



**“EMOUNDERGROUNDS” - “Project N° 905”**  
***“EMOtional technologies for the cultural heritage valorization within transnational UNDERGROUNDS”***

**Adriatic-Ionian Programme INTERREG V-B 2014-2020 - 2nd call**

*Del. T.1.2.1: Action Plan shared for the smart, sustainable and inclusive management of the selected TN tourist destinations*

**Beneficiary:**  
**All Pps with the coordination of LP and PP6**



Project Details:

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Programme Priority: **2) Sustainable Region.**

Programme priority specific objective: **Promote the sustainable valorisation and preservation of natural and cultural heritage as growth assets in the Adriatic-Ionian area**

Project Title: **EMOtional technologies for the cultural heritage valorization within transnational UNDERGROUNDS**

Project Acronym: **EMOUNDERGROUNDS**

Reference No: **905**

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Deliverable Details

WP: **T1 - Animation of the aggregated public-private system to manage the TN cultural tourist product**

Deliverable Title: **Action Plan shared for the smart, sustainable and inclusive management of the selected TN tourist destinations**

Responsible Beneficiary: **Regional development centre Koper (PP6)**

Involved Beneficiaries: **All Partners**

Deliverable Description: *1 Action plan for the smart, sustainable and inclusive management of the TN tourist destinations, drafted and implemented as a strategic and operative document on transnational and territorial bases that will contain analysis, data and concrete actions to be taken in all the territories in the middle-long period.*

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## Abstract

The Action Plan addresses Local and Trans-national medium and long-term activities. The Action plan will concretely contribute to better and overall management of all EMOUNDERGROUNDS sites and stakeholders by designing specific implementing measures, with the aim to improve enjoyment of the cultural assets. The aim of the Action Plan is to implement a better valorisation of the targeted cultural tourist destinations and the whole ADRION area. Action plan is also defining how good practices will be applied at transnational level and therefore improve a performance of cultural chain towards strategic alliance for the future.

## 1. Objective of the Action Plan

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Objective of the Action Plan is to launch a common strategy for the smart, sustainable and inclusive management of the tourist destinations belonging to the network, based on the enhancement of the underground cultural heritage with use of new technologies. Further objective is to strengthen the network and the tourism system at different territorial levels, to guarantee the effectiveness of the sustainable tourism marketing of the regions involved.

## 2. Methodology

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Before the set-up of the territorial meetings, a database with information about stake- holders was created. Local actors were contacted and invited to the meetings.

This process was helped and supported by the Institutional and Commercial local organizations, which are responsible for management of the territories participating in the EMOUNDERGROUNDS project (such as public bodies, chambers of commerce, etc.). Geographical localization of actors was an important element in this phase of the project and particularly for the optimization of the logistic processes and costs, related to the implementation of the Action Plans objectives. The involvement of stakeholders will be especially important for the implementation of the Action Plans and should guarantee smooth implementation of Action Plans objectives and actions.

In order to achieve the planned results all partners organized territorial meetings with local stakeholders, which included institutions as follows:

- local public authority
- regional public authority
- national public authority
- sectoral agency
- interest groups including NGOs
- higher education and research
- education/training centre and school
- enterprise, excluding SME
- SME



- business support organisation
- General public
- Other

*Note: from the Report minutes of each of the partner's territorial meeting there are concrete institutions named.*

In the evaluation of the territorial reports it become clear that each partner in the project has different situation on the ground in terms of:

- the organizational scale and the scope of management,
  - level of development stage of the location,
  - tourism management of the territory,
  - level of participation and understanding of development principles for particular location,
  - stakeholder's motivation for participation,
  - financial and human potentials for implementation
  - etc.
- Therefore, it was important to set kind of common grounds, from which specific objectives implemented in the Action Plan will be defined. To achieve the Action Plan objective, specific objectives are identified, based on what emerged during the territorial animation meetings (action T1.1), harmonized with the transnational structure promoted and managed by the partners of the EMOUNDERGROUNDS project. We extracted *key challenges and expectations* from each of partners SWOT analysis provided. Afterwards we identified for each of the specific objectives following elements:
- the actions to be performed
  - the subjects/institutions or persons who will be responsible for carrying out each task
  - the resources needed for completion of the tasks
  - time frame and execution times (deadlines and milestones)
  - measures / indicators to assess progress

We also tried to extract common denominators and these are proposed in the Objective 4 of the Action Plan.

It is foreseen that international network of partners, composed from the institutions of public, private and NGO sector from each partners territory will be deployed for the implementation of the Action Plan objectives in a

frame of public-private partnership, which will be further elaborated in next chapter of Governance model.

### 3. Background

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With the application of innovative technologies for the use of underground cultural heritage, the EMOUNDERGROUNDS project creates in each of the involved sites innovation in cultural offer. The local new underground cultural offer is inserted in the context of territorial tourist offer and in parallel in the wider Adriatic-Ionian macro- region. The territorial animation meetings followed by this document had the purpose of starting the creation of local partnerships with the participation of the actors of the cultural tourism chain, for the development of this path. The local meetings also revealed the specific characteristics of each local situation and the common characteristics that can be the basis of a lasting collaboration.

Different typology of underground sites involved in the project: 6 castles (LP, PP2, PP3, PP4, PP6, PP7, PP10), 2 fortresses (PP5, PP9), 1 cold war shelter (PP8). A half of them are located on the inland (plains or hills), the other half are near the sea. This creates differences in the tourist movement involving the sites, both under qualitative and quantitative point of view.

The Territorial Animation Meetings pointed out different expectations from the local partnership. Due to the local regulations, the Project Partner needs and the local social-economic environment, the local partnerships find it's own way to pursuit the common TN goals.

#### 3.1: Local specifics – Territories and sites

Nardò (Italy)

Nardò is a town placed in the Salento peninsula, few kilometers far from Jonio Sea. His surroundings area has about 12 nautical miles of coastline, where are some XVI Century coastal defensive towers and terrestrial areas protected by the European directive n. 92/43/EC, the Natural



Regional Park "Porto Selvaggio e Palude del Capitano" (about 1100 ha) with remarkable biodiversity and a Marine Protected Area. In this natural areas are paleontological, prehistoric and historic archeo



*Torre Santa Maria dell'Alto*

logical sites. Under the sea there are many underwater caves, submerged ancient and modern wrecks.

Traces of human presence In the region are from the Paleolithic, the Messapians (founder of Nardò around the seventh century B.C.) Romans, Byzantines, Lombards, Normans, Angevins, Aragonese.

The main tourist attractor is the beach. Very appreciated are the food and wine local traditions.

In Nardò old town there are examples of Baroque architectures built in the 18th century, when the original medieval urban structure was partly reshaped and adapted to the new style. Significant samples are the facade of the Cathedral's of Santa Maria Assunta and the central square Piazza Salandra, in which stand the Spire of the Immaculate Conception and

baroque buildings such as the Palazzo del Sedile, the churches of San Domenico, Del Carmine, San Cosimo, and the Temple of Osanna.



## Piazza Salandra

EMOUNDERGROUNDS intervene in Acquaviva-Personè Castle, built around the 14th century. Since 1933 it has been owned by the Municipality.

The adoption of new technologies allows the access and the interpretation of the underground gallery and boosts the fruition to the whole castle

It houses the representative offices of the Municipality, where valuable artistic works are preserved. It also houses the Museum of the City and the Territory, the Museum of Peasant Civilization and Popular Traditions.

The Museum of the City and of the Territory illustrates the history of Nardò from the Roman period to the contemporary age, exhibiting important artistic objects owned by the City of Nardò.

The Museum of Peasant Civilization and Popular Traditions occupies the ground floor rooms of the "Torrione dell'Innamorato". Is divided into five sections: peasant activity, arts and crafts, domestic life, popular traditions and the disappeared Nardò.

Other museums are out of the Castle: In the territory of Nardò there are other museums: Museum of Prehistory of Nardò, Museum of Memory and Hospitality, Museum of the Ancient Sea, Museum of Peasant Civilization, Children's Archaeological Museum, Diocesan Museum and the Aquarium of Salento.

## Carpi (Italy)



Carpi is a city with more than seventy thousand inhabitants located in the center of Emilia-Romagna Region, a context rich in culture and monuments, close to cities of great importance such as Bologna, Modena, Reggio Emilia, Parma and Mantova. World-class tourist destinations as Florence, Venice and Milan are less than two hundred kilometers far from Carpi. In the provincial territory, in addition to the UNESCO site of Modena (the Cathedral, the Civic Tower and Piazza Grande) there are numerous sites of cultural interest. The motor sports district and the district of typical food and wine are also of considerable tourist interest.



*Palazzo dei Pio - Facade*

The city was hit by the 2012 earthquake, with serious damage throughout the historic center, in particular to the artistic heritage. The historic center of Carpi preserves considerable evidence of the medieval town, especially around its ancient center: Piazzale Re Astolfo, where are the fifteenth-century Castelvechio and the Rocca Vecchia, the Pieve della Sagra with its Bell Tower and the eastern facade of Palazzo dei Pio.

A few steps away are other places of considerable tourist and cultural interest such as the Cattedrale dell'Assunta, built from 1515, the Church

of San Francesco, founded in 1248, Palazzo Foresti with his nineteenth century art collection and other monuments.

Few kilometers far from Carpi: other cultural sites are connected with Carpi and his tourist-cultural system: the Nazi-fascist concentration Camp of Fossoli, the Museo della Bilancia of Campogaliano, the Campori Castle of Soliera which is today an exhibition space for contemporary arts and a library.

Palazzo Dei Pio is the building where the EMOUNDERGROUNDS project intervenes. It was built in the fourteenth century probably on a previous settlement, as a castle of the Pio family, lords of Carpi from 1336 to 1527. From the fourteenth to the seventeenth century the castle has been transformed and enlarged, incorporating several pre-existing buildings. The current area exceeds 14,000 square meters. After a restoration project completed in 2008, the Palazzo carries out exclusively cultural functions. It houses: the Museum of the Political and Racial Deported, the Palace Museum, the City Museum, the Municipal Historical Archive, the Children's Castle (Children's Library and Playroom).



*The Warrior - Detail*

The technological applications of EMOUNDERGROUNDS are located within two newly recovered rooms, the "Torrione degli Spagnoli" and "the Warrior's room".

Andravida-Killini (Greece)



The Municipality of Andravida - Killini is a municipality of the Prefecture of Eleia, in the Western Greece region. The seat of the municipality is the town Lechaina. The municipality has an area of 355.476 km<sup>2</sup> and has 21.581 inhabitants. The municipality Andravida–Killini was formed in 2011 by the local government reform, merging the former municipalities of Andravida, Kastro-Killini, Lechaina and Vouprasia, that became municipal units. It is situated 39 km north of the city of Pyrgos, and 60 km southwest of Patras.



*Chlemoutsi - Clermont Castle*

Chlemoutsi - Clermont Castle is situated near the village of Kastro, in the Municipality of Andravida – Killini of the Eleia Regional County, on the westernmost cape of the Peloponnese. Kastro is 5 km south of Killini and 7 km northwest of Vartholomio. The name Kastro means "castle", and refers to Chlemoutsi. The thermal springs and baths of Killini (Loutra Killinis) are 4 km southwest of Kastro, situated next to Roman ruins and near to the coast. Although a beach resort, it is surrounded by forests. Special landmarks of the municipality are the lagoon Kotichi and the Forest of Strofilia which are protected by the Ramsar treaty and they have been acceded to the most significant habitats of the Natura 2000 Network. Other famous tourist destinations near by are Zante Island and the remains of ancient Olympia.





The

Castle dominates the town from the summit of Chelonata Hill, in a strategic, prominent position overseeing the entire plain, which was the center of the Principality of Achaia – Chlemoutsis protected the capital of Andravida and the large commercial port of Glarenza. According to the Chronicle of Morea, Chlemoutsis was originally built by Franks, between 1220 and 1223, as a fortified palace and a symbol of the Villehardouins' absolute sovereignty, in whose dynasty it flourished. In the 14th Century it was claimed by different noblemen, while at the start of the 15th century it came to the possession of Carlo Tocco, count of Cephalonia and Despot of Epirus. In 1427, Chlemoutsis passed peacefully to Constantine Palaiologos as a dowry. In 1460 it was taken over by the Turks and in 1620 was plundered by the knights of the order of St John of Malta. In 1687 it passed into the hands of the Venetians who held Chlemoutsis in their possession till 1715 when it was reclaimed by the Turks, who in turn kept it till the Revolution of 1821.



Chlemoutsis Castle

Chlemoutsis - Clermont Castle is one of the best preserved medieval castles in Greece, as it belongs to the Frankish period without having undergone significant later alterations to its architecture. The castle consists of two enclosures. The outer enclosure is polygonal and strengthens the fortification on the smoother slopes of the hill. To the southeast, at the highest point of the hill, rises the inner courtyard, hexagonal, formed by a series of vaulted rooms around a large central courtyard. Inside the courtyard was the residence of the Castellano or the prince, reception areas, kitchen and accommodation for the guard.



Clemoutsis Castle – Open Museum

The Chlemoutsis Castle provides the premises where a museum is housed in the inner courtyard of the homonymous Mediaeval monument, completing the archaeological map of the area. It is developed in such a way that it is an "open museum", where the shell of the museum space is its most important exhibit. The exhibition focuses on the interesting and historically critical period of the Principality of Achaia (13th-15th century AD), consequently the exhibition is adequately named "The Age of the Knights - The Crusaders in Moria". The rich archaeological reserve exhibited at the museum comes mainly from excavations in medieval sites of the area.



A series of educational activities have as main goals the communication of the place's historical value, the highlighting of their pedagogical character and the strengthening of their educational role. Emotional technology tools which are based on augmented virtual reality can contribute significantly to giving at Chlemoutsi Castle a prominent role in designating the Municipality's underground Mediaeval cultural heritage.

### Rijeka (Croatia)

Rijeka is the largest Croatian port, the third largest city in Croatia and the administrative centre of Primorje – Gorski kotar county. It is located on the northern coast of the Rijeka Bay, at the mouth of river Rječina into the Adriatic Sea. The name of the city originates of that river ("Rječina" in Croatian means "a large river"). Trsat Castle is historically important fortification point and unique cultural monument in Rijeka and Primorje – Gorski kotar County and is located in the oldest part of the city – Trsat.



*Trsat Castle - Aerial view*

Trsat Castle represents a strategically embossed gazebo on a hill 138 meters above sea level that dominates Rijeka. As a parochial centre it was mentioned for the first time in 1288. Trsat Castle is one of the oldest fortifications on the Croatian Coast, where the characteristics of the early medieval town construction have been preserved. It was the Frankopan dynasty based in Krk who fortified and enlarged the castle as it gave them a vantage point to protect their holdings. Trsat belonged to the Frankopans from the 13<sup>th</sup> through the 15<sup>th</sup> century and it then fell under Hapsburg rule. After the castle was damaged by an earthquake in 1750, Austrian field-marshal Laval Nugent bought the ruins and restored it. Today Trsat Castle, beside the informative centre and the Gradina coffee bar, is enriched with new facilities – gallery space where art exhibitions are held as well as open-air summer concerts and theatre performances as well as fashion shows and Literary evenings.



Since the Trsat Castle is active during the winter, Advent on Gradina is the most popular event during the year. Nowadays, Trsat Castle is the most visited attraction in the City of Rijeka.

## Šibenik (Croatia)

Šibenik is a historic city located in central Dalmatia, where Krka river flows into the Adriatic Sea. The city is surrounded with Krka National park and Kornati National Park.

The whole old town is protected as heritage complex with the UNESCO protected site of St. James Cathedral. In front of the City is the fortress of St. Nicholas, included in 2017 in the UNESCO's World Heritage Site list as part of "Venetian Works of Defence between 15th and 17th centuries: Stato da Terra – western Stato da Mar.

Other fortifications surround the city, left to decay for centuries and had no public function until they were revitalized in 2014 (St. Michael's Fortress) and in 2016 (Barone Fortress).

St. Michael's fortress (registration number Z-2013 in the List of protected cultural assets within Register of cultural Heritage of the Republic of Croatia) is the oldest of four fortresses in Šibenik, Croatia, dating back in early medieval period. The fortress is located on a strategically extremely favourable position, halfway between the antique centres Zadar and Split, in the protected mouth of the Krka River and near all of the important transportation roads in Dalmatia. St. Michael's Fortress is of paramount importance for the history and urban development of Šibenik.





*St Michael's Fortress - Amphiteatre*

In 2019, St. Michael's Fortress and Barone Fortress were open for 362 days in which 20% increase in group visits (from 152 to 182) and 87% increase (from 647 to 1.208) in school group visits from Šibenik-Knin County were recorded, compared to 2018.

The season of cultural events on the stages lasted 126 days, and a total of 55 film, music and stage programs were held, i.e., 23% more events were held compared to 2018. At St. Michael's fortress, 22 events were held, while 33 evening events were held at the Barone Fortress, with 60% more visitors compared to 2018.

The total number of visitors on both fortresses in 2019 was 195.415: 23.309 visitors of cultural events (St. Michael's: 19.116, Barone: 4.193) and 172.106 daily visitors (St. Michael's: 123.750, Barone: 48.356).

Most visits were made in summer months:

- 17.757 in June;
- 38.044 in July;
- 43.015 in August;
- 27.748 in September.



*View of St Michael's Fortress from Barone Fortress*

Daily average for St. Michael's Fortress amounts to 343 visitors, while daily average for Barone Fortress amounts to 133 visitors.

### Stanjel (Slovenia)

Štanjel, as one of the oldest settlements in the Karst, first enchants visitors with its unique panoramic views. The village is built on the picturesque terraces of Turn Hill, catching the eye with its famous buildings. The castle complex, the defence walls, the Church of St. Daniel with its lemon-shaped bell-tower, the nucleated village and the Ferrari Garden are the best recognisable architectural heritage of the old settlement, which has been altering its image over the centuries while



always retaining the true soul of the Karst. The village was named after the patron, St. Daniel, and in many respects is a unique cultural monument.



*Štanjel and Turn Hill*

Owing to its strategic position, Turn Hill was inhabited already in prehistoric times. Remains of a Roman fortress called Gledanica have

been preserved since Antiquity, while the settlement with houses was built on the terraces during the Middle Ages. The village was first mentioned in written sources in 1402. The settlement was walled in the 15th century to protect against invasions by the Turks. Štanjel reached the pinnacle of its development in the 16th and 17th centuries. It is from those times that the settlement's ground plan originates, with all the narrow alleys, together with most of the architectural building characteristics.

During the two world wars, Štanjel had a mark left on it by the architect and then mayor Maks Fabiani. His 20-year work in the village includes many spatial interventions that reflect the architect's vision.

Today, Štanjel is an important Karst cultural centre, hosting many cultural and scientific events. The renovated castle stages exhibitions of museum collections, where the Maks Fabiani Exhibition is of special interest. The castle is also home to the Lojze Spacal Gallery as the main centre of fine arts; Štanjel also features small galleries with many works of art.



*Štanjel - Aerial view*

Štanjel lies on the karst plateau that is characterized by the absence of water on the surface. The climate is called the sub-Mediterranean climate influenced by the proximity of the sea and the position of the karst plateau.

The typical wind bora is a cold, dry wind that can exceed speeds above 150 km per hour. The name comes from the Latin word borea and means north wind.

The area of the municipality is almost entirely (97.86%) classified as a Natura 2000 protected area.



## Ivančna Gorica (Slovenia)

"Ivančna Gorica is surrounded by green hills of Dolenjska region, wrapped in a mysterious intertwining of past and future. Municipality of Ivančna Gorica in a young municipality, which today presents its sights under the slogan »Comfortable and Homelike«. The wealth of natural and cultural heritage and historical tradition creates the foundation for the development of colorful, diverse and unique opportunities for unforgettable integral tourist products that will invite a larger number of Slovenian and foreign guests to the area. But there is another very important part of the heritage – Carniolian Bee and beekeeping tradition, which is strongly related to Podsmreka Castle. The 19th century took the fame of Podsmreka Castle and the region of Carniola far into the world.



*Podsmreka Caste today is slowly decaying*

A beekeeping company operated in Podsmreka Castle, distributing beekeeping tools and hives with Carniolan bees throughout Europe. It was founded in 1866. It received prestigious awards, the company published advertising catalogs in several European languages with a circulation of



285,000 copies. The Podsmreka Castle is in an unenviable condition today and is slowly decaying. In the nearby medieval town of Višnja Gora, with the help of the EMOUNDERGROUNDS project, the digitization of the important Podsmreka castle will also find its place.

### Kukës (Albania)

Kukës area has a wonderful natural heritage, with outstanding landscapes and attractive natural monuments, thus becoming a desirable destination to be visited and enjoyed by nature-lovers.

The city was nominated for the Nobel Peace Prize regarding hospitality and for embracing thousands of refugees during the Kosovo War.

At the beginning of the 1970s, the construction of a dam for the production of electricity began, the invasion of which would have submerged what is now remembered as the old Kukes.



*Kukes - Fierza Lake*



At the same time, the construction of a new urban settlement began, the new Kukes, which would later house the population forced to leave the old houses.

The regime instrumentally used the historical phase of "cold war" to strengthen the insulation of Albania and for the preservation of its power. In the belief that an external military attack was more than likely, it mobilized the population and huge resources for the construction of different types of bunkers. It is estimated that they could have been at least 300.00, displaced throughout the national territory. Considering that Kukes was a city close to a state border and that it had to be built from scratch, to build an adequate underground defense system was coherent. Air-raid shelters were initially planned. In the 1980s, more and more tunnels and rooms were added to the project, resulting in an underground replica of Kukës, 30 meters below the surface city. Construction activities continued until 1989, before each of the areas could be fully equipped. Housing for the population, a hospital, spaces for a printing shop, a bakery, an army command center, a police post and a courtroom, an autonomous electricity network, water and sewage systems were built.

The goal was that 10,000 people could live self-sufficient underground for up to six months.

In the 1980s the authorities carried out regular exercises: at the sound of the siren, the entire population of Kukës could go underground in a few minutes, through 30 entrances to the network. Once underground, the population could not move: no one had to know that the shelters were connected to each other by a huge network of tunnels. After three decades of neglect, the time has come to design and implement the cultural and tourist reuse of this infrastructure.

## Bar (Montenegro)

Bar represents a modern town that is expanding every day. It is a modern city with wide boulevards, surrounded by Mediterranean vegetation and represents one of the biggest touristic and nautical centers at the entrance to the Adriatic Sea.

The port of Bar is largest port in Montenegro. It is at the same time cargo and passenger port. It represents a very important transport connection of Montenegro with the world. The city of Bar is situated at the latitude of 42°05' and the longitude of 19°06' while its elevation is 4m. Bar covers a surface area of 633 km<sup>2</sup>.





*Bar - The new town*

Local archaeological findings date to the Neolithic era. The name Antibarium was quoted for the first time in the 10th century. Through Middle Age, Venetian and Ottoman period Bar has become a mixture of cultures and monuments.

The old town of Bar, Haj Nehaj Fortress, with the remnants from the 15th century fortress and the castle of King Nikola, represent the historic and cultural monuments of this town. There's an olive tree that is more than 2000 years old and Skadar lake, with one of the biggest habitats of birds, as well as a large number of monasteries and churches for the visitors who enjoy this type of tourism.



*Stari Bar - The old town "Antivari"*

#### Trebinje (Bosnia and Herzegovina)

Trebinje is a border area, geographically, socially and culturally characterized by a peripheral positioning with respect to its own center (i.e. State), and in terms of infrastructure and economy. Historically, the Cross Border area shared a model of development based on the capitalization of the strengths of the involved neighbouring communities. According to the census from 2013, Trebinje has a bit more than 31.000 inhabitants.

Trebinje is a growing tourist destination with a considerable natural/cultural/historical heritage and exceptional tourist potential reflected in excellent position and geographical characteristics, unique natural and cultural-historical heritage, and developed specific image as a place offering plenty of contents in terms of nature, culture, history, gastronomy etc. It is placed in the hinterland of south Adriatic, within the triangle of cities with UNESCO heritage - Dubrovnik (Croatia - 30 km distance), Kotor (Montenegro - 90 km distance) and Mostar (BiH - 115 km distance).



Beside good geographical position, very good climate and several traditional cultural manifestations, Trebinje is also characterized by:

- diverse and considerably attractive nature: Trebišnjica river, mountain range Orjen-Ubla (on the BiH/MNE border) which is recognized by NATURA 2000 as a nature park and protected area, still unexplored caves etc.
- plentiful of cultural-historical monuments including several fortresses within and around the city.
- numerous religious objects of various confessions.

It is interesting to mention that Trebinje and eastern Herzegovina contain about 70% of the protected cultural and historical heritage of BiH entity Republika Srpska (RS).



*Trebinje*

Trebinje, according to its strategic orientation, have considerable interest in developing methodologies for management of natural and cultural heritage which would stimulate and promote responsible Management of that heritage, provide its presentation in regional context causing improvement of tourism offer and long term cooperation in wider area. Gaining new experiences, networking and exchange of experiences with the purpose of integrated tourism area development, represents particular significance for Trebinje.



*Strac fortress*

### 3.2 Local specifics – Socio-economic environments

#### Nardò (Italy)

In 2019 the DGP of Apulia region was 73.063 billion euros in 2019, 472 million more than in 2018. The contribution of the tourism sector to the total regional GDP is about 9%.

In 2019 the Puglia Region recorded 4.2 million arrivals and 15.5 million presences, mainly concentrated in the summer period. Of these, 1.2 million arrivals from abroad (+ 11.5%), while 3.8 million international overnight stays. There were therefore 3 million arrivals from Italy, with 11 million overnight stays.

From 2015 to 2019, arrivals increased by 23% and overnight stays by 15%.

The tourist flow from abroad has grown by 60%. The overnight stays increased by 44%.



In 2019 in the Province of Lecce there were more than one million tourist arrivals, for a total of almost 5 million presences, mainly concentrated in the summer period.

In the municipality of Nardò there were 44,515 arrivals with 258,997 overnight stays. Tourists from Italy were 36,714 for 217,051 overnight stays, 7,801 foreigners for 41,946 overnight stays.

In 2019 the tourism sector had 135,000 direct and indirect employees (15.4% of the total). The enterprises involved in the tourism chain are 52,000 enterprises (38% of the regional total).

Since March 2020 following the restrictive measures adopted to contain the pandemic, tourism has experienced a collapse in demand, as has happened globally. During the summer, the decline eased: Puglia was the first region for travel intentions by Italian tourists.

Nardò is reached by the regional railway network that connects it to the national one. The network of state and regional roads is sufficiently efficient. The Brindisi airport is 72 km away, the Taranto-Grottaglie airport is 77 km away.

Puglia is considered a difficult region from the point of view of crime. However, the crime rate is falling, and the Province of Lecce is one of the safest areas in the region.

In recent years, the Puglia region has improved all the main indicators of the education system. Only the dropout rate in the first year of upper secondary schools remains stable.

The phenomenon of dispersion remains high, with a rate of young people who leave their studies prematurely equal to 24.8%. In 2019, the percentage of young people aged 15-19 with a lower middle school license reached 98.8%, while participation in upper secondary education reached 94.4%. People with a university degree or higher are 12.1%.

## Carpi (Italy)

The tourist movement recorded by the accommodation facilities in 2019 detected in Emilia Romagna by the Regional Statistics Service was 11,597,928 arrivals which produced 40,360,042 presences. In the Province of Modena there were 721,217 arrivals for 1,665,434 presences. In Carpi the arrivals were 37,658 and the attendances 69,498.

The GDP of the Emilia Romagna region in 2019 was 157.2 billion euros. The contribution of the tourism sector is estimated to be around 8%. The GDP of the province of Modena is 24.8 billion (17.2% of the regional GDP and 1.6% of the national one). 58% is produced by the tertiary sector and



36% by industry. Considering the value of GDP per inhabitant, Modena is the fourth province in Italy.

In Emilia-Romagna in 2017, 366,862 companies were registered, equal to 8.3 per cent of the national total. All these companies employ 1,583,921 employees, 9.3 percent of the Italian total. Among these, 35,337 companies carry out manufacturing activities employing 438,422 people; 81,351 companies carry out trade activities, which employ 291,581 people. There are 25,916 companies that carry out accommodation and catering services and employ 148,771 workers.

In the province of Modena in May 2018 there were 6,873 active companies, of which 74 carry out artistic, sports, entertainment activities and 342 activities in accommodation and catering services. The employment rate is 69.1%. The unemployment rate is 6.6%.

In Carpi there is a toll booth on the motorway network that connects Italy and the rest of Europe. There is a train station and the nearest international airport (Bologna), which is about 60 km away.

The Province of Modena has about one hundred and six thousand students, of whom (in the 2017-2018 school year) 7,703 in nursery schools, 12,152 in elementary schools, 7,434 in middle schools and 11,863 in secondary schools. In Modena is the nearest university and in the near future some teaching and research activities could be located in Carpi.

The social context is considered overall positive even if the Province occupies the tenth place in the national ranking for the number of reported crimes, as a percentage of the resident population. Among the most reported installments, computer scams, money laundering and theft from private homes.

#### Andravida-Killini (Greece)

The economy of the Municipality of Andravida - Killini is based on agriculture, fishery and tourism. According to ELSTAT official data of 2020, Eleia's County Accommodation and Catering Industries represent 4,34% and 0,87% of the national percentage despite the fact that they have suffered a severe blow due to Covid 19 pandemic. Andravida -Killini has quite satisfying infrastructure: well preserved road connections to surrounding municipalities and the mainland while its port has daily itinerary to the Ionian islands. There are 2 airports close by (Kalamata and Tripoli) and Athens is just a 2 ½ h road trip away.

According to the 2011 Census only 8,06% of the economically active population is unemployed. Nevertheless, the percentage of pensioners is quite high reaching 23,44%. Students of all grades represent 17,61% of the total population. Special interest presents the 7,92% of the population that has chosen to live in the area while they have not declared specific trade or occupation. The 2021 Census will define the current range of this percentage by including an estimated significant number of people who have chosen to work online or just live in the area for better quarantine conditions.

According to the Registry of Cultural Organizations of the Greek Ministry of Culture, during 2015, the Region of Western Greece, owns almost 3,03% of the registered cultural operators in Greece, 5,65% of the festivals made in Greece, 2,72% of cinemas, 4,05% of public and private libraries, 4,05% of museums, 8,34% of monuments and 6,59% of the archaeological sites

CCIs contribute 0,6% to the GDP of the Region of Western Greece and employ 1,8% of the Region's employees. In particular, the arts-entertainment, museums-libraries (35%), architecture (18%) and advertising (14%), on the production side, accounted for the highest rates; Architecture (26%), museum libraries (19%) and advertising (10%) bring together most employees.

## Rijeka (Croatia)

The city of Rijeka is located in the Primorje-Gorski kotar County and, as the capital of the county, represents its center. Throughout history, Rijeka, with numerous factories in various industries and a developed port, has been known as an industrial and port center, and today Rijeka is increasingly recognized by new industries, education, culture and tourism. In 2020, Rijeka was European Capital of Culture.

The city of Rijeka is the third largest city in the Republic of Croatia in terms of population. According to the latest official data from the 2011 Census, Rijeka has 128,624 inhabitants.

Since the Rijeka is tourist city, especially during the European Capital of Culture, in total guests to the city of Rijeka in last three years were: 155.423 in 2018 (128.063 foreign tourists – 82%), 166.568 in 2019. (135.191 foreign – 81%) and 61.694 in 2020 (42.143 foreign – 68%).

Total overnight stays: 407.963 in 2018. (344.982 foreign – 85%), 467.720 in 2019. (387.947 foreign – 83%) and 219.758 in 2020. (163.683 foreign – 75%).

According to the latest publicly available data from the Central Bureau of Statistics, in 2017 the gross domestic product (GDP) per capita in the Primorje-Gorski kotar County amounted to 108,365 kuna (14,526 EUR), which is about 22.1% more than the average at the Republic level (88,726 kuna (11,893 EUR)), while in 2016 it amounted to 103,106 kuna (13,694 EUR) per capita in the Primorje-Gorski Kotar County, which is about 22.5% more than the average of the Republic of Croatia which is 84,164 kuna (11,178 EUR) per capita.

The average monthly salary in 2019 was 5,848 kuna (780 EUR).

The city of Rijeka is connected with other parts of Croatia and other European countries by road, sea, rail and air.

The Port of Rijeka is the largest port in Croatia, with a cargo throughput in 2017 of 12.6 million tonnes, mostly crude oil and refined petroleum products, general cargo and bulk cargo, and 260,337 twenty-foot equivalent units (TEUs).

The city's own international airport, Rijeka Airport which is located on the nearby island of Krk across the Krk Bridge.

Rijeka has efficient road connections to other parts of Croatia and neighbouring countries and is integrated into the Croatian railway network and international rail lines.

## Šibenik (Croatia)

The City of Šibenik is the cultural, educational, economic and administrative center of Šibenik-Knin County, located on the central part of the Croatian coast of the Adriatic Sea. Placed between Zadar and Split-Dalmatia County, with the maritime border with Italy and the inland border with Bosnia and Herzegovina. The city of Šibenik is known as thousand years old city, with rich heritage, with two UNESCO sites, the gateway to Krka national park and the Kornati islands national park.

The administrative and territorial area of the City of Šibenik consists of 32 independent settlements including the city centre of Šibenik and extends at the area of 433.15 km<sup>2</sup>. According to the 2011 Census, the City of Šibenik administrative area had 46,332 inhabitants. Women make 52% of the population, and the average age is 43.4 years. Due to migrations and poor demographics, population has decreasing trend and prediction of population in 2020 is below 45.000.

According to the data of the Croatian Chamber of Economy, the largest number of Šibenik population in 2019 earned their wage in the manufacturing industry, tourism and retail. The average monthly wage per



person is 5.332 kunas, which is 88% of the national average. At the end of 2020 there were 2072 unemployed persons in Šibenik. The number is increased due to pandemic and losses in tourist sector.

Unlike other cities along the Adriatic coast, which were established by Greeks, Illyrians and Romans, Šibenik was founded by Croats. It was mentioned for the first time under its present name in 1066 in a Charter of the Croatian King Petar Krešimir IV and, for a period of time, it was a seat of this Croatian King. For that reason, Šibenik is also called "Krešimirov grad" (Krešimir's city). St. Michael's fortress is of paramount importance for the history and urban development of Šibenik.

Before pandemic, in 2019, Šibenik counted 370.276 tourist arrivals and 1.638.595 overnight stays. City of Šibenik is a break or excursion destination where tourists stay shorter than the rest of the county. From the aspect of tourist trends the City of Šibenik has experienced a significant rise in tourism in the ten years period before pandemic. In the 2010-2019 period tourist arrivals increased by 84.9% and overnight stays by 64.9%. Seasonality has great impact, almost 80% of the tourist traffic is generated between June and September.

Most of the tourists in the City of Šibenik are foreign tourists. They realized 83.9% of all overnight stays in 2019. The largest emitting markets were Germany (12.9%), Poland (8.5%), Slovenia (7.2%), Czech Republic (6.4%), Austria (5.1%), and Slovakia (4.8%).

### Stanjel (Slovenia)

In the middle of 2019 about 3,550 people (about 1,780 men and 1,770 women) were living in the municipality, which ranks Komen 138th among Slovene municipalities. The population density was 35 people per square km, which was lower than the national average of 103 people per square km. As in most Slovene municipalities, in Komen the number of old people was higher than the number of young people. There is an increased number of higher educated people and the main issue is how to create or attract higher-skilled jobs and to strengthening employment opportunities. According to the authors of the municipal spatial plan from 2014, Komen is becoming insufficiently attractive center due the lack of jobs, activities and suitable housing. Currently, most employees are in industry and agriculture.

As the territory of the municipality is almost entirely under Natura 2000 the conditions for farming are limited. Due to the declining number of cattle, agricultural land is becoming more and more overgrown and is



already turning into forests which cover 62% of the municipality's territory.

With 578 hectares of vineyards, the Karst wine-growing district is one of the smallest. Vineyards stretch on the limestone Karst plateau at altitudes between 200 and 400 m. Teran is the king of wines in this region, produced from the red variety of Refošk, and takes up three quarters of all vineyards.

The Karst area is in the early stages of tourism development, which is mainly reflected in the relative low number of tourists (three per capita) and average length of stay per tourist (1,4 day per tourist) and at the same time there is a significant growth in visits (46% growth in the number of tourists and overnight stays in period 2013-2017).

Most visitors come from neighboring Italy, important countries of origin of tourists are also Slovenia, Germany, France and South Korea, while there are also many Austrians among the daily visitors. On average tourists spend 50-100 euro a day, which also reflects the relatively low prices of the offer in the region. The main attractions are the Škocjan Caves Park with about 178 thousand visitors in in 2017, Lipica (110 thousand visitors), to a lesser extent also Štanjel with the castle and Ferrari Garden (50 thousand visitors).<sup>1</sup>

<sup>1</sup>Analiza strateških turističnih tokov na destinaciji Kras

## Ivančna Gorica (Slovenia)

Municipality of Ivančna Gorica presents its sights under the slogan »Comfortable and Homelike«. The wealth of natural and cultural heritage and historical tradition creates the foundation for the development of colorful, diverse and unique opportunities for unforgettable integral tourist products that will invite a larger number of Slovenian and foreign guests to the area. But there is another very important part of the heritage – Carniolian Bee and beekeeping tradition, which is strongly related to Podsmreka Castle. The 19th century took the fame of Podsmreka Castle and the region of Carniola far into the world. A beekeeping company operated in Podsmreka Castle, distributing beekeeping tools and hives with Carniolan bees throughout Europe. The Podsmreka Castle is in an unenviable condition today and is slowly decaying. In the nearby medieval town of Višnja Gora, with the help of the EMOUNDERGROUNDS project, the digitization of the important Podsmreka castle will also find its place.

In 2021, the school of Višnja Gora is celebrating its 100th anniversary, is getting a whole new content. After an extensive renovation, which is currently being carried out, the building will house a museum - the House of the Carniolan Bee, a digitized presentation of the cultural heritage of Podsmreka Castle, a hostel, a center for innovative solutions, a TIC and a café. The renovation of the school in Višnja Gora is of key importance for the implementation of the findings of the present analysis and the outcomes of the EMOUNDERGROUNDS project.

### Kukës (Albania)

Kukës is a 59,972 inhabitants city positioned in the north-eastern of the Republic of Albania, a region dominated by mountainous and high terrain. The city is the capital of the surrounding municipality of Kukës and Kukës Region, one of 12 constituent Counties of the republic. The Specific weight of the Kukës region to national GDP in 2020 is the smallest among all regions with 2.44%, while GDP per capita in this region is 2623 Euro per capita according to the 2011 Census population data, or 20% lower than average national. In Albania the average wages slightly exceed two hundred euros.

The region's economy has shifted from agriculture to construction, industry, and services. There are very few large private entities in the region. Most businesses have less than 7 employees most of which are run by one person or are family businesses. Economic sectors with significant development potential and employment are; tourism, sector mineral, and medicinal plants. Tourism began to grow considerably after 2010 when the stabilization of the socio-economic situation has guaranteed a minimum level of safety that has allowed the creation of new tourist structures and services. In last decades the tourism in Albania has always grown, except the years 1997 and 2013, and (of course) 2020.

In 2018, total arrivals were 1,242,761 of which 766,469 from abroad.

In 2019, total arrivals were 1,253,496 of which 784,709 from abroad.

In 2020, total arrivals dropped to 665,180, of which only 293,657 from abroad.

(Source: INSTAT Albanian Institute of Statistics.)

More than 80% of foreign tourists have arrived by land.

Over 60% of foreign tourists came from neighboring countries.

In 2018 and 2019 the arrivals by air of foreign citizens were about 12% of the total tourist arrivals in Albania, a percentage which dropped slightly in

2020.

It is estimated that in 2019 arrivals in the Kukës region were over 50,000, down by 50% in 2020

A highway connects Kukës with Tirana, Durrës, Pristina, Skopje and the whole Balkans.

The Covid19 pandemic affects the opening of Kukes International Airport, on which many expectations for the growth of the city are placed.

Kukës is the only town in the world that has ever been nominated for a Nobel Peace Prize during their involvement in hosting over 450,000 Kosovo Albanian refugees during the Kosovo conflict. For this reason, Kukës holds the title of "city of hospitality and generosity" thanks to the fraternal reception of people from Kosovo.

As a sign of gratitude for the warm reception of refugees from Kosovo, Kosovo has donated to Kukës, in its central square, the "The Memorial Tower".

Nowadays, every year on April 16, is celebrated the "Generosity Day" which now is a local event by the decision of the Kukës Regional Council. On this date, a series of cultural-artistic events are organized, such as memorial sessions, visit to the Tower of Resistance, common fairs with handicraft products and gastronomic, and concerts with participants of the folk groups from both sides of the border.

## Bar (Montenegro)

A census in 2011 recorded 42,048 people in the Bar Municipality. However, it is expected that there will be some significant positive changes compared to the previous census, due to migrations to urban centers. The increase in the number of inhabitants in the municipality of Bar is mostly the result of migration processes from other, less developed parts of Montenegro.

The municipality of Bar is one of the main carriers of economic development of the coastal zone. The dynamic development of mainly port, infrastructural, small processing capacities, tourist services, trade, agriculture and a set of various services, influenced the overall socio-economic development of the municipality. The average salary is 546 EUR



net (2020). According to the Strategic Development Plan<sup>1</sup> there is an employment growth and the number of employees in the municipality of Bar reached 15,478 (August 2019). The unemployment rate is below the national average and amounts to 9.77%<sup>2</sup>.

In the municipality of Bar, education is performed at the following levels: preschool, primary, general and vocational secondary education, adult education and higher education. Tourism share in the GDP is approximately 25% (WTTC's data) so tourism is a big part of the economy and education.

### Trebinje (Bosnia and Herzegovina)

According to 2013 Census, population in Trebinje was 31.433. According to official data from Information on basic economic indicators developed for the purpose of local Assembly information by relevant City Department for Tourism, Agriculture and Entrepreneurship, the information from the end of 2020 was as follows:

Total number of employed people at the end of 2020 was 8.319 and 45% of that number are women. Among that, participation of employees with Secondary education is 45% while 27% of them are with high education. Total number of unemployed people (active job seekers registered at the evidence of regional employment office in Trebinje) in Trebinje at the end of 2020 was 2.522 and the relation between employed people and pensioners was 1,07 : 1.

Average salary in Trebinje at the end of 2020 was 518,9 EUR.

Within the Trebinje economy, coverage of the import with export was 121,76% in 2020, and comparing with previous year it was less for 14%. Since Trebinje has highly developed sector of energy production (Headquarters of RS Power Utility is placed in Trebinje which also has 2 hydroelectric powerplants) statistical information about the share of tourism is not very illustrative, but it is widely accepted that tourism represents very important economy branch and is recognised as development orientation within Development Strategy of City of Trebinje.

<sup>1</sup> <http://bar.me/wp-content/uploads/2020/02/STRATESKI-PLAN-RAZVOJA-OPSTINE-BAR-2020-2025-nacr.pdf>

<sup>2</sup> The 2019 Employment Bureau's data. The 2020 data are not relevant due to COVID 19 (extreme situation on the market)



Trebinje has 3 primary and 3 secondary schools, as well as 3 public faculties covering areas of fine arts, production/management and tourism/hospitality. Primary and secondary music schools in Trebinje are also very popular and successful.

Trebinje has well road connections with all surrounding municipalities including those on Adriatic coast. There are 3 airports closer than 100 km distance from Trebinje (Dubrovnik/Croatia, Tivat/Montenegro and Mostar/BiH) and there is initiative for building international airport in Trebinje which development is to be started in mid 2022.

Structure of employed people according to education level – RS Tax Administration, regional office Trebinje <https://poreskaupravar.org/>

#### 4. Common denominators

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*Source: Territorial Reports prepared by project partners*

Partner	Challenges	Expectations
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<p><b>NARDO'</b> LP</p>	<ul style="list-style-type: none"> <li>• The tourist offer should be more integrated with the enhancement of cultural heritage and with the enhancement of typical products.</li> <li>• Fragmented use of new technologies.</li> <li>• Lack of resources dedicated to marketing and development projects by cultural players.</li> <li>• Excessive dependence on seaside tourism, domestic and seasonal tourism.</li> </ul>	<ul style="list-style-type: none"> <li>• The implementation of adequate technologies, management techniques and promotion policies will lead to a better segmentation of the target.</li> <li>• This would allow achieving better results even in the extension of the tourist season by attracting different audiences, more interested in the cultural offer even out of the season, even if interested in shorter stays than the average found in summer.</li> </ul>
<p><b>CARPI</b> PP2</p>	<ul style="list-style-type: none"> <li>• Integrate the new accessibility to the underground heritage in a new visit path inside Palazzo dei Pio.</li> <li>• Use the results of the project to better define the character of the local cultural offer and of the local tourist vocation.</li> <li>• Multiply the target of tourists in the area and of visitors in the castle, with the exchange of communication and promotion actions in the trans-national network.</li> </ul>	<ul style="list-style-type: none"> <li>• Create a new information and interpretation point in the castle for visiting cultural attractions from all over the city.</li> <li>• Promote the territory of Carpi in the Adriatic-Ionian context together with the territories of the other partners to get visibility in new potential audience.</li> <li>• Strengthen and expand the local cultural tourism network.</li> </ul>

<p><b>Adravida Killini</b> PP3</p>	<ul style="list-style-type: none"> <li>• A respectable percentage of tourists who visit Greece includes in their visiting list a trip in Ancient Olympia. &lt;even though the monuments are in close distance, due to the fact that Chlemoutsi Castle is not widely known, a small percentage visits it every year.</li> <li>• Recovery and development measures have not been carried out in recent years.</li> </ul>	<ul style="list-style-type: none"> <li>• A better local cultural offer with the contribution of the new technologies. The castle can be used as an educational destination by schools in the region,</li> <li>• Increase tourism with the common project promotion.</li> <li>• Improve the local cultural and tourist offer with the contribution of local stakeholders.</li> <li>• Combine the visit to Ancient Olympia with the visit to Chlemoutsi Castle through day trip excursions.</li> </ul>
<p><b>PP4</b> Rijeka</p>	<ul style="list-style-type: none"> <li>• Touristic offer needs integration with services for local population – to overcome seasonality</li> <li>• Signalisation, presentation, and interpretation are very scarce</li> <li>• No strategic documents covering the future of the asset</li> <li>• Underground of the asset is in limited use</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the adequate governance model with interdisciplinary inclusion of the stakeholders</li> <li>• Project for the signalisation, presentation, and interpretation</li> <li>• Draft for the mid-term and long-term ideas for the asset to be included in strategic documents</li> <li>• Technological and interpretational solution for the underground of the castle</li> </ul>

<p><b>ŠIBENIK</b> PP5</p>	<ul style="list-style-type: none"> <li>• Insufficient promotional and marketing activities.</li> <li>• Weak interconnection of individual cultural assets.</li> <li>• Limitations of doing business within the existing legislative framework.</li> <li>• Insufficient knowledge of management in culture, including marketing.</li> <li>• Lack of accompanying facilities and services that increase consumption.</li> <li>• Relatively weak integration of cultural goods into the tourist offers.</li> <li>• Insufficient traffic and pedestrian signs related to cultural goods.</li> </ul>	<ul style="list-style-type: none"> <li>• Networking with stakeholders in the national but also in the European context - dissemination of knowledge, skills, new experiences, sharing experiences with partners involved in projects, support, financing.</li> <li>• Already developed network of business partners from the private sector; experience in attracting sponsorships and enforcing sponsorship commitments.</li> <li>• Emotional connection of the local population with the cultural heritage.</li> <li>• Good cooperation with cultural institutions, in the local and national context.</li> <li>• Increased interest in authentic products.</li> <li>• Development of tourism of special interests - excursion and transit cultural tourism.</li> <li>• Connecting attractions into innovative tourism products.</li> </ul>
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<p><b>ŠTANJEL</b> PP6</p>	<ul style="list-style-type: none"> <li>• Tourism is not developed as on the national level.</li> <li>• Shorter length of stay and low average daily consumption.</li> <li>• Lack of beds for overnight stay.</li> <li>• Poor brand identity</li> <li>• Poor profile as the Karst area in wide tourism context.</li> </ul>	<ul style="list-style-type: none"> <li>• Growth of the tourism sector in the area.</li> <li>• Capitalization of the area in many aspects (increased visits focusing on quality guests) related to good geo-location.</li> <li>• Peace, sustainability and hospitality – competitive advantages for the future and post COVID 19 tourism development.</li> <li>• Better valorization of the gastronomy on the tourism markets.</li> <li>• Proximity of the world's UNESCO tourism locations, such as UNESCO Park Škocjan Caves and Lipica Stud farm.</li> <li>• Development and inclusion of traditional craft as element for the educational and interpretative aspects of sustainable tourism products.</li> </ul>
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<p><b>I V A N Ć N A</b> <b>GORICA</b> PP7</p>	<ul style="list-style-type: none"> <li>• Insufficient visibility of the tourist destination.</li> <li>• Fragmentation and uneven dispersion of the tourist offer</li> <li>• Fragmentation and dispersion of the tourist offer</li> <li>• Unsystematic marketing of tourist products.</li> <li>• Lack of connection within complementary stakeholders and cross-sectoral cooperation (associations, institutions, local self-government, economy...).</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity for additional exposure of the destination with a new infrastructure acquisition</li> <li>• Creating a model for generating new tourism products with a supportive environment for entrepreneurship.</li> <li>• Transferring part of the initiative to the future centre of innovative solutions, companies, potential entrepreneurs, in parallel with LTO support to facilitate the implementation of guidelines, concepts and promotional activities.</li> <li>• Desire to present and interpret natural and cultural heritage by tourism stakeholders.</li> <li>• Integration into European and national quality schemes (development and implementation of geographical indications and national quality labels).</li> <li>• Connecting with a tour operator for efficient marketing (of integral and partial tourist products).</li> <li>• Targeted cooperation with local entities to support entrepreneurship for the development of the offer, which the area recognizes as key missing elements of the existing offer (centre of innovative solutions).</li> </ul>
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<p><b>KUKES</b> PP8</p>	<ul style="list-style-type: none"> <li>• Shortcomings in the promotion of tourist attractions through their inclusion in tourist tours.</li> <li>• Lack of investors - the industrialized development of intangible cultural heritages requires to be led by some investors, without whose help and support their industrialized development will be baseless.</li> <li>• Low interest of young people due to the increase of departures from Kukës.</li> <li>• Lack of financial means.</li> <li>• Internal migration from rural to urban areas has caused problems due to the non-use of agricultural land.</li> <li>• Lack of infrastructure for access to underground tunnels.</li> <li>• The existing regional eco-tourism and cultural resources are heavily underused mainly because of a combined lack of capacities and know-how.</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity for absorption funds through applications in projects focused on tourism.</li> <li>• Opportunities for cooperation with NGO-s and businesses for common activities to promote the tourism attractions.</li> <li>• The interest of international donors.</li> <li>• While unlikely to become the focus for mass tourism, the region has considerable potential to increase incomes from diversifying economic activities, putting market values to its resources and their sustainable exploitation thereof, for boosting the local economy and improving the living conditions of its citizens.</li> <li>• Increasing the interest of foreign tourists for the Balkans, accompanied by the promotion of tourism at the national level.</li> </ul>
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<p><b>BAR</b> PP9</p>	<ul style="list-style-type: none"> <li>• Lack of use of information technology in promotion of culture.</li> <li>• Lack cross-sectoral cooperation (associations, institutions, local self-government, economy...).</li> <li>• Insufficient utilization of potential for economic development through private-Public partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• Pointed out the importance of networking of the tourism related stakeholders for further promotion of tourism in the municipality of Bar.</li> <li>• Content of four fortresses (St. Michael's, Klis, Kanli Kula and Vranduk) was upgraded in innovative digital way and is more attractive.</li> <li>• Cross-border cooperation between partner locations strengthened their relations and increased the value of each unique cultural heritage.</li> </ul>
<p><b>TREBINJE</b> PP10</p>	<ul style="list-style-type: none"> <li>• Invisible for large market of tourist demand in the nearby coast. (visibility issue).</li> <li>• Clearer management of cultural and historical heritage and development of rural tourism, strengthening the experience of the rural ambience of the destination.</li> <li>• Stronger tourist valorisation of cultural-historical and natural heritage and related attractions.</li> <li>• Most difficult task in the future will be the management plan due to complicated ownership structures in certain locations.</li> </ul>	<ul style="list-style-type: none"> <li>• Cross-border cooperation with leading tourist destinations.</li> <li>• Modern trends in demand for authentic experiences such as Trebinje already provides.</li> <li>• The goal is to make Trebinje more visible on the tourist market through cooperation with partner cities and institutions.</li> <li>• The aim is to network, cooperate and create public-private partnerships in the tourism chain and to improve the design and application in cultural tourism that will be promoted as well.</li> </ul>

## 5. Governance model

Practices of effective governance must reflect the changing business and policy environment, and the evolving roles and competencies of governing tourism organizations. Developments in the macro-policy environment, such as ADRIAN region, favour a more collaborative approach, encouraging policy development in conjunction with the tourism industry, as well as an emphasis on regional or local level decision-making. Developing a multi-actor system that includes public-private partnerships and greater horizontal and vertical co-ordination of relevant government, private and NGO bodies requires consideration of the accepted elements of good governance, both at the local and inter-national levels.

Governance should also be improved through both institutional and human capacity building, ensuring that institutions have well-defined objectives and clear mandates, effective leadership and political support. Mechanisms to improve co-ordination between local and inter-national governing institutions include development of tourism strategies, use of contracts and creation of joint committees. At an industry level, governing models are encouraging the development of a single peak tourism industry association to facilitate more co-ordinated industry representation. Mechanisms to manage the interface with industry include the establishment of representative associations and Destination Management Organisations (DMOs) that provide a forum for co-operation and policy debate.

From the theory, there are several governance models in cultural tourism, which may be applied. However, apart from these models, following principles are important for good governance, namely:

- **Accountability:** the governing body is able and willing to show the extent to which its actions and decisions are consistent with clearly defined and agreed- upon objectives.
- **Transparency:** governing actions, decisions and decision-making processes are open to an appropriate level of scrutiny by other partners, civil society and, in some instances, outside institutions.
- **Efficiency and effectiveness:** the governing body strives to produce quality public outputs, including services delivered to citizens, at the best cost, and ensures that outputs meet the original intentions of policy makers.
- **Responsiveness:** the governing body has the capacity and flexibility to respond rapidly to societal changes, considers the



expectations of civil society in identifying the public interest and is willing to critically re-examine its role.

- **Forward-looking vision:** the governing body is able to anticipate future problems and issues based on current data and trends and to develop policies that take into account future costs and anticipated changes (e.g. demographic, economic, environmental changes).
- **Rule of law:** the governing body enforces equally transparent laws, regulations and codes.

Other principles of good governance which are of fundamental importance when developing public-private partnerships, are:

- **Legitimacy** of the organisation's authority to govern.
- **Inclusiveness** of the different stakeholders.

In addition, the nature of tourism policy requires consideration of:

- **A whole-of-government approach:** integration of policy making at horizontal and vertical levels.
- **Capacity of organisations and individuals** to develop and implement policy

The governance model, which we propose for the **Emounderground project** dealing with cultural heritage of the Adriatic Ionian area, is based on the dual role of the project partners. On the one hand, there are local interlocutors & partners of the trans-national network gathered in the project. On the other hand, there are managers, promoters and coordinators of local development initiatives, which are responsible for day-to-day managements of the territories in the project. Local networks and the transnational network should be understood as open, flexible structures & organizations, able to reflect the complexity deriving from diversity at the local level (among the activated subjects) and transnational (among the specificities of the underground heritage, of the context, of the forms of management). We therefore propose a flexible **public-private partnership**, which is open to accept multiple local stakeholders, and which will be working in a network with responsibility to steer as well as implement proposed Action Plan. We believe that this form of "international network" in a loose form of public-private

partnership should be:

- managed collegially by the partners,
- open to the entry of new partners on permanent basis,
- open for identification of the new projects,
- oriented towards the search for flexible forms of collaboration and financing,
- capable of generating local development through international collaboration
- etc.

## 5.1: local governance

Nardò (Italy)

The local management of the cultural tourism system of Nardò is coordinated by the Municipality of Nardò and participated by numerous subjects operating in the various sectors. The most notable of these is the musal system. A museum network created in 2018 is active which in 2019 had about 23,000 visitors.

Participating in the network are the Museum of Memory and Hospitality, the Aquarium of Salento, the Museum of Prehistory, the Museum of the Ancient Sea, the Museum of the City and the Territory, the Museum of Peasant Civilization, the Archaeological Museum of Children, the 'Ecomuseum of Coastal Archeology, the exhibition dedicated to Vittorio Bodini, the Museum of Speleology and the Underground, the Diocesan Museum, with the support of the Gal Terra d'Arneo, an instrument of coordination and local territorial planning provided for by the European system starting from the LEADER community initiative.

The development of the offer of the numerous museums in the area also involves tourism operators.

The governance approach adopted by the municipality of Nardò was built on the basis of constant dialogue with local operators. From this dialogue, the agreements and conventions for the management of a part of the cultural activities of the Municipality, including the museum activities located inside the Castle, arose. This process, dynamic by its nature, has not yet completed its phase of consolidating the governance of the castle and the inclusion of the new installations of the EMOUNDERGROUNDS project will help to advance along this path.





## Carpi (Italy)

Palazzo dei Pio is managed by the Municipality of Carpi, and is subject to the control of the Superintendency of Archeology, Fine Arts and Landscape for the Metropolitan City of Bologna and the Provinces of Modena, Reggio Emilia and Ferrara. The museums that are located inside are managed directly by the Municipality, except for the Political and Racial Deported Monument Museum, managed by the Fossoli Foundation. The management of the Civic Museums belongs to the "restoration, culture, trade and economic and tourism promotion" sector of the administration.

The Municipality of Carpi leads a local network that includes organizations from the municipal area and neighboring municipalities such as Soliera and Campogalliano. The network includes the main operators or consortia of companies in the sector of cultural production, tourism, the food and wine sector, and the promotion of the territory. The collaboration system is normally regulated on the basis of conventions and operational agreements. At the same time, there is a continuous exchange of information, ideas and proposals to improve operations, for mutual benefit and for the benefit of the local community.

In the management model of the local EMOUNDERGROUNDS network of Carpi, the Municipality takes care of the management of the museum activities and technological installations created by the project, while sharing with the other partners the development of the cultural offer of the territory and its promotion following an approach integrated and multilevel.

## Andravida – Killini (Greece)

Andravida - Killini is a municipality of Western Greece as established by the Kallikrates Programme which reformed the administrative division of Greece in 2011. The local communities of Andranida, Vouprasia, Kastro - Killini and Lehaina have their own representatives at the district's Council and they work as local authorities, too. The highest public office at the Municipality of Andravida - Killini is its local government (δημοτικό συμβούλιο) with 23 councillors who are democratically elected every 4 years. As far as the culture heritage is concerned, the Greek Ministries of Culture and Education and Religious Affairs are responsible through their local administration officers. Thus, Chlemoutsi Castle and its museum are

designated as archaeological sites and are under the jurisdiction of the Ephorate of Antiquities of Eleia. The Regional Service specializes in Mediaeval Antiquities and thus, systematically supervises the protection and management of the monument, the planning and conduct of excavations and any form of archaeological research or the elaboration of studies on it. Furthermore, the Ephorate of Antiquities of Eleia is in charge of technical or maintenance works on the monument. The Regional Service is also responsible for issuing temporary use permit and approving requests for photography, filming and using the monuments' depictions on the Internet by public bodies, local authorities, individuals and generally third parties. The Municipality of Andravida – Killini will be in close cooperation with the Ephorate, especially regarding the permission for the digital and virtual contents production of the emotional innovative paths. Actually, since 2007, an open dialogue among the Ephorate, the local community and authorities has started regarding the enhancement and promotion of the region's monumental wealth. The financial resources for the site are derived by the state budget as well as European Union's funds.

#### Active Legislation

Law 3852/2010 "New Architecture of Self-Government and Decentralized Administration - Kallikrates Programme".

Law No 3028/2002 on the "Protection of Antiquities and Cultural Heritage in general".

#### Rijeka (Croatia)

The main body in tourism management in Rijeka is Rijeka Tourist Board. Its basic task is to improve the general living conditions of tourists, to promote the tourist product and to develop awareness of importance and economic, social and other effects of tourism, i.e., the preservation and improvement of all elements of the tourist product. Rijeka Tourist Board co-finances and supports programs, projects and events based on the submitted applications and programs of the organizers, and in accordance its annual Work Plan, with special attention to the programs held in the pre and post season, which also have an advantage in funding. Trsat Castle is in ownership of the City of Rijeka. According to the Agreement with the City of Rijeka from 2005, Rijeka Tourist Board took over the management of the cultural property Trsat Castle for 10 years. Rijeka Tourist Board manages with interior space, where is set up an exhibition

of the history of Trsat Castle, while the outdoor space of castle is used for organization of various events, primarily cultural and tourist. Last years, Rijeka Tourist Board has organized several international and national manifestations on Trsat Castle. Since Rijeka Tourist Board does not have the right to manage the green area around Trsat Castle, Rijeka Tourist Board requested from the City of Rijeka to manage the green area around the castle. They signed the new agreement where Rijeka Tourist Board has management over the whole Trsat Castle and green surface around the castle. Agreement is validated till 2024.

### Šibenik (Croatia)

Republic of Croatia, City of Šibenik and Šibenik diocese are the owners of most cultural goods/buildings in Šibenik, minor part is privately owned, mostly family houses at old town. Šibenik is a city with four fortresses which had been decaying for years. St. Michael fortress was revitalised and opened for public in 2014. Two years later Barone fortress was revitalised and open for citizens.

The City of Šibenik in 2016 founded the Public Cultural Institution *Fortress of culture Šibenik* to manage two revitalized Šibenik fortresses and all of their newly designed facilities, as well as the City Point information office. The main objective of the newly founded Institution is fortification system management and preservation of Šibenik's cultural and historical heritage. The long-term financial and programmatic plan is to maintain the Institution's stability and sustainability, to contribute to economic and social well-being of citizens of Šibenik, and to be a best practice example of cultural management in the region.

The institution is managed by the Board of Directors which has five (5) members and consists of:

- **Three representatives of the Founder** - The three members of the Board are appointed by the competent body of the Founder from among prominent cultural and artistic workers in the field of cultural activities who can contribute to the work of the Board of Directors.

Following the agreement with the City of Šibenik, two out of five members of the Board of Directors of the PCI Fortress of Culture are representatives of the Society for the Preservation of Šibenik Heritage Juraj Dalmatinac (NGO), which makes PCI Fortress of Culture a rare example of Croatian cultural institution where participatory model is directly implemented.

- **Two representatives of the employees** of the Institution, of which one is elected by the professional employees of the Institution, and one is elected by all employees of the Institution in accordance with the Labour Law.

The activities of PCI Fortress of Culture are aiming at: managing cultural heritage in a modern and innovative way; strengthening the perception of Šibenik's fortresses as a platform for the promotion of cultural and creative industries; providing attractive, cultural and entertainment content; organization of events; development and education of cultural audiences.

The Institution coordinates the preparation and application of cultural projects to international funds, and coordinates cultural and artistic activities of interest to the city of Šibenik for the purpose of cultural, tourist and economic development of Šibenik.

### Stanjel (Slovenia)

After the Second World War the identity of Štanjel was gradually eroded by spatial, urbanistic and architectural development. The first turn in the settlements development began in the 80s of the last century with the partial renewal of the Štanjel castle, was followed after independence with the adopted Common development programme of Karst municipalities and preparation of normative documents for the settlement Štanjel. In 1992 the then assembly of the municipality of Sežana issued a decree declaring the area of the Štanjela area with a park and a military cemetery from the First World War a cultural monument.

All normative documents, especially the Municipal location plan for spatial management of Štanjel-old core, were done in compliance with principles of sustainable development and new international directions concerning comprehensive preservation of built heritage, as well as active public participation.

The Nova Gorica Regional Office of the Institute for the Protection of Cultural Heritage of Slovenia is responsible for cultural heritage with cultural monuments declared of high importance by the state, among them Štanjel.

### Tourism

In 2020 four Karst municipalities confirmed for cross-border management and sustainable development. The Local development agency ORA Krasi in Brkinov as a joint tourist organization, which will take over the



marketing and management of tourist providers. Other municipal institutions were closed, among them is also the public institution Komenski Kras.

The website and domain [www.visitstanjel.si](http://www.visitstanjel.si) was designed to provide general information about the village of Štanjel as a tourist attraction. The owner of the website is the Municipality of Komen (administrator).

In the near future the establishment of the cross-border geopark of the Classic Karst is planned. It will constitute the basis for the formal legal constitution of the cross-border geopark,

#### Ivančna Gorica (Slovenia)

The old town of Višnja Gora with the Old Castle and the castle slope are proclaimed as a national cultural and historical monument Decree on the proclamation of the old town of Višnja Gora with the Old Castle and the castle slope as a cultural and historical monument (Official Gazette of the Republic of Slovenia, No. 5/1991, pp. 176-182).

The above-mentioned heritage protection sets the framework for heritage management on the local level as well. The House of the Carniolan Bee, which will follow the model of an experiential museum, is defined as one of the key development projects of the Municipality of Ivančna Gorica. Namely, it brings important infrastructure to Višnja Gora itself, which preserves the cultural heritage by renovating the entire market in Višnja Gora, which is under the conservation plan.

The old school has been renovated to bring new content to the place (including the digitalisation of Podsmreka Castle, developed within the EMOUNDERGROUNDS project); in addition to the already mentioned experiential museum, there is also a center for innovative solutions, a hostel, a TIC, and a cafe. The House of the Carniolan Bee will be managed by the public institution and the institution in accordance with legislative narrative. The public institution will be looking for a private company to carry out individual economic activities (hostel, café) taking into account the prescribed heritage protection measures.

#### Kukës (Albania)

As the underground heritage of Kukës has not yet been open to visitors, the governance model will develop in stages. In the initial phase, the Municipality will directly manage the access activities to the accessible part of the tunnels. The cultural center of the Municipality will manage

part of the technological installations at its headquarters. At this stage, therefore, all public management responds to the rules of the institution. The governance model will develop in the subsequent stages according to the success of the physical recovery initiatives of the assets, which will have a close relationship with the success of the attraction of public and private resources as well as the impact of the use of technology. It is therefore intended to activate a virtuous circle according to which the attraction of creative, managerial and financial energies and resources will generate benefits for tourists, citizens and economic satisfaction for operators and their employees.

The Municipality of Kukës intends to acquire ownership of the city's underground heritage from the state property. For its management it intends to consolidate and develop the governance system started with the EMO UNDERGROUNDS project, opening up to the possibility of activating partnerships with private operators to whom the operational management may also be transferred, also through the experimentation of co-design practices. In this sense, we look at a model capable of attracting various initiatives for the enhancement of the Underground City, supporting its characteristics and its large size.

## Bar (Montenegro)

This Law on culture ("Official Gazette of Montenegro", No. 49/08 of 15.08.2008) determines the public interest in culture and regulates cultural institutions, the status and rights of artists and experts in culture, encouragement and support of cultural development, financing of culture and other issues of importance for culture. Ministry of Culture and local administration, as well as public institutions, are responsible for the realization of activities which refer to the field of culture. The government of Montenegro has formed a National Council for Culture to monitor the situation in certain areas and activities of culture and to propose measures to improve the development of culture. The composition, mandate, competence and manner of work of the National Council are determined by the Decision on the formation of the National Council ("Official Gazette of Montenegro", No. 26/10), which was adopted by the Government of Montenegro in December 2009. The council was constituted on May 10, 2010. The members of the National Council are high reputation artists and experts in the field of culture.

The Law on the Protection of Cultural Heritage ("Official Gazette of Montenegro", no. 49/10 and 44/17) stipulates that administrative and

related professional activities on the protection of cultural assets are performed by a specialized administrative body - the Directorate for the Protection of Cultural Heritage, and that specialized institutions are established to perform professional activities that are not within the competence of the Directorate.

Municipalities in Montenegro have established public cultural institutions, which are the main bearers of activities in the field of culture in local communities. They are organized as centers for culture - complex public institutions that unite all cultural activities (library, museum, gallery, theater, publishing, film screenings, etc.). These institutions are mostly executive producers of local events and festivals. A special problem in the functioning of all municipal cultural institutions is the lack of a stable source of funding.

One of these institutions is Public institution Cultural Center Bar JP Kulturni centar Bar exists, a complex cultural institution which includes:

- House of Culture "Vladimir Popovic Spanac"
- National Library and Reading Room "Ivo Vuckovic"
- Art Gallery "Velimir A. Lekovic"
- Museum Bar (Castle of King Nikola) with the fortress Old Town

According to the Law on the Protection of Cultural Heritage (Article 2) "Cultural property can be state or private owned" which means that private individuals can participate in heritage enhancement processes. Also, in the Article 7 it is clearly stated that "the protection of cultural property is achieved by taking appropriate measures necessary for its identification, preservation and presentation, and especially by encouraging the activities of non-governmental organizations and private initiatives".

### Trebinje (Bosnia and Herzegovina)

Bosnia and Herzegovina has 2 entities (Republi of Srpska and Federation of BiH) as well as one District (Brčko) but local communities have very wide range of decision making opportunities. The highest local authority in Trebinje is Trebinje Parliament with 27 councilors which are selected on democratic elections form the lists of local political parties. As far as the culture in RS is concerned, the Ministry of Education and Culture of the Republic of Srpska and the local administration, as well as public institutions, are responsible for the implementation of activities related to the field of culture.

Speaking about protected historical and natural heritage, the Republic Institute for the Protection of Cultural, Historical and Natural Heritage is a republic administrative organization within the Ministry of Education and Culture of the BiH entity Republic of Srpska. The competencies of the Office are regulated by the Law on Republic Administration ("Official Gazette of the Republic of Srpska" No. 115/18).

The Institute performs administrative and other professional tasks related to, among other things, determining the properties of cultural, historical or natural heritage, declaring the property protected, drafting projects for restoration, reconstruction and conservation of cultural, historical and natural heritage, issuing permits for archaeological and other research, cooperation with bodies and organizations in the field of protection and users or owners of cultural and natural assets. The activities of the Institute are financed from the budget of the Republika Srpska. The Institute has constant cooperation with relevant institutions in the field of heritage protection and preservation, at the local, regional and international levels.

Laws:

Law on Cultural Heritage of the Republika Srpska ("Official Gazette of the Republika Srpska", No. 11/95)

Law on Nature Protection ("Official Gazette of RS", No. 20/14)

Part of the competencies in the field of nature protection is regulated at the state level and refers to the implementation of international obligations of Bosnia and Herzegovina (monitoring and coordination of preparations for concluding and implementing international agreements, coordination for projects in cooperation with international organizations, programs and funds). State-level competencies belong mainly to the Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina and to a lesser extent to the Ministry of Civil Affairs (e.g., UNESCO Convention).

## 6. Communication model

If a cultural product is not known and recognized as such by a reference community, then we can also say that communication transforms local interventions (creating new accessibility to the underground cultural







SPECIFIC OBJECTIVE 1: DEVELOPMENT OF THE LOCAL  
EMOUNDERGROUNDS CULTURAL TOURIST PRODUCT

	<i>Action result 1.1.2 Release of first EMOUNDERGROUNDS map- with 10 sites</i>	<i>07/2021 → 06/2022</i>	<i>Partner's internal funds-resources  Common network resources or specific funds if any</i>
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## SPECIFIC OBJECTIVE 1: DEVELOPMENT OF THE LOCAL EMOUNDERGROUNDS CULTURAL TOURIST PRODUCT

<b>ACTION 1.2 :</b>	<b>Redefinition and listing of the EMOUNDERGROUNDS product partners</b>		
<b>A C T I O N LEADER</b>	<i>PP3</i>		
<b>ADDITIONAL PARTNERS</b>	<i>All PPs</i>		
<b>E X P E C T E D RESULTS</b>	<b>RESULT 1.2.1</b>	<b>PERIOD</b>	<b>FUNDING</b>
	<i>Action result 1.2.1  Periodical updating of the 1.1.1 statement</i>	<i>April → May / annually or biennially</i>	<i>Partner's internal funds-resources  Common network resources or specific funds if any</i>
	<i>Action result 1.2.2  Periodical updating of the 1.1.2 EMOUNDERGROUNDS map</i>	<i>April → May annually or biennially</i>	<i>Partner's internal funds-resources  Common network resources or specific funds if any</i>



SPECIFIC OBJECTIVE 1: DEVELOPMENT OF THE LOCAL  
EMOUNDERGROUNDS CULTURAL TOURIST PRODUCT

ACTION 1.3 :	Annual Stakeholder evaluation meetings		
A C T I O N LEADER	LP		
ADDITIONAL PARTNERS	All PPs		
E X P E C T E D RESULTS	RESULT	PERIOD	FUNDING
	<i>Action result 1.3.1</i>  <i>Periodical local and international Stakeholders Meeting for the updating of the network development and changes</i>	<i>June - annually or biennially</i>	Partner's internal funds-resources  <i>Common network resources or specific funds if any</i>

## SPECIFIC OBJECTIVE 2: PRESERVATION AND INTERPRETATION OF THE HERITAGE

ACTION 2.1 :	<b>Establishing system of visitor monitoring and sharing results</b>
A C T I O N LEADER	<i>PP7</i>

ADDITIONAL PARTNERS	All PPs		
E X P E C T E D RESULTS	RESULT #	PERIOD	FUNDING
	<i>Action result 2.1.1</i>  <i>Drafting the visitor monitoring system</i>	<i>07/2021</i> → <i>01/2022</i>	Partner's internal funds-resources  Common network resources or specific funds if any
	<i>Action result 2.1.2</i>  <i>Test - adoption</i>	<i>02/2022</i> → <i>06/2022</i>	Partner's internal funds-resources  Common network resources or specific funds if any
	<i>Action result 2.1.3</i>  <i>Periodical review with highlighting good practices of increase in the number of visits</i>	<i>Annually or biennially</i>	Partner's internal funds-resources  Common network resources or specific funds if any

## SPECIFIC OBJECTIVE 2: PRESERVATION AND INTERPRETATION OF THE HERITAGE

<b>ACTION 2.2 :</b>	<b>Sharing of experience contents and managerial and technological experiments of the TN network</b>		
<b>ACTION LEADER</b>	<i>PP2</i>		
<b>ADDITIONAL PARTNERS</b>	<i>All PPs</i>		
<b>E X P E C T E D RESULTS</b>	<b>RESULT #</b>	<b>PERIOD</b>	<b>FUNDING</b>
	<i>Action result 2.2.1</i>	<i>June - annually</i>	Partner's internal funds-resources
	<i>Regular meetings held where best practices are exchanged and shared</i>	<i>or biennially</i>	<i>Common network resources or specific funds if any</i>

## SPECIFIC OBJECTIVE 2: PRESERVATION AND INTERPRETATION OF THE HERITAGE

<b>ACTION 2.3 :</b>	<b>Education / workshops about heritage for locals (children, students, other interested groups)</b>		
<b>ACTION LEADER</b>	<i>PP5</i>		
<b>ADDITIONAL PARTNERS</b>	<i>All PPs</i>		
<b>E X P E C T E D RESULTS</b>	<b>RESULT #</b>	<b>PERIOD</b>	<b>FUNDING</b>

	<i>Action result 2.3.1</i>  <i>Implementation of didactic and educational event</i>	<i>Routine activity</i>	Partner's internal funds-resources  <i>Common network resources or specific funds if any</i>
	<i>Action result 2.3.2</i>  <i>jointly create transnational training modules</i>	<i>June - annually or biennially</i>	Partner's internal funds-resources  <i>Common network resources or specific funds if any</i>

### SPECIFIC OBJECTIVE 3: EMOUNDERGROUNDS HERITAGE PROMOTION

<b>ACTION 3.1 :</b>	<b>Contents review and updating</b>		
<b>ACTION LEADER</b>	<i>PP4</i>		
<b>A D D I T I O N A L PARTNERS</b>	<i>All PPs</i>		
<b>E X P E C T E D RESULTS</b>	<b>RESULT #</b>	<b>PERIOD</b>	<b>FUNDING</b>
	<i>Action result 3.1.1</i>  <i>Informations collected on the sites (from Project WPC deliverables)</i>	<i>02/2022</i> → <i>06/2022</i>	Partner's internal funds-resources  <i>Common network resources or specific funds if any</i>



	<i>Action result 3.1.2</i>  <i>Collected news and updates from the territories</i>	<i>Routine activity</i>	Partner's internal funds-resources  Common network resources or specific funds if any
	<i>Action result 3.1.3</i>  <i>Create/update the raw materials for the communication actions (dissemination – promotion, other)</i>	<i>Routine activity</i>	Partner's internal funds-resources  Common network resources or specific funds if any

### SPECIFIC OBJECTIVE 3: EMOUNDERGROUNDS HERITAGE PROMOTION

<b>ACTION 3.2 :</b>	<b>TransnNational dissemination</b>		
<b>ACTION LEADER</b>	PP9		
<b>A D D I T I O N A L PARTNERS</b>	All PPs		
<b>E X P E C T E D RESULTS</b>	<b>RESULT #</b>	<b>PERIOD</b>	<b>FUNDING</b>

	<p><i>Action result 3.2.1</i></p> <p><i>B2B actions - Presentations (Guided tours) of the EMO product/site for the tourist providers (tourist agencies, tourist guides, other providers of tourist service, NGOs)</i></p>	<p><i>07/2021 → 06/2022</i></p> <p><i>afterward annually before the tourist season beginning</i></p>	<p>Partner's internal funds-resources</p> <p>Common network resources or specific funds if any</p>
	<p><i>Action result 3.2.2</i></p> <p><i>Web actions - EMOUNDERGROUND heritage site/ attraction web page (+ other connected local tourist service providers / products) Networking with the other local and transnational tourist webpages (links or widget on all PP and stakeholders' webpages)</i></p>	<p><i>Routine activity</i></p>	<p>Partner's internal funds-resources</p> <p>Common network resources or specific funds if any</p>
	<p><i>Action result 3.2.3</i></p> <p><i>Press and traditional media coverage</i></p>	<p><i>Routine activity</i></p>	<p>Partner's internal funds-resources</p> <p>Common network resources or specific funds if any</p>

**SPECIFIC OBJECTIVE 3: EMOUNDERGROUNDS HERITAGE PROMOTION**

<b>ACTION 3.3 :</b>	<b>local dissemination</b>		
<b>ACTION LEADER</b>	<i>All Pps locally</i>		
<b>A D D I T I O N A L PARTNERS</b>	<i>All PPs</i>		
<b>E X P E C T E D RESULTS</b>	<b>RESULT #</b>	<b>PERIOD</b>	<b>FUNDING</b>
	<i>Action result 3.3.1</i>  <i>Promotion materials available for the tourists at the destination and wider</i>	<i>Annually before the tourist season beginning</i>	Partner's internal funds-resources  <i>Common network resources or specific funds if any</i>

**SPECIFIC OBJECTIVE 4: STRENGTHENING AND ENLARGEMENT OF THE TRANS NATIONAL EMOUNDERGROUNDS NETWORK**

<b>ACTION 4.1 :</b>	<b>Development of the EMOUNDERGROUND cultural network</b>		
<b>ACTION LEADER</b>	<i>PP8</i>		
<b>A D D I T I O N A L PARTNERS</b>	<i>All PPs</i>		
<b>E X P E C T E D RESULTS</b>	<b>RESULT #</b>	<b>PERIOD</b>	<b>FUNDING</b>

	<i>Action result 4.1.1</i> <i>EMO cultural route</i>	<i>01/2022 → 12/2022</i>	Partner's internal funds-resources  <i>Common network resources or specific funds if any</i>
	<i>Action result 4.1.2</i> <i>Underground subnetworks (specific by historical period or by function)</i>	<i>June - annually or biennially</i>	Partner's internal funds-resources  <i>Common network resources or specific funds if any</i>
	<i>Action result 4.1.3</i> <i>Cooperation with other Networks (active on complementary issues, on other geographical areas, etc)</i>	<i>Routine activity</i>	Partner's internal funds-resources  <i>Common network resources or specific funds if any</i>
	<i>Action result 4.1.4</i> <i>Technical-scientific committee</i>	<i>01/2022 → 06/2022</i>	Partner's internal funds-resources  <i>Common network resources or specific funds if any</i>



**SPECIFIC OBJECTIVE 4: STRENGTHENING AND ENLARGEMENT OF THE TRANS NATIONAL EMOUNDERGROUNDS NETWORK**

<b>ACTION 4.2 :</b>	<b>Network enlargement</b>		
<b>ACTION LEADER</b>	<i>PP6</i>		
<b>A D D I T I O N A L PARTNERS</b>	<i>All PPs</i>		
<b>E X P E C T E D RESULTS</b>	<b>RESULT #</b>	<b>PERIOD</b>	<b>FUNDING</b>
	<i>Action result 4.2.1</i>  <i>EMO cultural network guidelines/manual - membership characteristics and rules</i>	<i>01/2022 → 06/2022</i>	Partner's internal funds-resources  <i>Common network resources or specific funds if any</i>
	<i>Action result 4.2.2</i>  <i>Detect and engage sites/organizations potentially interested in join the network</i>	<i>R o u t i n e activity</i>	Partner's internal funds-resources  <i>Common network resources or specific funds if any</i>

**SPECIFIC OBJECTIVE 4: STRENGTHENING AND ENLARGEMENT OF THE TRANS NATIONAL EMOUNDERGROUNDS NETWORK**



ACTION 4.3 :		Funding and other opportunities	
ACTION LEADER	PP10		
ADDITIONAL PARTNERS	All PPs		
EXPECTED RESULTS	RESULT #	PERIOD	FUNDING
	<p><i>Action result 4.3.1</i></p> <p><i>Analysis of the UE and other funding opportunities and suggestions for the submission of project proposals</i></p>	<p><i>Routine activity</i></p>	<p>Partner's internal funds-resources</p> <p>Common network resources or specific funds if any</p>
	<p><i>Action result 4.3.2</i></p> <p><i>Detection of the possible synergies between partners for a better Heritage management</i></p>	<p><i>Routine activity</i></p>	<p>Partner's internal funds-resources</p> <p>Common network resources or specific funds if any</p>
	<p><i>Action result 4.3.3</i></p> <p><i>Fund rising activity – donors search and management</i></p>	<p><i>Routine activity</i></p>	<p>Partner's internal funds-resources</p> <p>Common network resources or specific funds if any</p>

## 10. Local expectations

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### Nardò (Italy)

As coordinator of the network in the period of its launch, the municipality of Nardò will ensure his support for the life of the transnational network EMOUNDERGROUNDS in the medium to long term. The administration believes that these activities will return an important benefit to the local community.

The municipal administration will carry out the tasks of steer (together with the other members) and coordinating the transnational network and its relations with the local network. The large part of the practical functions for implementing the activities envisaged in the plan, will be delegated to local partners operating in the field of management, promotion and marketing of underground cultural heritage.

Nardò will be responsible for the periodical international Stakeholders Meeting for the ratification of the network development and changes. This meeting should link up with other periodic meetings that will cover updates and exchanges of good practices on the issues of technologies applied to the use of cultural heritage and the evolution of site management techniques.

In this way it an event rich in content will be created, in which the activities of the network in the field of knowledge and heritage conservation will intertwine, it will be possible to meet stakeholders from the different territories and discuss the decisions to be taken to guide the network.

It is reasonable to expect that this activity will be able to obtain useful results in the search for new funding opportunities, in the expansion of the network and its collaborations and above all in the promotion of partner sites.

### Carpi (Italy)

The main commitment of the Municipality of Carpi in the execution of the Action Plan will be the implementation of a periodic conference-laboratory

dedicated to the theme of the use of technology for the enhancement of cultural heritage, paying a specific attention to the underground heritage and its integration within the visiting experience of the sites where it is inserted. This thematic panel will be part of the program of the International Network Meeting that periodically will update members, developing new ideas and activities. Sharing updates, different information and hints among the partners will certainly improve the Network cultural offer. Carpi intends to collect and share them among all the network partners, contributing to effective discussions on how technology is evolving, how should this evolution be integrated with creativity and management and how can strengthen the common profile of the transnational EMOUNDERGROUNDS tourism product.

For the achievement of this task, Carpi will make available logistical and managerial resources and the consolidated relationship between Carpi and Padua University, partner in the use of new technologies for Heritage preservation and valorization for a long time.

Carpi also aims to be active in the other network initiatives envisaged by the Action Plan, making its expertise and museological knowledge available. It will be interesting and useful to share and develop methodologies relating to the themes of research and heritage conservation together with the other partners. It will also be important to participate in educational and promotional activities and in the inclusion of new territories within the network, in the belief that this could favor aggregation initiatives for homogeneous groups suitable to successfully participate in specific competitions for the financing of activities useful to the network. EMOUNDERGROUNDS.

### Andravida-Killini (Greece)

The first local animation meeting for the EMOUNDERGROUNDS project resulted in several recommendations for the promotion of cultural heritage tourism at the Municipality of Andravida – Killini and the prominent role that Chlemoutsi castle could play in it. A satisfying number of practical and applicable activities were proposed by the extended local network that would be created. A decision was made to establish a working group and / or a civic (municipal) organization that would assume the precise implementation of the project's tasks; find and engage experts in augmenting public's awareness on the underground cultural heritage; form and propose future plans for increasing visibility and accreditation of Chlemoutsi Castle and museum. Local facilitators activating in tourist





industry could be proven valuable allies in making visible the beauty and history of local medieval landmarks like the aforementioned castle. A synergy of public and private sector can ensure the successful organization and implementation of the project's promotional events.

The contribution of local stakeholders can lead to the improvement of local cultural and tourist offer by applying a "common project promotion" strategy. The remains of Ancient Olympia, a worldwide known sightseeing landmark connected to the Olympic Games, is in close distance. Day trip excursions could offer a jointed package thus leading to an increase in the visibility of Chlemoutsi Castle and the frequency of visits at the district of Andravida-Killini. Repair, recovery and developmental actions should be realized at the castle's infrastructure in order to achieve attunement with the standing rules and regulations of visiting cultural heritage monuments. New technologies such as virtual augmented reality can increase the educational potentials of the project and improve the quality of offered services, thus making Chlemutsi Castle attractive as an educational destination, too. Such an effort could be enhanced with innovative and experiential educational activities as ways of learning the castle's history in an entertaining way.

The successful implementation of all the aforementioned activities could link the already flourishing resort tourism of the area with its medieval history and cultural heritage, while promoting the gastronomic specialties and folklore traditions of the district. All activities are in accordance to EMOUNDERGROUNDS' Action Plan. They comply with the project's rules and regulation regarding routine activities, exploring opportunities for project's expansion in recommending more joint project proposals. More synergies among local and trans-national partners can lead to improved conditions of showcasing, featuring and managing underground cultural heritage. The Municipality of Andravida- Killini is able to present the readiness, promptitude and preparedness in embracing its partner's good practices' examples, introducing new technologies and developing dynamics in a vast public –private sector partnership.

## Rijeka (Croatia)

Since there is a lack of cultural and natural interpretation on Trsat Castle, the first phase in project EMOUNDERGROUNDS will be geological and anthropological analysis and definition of the necessary elements for cultural and natural presentation and the appropriate technical solutions.

For the needs of the presentation of the rich historical and cultural heritage of Trsat and Trsat Castle, necessary IT equipment and software solutions with video projectors, virtual reality equipment, but also, for example, a hologram, and more will be procured. At the end of the project, Trsat Castle will have a modern interpretation of cultural and natural heritage combined with the new IT technologies.

Local action group will be formed to promote cooperation of local public and private entities, also to facilitate cooperation of creative and commercial scenes. Some of the ideas for the future development include: Turning the castle and the park surrounding into open exhibition space for the city museum, interpretational content for the middle ages history in the region, reconstruction and renovation of the lapidarium in the close area of the castle, and better integration with the cultural attractions of the Rijeka urban agglomeration.

International cooperation created through the EMOUNDERGROUNDS network will help to transfer good practices, recombine the international cultural content through events and exchanges, strengthen efforts in advocating the adequate policies and approaches.

With the end of the project an elaborated interpretation of the castles underground is expected to be in place. It will be combined with event programs and new model of participatory development of content to attract audience and tourists.

## Šibenik (Croatia)

Šibenik is one of the oldest Croatian towns with great and well-preserved architectural heritage. Cultural tourists and other visitors can enjoy sightseeing two UNESCO sites, 24 churches and 6 monasteries within historical old town nucleus, 4 fortresses and other architectural heritage. Tourism is significant part of Šibenik economy and from that point preservation and valorisation of heritage sites are very important as the generator of the tourist visits.

Revitalisation of two cities fortresses were the turning point in tourist renaissance and newly discovered attractiveness of Šibenik. Once neglected and decayed places have become main tourist attractions and places where various events are happening: concerts, shows, films, congresses, workshops. Suddenly, new platforms were developed for generation of new cultural tourist product based on heritage and creative industries. The fortresses also have strong influence on local social life/

economic activities. Direct cooperation with over 60 local SME's was established, and their products are available to buy at the fortresses and City Point. Food, wine and souvenirs makers from the area place their products either as souvenirs or through hospitality and catering programme. Together with local event organizers, tourist guides, SMEs and NGOs, PCI Fortress of culture has developed a network of stakeholders who create and enrich basic attraction, a tourist product, with various contributions. Each year this network is growing, and new tourist products are developed.

In process of revitalization, innovative technologies are installed to enhance heritage sites by telling stories from the history in a modern way, with new tools such as AR, multimedia tourist-guides, 3D mapping etc.

Technology became an additional attraction; heritage interpretation and learning have become attractive and fun. Locals and visitors can learn about local history, historical events, people and heritage through new digital media, on a playful and fun way. EMOUNDERGROUNDS project will enrich existing digital interpretation with VR technology and open new possibilities for locals and visitors to learn or immerse themselves into past times.

Šibenik fortresses are a regional example of good practice in innovative digital technologies on cultural and historical monuments, willing to share knowledge and experience with other EMOUNDERGORUNDS partners.

The benefits of participating in the EMOUNDERGROUNDS project for Public Cultural Institution Fortress of Culture are multiple:

- developing new attractions for visitors and thus enabling further development of sustainable tourism in the area
- increasing the visibility and promotion of local cultural heritage and Šibenik as cultural tourism destination
- improved networking and cooperation on the European level and best practices exchange
- knowledge sharing and innovations in both IT usage and cultural heritage management.

## Stanjel (Slovenia)

The project Kaštelir, Interreg Slovenija-Croatia, just ended in June 2021 provided a good base for the first phase in project EMOUNDERGROUNDS as geological and anthropological analysis and definition of the necessary elements for cultural presentation and the appropriate technical solutions.

The IT equipment and base software solutions for the virtual reality were purchased and installed in the 3<sup>rd</sup> project period. So at the end of the project Štanjel will have a modern interpretation of cultural heritage combined with the new IT technologies.

Together with the Municipality of Komen, owner and manager of the castle and the local development agency in charge of tourism coordination, we will organize 2 focus groups, coordinate project activities with existing development documents and then we'll carry out project activities in accordance with the plan.

Three promotional events will be organized along with existing events in the rich program which takes place at the castle and in cooperation with local associations and institutions.

Participating in the EMOUNDERGROUNDS project will add several advantages as new material for visitors and thus enabling further development of sustainable tourism in the area; increasing the visibility of Štanjel among the two main Karst destination (Lipica and Škocjanske Caves); facilitate cooperation on the European level and exchange of good practices; and will add new knowledge in innovations in IT usage in production of cultural heritage touristic packs.

#### Ivančna Gorica (Slovenia)

The EMOUNDERGROUND project brings the Municipality of Ivančna Gorica both development guidelines and examples of good practices, and on the other hand opportunities for innovative, efficient and inclusive way of establishing integrated tourist products, which in their content rely on the rich cultural (tangible and intangible) heritage of the area and strive to find digitalised solutions. Also, in the context of the use of modern technologies and pandemic circumstances enable the development of different tourism, which deviates from established practices of the inclusion of cultural heritage in tourism products as well as marketing approaches.

EMOUNDERGROUNDS project activities pointed out to many opportunities that not only include cultural heritage in various tourist products, but also revive it using modern technologies. Digitization of the decaying Podsmreka Castle and display of damaged or not longer existent infrastructure enables an experience with the help of interactive technologies, enable its preservation and prevent negative effects of mass visits on the important heritage sights.

As follows from the guidelines created in the preparation of the project partner's contribution for joint cross-border action plan for smart,





sustainable and inclusive management of selected cross-border tourist destinations, this allows the Municipality of Ivančna Gorica the access to project results and starting points of other EMOUNDERGROUNDS project partners. They can be analyzed and customized in the future management of rich local cultural heritage, the inclusion of cultural heritage in the development of rural, boutique and active tourism in the area.

The EMOUNDERGROUNDS project above all brings a new way of presenting cultural heritage that can be applied to other areas of local development. The organization of events with the added direct transmission to the world wide web reaches a larger audience outside the municipal borders. The upgrade of the tourist offer will offer the opportunity to carry out several one-day trips for visitors. Exceptional and new offering a unique form of accommodation in honeycomb-shaped rooms will attract the attention of several individuals and is in itself an experience. Arranged and equipped with modern technologies, the space will offer additional possibilities for organizing events, which enable greater recognition of Ivančna Gorica (sports events, festive events...) and a breakthrough of cuisine based on green and home (zero km). At the same time, the revitalization of the Višnja Gora area brings additional opportunities to upgrade the offer intended for domestic and foreign tourists, as the Municipality of Ivančna Gorica plans to build new cycling routes for green and sustainable development

### Kukës (Albania)

The main commitment of the City of Kukës will be the development of the EMOUNDERGROUND cultural network. With the help of the other partners, this function will allow to make the network a reliable and effective tool for the local development for all the partners.

The City of Kukes together with the local touristic operators will develop the mapping of the Emounderground heritage diversified objects: from the tunnels, settlements and fortifications in Kukes region, etc. Each of these sites will be complemented by all relevant historical/architectural/cultural values and characteristics. This way an integrated heritage database around EMOUNDERGROUNDS asset will be established. To this purpose, the Municipality will make available appropriate info-point in the "Pallati I Kultures" to provide information to the tourists.

After World War II Albanian dictatorial regime built an impressive number of underground bunkers and other defensive structures. Reusing these



sites and preserving the memory of their recent history can stimulate cultural and tourist development.

The development of underground subnetworks is specifically an opportunity for focusing on the “Cold War” heritage, where Kukes could be a promoter of networking and applications for calls for proposal. Promotional activities in the asset dedicated to this theme will be important for educational aims.

Kukës will participate to all the other actions, directly or with other subjects involved in the local network. The Municipality of Kukes, in partnership with the Ministry of Culture and Tourism, Trade Chamber, and economic operators, will develop EMOUNDERGROUNDS heritage in synergy with tangible culture (such as buildings, monuments, landscapes, books, works of art, and artifacts), and intangible culture (such as folklore, traditions, language, and knowledge), and natural heritage (including culturally significant landscapes, and biodiversity).

#### Bar (Montenegro)

The project’s animation meeting, which took place online but included most of the relevant local actors, made a conclusion that “an integrated approach is needed in the protection and promotion of Old town”. The participants agreed that there was a need to form international partnerships so that local tourism professionals can be further promoted in the regional and international market. Some of the ideas to be implemented include establishment of a working group that would formulate proposals and cooperate with partners from all involved countries in organizing promotional events, improvement of the access to individual locations or arranging the locations themselves for the needs of tourism in the future. The benefits of technological innovations in tourism sector need to be further promoted.

Beside cooperation with other project partners and participation in other tasks, the TO Bar will pay particular attention on promotion as stated in the SO3 of the Action Plan. Presentations of the EMOUNDERGROUNDS consolidated offer will be organized for tourist agencies, NGOs and other stakeholders and B2B meetings will be organized to raise awareness, introduce new actors to this project and facilitate the synergies between different actions.

#### Trebinje (Bosnia and Herzegovina)

According to the recommendations from the project's animation meeting which was participated by the most of the relevant local actors, the activities would be undertaken through wide partnership and participation of relevant people. Some of the ideas to be implemented include establishment of a local body or working group that would more precisely formulate proposals and cooperate with engaged experts at the project level, more of private sector participation (e.g. hospitality industry) in organizing promotional events, improvement of the access to individual locations or arranging the locations themselves for the needs of tourism in the future, usage of educational potentials of the project to improve the quality of offers and services, more significant use of modern technologies for the presentation of hard-to-reach and unregulated locations, supplementing the tourist offer related to EMOUNDERGROUNDS related locations, e.g. Placing authentic artefacts such as e.g. traditional carriages or the organization of "medieval markets", linking adrenaline tourism (hikers) and the offer of natural heritage with tours of the fortifications, promotion of the possibilities offered by the remains of the buildings and the route of the old railway in the context of the project can be valorized by connecting the supply of the fortifications in the Austro-Hungarian period.

Beside cooperation with other project partners and participation in other tasks, the Agency will pay particular attention to the part of the activities dedicated by Action plan. It includes regular routine activities related to follow up and the analysis of the funding opportunities as well as suggestions for the submission of joint project proposals. It will also include detection of the possible synergies between partners for a better Heritage management.

As far as Trebinje is concerned, position of key actors in tourism is that Trebinje should follow the examples of good practices and introduce new technologies according to development dynamics and available resources.

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