



PROJECT

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T1.4.1 Report on the established TANGRAM Transnational Cooperation Network

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IDENTIFICATION SHEET

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INTRODUCTION

Deliverable “T1.4.1 Report on the established TANGRAM Transnational Cooperation Network” part of Activity T1.4 Establishment of the transnational TANGRAM network, under the WPT1 “Benchmarking and Tangram Transnational Cooperation Network” aims to contribute to the establishment of the TANGRAM Transnational cooperation Network. This network will include civil society actors, private actors, local / regional / national authorities to set up the TANGRAM Adrion network to ensure effective engagement and ensuring wider impact and project sustainability. The members will be: private actors involved in the tourism sector, public administration/policy makers in charge to take decision related to the policies for tourism support (the different levels of policy makers will be involved in each country), civil society, and universities.

The way of the network will run will be included in a set of rules included in the Report where the objectives, the communication tools and the main scope of the network will be set up. This report will contain rules, procedures and duties of the network as well as the Memorandum of Agreement Template.

The framework of this deliverable is:

- Purpose and objectives of TANGRAM Adrion network, stakeholders included in tourism destination management
- Experience and expertise of stakeholders (subjects) in tourism destination management
- The importance, benefits and roles of stakeholders in tourism destination management
- Duties and responsibilities of subjects
- Memorandum of agreement template

SECTION 1

1. PURPOSE AND SCOPE OF TANGRAM ADRIAN NETWORK

1.1 Purpose and objectives of TANGRAM Adriatic network, subjects included and challenges.

The purpose of the TANGRAM Adriatic network/ agreement is to promote and integrate into tourism offer the parks and gardens networked with cultural and heritage resources in order to facilitate the tourism flow in the medium seasons, stimulate the SMEs competitiveness, improve public and private transnational cooperation among actors along the tourism value chain and help to improve the living conditions of the local population, as an innovative governance system based on collaboration between stakeholders.

Tangram Adriatic network will enable the achievement of the following **objectives** through the establishment of a Memorandum of Agreement between subjects as local / regional / national authorities responsible for destination management, private actors involved in the tourism sector, civil society, universities such as:

- Development of a sustainable tourism that enables the inclusion in the tourist offer of parks and gardens related to the natural and cultural heritage of the destination.
- Promotion of parks and gardens for each destination and the possibility of a connection with other destinations throughout the Adriatic area.
- Preservation and promotion of natural resources and cultural heritage for a sustainable tourism development
- The extension of the tourist season, which enables the arrival of tourists in other seasons of the year and not only in the summer or autumn season.
- Economic development of the destination, through the creation of new jobs
- Promoting business development through the creation of new businesses and the development of existing businesses
- The possibility of orienting the tourism product towards new market segments such as the elderly and children.
- Improving the living conditions of the citizens, by increasing the income and distributing the tourist demand throughout the year.

The **subjects** included in this Memorandum of Understanding in function of the purpose and objectives will be:

1. Local / Regional / National Authorities responsible for tourist destination management. Municipality, County, Parks Management Agency etc.

2. Private actors involved in the tourism sector.

- Hotels, travel agencies, tour operators, etc.

3. Civil society.

- Tourism oriented, Non-profit organizations, Professional Associations, organizations that involve citizens in local and municipal life.

4. Research institutes

- Universities, research centers of tourism destinations, cultural and natural landscape preservation experts, researchers and consultants, experts on tourism marketing, body or associations who works or experts in these issues.

Main common **challenges** will be:

- Increase the awareness of the potential role of parks and gardens both towards the improvement of the territorial resilience and touristic valorization;
- Create a new governance system based on the collaboration between public authorities, parks, civil society organization and private actors thanks to the development of new forms of collaboration;
- Involve the civil society organization/private actors in the management and valorization of the parks, as resources for the tourism development, increase of the citizens knowledge

1.2 Experience and expertise of stakeholders in tourism destination management.

1.2.1 The importance of stakeholders in tourism destination management.

Tourism as a product and service oriented industry, could generate widespread benefits and impacts to the economy and society. It could contribute to the achievement of some goals particularly those concerning poverty alleviation, environmental conservation, and generation of employment opportunities for women, indigenous communities and young people. Further, tourism could be a source of revenue (foreign exchange earnings, tax revenue) to the government and because of its multiplier effect, could provide opportunities for local economic development (LED).¹

Tourism is considered a valuable economic development opportunity for many countries, yet the expansion of tourism worldwide has also led to emerging concern about its negative impacts on host environments (Berrittella, Bigano, Roson, & Tol, 2006; Choi & Sirakaya, 2006). As a result, there is increasing agreement on the need to promote sustainable tourism development with the aim of minimizing environmental and socio-cultural impacts, while commensurately maximizing economic benefits for tourist destinations (Cole, 2006; Wight, 2003).

Sustainable tourism development refers to the management of all resources that meets the needs of tourists and host regions while protecting the opportunities for the future, in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems (Tourism Act of 2010).

According to Freeman (1984, p.46), a stakeholder is 'any group or individual who can affect or is affected by the achievement of the organization's objectives'. The UNWTO identified stakeholders in tourism destinations as tourism professionals, public authorities, as well as the press and other media². In addition, other interest groups, individuals, in particular local residents, and indigenous groups, also need proper recognition as stakeholders in their own right (Macbeth, Burns, Chandler, Revitt, & Veitch, 2002).

In terms of sustainable tourism development, Swarbrooke (2001) divided stakeholders into five main categories: governments, tourists, host communities, tourism business and other

¹ <https://www2.gsid.nagoya-u.ac.jp/blog/anda/files/2011/08/5-rolesjaviere38080.pdf>

² http://www.ijbts-journal.com/images/main_1366796758/0029-Siripen.pdf

sectors. Each group of stakeholders is a critical component of the tourism destination because the initiatives and thoughts of stakeholders are external to the strategic planning and management processes (Dill, 1975).

Robson and Robson (1996, p.543) in particular asserted that the involvement of stakeholders in tourism has ‘the potential to provide a framework within which sustainable tourism development can be delivered’³. It has also been observed that stakeholders’ knowledge and experience in tourism management, participation in tourism planning and development processes and long-term community involvement have played an important role in tourism destination management (Hardy & Beeton, 2001; Leiper, 1995).

However, while each group of stakeholder plays an important role in the development of tourism, some stakeholders are more important than others in determining the success of activities (Vincent, 1990). For example, when it comes to sustainable tourism development outcomes, governments remain particularly concerned with issues relating to tourism infrastructure, such as transportation and accommodation (Hardy & Beeton, 2001). Alternately, host communities are often more concerned with local issues, such as the effects of tourism on their community, their quality of life and the need for sustainability (Getz & Timur, 2005). Tourism businesses themselves are generally more concerned with issues directly affecting their business, such as the tourism product, marketing and tourist satisfaction or dissatisfaction, while tourists are usually more focused on the quality of the tourism product when it comes to a destination (Hardy & Beeton, 2001).

1.2.2 The benefits of collaboration by tourism destination stakeholders.

The benefits of collaboration in tourism activity by destination stakeholders are many and consist of positive outcomes for individual organizations and the destination⁴. Collaboration allows individual organizations to benefit through the pooling of resources and complementary capabilities, which afford collective economies of scale and/or experience and thereby enable organizations to achieve more collectively than individually (Savage *et al.*, 2010). Collaboration amongst destination stakeholder also endows benefit to destinations through the collective acquisition of knowledge and insight, which can enhance innovativeness and adaptability in dynamic competitive environments (Bramwell & Sharman, 1999). The ability for individual tourism SME’s to access resources and participate in destination decision-making

³ http://www.ijbts-journal.com/images/main_1366796758/0029-Siripen.pdf

⁴ <https://core.ac.uk/download/pdf/51065445.pdf>

in a constructive manner brings definitive benefits for the destination whilst additionally building a sense of destination community, shared responsibility and strengthening inter-organizational (Thompson, Perry & Miller, 2007). For municipal authorities a collaborative approach to destination management can minimize adversarial conflicts amongst stakeholders, legitimize political decision-making, coordinate action, promote wider appreciation of the impacts of tourism and deliver sustainable outcomes for the region (Bramwell & Sharman, 1999).

In a stakeholder collaborative arrangement, government authorities may exert coercive power⁵ through policy-making and implementation (Airey, 2015); here coercive power is also known as a 'political power' (Bussy & Kelly, 2010; Wrong, 1979

As such, government bodies or public sectors can hold coercive power in stakeholder collaborations in tourism destination management contexts.

Legitimate power is associated with a belief that an agent has a legitimate authority to prescribe the actions of other stakeholders.

In a tourism destination context some stakeholders have cooperative relationships with other actors based on formal or informal arrangements, yet certain actors have authority within the destination and other actors will accept that they are the leaders (Blichfeldt, Hird, & Kvistgaard, 2014). Such stakeholders include destination management organisations (DMOs) either at state, regional or local levels (Blichfeldt et al., 2014), and could also include large private sector organizations that due to their size have influence in government circles and other prominent organizations such as economic development boards

Induced power (or economic power) involves one stakeholder using material rewards such as financial remuneration to derive power (Beritelli & Laesser, 2011; Bussy & Kelly, 2010) In contrast to coercive power that involves threatening deprivations, induced power is instead a positive reinforcement to entice another stakeholders' obedience by offering rewards for compliance with a command (Wrong, 1979). As the source of induced power is often associated with remunerations, stakeholders with considerable financial resources often hold this type of power (French & Raven, 2001). In a tourism destination context, this might include government bodies, large private sector organizations, as well as developers.

Competent power is a type of power where specialists or experts in certain fields possess the requisite knowledge to solve difficult problems or accommodate stakeholder needs in collaboration (Hankinson, 2009).

Sources of competent power can include special skills, knowledge and experiences that are limited to particular organizations or stakeholders (Timur & Getz, 2008).

⁵ <https://isiarticles.com/bundles/Article/pre/pdf/81824.pdf>

In a tourism destination context, competent power is held by expert organizations such as universities, consulting firms or research institutes. In addition, government bodies and destination management organizations will often have specialist knowledge and information that affords them competent power.

1.2.3 The roles of stakeholders in tourism development⁶

National governments

National governments play an important role in tourism development. They plan tourism activities at national levels. Planning at national levels require appropriate policies being designed and implemented. National governments' roles include but not limited to developing and maintaining infrastructures such as roads, railways, and ports; promoting destinations to local and international tourists; and ensuring safety and security of tourists.

Local governments

Local governments with specific competence in tourism matters also play in important role in tourism development. Councils promote local tourist attractions, provide infrastructure and services to support tourism and manage the impacts of tourism. They are also in a better position to understand unique characteristics of a destination and can create an authentic experience for the people who want to visit it.

Tourism establishments and enterprises

Tourism establishments and enterprises play a variety of roles in tourism development. For example, airlines, trains, and buses transport tourists from one place to another, restaurants provide them with food and drinks, and hotels provide accommodation. Tour operators, travel agencies, and tourist information centers also fall in to this category. In fact, travelling abroad is almost impossible without tourism organizations.

Tourists

Travelers, including business travelers, and visitors to tourism destinations, sites and attractions are perhaps the most important stakeholders. Tourists visit attractions; spend money; and may promote the attractions through word of mouth and social media if their

⁶ <https://howandwhat.net/stakeholders-tourism-development/>

experience is positive. If the experience is not positive, tourists may not return to the attractions, and may even spread negative word of mouth.

Local people

Local people are also very important in tourism development. They may have legitimate concerns and may resist any tourism development. Therefore, they need to be involved in the decision-making process where appropriate. Local people with their distinct values and cultures can add value to any tourist destinations. Tourists may also benefit from local people in many different ways.

Employees and professionals

Tourism employees, professionals and consultants also play a very important role in tourism development. Restaurants, hotels, airlines, buses, trains, and others will certainly struggle should they employ an inadequate number of employees, or there are shortages of skilled people in the market.

Other stakeholders

Tourism planners should consider some other stakeholders. For example, institutions engaged in financing tourism projects, trade unions of employees and professionals working in tourism, tourism educational centers, and other tourism specialist organizations play a variety of roles in tourism development.

Educational institutions (academics and students)⁷

Educational institutions (academics and students) also play many important roles in sustainable tourism development process. The academics are seen as the producers of the educational experience in that they are ultimately responsible for the planning, development and delivery of the tourism knowledge. The students are the direct consumers of tourism education as they are the primary recipients of tourism education. As Cortese (2003, p.17) noted, 'higher education institutions bear a profound, moral responsibility to increase awareness, knowledge, skills and values needed to create a just and sustainable future'. Educational institutions have the responsibility and considerable influence as their perceptions and preoccupations about tourism, intellectual history and social location will determine the choice of personnel and reflect on the type of tourism developed (Tribe, 1999)

⁷ http://www.ijbts-journal.com/images/main_1366796758/0029-Siripen.pdf

Tourism -oriented non- profit organization

Tourism-oriented non-governmental organizations (NGOs) are becoming increasingly relevant as an alternative and legitimate source of tourism development. As Jafari (2000) noted, a tourism-oriented NGO is considered any not-for-profit government, which concentrates around development issues, especially on health issues and poverty alleviation. Furthermore, these tourism-oriented NGOs are also becoming increasingly involved in sustainable activities, especially on creating a value and exchange of interest for both tourists and the host community members.

1.3 Duties and responsibilities

As we mention above there are different actors involved in tourism development, including private sector, government, donor agencies, civil societies and local people themselves. One of the objectives of the sustainable tourism is the specification of the duties and responsibilities of all the diverse stakeholders in order to achieve the right social cohesion.

Local government has the primary role of ensuring that the environment in which the tourism industry is developing is clean, safe, healthy, accessible and stimulating. The process of tourism development and the responsibilities of **local authorities** consists at:

- Definition of the areas where to develop tourism and hospitality facilities;
- Detailed analysis of the potentials and limitations;
- Detailed analysis of existing infrastructure;
- Definition of the future development vision
- Identification of the infrastructural gaps.

Another important stakeholder are **educational institutions**. Especially the relationship between universities and macro-economic environment is a key element in the implementation of regional development policies.

- Through its mission of education and scientific research, the university assumes responsibility to train specialists in several fields.
- The cooperation between universities and the business environment, especially in the field of tourism is an alternative to economic development.
- The presence of a higher education institution within a region is becoming important due to the proactive role in responding to regional specific needs.
- The university has the best resources to formulate and implementing a marketing strategy in order to create and maintain a favorable image of the region.

- Linking university visibility with the touristic offer provides a participation not only among academics but also among other institutions organizing various cultural events (eg. conferences, summer schools, scientific sessions, symposia, festivals, instrumental and competitions creative, concerts, etc.)

Tourism-oriented non-profit organizations play a very important role in the tourism sector. Their social activities play an essential role in creating awareness of the environmental problems in the country or in a certain industry where they can be involved. Their duties toward the development of tourism industry consist at:

- Disseminate the information to a wide public about the objectives of sustainable tourism;
- Educate tourists to change consumption patterns and promote appropriate, environmentally and socially acceptable behavior in the destinations; ·
- Launch broad awareness campaigns on the worst impacts of tourism.
- Promote relevant research on tourism impacts, criteria for sustainable tourism and possibilities for implementation;
- Monitor tourism development, policy, industry initiatives, and local people's reaction to tourism development and policy, and implementation of stakeholder action.
- In cooperation with academics, journalists, regulators, NGOs can contribute to the development of policies and plans for the tourism industry.
- Assist the government entities in developing a standard for responsible tourism;
- Assist the government, private sector and communities in implementing, monitoring and evaluating responsible tourism;
- Attract funding from donor agencies to develop specific community-based tourism projects;
- Assist communities and community groups in organizing themselves, preparing themselves for tourism and implementing tourism projects;

Local community

Scheyvens (1999) considered community based tourism as an effective way of ensuring sustainability in the tourism sector, and recognized the need to promote both the quality of life of people and the conservation of resources. According to Matarrita-Cascante et al. (2010) to achieve sustainable tourism development local communities, need to participate in decision-making process. Local communities can take part in identifying and promoting tourist resources. Jamal and Stronza (2009) assert that involving the local communities in tourism development within and around protected areas is crucial in bridging the gap between

governance and use of the resources in a tourist destination. To achieve long lasting outcome, communities need to be active participants rather than passive observers. The indicators that can support the establishment of aspects of local participation are:

- Establishment of annual routine activities in the framework of continuous coaching and training.
- The public recognizes the right and the need to become a business actor to participate in tourism practice activities as an example to open a souvenir shop, restaurant, parking lot area, hygiene facility, etc.
- Preparation of skilled workers in the field of hospitality, restaurants, travel agencies and tour guides
- Improvement and strengthening of community skills in foreign language abilities and technical skills in tourism management
- Development and implementation of activities to encourage and motivate the community to be a good host in supporting tourism activities in the region
- Establishment of cooperation among members of community groups for interests related to the development of group business
- Community become business actors and beneficiaries of the establishment of cooperatives where the community is expected to obtain economic benefit value to improve the quality of life and social welfare of the community concerned.

Tourism associations play a vital role in supporting a sustainable tourism industry. According to Glen (2017), tourism associations act as local tourism industry facilitators that support local project implementation. Tourism associations are critical stakeholders within the tourism supply chain, as they act as a conduit between government and the private sector. Their duties toward the sustainable tourism are:

- Working with community tourism businesses to market and promote tourism.
- Dissemination of tourist information, in the promotion of new tourism businesses and in the realization of the tourism potential of their areas through branding and marketing.
- Protection and sustainable development of the coastal area;
- Implementation of policies and strategies toward a sustainable tourism;
- Coordination of related programs regarding the development of the area;

SECTION 2

2. MEMORANDUM OF AGREEMENT (MOA)

This Memorandum of Agreement is made and entered into on (day, month, and year) by and between.

➤ Local / Regional / National Authorities responsible for tourist destination management.
Municipality, County, Parks Management Agency etc.

PARTY 1- Municipality of tourism destination

Party 2- County of tourism destination

PARTY 3 - Parks Management Agency of tourism destination

➤ Private actors involved in the tourism sector.

Hotels, travel agencies, tour operators, etc.

PARTY 4- Hotels of tourism destination

PARTY 5- Travel agencies of tourism destination

PARTY 6- Tour operators of tourism destination

➤ Civil society.

Tourism oriented, Non-profit organizations, Professional Associations, organizations that involve citizens in local and municipal life.

PARTY 6 -NPO of tourism destination

PARTY 7- Professional Association of tourism destination

➤ Research institutes

PARTY 8 - Universities of tourism destination

PARTY 9 - Research centers of of tourism destination

PARTY 10 - Cultural and natural landscape preservation experts

PARTY 11 - Researchers and consultants,

PARTY 12 - Experts on tourism marketing,

PARTY 13 - Other associations who works or experts in these issues

2.1 PURPOSE AND SCOPE

The purpose of this document is to provide a cooperation between tourism destination stakeholders under TANGRAM project "Transnational Park and Gardens Resources in Adriatic and Ionian Marketplace", to contribute to the development of sustainable tourism based on parks and gardens, related to cultural and natural resources, for the extension of the tourist season, in order to engage stakeholders in local activities and participatory processes for the definition and implementation of the Local Action Plan.

The subjects, part of the memorandum of agreement such as local / regional / national authorities responsible for destination management, private actors involved in the tourism sector, civil society, and universities will contribute to the achievement of the following objectives:

- Development of a sustainable tourism that enables the inclusion in the tourist offer of parks and gardens related to the natural and cultural heritage of the destination.
- Promotion of parks and gardens for each destination and the possibility of a connection with other destinations throughout the Adriatic area.
- Preservation and promotion of natural resources and cultural heritage for a sustainable tourism development
- The extension of the tourist season, which enables the arrival of tourists in other seasons of the year and not only in the summer or autumn season.
- Economic development of the destination, through the creation of new jobs.
- Promoting business development through the creation of new businesses and the development of existing businesses
- The possibility of orienting the tourism product towards new market segments such as the elderly and children.
- Improving the living conditions of the citizens, by increasing the income and distributing the tourist demand throughout the year.

The implementation of the MoA shall be carried out by each Party in accordance with the legal provisions and within its competences and available resources, with mutual respect of integrity and individuality of each Party”.

MoA is not intended to ensure a financial contribution from the parties and is not treated as a legally binding agreement”.

This Memorandum of Agreement shall be effective upon the date of the last party to sign this MOA below. The parties indicate agreement with this Memorandum of Agreement by their signatures below.

[PARTY 1]

[NAME], [TITLE]

DATE

[PARTY 2]

[NAME], [TITLE]

DATE

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