to the competitiveness of places' and regions' in the sector of tourism. These policies will enable final beneficiaries to develop tailor-made heritage strategies and defend their cultural assets against a globalizing world.

By delivering a series of pilot projects to serve regions and localities as best practices ALECTOR helps diffuse project results at a cross border-wide level giving birth to further economic and social development.

OUTPUTS

GROUP OF ACTIVITIES 1:

Act.1.1/Output 1: 1st CB Study Visit “Sector Specific Problem Tracing at CB Level”; 1st Evaluation Workshop; 1 Report;

Act. 1.1/Output2: 2nd CB Study Visit “Sector Specific Good Practice Identification at CB Level”, ”; 2nd Evaluation Workshop; 1 Report;

Act. 1.1/Output3: 3rdCB Study Visit “Sector Specific Policy Recs at CB Level”; 3rd Evaluation Workshop; 1 Report;

Act. 1.1/Output4: 4th CB “Sector Specific Good Practice Applications at CB level”

Final Evaluation Workshop; 1 Report;
Act. 1.1/Output5: Principles & Practice of Interpretive Signage at CB Level: 1 joint online Planning Toolkit;

Act.1.2/Output2: 1/4 in situ lectures in Heritage Tourism Planning and Management

Act.1.2/Output3: Curriculum in Heritage Tourism Planning

Act. 1.2/Output1: 1 e-Course in Heritage Tourism Planning and Management

Act. 1.2/Output2: 3/4 in situ lectures in Heritage Tourism Planning and Management;

Act. 1.2 The ALECTOR Mediathek;

Act. 1.2/Output4: Certification of Attendance (project partners and satellite partners)

Act. 1.3/Output1: 1 joint Tourism Accessibility Study in the Project's Intervention Area

Act. 1.3/Output2: E- and Quali Survey on Local Heritage Consumption;

Act. 1.4: The ALECTOR Heritage Tourism Typology Study

Act. 1.4/Output2: The Quality Visitor Experience Planning Manual

GROUP OF ACTIVITIES 2:

Act. 2.1/Output1: The ALECTOR Interpretive Signage Manual for Heritage Tourism Products & Services (e-version);
Act. 2.1/Output2: The ALECTOR Tourism Accessibility Handbook

2.1/Output5: Quality Label for Heritage Tourism Products and Services in the BS;
Act. 2.2/Output1: Development of an Experts' Data Base at CB Level (The BS Pool of Heritage Experts);

Act. 2.2/Output2: CB Committee for the Quality Assessment of Project Driven applications;

Act. 2.2/Output3: Set of Assessment Criteria for the Accessibility of Heritage Tourism Products & Services at CB Level Act.

Act. 2.2/Output4: Accessible Heritage Tourism Products and Services in the BS Basin: the ALECTOR Heritage Planning Manual (e-version);

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Act.2.3/Output1: 9 Pilot Project Plans developed
Act.2.3/Output2: Pilot Project Plans awarded
Act. 2.3/Output3: SCRIPTORAMA: The Project’s Open Street Museum;
Act. 2.3/Output4: BLACK PEARLS: The Project’s CB Travel Aider (5000 copies)

GROUP OF ACTIVITIES 3:

Act.3.1/Output1: The BS Heritage Tourism Charter;
Act.3.1/Output2: The BS Heritage Register
Act.3.1/Output3: 1 Host Event per Partner (1 Daily Seminar, 1 Round Table). 9 Total;
Act.3.1/Output4: 1 Data Base of Multilevel Actors;
Act.3.2/Output1: Project Driven Outreach Strategy Plan for the Voluntary Sector;
Act.3.2/Output2: The Register of Voluntary Heritage Organizations and Initiatives in the Project Area
Act.3.2/Output3: The ALECTOR Volunteer e-Forum
Act.3.2/Output4: The ALECTOR Volunteer Award Event;
Act.3.2/Output3: Development and Implementation of a Heritage Strategy to ensure quality operation of the BS Heritage Observatory;
Act.3.3/Output1: 340 Project-driven Multilateral Co operation Agreement

GROUP OF ACTIVITIES 4:

Act. 4.1 / Output1: The Project’s joint multi-component Website;
Act.4.2/ Output1: 1 Joint Transparency Strategy Document and Communication Protocol Guidelines;
Act.4.2/ Output2: Communication with the JTS and Programme Management Structures;
Act.4.2/ Output3: 24 Project Fact Sheets
Act.4.2/ Output4: The Common Visibility, Communication and Dissemination Plan (CDV);
Act.4.2/ Output5: The Project’s International Conference
Act. 4.2/ Output6: 11 Press Conferences
Act. 4.2/ Output7: 6 Newsletters

Act.4.2/ Output8: The ALECTOR Blog: Showcasing and Sensitizing
Act. 4.3/ Output1: The ALECTOR Visual Identity and Project Logo
Act. 4.3/ Output2: The ALECTOR Visibility Kit
Act. 4.3/ Output3: The ALECTOR Promotional Spot
Act. 4.3/ Output4: 9 Project Info Days (1 Info Day Per PP)

GROUP OF ACTIVITIES 5:

Act.5.1/ Output1: Grant Contract; IPA Contract, Partnership Agreement between Applicant and ENPI Partners; Partnership Agreement between the Applicant and IPA FLB)Act.
5.1/ Output2: Organizational Chart Act.
5.1/ Output3: 3 Project Committees (SGC, QQC,TC);
Act.5.1/ Output4: The ALECTOR PM Toolkit
Act.5.2/ Output1: CB Kick-off Meeting;
Act.5.2/ Output2: 1/4 Project Committees Meetings;
Act.5.2/ Output3: 4 Project Activity Meeting with Project Management Structures; Act.5.2/ Output3: Project Close-out Meeting;
Act.5.3/ Output1: 4 Progress Reports
Act.5.3/ Output2: 1 Interim Report;
Act.5.3/ Output3: 2 Audit Reports
Act.5.3/ Output3: Final Report; Act
Act.5.3/ Output4: Project Record compiled

CROSS BORDER LOCATIONS

- Greece, Region of Eastern Macedonia and Thrace, Drama
- Turkey
- Istanbul, Istanbul - Istanbul Metropolitan Municipality
- TR90, Trabzon
- Romania, Constanta
- Bulgaria, Severoiztochen, Varna
- Moldova, Chişinău, Chişinău
- Ukraine, Donetsk Oblast, Donetsk
- Georgia, Adjara, Batumi

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Black Sea
CROSS BORDER
COOPERATION

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GROUP OF ACTIVITIES OVERVIEW

GROUP OF ACTIVITES 1 CREATING THE ENABLING ENVIRONMENT FOR THE DEVELOPMENT OF ACCESSIBLE TOURISM PRODUCTS & SERVICES

Activity 1.1: Experience Exchanges and Good Practice Transfer in the Heritage Tourism Sector at Cross Border Level	Activity Lead: ENPI PP1 (NAT)
Activity 1.2: Design and Delivery of professional skills for Heritage Tourism at Cross Border level	Activity Lead: IPA PP2 (METGEM)
Activity 1.3: Assessing Tourism Accessibility in the Project Area	Activity Lead: Activity Lead: ENPI PP1 (NAT)
Activity 1.4: Developing a Typology of Heritage Tourism Products and Services at Cross Border Level	Activity Lead: ENPI PP3 (ANTREC)

GA1 LEAD: ENPI PP1 (NAT)

GROUP OF ACTIVITES 2 IMPLEMENTING JOINTLY DEVELOPED STADARDS & GUIDELINES FOR ACCESSIBLE HERITAGE TOURISM PRODUCTS & SERVICES AT CROSS BORDER LEVEL

Activity 2.1: Developing good practice guidelines for the Accessibility of Heritage Tourism Products & Services at Cross Border Level	Activity Lead: Activity Lead: ENPI PP1 (NAT)
Activity 2.2: Standardizing Quality of Heritage Tourism Products & Services at Cross Border Level	Activity Lead: IPA PP2 (METGEM)
Activity 2.3: Implementation Quality Heritage Tourism Products & Services in the Project Area	Activity Lead: Lead Applicant (ANED)

GA2 LEAD: Lead Applicant (ANED)

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<h2>GROUP OF ACTIVITES 3</h2> <h3>FORMATION OF STRATEGIC PARTNERSHIPS TO ENHANCE CROSS BORDER COOPERATION</h3>	
Activity 3.1: Establishing Alliances of Multilevel Actors at Cross Border Level to enhance regional competitiveness	Activity Lead: ENPI PP2 (UBBSLA)
Activity 3.1: Activating Social Economy Forces in the Project Area	Activity Lead: ENPI PP4 (ALLIANCE)
Activity 3.3: Ensuring viability of Project Results at Cross Border Level	Activity Lead: ENPI PP2 (UBBSLA)
G.A3 LEAD: ENPI PP4 (ALLIANCE)	
<h2>GROUP OF ACTIVITIES 4</h2> <h3>CROSS BORDER PROJECT COMMUNICATION</h3>	
Activity 4.1: The Project’s Main Public Medium, Permanent Information and Transparency Source	Activity Lead: IPA PP1 (DOKA)
Activity 4.1: Communication Strategy for multiple Target Publics	Activity Lead: ENPI PP2 (UBBSLA)
Activity 4.3: Dissemination of Project Outputs and Project Branding	Activity Lead: IPA FLB (Gol)
G.A. 2 LEAD: ENPI PP2 (UBBSLA)	
<h2>GROUP OF ACTIVITIES 5</h2> <h3>CROSS BORDER PROJECT MANAGEMENT</h3>	
Activity 5.1: Cross Border Management and Administration	Activity Lead: Lead Applicant (ANED)
Activity 5.2: Cross Border Project Coordination	Activity Lead: Lead Applicant (ANED)
Activity 5.3: Cross Border Project Monitoring and Implementation	Activity Lead: Lead Applicant (ANED)
G.A. 1 LEAD: Lead Applicant (ANED)	

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1 INTRODUCTION

The ENPI CBC BLACK SEA JOP PROJECT ALECTOR (2.1.2.73296.282 MIS ECT 2617) is dedicated to promote cultural values for development, enhance environmental conscience and behavioural patterns, to mitigate the protection-use conflict and improve the attractiveness of the Black Sea regions in support of socio-economic development contributing to the EU and cooperating countries according to the 2020 priorities for smart, sustainable and inclusive growth.

Art and culture have not only a key cultural and social value, but also an undeniable economic impact. Indeed, it is a fact that the cultural sector represents a productive branch that is growing in importance. The cultural factor, strongly associated with heritage tourism, is frequently used as a key element for regional and/or economic development. However in the new globalized economy cultural values are resource inherent and often hidden or ignored. They directly depend on the capacity of people to interpret and use them for public benefit. It is urgently needed to cope supply (cultural values) and demand (cultural consumption) via novel skills. HERISCOUT aims to create a participatory knowledge platform by addressing different target publics at BLACK SEA level and thus promote heritage entrepreneurship; in addition it aims to build the basis for the

certification of individuals with increased capacities to meet the goals of the New Lisbon Agenda.

The e Class HERISCOUT is a Distance and e-Learning Course, especially designed to meet needs and requirements with the framework of the BLACK SEA CBC JOP Project ALECTOR (2.1.2.73296.282 MIS ECT 2617), and create a space, where learning becomes an easy task, a quick to complete procedure, e.g. an enjoyable experience with effective, permanent results. Assisting the presentation of information in a manner that encourages learner activities, the Curriculum will optimize understanding and the further development of long-term-memory-input. HERISCOUT will further provide professionals with a methodological framework for interpretive planning: attachment of meanings to symbols of bearing structures through a net of information properly distilled into the language and everyday life of the visitor, make cultural resources accessible and relevant to a wide public, enabling significant places and items to obtain heritage value and visitors to acquire memorable quality experiences

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2 DISSERTATION TEMPLATE

Heritage places cannot speak for themselves. Without the ability to access the intangible networks of knowledge and value transmission, cultural users cannot recognise and appreciate heritage items as such. Conservation is meaningless without cultural communication. We need to bridge the gap between monument-meaning and monument-fabric and forge connections with a wide array of different target publics. Heritage tourism, whether in relation to recreation, learning or leisure and tourism is a social phenomenon interacting with supply and demand. Therefore consumption incentives are based on distinctive cultural features of cultural assets and consumer perceptions.

The DISSERTATION TEMPLATE alias PILOT PROJECT DESIGN TEMPLATE facilitates the

process of understanding and unlocking the inherent values of heritage assets and introduces ENPI and IPA Partners to understand and apply heritage value categories such as the historic, aesthetic, scientific, research or technical, social or spiritual values, guiding how to extract these values and their significance for different target public and different uses. The TEMPLATE operates on a **4 step** procedure basis :

- **PROJECT SCOPE TEMPLATE**
- **ASSET PLANNING TEMPLATE**
- **AUDIENCE DEVELOPMENT TEMPLATE**
- **EVALUATION TEMPLATE**

The SCOPE TEMPLATE transfers validated knowledge how to utilize heritage and deliver user friendly, physically, economically and intellectually accessible heritage attractions, which meet audience needs and market requirements, while maintaining their authenticity and integrity. It guides ENPI and IPA Partners to distill the aims of the cultural heritage operator

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and unlock the values of cultural heritage for a wider audience.

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3 PILOT PROJECT DESIGN TEMPLATE

Defines pilot project main characteristics: activities, schedule, deliverables, resources, risks.

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Defines the goal of the cultural heritage operator

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Defines the specific objectives of cultural consumption and heritage tourism activities.

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4 CENTRAL INTERPRETIVE MESSAGE

Defines the central interpretive message for all selected locations:

- the trail message, or/and
- the message of the guided visit, or/and
- the message for the self-guided visit

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5 REGIONAL ANALYSIS

LOCATION

● Country

● Region

● Prefecture/County

● Municipality

● Locality

HISTORY

DEMOGRAPHICS

● Population

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● Education

● Labor forces

ECONOMY

ACCESSIBILITY

● Physical

● Digital

● Cognitive

● Emotional

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6 DEVELOPING THE STAKEHOLDER MAP

Building local support at every stage of the Local Interpretive Project planning process is absolutely crucial. How effectively you develop your plans depends directly on the ideas, energy, interest and expertise of many people. Soliciting stakeholder participation early enough helps identify potential support and potential opposition as well. Planning for the sustainability of the Local Interpretive Project is an exciting and dynamic process; it ultimately requires a commitment to its completion. With a plausible plan of action, a dedicated community, lively public discourse, and an effective strategy for management, there is a good chance for successful results.

To ensure success, the Local Project Team shall look for ways to bring the local stakeholder map and other interested parties into the process of planning for and developing the Local Interpretive Project. Seeking opportunities to involve

heritage authorities, government officials, heritage and tourism related businesses, special interest groups and citizens when doing an inventory), creating a story and evaluating the ENPI and IPA Interpretive Project is the prerequisite for success. To begin recruiting interested parties, the Local Project Team shall consider the stakeholders who may have an interest in the Local Interpretive Project. Interpretive Planning is an excellent opportunity to open new dialogues and improve communication between individuals and organizations with a common interest in local heritage. Questions that help identify potential stakeholders are:

- Who will see potential opportunities in the designation of the ENPI and IPA Interpretive Project?
- Who may see potential threats from the creation of the ENPI and IPA Interpretive Project?

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- Who owns and manages the heritage asset (museum, collection, heritage site, natural protected area; women cooperatives on traditional products etc) ?
- Who owns and manages the asset area (municipality, region, archaeological authority, state authority etc.)?
- Who might be responsible for promoting the Local Interpretive Project?
- Who uses the road or the adjacent lands?
- What communities depend on or have interests in the road?
- Which communities are represented locally? Which Indian tribes have a historic or cultural interest in the Local Interpretive Project Area?

6.1 Identifying Stakeholders

The initial group of advocates provides the engine that drives the planning process and benefits greatly the Local Interpretive Plan. In identifying stakeholders and building the Local Interpretive Project Team, which consists of the HERISCOUT

e-Course participants and the Local Project Team Members, efforts shall focus on the search for locals who can work together, who value local heritage and the selected assets, and who have contacts and influence on others in the community. The heritage expert shall look for people who welcome the opportunity to explore, discover and share the qualities of your route, to possibly increase tourism, and to maintain this community resource into the future. The Pilot Project Leaders should also try to recruit representatives of major stakeholder groups in the Pilot Project Area. For example:

- Property owners along the Heritage Trail (GA2/Activity 2.3). Find this information from country tax records.
- Agencies in charge of managing the heritage place (State, Regional, Local Ministerial Authorities, Archaeological Authorities, Spatial Planning Authorities, Tourism Authorities etc.).
- Local business people, especially those whose businesses would be affected by an increase in tourist traffic and would positively impact the cultural consumption pattern.
- Convention and Visitor Centres and Bureaus, Chambers of Commerce, and other local groups dedicated

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- to promoting business and tourism.
- Communities, including those with properties of religious and cultural significance
 - Members of other communities near or along the Heritage Trail (GA2/Activity 2.3) that would be affected by your plans if you decide to seek official Local Interpretive Project designation.

As the interpretive planning progresses, the Local Project Team should continue looking for ways to broaden your base of support and input. Not everyone in the coalition has to agree on every point, because it’s a good idea to identify possible concerns and conflicts—as well as areas of agreement—early in the interpretive process (Activity 4.3).

6.2 Develop a Participation Strategy

The types of meetings that are related with the stakeholder map creation are detailed described in the ALECTOR CDV Plan, most notably are:

- GA1 1.1/Output 1-4 CB Study Visits (Drama, Varna, Batumi, Istanbul)
- GA3 3.1/Output 3 “Partner Host Event”

- GA3 3.3/Output 1 and 2 “Cooperation Agreement” and “Black Sea Heritage Observatory”
- GA4 4.2/Output 8 “Press Trip Tours”

The ways and places Local Project Team has brought people together in Drama (kick off meeting and 1st CB Study Visit) and Varna (2nd Partner Meeting and 2nd CB Study Visit), the decision-making processes used, the dispute resolution methods practiced, and the ways to allocate responsibilities are all elements of a participation strategy. How each ENPI and IPA Partner proceeds in the Pilot Project Area depends upon the types of participants who are working with the Local Project Team:

- Understand lifestyles of the people you have involved. If people are retired, they may have more time. If they have children, and/or work full-time, their time is certainly limited. Stakeholder meetings shall be planned accordingly. Those especially busy shall be asked to attend particular meetings at particular times to maximize their contributions.
- Offer alternative means of involvement and communication beyond attending meetings to

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maximize opportunities for interested participants as prescribed in the ALECTOR Communication, Visibility and Dissemination Plan and the Internal Communication Protocol, especially in regards to social media tools. The Toolkit for the design of the Open Street Museum offers active explanations, examples and advice of how to maximize the efficiency of communication.

- The ENPI and IPA heritage experts shall determine previous experiences and special skills. How much experience do the selected stakeholders have with public service? Will writing up sections of the inventory be easy? Are they comfortable with cameras? Are they comfortable with public speaking? Do they have the expertise to assist the collection and assessing heritage objects (Activities 2.3)?

By considering these things and planning in advance, Local Project Teams may start devising a participation strategy that takes advantage of the strengths of the local stakeholder map developed. An essential element of developing the ENPI and IPA Interpretive Project is encouraging public involvement. The public especially includes interested

citizens, property owners who will be affected by the ENPI and IPA Interpretive Project, businesses with an interest in the Local Interpretive Project, recreationists, local communities, and local political leaders. Public meetings are a necessary part of all Local Interpretive Projects. Good preparation for any planned meeting, it sets the tone for further public participation:

- Raising awareness and appreciation of the value of your Local Interpretive Project, and articulating the Local Interpretive Project’s value in a statement agreeable to all. Therefore a well-defined, succinct and distilled Statement of Significance for each Heritage Asset (GA3/ Activity 3.1 Output 2 “Heritage Registry Sheets and “Statements of Significance”) is of crucial importance to the ENPI and IPA Interpretive Plan (GA2/Activity 2.3 /Output 1 “The Pilot Project Plan”).
- Developing consensus on a broad statement of purpose for the ENPI and IPA Interpretive Project and consensus on Local Interpretive Project designation as a goal for your route. The successful completion of GA2/Activity 2.3 is of crucial importance

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for the activation of the
Local Stakeholder Map:
GA3/Activity 3.1/Output 1
“The CB Cooperation
Agreement”

- Decide on other community members who should be recruited into the process.
- Decide whether there is enough agreement, commitment and energy in the group to move to the next steps.

It is important to listen to the concerns of stakeholders, and acknowledge and address those concerns in the ENPI and IPA Pilot Project planning process. Every ENPI and IPA Pilot Project needs a participation strategy that meets the particular circumstances of the heritage place and the people engaged in it. One useful way to start developing that strategy is to consider political and asset complexities, conflict of interests in the public and private sector.

Political complexity refers to how difficult it will be to involve the right people so that good decisions are made and so that the Local Interpretive Project is politically feasible, especially where different perceptions of heritage create a conflict. Considering the likely level of

opposition that may confront the ENPI and IPA Interpretive Project and identify individuals or other stakeholders who may actively oppose as well as and considering about different groups have different agendas concerning what the Local Interpretive Project should accomplish, is a democratic process. To involve groups from whom permission may be needed to deploy the use of QR Codes on the monuments, use assets or access lands, is a prerequisite for success.

Asset complexity refers to the complexity of the intrinsic qualities along the ENPI and IPA Pilot Project. The greater the complexity, the harder it will be to reach consensus on how to manage the road. Likewise, the greater the complexity, the larger should be the number of interest groups who should be invited to the table. Heritage assets are of complicated nature, especially when they have several intrinsic qualities. The length and the depth of the Local Interpretive Project, the difficulty of the management issues, and the scope of the interpretive message is related to the complexity of heritage assets involved in each Pilot

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Project Plan (GA2/Activity
2.3/Output1 “Pilot Project
Plan”).

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6.3 The Scope Survey

In order to best distill the local planning perspective, ALECTOR utilizes tools within GA1.Act.1.3 for the exploration of the planner view. The objective is to understand the multiple perspectives of planners involved in the local Pilot Projects.

CROSS BORDER OBJECTIVE

to create and globally launch a non-exchangeable, competitive **cultural heritage place image** in each Pilot Project Area; to attract economic activities (market segments from domestic and foreign tourism, cultural consumption, new businesses, creative industries); to cope supply (attractions) and demand (consumers)

METHODOLOGY:

The **SCOPE SURVEY** - explores the perceptions of stakeholders and key actors from governance, civil society and economy in regard to place image and development priorities (supply side), addressed to providers & policy actors

PILOT PROJECT OBJECTIVE

- to explore the perception of stakeholders and key actors

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from governance, civil society and business in regard to place image and development priorities oriented to demand side (consumer expectations)

- to evaluate the status quo of cultural products and services within the cultural heritage and historic environment in each Pilot Project Area;
- to identify new business opportunities
- to provide suggestions for playing institutions based on strategic development approach - new/innovative cultural heritage products and services

To be applied to each Pilot Project, among stakeholders and key actors from governance, civil society and business (3 level public authorities, cultural heritage operators, local businesses etc)

EXPECTED RESULTS:

- Development of 24 guidelines for the accessibility of Heritage Tourism
- Development 12 recommendations for the creation of accessible heritage tourism products and services

**No of questionnaires to be conducted and delivered:
10 per each Pilot Project Area**



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Q1. Has the Project Pilot provided for

	Yes, totally	Yes, partially	Not at all
the place/area identity			
the place/area image			

If the answer is Yes, please go to Q3

If the answer is No, please go to Q2

Q2. Please define the distinctive identity of the pilot Project using your own individual understanding

Please define the distinctive image of the pilot Project using your own individual understanding

Q3. Do you consider the Pilot Project Story as a catalyst for attract complementary economic activities?

	Yes, strongly	Yes, partially	Yes, in a very small connection	Not at all
Market segment development in heritage interpretation (soft activities, network development)				
In tourism (domestic) for better understanding of national heritage				
In tourism (international) for providing a brand image				
Small entrepreneurship development& creative industries				
Integrate social network (social inclusion)				
Social entrepreneurship development				
Increase cultural supply based on innovative interpreting of the well known assets				
Valuing new assets and non-explored local potential)				

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Q4. Did the Project Pilot inspire to you for a new business idea

	Yes	No
As complementary activity		
For better defining the local profile of the Heritage interpretation		
As a competitive offer		
Other, please specify		

Q5. For a better communication with the audiences of the Pilot Project assets, what do you consider appropriate to be improved?

	Yes, strongly	Yes, partially	Yes, in a very small connection	Not at all
The story				
The individual presentation of Pilot Project component assets				
Information source (internet, mass media)				
Transport infrastructure improving				
Affordable prices for all (differentiation, gratuity for special occasions)				
Organizing specific activities in the Pilot Project area (cultural events, seasonal activities etc)				

Q6. Do you consider innovative Heritage interpretation as a start point for new and more profitable public private partnership?

Yes, strongly	Yes, partially	Yes, in a very small connection	Not at all

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Q7. Please define potential partnership appropriate to heritage products/services for local development

- local authority
- national administrative institutions
- private business
- volunteering activities
- educational institutions (schools, LLL providers)
- social actors (NGOs, Church, professional associations)
- self-employed

Q8. Which segment of the potential consumers do you consider as the most dynamic for new models of heritage interpretation provided by the Pilot Project

Youth	Local people	Foreign tourists	Businessmen traveling	No distinctive consumers
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Q9. Has the Project Pilot provided for

	Yes	No
A new business model		
The same business model but using modern ITC products/services		
An integrative / a mix of heritage products and tourism services		

Q10. Did the Pilot Project exploited immovability and irreplaceability of heritage assets in order to create/develop locality-based competitive products?

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Yes _____ No _____

Q11. Are you interested in being involved in this type of cultural heritage products (mix of assets with one image/identity) as a business development component?

Definitely will	Probably will	Might or might not	Probably will not	Definitely will not	Never used
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Q12. How do you appreciate the connectivity and complementary products/services for stimulating cultural heritage consumption in the Pilot Project area

	Excellent	Good	Poor	Not at all	It is not important
-tourism products/services					
-complementarities with other cultural products					
-participative local community					
-regional networking					
-good local providers of diverse products/services (information points, centers of resources, etc)					

Q14. Do you consider that Pilot Project contribute to:

	Yes, strongly	Yes, partially	Not at all
Increase cultural reputation of the project area			
Activate national/international connectivity for common cultural heritage consumption			
Stimulate a new approach of the well known assets			
Provide a new type of cultural heritage product			
Stimulate young audience			

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Q15. Are you interested in being involved in Cultural Heritage products/services development in Pilot Project Area?

No, please explain_____

Yes, please explain_____

For any other comments & proposals, please be free to detail below

Thank you for your participation!

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6.4 The Stakeholder Survey

INTRODUCTION

We are..... We are conducting research in the field of tourism. We would very much appreciate, if you could spare a couple of minutes for a short interview.

1. What are the highlights of the region to tourists? Please try to describe the potential of your region (area around) for tourism?

2. How do you plan to generate increase for (the hinterland of) by tourism development?

3. Now a question to the infrastructure in (of the hinterland of).....

a) What about?

1) Accommodation facilities

2) Food and water supply,

3) Access to the area by car / public means of transport

4) Roads within the area / public means of transport within the area

b) What efforts are being made to improve these (in the hinterland)?

4. Which role play the interpretive offers for tourism in the area around?

a) Existing?

Self guided trails

Themed routes



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