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ENTERPRISE AND INDUSTRY DIRECTORATE-GENERAL

Directorate E - Service Industries  
Financial Team  
& Unit E2: Tourism & Cultural Instruments

## EUHeritage TOUR

Name of the project:	<b>Network for European Cultural Heritage Tourism</b>
Acronym:	<b>EUHeritage Tour</b>
GA Number:	SI2.655608
Consortium Co-ordinator	X23 Ltd

## Concept presentation

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<sup>1</sup> **X23 Ltd.** developed a lot of projects dealing with openness and social inclusion related to the Knowledge Science and to the Cultural Policies in the very last years. Basing on the research and development of original ecosystems called "Filamento<sup>®</sup>" and "ThePrimate<sup>®</sup>", which were included in at least 6 European projects during 2012-2013 time lapse [EUHeritage, Culture Vivarium, Culture+, Prometheus, Heureka], X23 Ltd introduced new projects designing and models in partnership with local and international partners such as the National Research Council of Italy [CNR], the Italian Ministry of Cultural Heritage, NTUA - the National Technical University of Athens (GR), the Technical University of Budapest (HU), the Hogeschool van Amsterdam (NL), IIP/Create Amsterdam (NL), RIN (UK), the British Library (UK), the Royal Holloway University of London (UK), the University of Cambridge (UK), Aalborg University (DK), CapDigital (F), Université Paris-Sorbonne (F), Université Paris Descartes (F), the Europeana Foundation, Fashion, Newspaper e Judaica (EU), Creative Commons (US), the Princeton University (US), the Singularity University (US), etc. — contributing to spread out social participatory values and p2p practices in the dissemination, use, re-use, critical review, and sharing of scientific and cultural assets/values, thus spreading out folksonomy and e-participation as well as enhancing the comparison between the official encyclopedic taxonomy and the adaptive and folksonomic ones. This contributed to determine the different impact degree on the different territories and learning environments, disseminating new genetic development methods and a brand new quantum biology within structured systems. Centre Network, Belgium; EURADA, European Association of Development Agencies, Belgium; dMedia Network LTD, UK.



## 1. Objectives.

The overall objective of this project is to increase the competitiveness of European tourism by creating an innovative transnational tourism product that capitalises the shared value of European UNESCO cultural heritage sites and complements national, regional and local policies. Therefore EUheritageTOUR pretends to:

- Contribute to the differentiation of the European tourism offer by developing 1 transnational tourism product based on UNESCO cultural world heritage sites in Europe. The project pretends to develop a touristic product that is attractive and affordable for young tourists, competitive in times of the economic crisis and able to enhance the European identity.
- Promote the transnational cultural route to European world heritage sites under the paradigm of sustainable tourism.
- Increase the competitiveness of SMEs active in the tourism and cultural sector by raising their awareness on the positive effect of cultural routes on SMEs' competitiveness and involving SMEs directly in the transnational tourism product as part of service/product providers.
- Strengthen the managerial and promotional skills of public and private stakeholders in charge of the promotion of European UNESCO cultural world heritage sites through the implementation of an e-learning course and preparing the transfer of good practices.
- Facilitate and enhance public-private partnerships by fostering and preparing the transfer of good practices and providing 1 discussion forum focused on the management, conservation and promotion of cultural heritage sites.
- Promote UNESCO cultural heritage as a vehicle for sustainable development in regions in crisis by upgrading the skills of young cultural heritage workers to the necessary skills for the management and promotion of UNESCO cultural heritage sites in order to increase their employability.
- Develop a mobile application for smart phone displaying all the related information on the UNESCO cultural heritage sites in real time.

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## 2. Justification

UNESCO cultural world heritage sites provide an important narrative for historical development in Europe and they can serve as foundations for a contemporary European identity. At the same time domestic and international visits to the sites have grown rapidly over the past years representing both a challenge and opportunity. These developments require adequate promotional strategies, sustainable



frameworks and specific management skills that, in line with the UNESCO decision 34COM5F.2, promote the cultural world heritage sites in Europe under the paradigm of sustainability.

Considering that the tourism sector involves both public and private stakeholders, the European Commission's 2010 Communication on tourism (COM (2010)352 final), its rolling implementation plan and the Agenda for a sustainable and competitive European tourism (COM (2007)621 final) underline that national, regional, local public authorities as well as public and private tourism stakeholders have to be involved in order to create a new successful framework for action. In order to be able to maintain Europe's leadership in the world tourism, EUheritageTOUR will contribute to developing a new innovative tourism product that can compete in times of the economic crisis.

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### **3. Identification of perceived needs and constraints in the target groups**

A framework that enhances sustainable tourism and an effective tourism management that is both in line with the UNESCO convention, the UNESCO decision 34COM5F and local/regional and national strategies is especially needed for the tourism management of European UNESCO cultural world heritage sites. In this respect, progressive strategies, initiatives and policies are existent in Europe. However, this existing knowledge is not being capitalized to its full potential due to a lack of discussion and exchange platforms that involve both public and private tourism stakeholders and facilitate the exchange of knowledge.

In order for European tourism to be both competitive and sustainable, management skills of both public and private tourism stakeholders need to be improved in order to be able to meet high quality standards that respond to the new tourism demand in times of the economic crisis. Limited time and language skills are possible constraints. EUheritageTOUR will tackle this obstacle by offering an e-learning course that will be available in each of the project partner's languages.

Often, cultural heritage sites are promoted with a rather local or regional focus without taking into account the positive impact on the competitiveness of cultural heritage sites that a transnational cultural route can offer. Both public and private stakeholders have to be sensitized on the added value that a transnational product can offer and cooperation between these stakeholders has to be enhanced.

The tourism sector offers great potential for economic growth. UNESCO cultural world heritage sites are a niche for promoting a shared cultural heritage that has not been exploited to its full extent and



therefore offers employment opportunities. Especially in tourism regions in crisis or conversion, this sector offers an opportunity. However, cultural heritage workers have to acquire the particular skills in order to increase their employability and take advantage of this opportunity.

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#### **4. List of target groups with an estimate of the number of direct and indirect beneficiaries**

The project will focus on the following target groups:

- Local, regional and national public and private bodies in charge of tourism and culture (such as ministries for tourism and culture, tourism organisations, bodies in charge of managing cultural world heritage sites, etc.)
- SMEs active in the tourism or cultural sector such as: Travel agencies and tour operators, tourism related transport, tourism accommodation, leisure (recreational and cultural activities), promotion, cultural event organisers, etc.
- Other cultural or tourism related stakeholders such as associations, institutions, networks or working groups (e.g. Heritage Europe-European Association of historic regions and towns, European institute of cultural routes, UNESCO chairs Network on Cultural Tourism and Development, etc.)
- Young workers skilled in cultural heritage that are seeking for a job in the area of management and promotion of UNESCO cultural heritage sites in tourism regions in crisis or conversion and need to upgrade their skills.

Indirect target groups will be international and national tourists and citizens, with a special focus on young European tourists and citizens (under 35 years). The estimated number of direct beneficiaries sums up to 150 persons.

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#### **5. Reasons for the selection of the target groups and activities**

In order to stay the world's number one tourist destination, all tourism stakeholders have to combine their efforts and work within a political framework that is both coherent with local, regional and national strategies and policies and takes into account the priorities set out in the Europe 2020 Strategy. Areas of competence in the tourism sector are often decentralised. It is therefore of importance for the project to involve public governmental authorities both at national, regional and local level. The project's objective



goes beyond the mere discussion of good practices and pretends to prepare the transfer of good practices. To this end, it is necessary to involve the bodies that have the competence to transfer/implement a good practice in their territory. One of the target groups are therefore governmental authorities in charge of tourism and culture at local, regional and national level. There are different constellations for the promotion and management of UNESCO cultural heritage sites that tackle different challenges. These success stories contribute to the creation of a transnational tourism product of high quality that differentiates European tourism (e.g. conclusions from the 2. meeting of the UNESCO/UNITWIN network -Culture, Tourism and Development- recommend the creation of public private partnerships as a successful model). To this matter, the project will also target private bodies and other cultural tourism stakeholders. The tourism related to UNESCO cultural heritage sites has great potential to boost the local economy and employment. However, the workforce needs particular skills in order to effectively manage and promote the sites. Therefore, the project also aims to address young workers (under 35 years) that are already active in the management and promotion of cultural heritage in tourism regions in crisis or conversion and are seeking to upgrade their skills. The importance of involving SMEs is justified by the conclusions of the study “Impact of European cultural Routes on SMEs’ innovation and competitiveness” jointly undertaken by the Commission and the Council of Europe, and endorsed by the conclusions of the Council of the European Union (competitiveness council) in relation to the Agenda for a sustainable and competitive European tourism, 2007. To this end, the project will enhance the involvement of SMEs in the project activities, particularly under WP 4. The indirect target group of young (under 35 years) European tourists and citizens has been chosen parting from the premise that the European youth is the future of Europe. Raising the awareness among young citizens of their own cultural heritage, fostering an intercultural exchange and promoting shared values of this cultural heritage under the concept of sustainability will contribute most effectively to fostering a greater sense of European identity. UNESCO cultural heritage tourism is a market sector that is one of the upcoming sectors with great potential among young people. However the offer related to cultural tourism is usually high-spending tourism. EUheritageTOUR will work in this market niche in order to develop a transnational tourism product that is both affordable and attractive to young tourists.

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## **6. Relevance of the project to the target groups**

The exchange and preparation of the transfer of good practices among public /private bodies in charge of tourism /culture is of great relevance since it will contribute to the improvement of their skills in managing and promoting cultural heritage. The creation of a unique transnational product will help the target groups to create a critical mass providing single cultural heritage sites with an added value and contributing to an improved touristic exploitation of their potential. The improvement and upgrading of technical and managerial skills will also increase the target groups’ employability. The



positive impact on the competitiveness and innovation of cultural routes on SMEs, and thus the relevance of this project to this target group, has been proven by the study “Impact of European Cultural Routes on SMEs’ innovation and competitiveness”. Learning about and appreciating their own culture and those of other EU Member States is especially relevant to young European citizens, particularly in times of globalisation.

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## **7. Relevance of the project to the programme**

Cultural heritage is widely recognised as a vehicle for cultural identity. By promoting the shared cultural heritage, EUheritageTOUR will contribute to a greater sense of European identity. EUheritageTOUR will unite cultural heritage sites in initially 7 regions and countries, more partners are to be involved during the project development. Hence, the project adopts a clear transnational approach and will contribute to strengthen cross-border cooperation. The project will facilitate the exchange and preparation of transfer of good practices among these partners which will contribute to creating a network of well-prepared tourism stakeholders with improved skills to effectively manage and promote the transnational product. The improved skills will increase the workforce’s employability. It will also contribute to increase the project’s multiplier effect. Under WP 4 the project partners will celebrate local events in which local stakeholders will be involved in order to define the tourism product. Under WP 5, the project results will be disseminated in the project partners’ territories, contributing to a positive impact on the local community. Furthermore, under WP 3 the creation of public private partnerships as a successful model for the promotion and management of UNESCO cultural world heritage sites in Europe will be promoted. The transnational route to be created will capitalise the shared heritage by promoting the transnational cultural route and will provide added value to single heritage sites, and will create a necessary critical mass and help to better exploit the sites from a touristic point of view. The project is therefore perfectly in line with the programmes objectives and thus relevant.

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## **8. Relevance of the project to the priorities of the programme**

EUheritageTOUR is a cooperation project that actively involves public and private European tourism / culture stakeholders and will create an innovative and unique transnational tourism product around the thematic of UNESCO cultural heritage sites. By doing this, will contribute to the differentiation of European tourism. Promoting the exchange and transfer of good practices in relation to the management



and promotion of UNESCO cultural heritage sites in Europe, the project will capitalise on the shared value. The project is therefore perfectly in line with the priorities of the programme.

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## **9. Detailed description of activities**

### **> WORK PACKAGE I: Coordination and Management**

This transversal work package will be led by the Coordinator “X23 Ltd” and pursues the following objectives:

- To guarantee a sound technical and financial management and coordination of the project .
- To organise and follow-up the work among the EUheritageTOUR partners.
- To ensure the coordination and transparency with the DG Industry and Enterprise.
- To ensure the project respects the contractual framework.

#### **• Activity 1.1: Strategic and technical coordination**

The activity will start with the signature of the grant agreement. Day to day management and coordination will be held by the usual means of communication (telephone, e-mail and fax) and will ensure the development of project activities in line with the plan of action. Relevant communications (such as recalling deadlines for the submission of deliverables), new developments and announcements will be disseminated by e-mail using a mailing list in order to assure that none of the project partners will be left out.

A Steering Committee will be set up to monitor the project’s progress (milestones and deliverables), conduct the quality assessment, and verify the visibility of the project’s results. To this end, a midterm and final review will be conducted by the coordinator with the active support of all project partners.

In order to close the work packages successfully and prepare for the next phase, project partners will celebrate the following virtual coordination and evaluation meetings:

- Virtual meeting 1 (April 2013)- WP 2: Stakeholder analysis, selection of the good practices for the training course.



- Virtual meeting 2 (July 2013)- WP 3: Validation of the e-learning course content, guidelines on the implementation of the e-learning course and online assessment.
- Virtual meeting 3 (October 2013)- WP4: Validation of the transnational tourism product and route.
- Virtual meeting 4 (December 2013)-WP 5: Closing meeting, discussion on the extension/replication and of the outcomes and guaranteeing financial sustainability.

In order to keep all project partners informed, the meetings' minutes will be distributed to all participating entities. At all times, the coordinator will ensure a fluid and transparent communication with the DG Enterprise and Industry being the main contact point for the DG on all aspects.

• **Activity 1.2: Administrative and financial management**

This activity will ensure a transparent project management and ensure that the consortium fulfils its reporting obligations by delivering the following documents (supporting documents such as certificates on expenditure and payment claims will be reviewed by the coordinator before submission):

- 1 interim technical implementation report and financial statements, including a consolidated statement and a breakdown between each beneficiary, respectively 6 months following the starting date of the action.
- 1 final technical implementation report (including all deliverables) and financial statement including a consolidated statement and a breakdown between each beneficiary to be handed in within 3 months following the closing date of the action.

Outputs: 1 interim technical implementation report and financial statements, 1 final technical implementation report and financial statements, internal midterm review report, 1 internal final review report, mailing list, minutes of 3 virtual meetings.

• **Activity 1.3 Celebration of a kick-off meeting in Rome (Italy)**

X23 Ltd will organise a kick-off meeting in Rome which will ensure that all project partners are aware of the plan of action and the related deadlines for the delivery of outputs and milestones. To schedule a first face to face contact between the partners at the beginning of the





project will help to discuss further steps effectively and ensure that all Consortium partners will apply the same methodology in order to achieve the common objectives.

Project partners will decide on the selection criteria for associated project partners (e.g. geographical location in relation to the cultural route, type of good practice to be included into the project to be included into the project, legal status, etc.), their task and roles and the methodology for contacting them.

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### > **WORK PACKAGE II: Stakeholder analysis and Benchmarking**

Due to their access to many relevant stakeholders, this work package will be led by the Cyprus Tourism Organisation.

Work package 2 will build a solid foundation for the further development of project activities and will be crucial for the project's impact, multiplier effect and sustainability, since it pretends to achieve the following objectives:

- To widen the partnership in order to create an attractive cross-border transnational route.
- To identify relevant public and private stakeholders of the tourism/culture sector that can contribute good practices or are interested in the adaption of one.
- To detect and engage possible sponsors in order to ensure the project's financial sustainability.
- To set the ground work for work package 3: Exchange and preparation for the transfer of good practices.

#### • **Activity 2.1 Identification of additional partners, key stakeholders and sponsors**

In order to be attractive to the tourists, the transnational cultural route to be created should be coherent and link European UNESCO cultural heritage sites that are both geographically close to each other and contribute an added value to the tourism product. Thus, existing gaps in the itinerary should be closed by including additional associated partners in this phase. During the project preparation phase, many entities have expressed their interest in participating in EUheritageTOUR. Taking advantage of the positive attitude towards the projects, these potential partners will be evaluated following the selection criteria. The already



established contact will facilitate the process of engaging them in the project and will contribute to a high European added value. The partners pretend to involve at least 4 additional partners. By signing a letter of intent (LOI), the associated partners will demonstrate their commitment to the project and agree on pursuing the common objectives. Additional associated partners will not receive funding, for which their work load will be less intensive: they will mainly contribute to work packages 3 and 5.

The Cyprus Tourism Organisation will coordinate the stakeholder analysis, advising the project partners on the methodology to be used and the strategy for contacting and involving relevant stakeholders in the project (in the exchange of good practices, the participation in the e-learning course, dissemination of project results, etc). To this end, the Cyprus Tourism Organisation will develop a brief methodology sheet and will distribute an excel table to the partners that will facilitate the collection of stakeholder data. The partners pretend to identify at least 120 stakeholders indicating the following data in the list: Name of the entity, contact person, contact data, legal status, and potential of stakeholders (contribute or adapt a good practice/participation in e-learning course, dissemination, etc.), date of established contact and contact person, etc. Furthermore, project partners will identify possible sponsors in order to assure the project's financial sustainability.

#### • **Activity 2.2 Benchmarking**

The previously obtained results from the stakeholder analysis will be useful to effectively conduct the Benchmarking analysis. To this end, the project coordinator will elaborate a concise methodological guideline on how to carry out the benchmarking. All project partners will be provided with an information sheet that should be filled out in English for each of the good practices identified. The information sheet will structure the collection of data and assure that the same type of information will be available for each good practice identified.

Project partners will decide on the type of good practices to be collected (e.g. in relation to the management of UNESCO cultural world heritage sites, promotion, Public private partnerships, etc.). Each partner will gather at least 3 Good Practices and transfer the information sheets to the work package coordinator who will classify the information received by types of Good Practices (thematic: e.g. creation of Public private partnerships).



Cyprus Tourism Organisation will lead the celebration of a virtual meeting in which the project partners will select the Good Practices (GP) that should be used to create the content of the e-learning course. Selection criteria to be kept in mind are the following: relevance of the GP to the project and relevant stakeholders, degree of transferability, innovativeness of the GP, etc. The information of the good practices collected will be structured by types of themes and will be sent to all partners one week before the celebration of the meeting in order for all partners to efficiently prepare for the meeting.

Outputs: Minutes of the kick-off meeting in Rome, increased transnational character by including 4 additional project partners and 4 LOIs, methodology sheets (stakeholders analysis and Benchmarking), List of 160 identified stakeholders, minutes of the virtual meeting on WP2, 24 good practices identified.

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### > **WORK PACKAGE III: Exchange of good practices and preparation for a transfer**

The overall objective of this work package is to develop an e-learning course that presents the selected thematic good practices under WP 2 in relation to various thematic topics related to cultural heritage tourism. The training course is addressed to public and private stakeholders of the tourism and culture sector. This work package will be led by Alentejo Tourism, RTO due to their experience in the organisation of formation activities in this sector. The WP pretends to achieve the following objectives:

- To enhance the exchange of good practices and foster the creation of public private partnerships.
- To strengthen the management skills of public and private bodies in charge of developing thematic tourism products in relation to European cultural world heritage sites.
- To motivate participants of the e-learning course to participate in the project.
- To prepare the transfer of good practices and contribute to the creation of EUheritageTOUR tourist destinations with high quality management and promotion practices.
- Contribute to increase the competitiveness of European tourism.



The constellation of the partnership has been made taking into account that each of the project partners can contribute a good practice or project experience on which the EUheritageTOUR project can capitalise and which will be the starting point for this exchange of good practices.

- X23 Ltd “ Co-ordinator; Public private partnership as a successful model for the promotion of tourism products; Development of teaching and promotional material; Technological platform for e-learning course, virtual map, mobile app. and project dissemination.
- City of Graz: URBACT experience and results from the project HerO-heritage as Opportunity (URBACT): Development of local action plans for the sustainable management of historic cities.
- Turismo do Alentejo, Regional Tourism Organisation: Alentejo tourism actively participated in defining a Public Use Plan that had the support of a scientific consultant for UNESCO. This innovative methodology, applied to Évora by UNESCO as a pilot project, aimed at developing new approaches and methodologies related to policies of tourist facilities.
- Quaternaire Portugal: Conducted the Study on the definition of World Heritage Route in River Douro Basin and the action plan for tourism promotion.
- Cyprus Tourism Organisation: Experience and results from the project CYCLO-Local Opportunities for sustainable mobility and tourism development (programme MED).
- Tourism Flanders: International marketing plan for Flanders including the UNESCO cultural world heritage sites.

#### • Activity 3.1: Elaboration of an e-learning course and e-learning platform

Based on the good practices that have been selected under WP 2 Tourism Alentejo, RTO will be in charge of developing the content of the e-learning course. The rest of the project partners will contribute suggestions and recommendations.

The modules elaborated are addressed to both public and private stakeholders of the tourism sector. Module 6 particularly addresses young workers active in the promotion and management of cultural heritage in tourism regions in crisis or conversion that seek to upgrade their skills.

The e-learning course will consist in a e-learning kit (composed by several files in pdf format) including links to relevant multimedia files (e.g.websites, pdf, audio, video, photos) and could



consist of the following modules (indicative list that will depend on the type of good practices gathered under WP 2):

- MODULE 1: PPP as a successful concept for the promotion of cultural heritage.
- MODULE 2: Sustainable Management of UNESCO cultural heritage sites.
- MODULE 3: Innovative and customised services in relation to cultural heritage and attractive to young tourists.
- MODULE 4: Effective promotion of UNESCO cultural world heritage sites involving SMEs or other private agents by developing a marketing plan for tourism products.
- MODULE 5: Increasing the attractiveness of UNESCO cultural world heritage sites to young tourists.
- MODULE 6: Key skills for the management and promotion of European UNESCO cultural world heritage sites.

The course will adapt the form of guidelines on what to keep in mind if implementing the good practice and what conditions/starting situation is necessary for a successful implementation. Each module will clearly identify the success factors of the good practices that this module includes. This will help the participants of the e-learning course to better evaluate the degree of transferability of the good practice for a possible transfer to their own country/region/city. Taking into account that language skills might be a constraint to achieve the full potential of the multiplier effect, project partners will translate the content of the e-learning kit to their official language. The e-learning course will have an adequate duration, taking into account the limited time availability of public and private stakeholders. This will facilitate the participation of a larger number of stakeholders and increase the project's impact. For those participants who wish to learn more about a specific good practice, activity 3.3 will provide further and personalised assessment. In order to constantly improve this activity, participants of the e-learning course and the online assessment will be asked to fill in an evaluation questionnaire. The content of the e-learning course will be integrated into the e-learning platform based on open source software (e.Form) which will be developed by X23, expert in the development of e-learning activities related to cultural heritage.) The platform will include a discussion forum allowing access to the participants of the e-learning course.



- **Activity 3.2: Dissemination and implementation of the e-learning course**

Each project partner will be responsible of the dissemination of the e-learning course in their own region in order to inform the target group. Therefore, stakeholders identified under WP 2 will be contacted by e-mail and/or telephone. For each participating country represented by EUheritageTOUR partners, a number of 15 participants will be admitted (Total of 120 participants). The participation of women and young stakeholders (age under 35) will be promoted particularly.

The e-learning course will be celebrated in a time period that is coherent with the countries business calendar. The course will be accessible during a period of 4 weeks in order to consider a time span large enough to finish the course, respecting a limited daily availability of the participants. The content will afterwards be available for download on the project's website. There will be a discussion forum in English to foster intercultural exchange on the different good practices and experiences with the same challenges. This forum will be moderated by the coordinator of this work package. In addition to this, each project partner will be responsible to moderate a discussion forum in their own language. The forums will be accessible during the implementation of the e-learning course.

- **Activity 3.3: Preparation for a transfer of good practices**

For those participants of the e-learning course that are interested in deepening their knowledge of a specific good practice, all project partners will offer a personalised online assessment (via skype conference or e-mail, either in English or their own language). This activity will allow analysing specific local/regional or cultural conditions that have to be taken into account when exploring the transfer of a good practice. Participants will be asked to fill in a short evaluation questionnaire subsequently to the assessment in order to guarantee an on-going improvement.

Outputs: 1 e-learning platform, 1 discussion forum, 1 e-learning course, 120 public and private partners with improved skills, 8 online assessments carried out, 8 good practices prepared for transfer, evaluation questionnaires.



> **WORK PACKAGE IV: Development of a transnational cultural tourism product: EUheritageTOUR**

This work package will be led by Quartenaire Portugal, due to its experience related to the Study for the definition of World Heritage Route for the Douro River Basin. The work package pursues the following objectives:

- To enhance the added value of a transnational cultural EUheritageTOUR on single European heritage sites.
- To ensure the creation of an innovative high quality tourism product able to attract young tourists in times of the economic crisis.
- To enhance a better exploitation of cultural heritage in a touristic point of view, involving the local community and fostering the positive effect of cultural routes on the competitiveness of SMEs.

• **Activity 4.1 Definition of the transnational tourism product based on cultural heritage**

In a virtual project meeting, partners will define the common characteristics of the tourism product to be developed. Therefore, common characteristic and types of services offered around the thematic of UNESCO cultural world heritage sites included in the transnational route will be agreed on. Keeping in mind that the transnational tourism product addresses young people with a limited budget, the project partners will define common characteristics in relation to:

- Type of affordable accommodation that foster intercultural encounters (e.g. hostels close to the sites).
- Type of sustainable transport at the location (e.g. rentable bikes).
- Types of services offered (e.g. local gastronomy of a certain pricing rate).
- Types of related cultural/leisure activities attractive to young tourists (e.g. day trips to close UNESCO cultural world heritage sites, cultural festivals, etc.), Etc.

Each participating country will organise a workshop to which local stakeholders (SMEs, public/private stakeholders of the tourism and culture sector, youth associations, cultural NGOs, etc.) that provide products/services that comply with the selected common criteria. They will contribute to the definition of the services offered in relation to the destination. The



participation of SMEs will be particularly enhanced. Participants will be asked to fill in an evaluation questionnaire to assure the quality standards applied to the event.

In order to be able to promote the transnational tourism product under a common visual identity, the project coordinator will elaborate a logo and a template for displaying the local services offered in relation to each destination of the transnational cultural tour online. Project partners will provide the necessary information to prepare the EUheritageTOUR Factsheets, containing information on the description and history of the UNESCO cultural world heritage sites included. The EUheritageTOUR Factsheets will be accessible online.

• **Activity 4.2 Promotion of the transnational tourism product**

X23 will collect the information sheets from the initial project partners and the additional project partners. Taking into account the additional associated partners of the project, the itinerary will be defined by all project partners and shall be reflected in form of a coherent itinerary in a virtual map (google) that will be included into the project website (WP5). Icons will indicate the destinations included. The information sheets developed under activity 4.1 will be accessible under the same section and give information of each of the destinations included in the cultural route and the related products and services offered.

X23 will develop a mobile application (for smart phones) that will show the target group of young tourist all related information to the destinations in real time, (e.g. close hostels, sustainable transport, restaurants of a certain pricing rate, etc.) enhancing enriched contents and services. The application can be downloaded free of charge from the project's website during the project duration. At the end of the project duration the mobile app can be downloaded from the project's website for a small price, ensuring the project's financial sustainability. X23 Ltd will develop a Tour guide in pdf format giving information on each of the included destinations and the related services. The guide will be translated by the initial project partners to their official language and distributed among the relevant stakeholders. The guide will also be available for download on the project's website.

Outputs: Celebration of 7 local workshops with a total of 120 public and private participants (of which at least 40 will be SMEs), Evaluation questionnaires, 1 visual identity, 1 virtual map, 1 mobile application, 1 digital Tour Guide.





## > WORK PACKAGE V: Communication and dissemination

This work package will be led by Tourism Flanders, making use of their broad experience in the effective promotion of tourism products and their access to relevant networks. The work package will pretend to achieve the following objectives:

- To ensure communication on the project's activities on an ongoing basis, both to network partners and to relevant stakeholders outside the network.
- To ensure dissemination of the project's results and findings, both among project partners and beyond, to the wider community of relevant stakeholders.
- To guarantee the visibility of the co-financing of the European Union (Co-funding of the European Union will be duly mentioned in all project publications and products).

### • Activity 5.1: Elaboration and implementation of a Communication and Dissemination Plan

Tourism Flanders will elaborate a Communication and Dissemination Plan that will take into account the following aspects: Definition of target groups, strategy for effectively reaching the target groups, synergies with similar projects, definition of responsibilities and tasks of each partner, project identity and key messages, communication material and its dissemination, press releases, final local dissemination events, internal communication procedures. Project partners will actively contact similar projects in order to study the possibility of creating synergies. Already identified relevant projects are the following ones:

- NetHeritage: <http://www.netheritage.eu/>
- Cultural heritage-a challenge for Europe: <http://www.heritageportal.eu/>
- Digital cultural heritage network: <http://www.dc-net.org/>
- MyEurope and its cultural heritage through pictures: [http://myeurope.eun.org/ww/en/pub/myeurope/home/news/photo\\_reportages/heritage.htm](http://myeurope.eun.org/ww/en/pub/myeurope/home/news/photo_reportages/heritage.htm)

Each project partner will keep track of the communication activities carried out by themselves. As part of the midterm review, the progress of the implementation plan will be evaluated in order to allow adopting possible corrective measure that ensure the highest visibility of the project's activities and results possible.



- **Activity 5.2: Creation of a website for the project and a periodic newsletter**

As means of communication and dissemination, X23 will create a website for the project that will include the following sections: objectives and activities of the project, project partners, e-learning course, news section, virtual map of the EUheritageTOUR including information on the tourism product created. The National Office for Tourism of Flanders will create a digital newsletter in English that will be distributed every 4 months.

- **Activity 5.3 Organisation of local dissemination events**

EUheritageTOUR pretends not only to achieve a high impact at European level, but assure also that the local communities benefit from the project. To this end, 4 local dissemination events will be organised at the end of the project in Spain, Portugal, Cyprus and Belgium addressing the following target groups:

- Relevant public and private stakeholders (SMEs in the tourism sector, public decision makers, public and private stakeholders active in the tourism or cultural sector, research centres, etc) in order to capitalise the project results.
- Possible sponsors in order to ensure the project's financial sustainability after the co-financing period.
- General public with a special focus on young Europeans and their representatives (youth organisations, etc) in order to inform about the transnational tourism product and promote the European cultural heritage and identity among them.

**SUPPORT:** In order to disseminate the project results and the transnational tourism product developed at European level, the project will collaborate with the following regional, national and transnational networks that the partners participate in:

- Heritage Europe. European Association of historic regions and towns (City of Graz is a member) <http://www.historic-towns.org/>
- European Travel Committee, its member are the 33 National tourism organisations of Europe (Tourism Flanders and Cyprus Tourism Organisation are members): <http://www.etc-corporate.org/>
- Network of European Regions for a sustainable and competitive tourism (NeCStour): [www.necstour.eu](http://www.necstour.eu): (as tourism regional authority, Alentejo Tourism provide support to CCCR Alentejo, who is a member)



- ISG-Internationales Städtete Forum Graz (international City forum Graz, <http://www.staedteforum.at/Home2.htm>) is a network that consists of over 72 members (historic cities and regions, related institutions). The project activities and results will be published by the city of Graz in the ISG magazine.
- Network of foreign offices: Tourism Flanders and the Cyprus Tourism Organisation dispose of a network of offices in other European countries that are a perfect dissemination channel

Outputs: 1 communication plan, 16 press notes, 3 newsletters, 1 article published in the magazine “International city forum Graz”-Internationales Städtete Forum Graz), celebration of 4 local dissemination events in which 200 stakeholders will attend.

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## 10. Methodology

### Methods for implementation and reasons for the implementation

In order to work efficiently in the partnership, a Steering Committee will be set up that will be composed as follows:

- 1 project coordinator (X23 Ltd).
- 1 communication officer (National Tourism Office of Flanders).
- 6 Steering Advisers (1 per each entity of the rest of the partners).

The Steering Committee will have regular virtual meetings (coordination meetings-WP1) and carry out monitoring and evaluation activities in order to detect obstacles to the correct project development in time. If applicable, project partners will decide jointly on the adequate corrective measures. Each partner of the Consortium will designate one representative that will have one vote.

The setting up of a Steering Committee will not only contribute to a sound management and the achievement of the expected results, but will also reinforce the transnational cooperation experience by establishing a joint and active participation of all partners of the Consortium.

The project will promote the EUheritageTOUR as a form of sustainable tourism. Thus, all project activities are conceived in line with this objective, ensuring a low carbon footprint and, in times of a



digital economy, actively reducing paper waste: In this sense, the partnership has decided to reduce travel activities to the necessary minimum and organise virtual coordination meetings instead of face to face meetings. Furthermore, the stakeholder analysis will be conducted via e-mail, telephone and virtual meetings whenever possible in order to reduce CO2 emission of unnecessary displacements. The project's outputs (Training material for the e-learning course, Tour Guide, Newsletter) will be published in digital version in order to avoid paper waste.

The mobile app has been chosen as dissemination device since smart phones are especially used by the target group of young tourist. It therefore contributes to effectively reaching the target group and increasing the project's impact. The training course will be delivered as an e-learning course in order to offer a 24 h available learning and discussion platform that adjusts to the stakeholder's timely availability.

Recognising the importance of involving the local community in the definition of the transnational product, project partners will organise local workshops under WP 4. The face to face contact and the composition of both public and private stakeholders will contribute to an efficient and dynamic working method that will help to increase the products innovativeness.

In this sense, the partnership has decided on celebrating several local dissemination events rather than to celebrate one transnational event. This methodology will take into account cultural aspects allowing that the local events will be organised in the specific local manner, and thus able to reach the desired target groups directly. The promotion of the transnational tourism product on local level will have a positive effect on both domestic and international tourism, have a positive effect on the local economy and contribute to reinforce cultural awareness of citizens own cultural heritage and a European identity. On the other hand, this will also contribute to a reduction of the project budget on travel costs.

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## 11. How the project pretends to build on a previous project or previous activities

Project experiences and results from the following project will be capitalised: **HerO-Heritage** as Opportunity (**URBACT Programme**). Euheritage will capitalise the results and the HerO- project experience in the framework of WP 2 and 3 for the detection of good practices and the elaboration of the e-learning course. CYCLO-local opportunities for sustainable mobility and tourism development:



the project results and experience will be capitalised under WP4 by integrating the experience of bicycles as a sustainable vehicle.

## 12. Procedures for internal evaluation

Internal evaluation and monitoring procedures will be conducted by the Steering Committee. During each coordination meeting, the outcomes of the monitoring and evaluation activities will be reviewed. The implementation of the e-learning course (WP3), the online assessment (WP3) and the organisation of workshops with local stakeholders (WP4) will be assessed with evaluation questionnaires by the participants. Additionally, the Consortium will carry out a midterm and final review which will be led by the Coordinator and supported by active contributions of all partners. The midterm review will verify the correct development of the project according to the plan of action and will assure that the expected results will be achieved by the end of the project duration. The indicators and means for verification of achieving the expected results are outlined below:

Work package	Expected results	Indicator	Sources of information of the indicator
WP1	Sources of information of the indicator	Deliverables are submitted on time	1 Midterm review, 1 final review, 2 minutes of virtual coordination meetings, 1 mailing list
WP2	Increased transnational character and creation of a critical mass for destinations and related services	Inclusion of 4 additional partners	4 signed letters of intent
WP2	Solid knowledge of potential stakeholders	160 stakeholders identified	List of identified stakeholders
WP2	Improved knowledge of existing GP in Europe	24 Good practices identified	Information sheets



Work package	Expected results	Indicator	Sources of information of the indicator
WP3	Improved skills of public and private stakeholders and increased employability	120 private and public stakeholders with improved skills, among them 20 young workers	List of participants of the e-learning course, evaluation questionnaires
WP3	Increased quality of European tourism destinations related to UNESCO cultural heritage	8 good practices prepared for transfer, 8 online assessments	Evaluation questionnaires
WP4	Intensified cooperation between public and private stakeholders for sustainable tourism development	120 public and private stakeholders participating in local workshops	List of participants; Evaluation questionnaires
WP4	Increased involvement of SMEs in the development and promotion of the transnational tourism product	25 SMEs participating in the local workshops	List of participants; Evaluation questionnaires
WP4	Positive effect of the transnational cultural route on SMEs	At least 16 SMEs will participate in the final transnational product .SMEs will benefit from at least 3% more webhits	Virtual Map and information sheets, evaluation questionnaires
WP4	Improved exploitation of the shared heritage as a transnational tourism product and differentiation of the tourism offer thanks to the creation of a unique innovative transnational route	1 Visual identity, 200 visits to the virtual map, 200 downloads of the Tour Guide	Website statistics, midterm/final review



Work package	Expected results	Indicator	Sources of information of the indicator
WP5	Increased visibility of the project's activities, results and the European Union's funding	1 communication plan, 16 press notes, 200 visits to the project's website, 3 newsletters sent to 240 stakeholders	Midterm review, Final review, Project Website statistics
WP5	Increased awareness of the own and shared cultural heritage	200 participants in local dissemination events	List of participants, evaluation questionnaires

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### 13. Level of involvement and activity of other participants in the project

The Institute for Archeological and Monumental Heritage of the Italian National Research Council (IBAM-CRN) will support the project by revising the content of Module 2: "Sustainable management of UNESCO heritage sites" and contributing their expert knowledge in order to ensure the high quality of the e-learning course. One of IBAM-CRN's employees has been nominated UNESCO consultant, which underlines the entities expertise in this field.

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### 14. Role of each participant

The tasks and responsibilities have been assigned in accordance to the project partner's expertise:

- X23 Ltd will lead the Work Package 1- Coordination and Management and will be in charge of organising the kick-off meeting in Rome. Under WP4 X23 Ltd will be responsible for creating a visual identity, organise a local stakeholder event at regional level and will publish the Tour Guide in digital format. X23 Ltd will organise a dissemination event at regional level under WP 5 and will actively participate in the rest of the activities. X23 will be in charge of developing and hosting the e-learning platform and discussion forum under WP 3. Under WP 4 the partner will be



responsible for developing the virtual map and mobile application and will organise a local stakeholder event. Under WP5, X23 will be in charge of developing the project's website. The partner will actively participate in the rest of the project activities.

- The Cyprus Tourism Organisation (National Governmental Tourism Authority) will lead Work Package 2- Stakeholder Analysis and Benchmarking and will be in charge of developing a methodological sheet, stakeholder excel sheet, the collection and structuring of the information and the moderation of the virtual coordination meeting. Under WP 3, the partner will organise a local stakeholder event. In the framework of WP 5, the partner will organise a local dissemination event. The partner will actively participate in the rest of the activities.
- Alentejo Tourism, Regional Tourism Organisation (Regional Governmental Tourism Authority) will lead Work Package 3- Exchange of Good Practices and preparation for transfer of Good Practices. The partner will be in charge of developing a methodological sheet, develop the content of the e-learning course and coordinate its implementation. Under WP 5 the partner will organise a dissemination event for Portuguese stakeholders. The partner will actively participate in the rest of the activities.
- Quartenaire Portugal will lead the Work Package 4- Development of a transnational cultural tourism product: EUheritageTOUR and organise a stakeholder event for Portuguese stakeholders. The partner will actively participate in the rest of the activities.
- The National Tourism Office of Flanders (Governmental Tourism Authority) will lead Work Package V-Communication and Dissemination and develop the communication plan, a periodic digital newsletter and organise a local dissemination event. Under WP4 the partner will organise a local stakeholder event. The partner will actively participate in the rest of the activities.
- The city of Graz will organise a local stakeholder event under WP 4 and contribute to WP5 by publishing an article in the ISG magazine (international city forum Graz Magazine, forum for historic cities and communities) and by organising a local dissemination event. The partner will actively participate in the rest of the activities.





## 15. Team proposed for implementation of the project

The team proposed for implementation will be composed of internal staff of the partner's organisations, each and every one of them disposing of broad experience in the promotion/management/conservation of UNESCO cultural heritage sites. The team will be composed as follows:

- **X23 Ltd**
  - **Giuseppe Lquidara, PhD**, as Project Manager. In charge of the directing management and technical staffs for the following European projects: HEUREKA CIP (ICT PSP Call 6) e.PASSPORT NETWORK Media 2007
  - **Dr. Marika Mazzi Boém**, Chief Communication Officer in charge of the management of the following European projects: HEUREKA CIP (ICT PSP Call 6), e.PASSPORT NETWORK (EAC), Media 2007 (EACEA) and e.2Skills+ (EAC).
  - **Dr. Iwaylo Botyov Nikolov**, as Project Officer leading engineering and development team.
  - **Dr. Federica Marano**, as Project Officer leading the Research area
- **City of Graz**
  - **Dr. Gerhard Ablasser**, as Project Manager with 35 years of experience in European Programmes and international Cooperation Unit.
- **Alentejo Tourism, RTO**
- **Cyprus Tourism Organisation**
  - **Dr. Maria Socratous**, as Tourist Officer. In charge of several projects concerning internal tourism, religious tourism and projects funded the Structural Funds of the European Union such as Promotion of Rural Tourism and Wine Routes. In charge of smaller projects funded by the



EU such as State Aid, Interreg, Archimed. Representative of the CTO in the European Office of Cyprus.

- **Tourism Flanders**

- A person will be engaged specifically for the management of the project. The selected person will be expert in communication strategies, as Tourism Flanders will lead the WP5 "Communication and Dissemination".

- **Quartenaire Portugal**

- **Dr. Carla Melo**, Project Officer. Coordination of Tourism projects, participation on several Strategic Planning and Scenario Planning, studies and projects.
- **Dr. Elisa Babo**, Project Coordination. Coordination and participation in projects primarily in the areas of cultural projects and policies, urban policies and strategic planning.
- **Dr. José Julio Rodrigues Portugal**, Project Officer. Coordinator Consultant in the area of culture. Experience in coordination, design and development of studies and projects in the areas of culture and heritage.
- **Dr. Pedro Alexandre Santos Coelho Granjo Quintela**, Project Officer. Participation in projects primarily in the areas of culture and heritage, tourism, urban and regional strategic planning, regional development, and social assessments.

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**16. Duration and plan of action [See the GANTT Chart attached]**

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## 17. Estimated impact on target groups

### > The situation of the target groups

- **Public stakeholders**

Public stakeholders will increase their transnational contacts to experts that are active in the management and promotion of cultural world heritage sites. The project will thus not only improve their situation by facilitating networking activities and enhancing the exchange of good practices between experts, it will also improve their understanding of different approaches to the same challenge and thus widen their perspectives. In line with the recommendations set out in the study “Impact of European Cultural routes on SME’s innovation and competitiveness” (jointly undertaken by the Commission and Council of Europe), the project will involve all main stakeholders and improve their Network governance.

- **Young workers active in the cultural heritage sector**

The employability of this target group will be improved by increasing their technical and managerial skills.

- **Private stakeholders, in particular SMEs**

Transnational cultural routes provide markets for SMEs products and improve their international networking by facilitating the contact to both public and private stakeholders. The exchange and possible transfer of innovative approaches (innovative marketing, product innovation, etc) will increase SMEs competitiveness. By being integrated as one of the service/ product providers of the transnational tourism product, SMEs benefit from the joint promotion of the product by presenting themselves at international level. The creation of a critical mass will help them to benefit from positive effects on the local economy. E.g. it is expected that SMEs will benefit from an increase of webhits of their websites.

- **Young tourists (age under 35)**

For developing a European identity that can contribute to a smart growth of an intercultural understanding, it is important to be aware of the own cultural heritage, learn about the cultural heritage of other European regions and understand the shared heritage (Following



the UNESCO slogan “World heritage-a gift from the past to the future”). The project will enable young tourists to do this, by offering them a unique transnational tourism product.

**> The managerial and technical skills of the target groups or the participants**

One of the main results of the project will be the improvement of technical and management skills of the target groups. This will be achieved by the implementation of the e-learning course and online assessment that are addressed to both public and private stakeholders of the tourism and cultural sector. Since the project partners themselves belong to the types of target groups, they have a deep insight into the needs and constraints for achieving a sustainable tourism management and promotion of European UNESCO cultural world heritage sites. The development of the e-learning course will thus be tailor-made to the target groups’ needs and will hence ensure the highest impact possible. More than 120 public and private European stakeholders will benefit from the e-learning course and will have the chance to deepen their knowledge through personalised online assessment in which particular aspects (cultural backgrounds, local situations, etc.) will be taken into account (WP3). One particular module will be addressed specifically to young workers in the cultural heritage sector of tourism regions in crisis or conversion and will contribute to the upgrading of their skills in relation to the management and promotion of European UNESCO cultural heritage sites.

The discussion forums will help to foster a transnational exchange of experiences and good practices (WP3), better exploiting the existing technical and managerial knowledge in Europe that has helped to design successful proven good practices (management of knowledge). Furthermore, local collaborations will be enhanced by bringing together local public and private stakeholders under the local workshops of WP4. Over 120 participants will benefit from it.

The organisation of these workshops will foster the interaction between public and private stakeholders and will contribute to a dynamic common learning process increasing technical and managerial skills of the participants. It will also sensitise both public and private stakeholders of the positive effect that transnational cultural routes can have on the local economy and underline the positive effect that involving private stakeholders in development strategies can imply.



## 18. Publications and other outputs

The project will produce the following publications and outputs:

### Work Package I: Coordination and Management

- 1 interim technical implementation report and financial statements, 1 final technical implementation report and financial statements, internal midterm review report, 1 internal final review report, 1 mailing list, minutes of 3 virtual meetings.

### Work Package II: Stakeholder analysis and Benchmarking

- Minutes of the kick-off meeting in Rome, 4 letter of intent of new partners, 2 methodology sheets (stakeholders analysis and Benchmarking), List of 160 identified stakeholders, minutes of the virtual meeting on WP2, 24 good practices identified.

### Work package III: Exchange of good practices and preparation for a transfer

- 1 e-learning platform, 1 discussion forum, 1 e-learning course, 120 public and private partners with improved skills, 8 good practices prepared for transfer, evaluation questionnaires.

### Work package IV: Development of a transnational cultural tourism product: EUheritageTOUR

- Celebration of 7 local workshops with a total of 120 public and private participants (of which at least 40 will be SMEs), Evaluation questionnaires, 1 visual identity, 1 virtual map, 1 mobile application, 1 digital Tour Guide.

### Work Package V: Communication and Dissemination

- 1 communication plan, 16 press notes, 3 newsletters, 1 article published in the magazine "Internatioanl city forum Graz"-Internationales StÃdteforum Graz), celebration of 4 local dissemination events in which 200 stakeholders will attend.



## 19. Multiplier effects

During the whole project duration, partners will provide useful information of the project's activities and results and raise awareness of the existence of these results. To this end, project partners will generate interaction and publicity for project activities and results from the beginning and throughout the project duration. From the beginning, in the framework of the stakeholder analysis (WP2), all project partners will take an active role in spreading project results to their own existing contacts, spheres, countries and networks that they are part of. This will stimulate new contacts to potential end users. Communication and dissemination activities (WP5) will be on-going actions that will ensure the visibility and awareness raising on the existing knowledge and results during the whole project duration.

In Europe, there are 342 classified UNESCO cultural world heritage sites in 34 EU Member states/candidate/potential candidate and acceding countries to which the project's outcomes can be extended and transferred. The results that the project EUheritageTOUR will produce are replicable to these sites. The good practices selected for the e-learning course will specifically take into account the degree of transferability of the selected good practices to other regions/countries. By implementing the e-learning course and the online assessment (WP3) project partners will foster this transfer and the replication of project results and enhance the high potential for extending the project's outcomes.

Furthermore, the methodology used for this project is completely replicable to other sectors (e.g. industrial heritage) and for the creation of other European or even national and regional cultural routes. The e-learning course and the personalised online assessment will actively support the replication of the project's methodology, outcomes and results. Furthermore, the implication of stakeholders from all relevant related sectors and with different legal forms will foster the multiplier effect by offering a wide range of possible transfers to other sectors and themes.

In this sense, during the last coordination meeting between partners will focus on assessing and studying possibilities for continuing and extending the project and/or replication possibilities to other sectors/themes/etc.

Furthermore, the project will profit from the results and experiences gained from prior European cooperation projects, such as the project "HerO-heritage as an opportunity" (URBACT programme) and the project CYCLO-local opportunities for sustainable mobility and tourism development (MED programme). EUheritageTOUR will capitalise on these projects and the taking up of prior project results will increase the multiplier effect of these actions and increase the impact of these EU-financed projects.

Add to this, that several of the project partners have participated in a prior submission of project proposals (X23 Ltd) and/or are members of the several networks (Cyprus Tourism Organisation, Flanders Tourism). The cooperation of these partners in the present project is, by itself, a multiplier



effect of the previous cooperation experience. This successful history gives a solid foundation for the future collaboration under EUheritageTOUR.

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## 20. Sustainability

The Consortium has been established under high quality criteria. Each project partner disposes of at least one UNESCO cultural heritage site in their region and has broad experience in the promotion/management/conservation/research about these sites:

- City of Graz: Promotion, management and Conservation of the Historic Centre of Graz.
- X23: close cooperation with Italian National Research Council “The Institute for Archaeological and Monumental Heritage (CNR-IBAM).
- Cyprus Tourism Organisation: Promotion of Paphos, Painted churches in the Troodos Region, Choirokoitia.
- Tourism Flanders: Promotion of [Flemish Béguinages](#), [La Grand-Place \(Brussels\)](#), [Historic Centre of Brugge](#), [Major Town Houses of the Architect Victor Horta \(Brussels\)](#), [Plantin-Moretus House-Workshops-Museum Complex](#), [Stoclet House](#).
- Quartenaire Portugal: Involved in studies and definition of cultural routes and promotion strategies related to : Historic Centre of Oporto, Historic centre of Guimarães, Alto Douro wine region.
- Alentejo Tourism, RTO: Promotion of Historic Centre of Évora and Garrison Border Town of Elvas and its Fortifications.

All project partners share the common objective of promoting the cultural heritage sites in their region/country under a paradigm of sustainable tourism and the majority of the partners are directly in charge of this task in their corresponding region. Hence, these partners have the competence to implement the good practices exchanged and to apply the lessons. Project activities will have a direct effect on the improvement of the related skills for the management and promotion of the sites, which are on-going core activities of the project partners. In this sense, the project’s results will have a long-lasting impact since the improved abilities will be used for long after the project’s duration. Hence,



there will be “local ownership” of the project’s outcomes. The project is in line with and complements the following local/regional and national policies and strategies of the participating countries:

**Portugal:** The current National Strategic Plan for Tourism (“Plano estratégico nacional do turismo”) specifically identifies the Region of Alentejo and the NUT III Douro with their corresponding UNESCO cultural heritage sites as touristic poles to be specifically promoted under the strategy. EUheritageTOUR will contribute to achieving the objectives set out in the regional Operational Plan “Alentejo Tourism” by promoting the UNESCO cultural world heritage sites and by enhancing sustainable tourism. Additionally, it will complement the operation “Alentejo Heritage of Time” that Alentejo Tourism, RTO pretends to implement. Likewise, EUheritageTOUR will reinforce the Douro Valley Tourism Development Plan 2007-2013 and the PROVERE Douro Vinhaterio Action Plan. The strategies aim at improving the efficiency levels of stakeholders in the tourism sector by adding value to their assets and competences.

**Italy:** EUheritageTOUR will contribute to the “National Strategy to enhance the development of tourism in Italy” by increasing managerial and technical skills of the workforce in the tourism and cultural sector.

**Cyprus:** The project will reinforce the Cyprus tourism plan 2011-2015 that promotes the sustainable tourism development in Cyprus while the promotion of the cultural heritage is one of the main pillars. EUheritageTOUR will also contribute to the objective of promoting professionalism among tourist service providers through the continuous upgrading of the knowledge, skills and abilities of the people working in the tourism industry.

**Belgium:** EUheritageTOUR will complement the international marketing Plan for the promotion of Flanders (developed by Tourism Flanders) which underlines the promotion of the cultural heritage sites as one of the main pillars. The project is also in line with the local strategies of the cities Bruges, Antwerp and Brussels which include the promotion of the UNESCO cultural world heritage sites.

**Spain:** EUheritageTOUR will contribute to achieve the objectives set out in the National Integrated Tourism Plan 2012-2015 (“Plan Nacional e Integral de Turismo 2012-2015”) that identifies the tourism sector as a potential economic driver that can help Spain to overcome the economic crisis. In concrete, EUheritageTOUR will contribute to the objectives of increasing the skills of employees in the tourism sector, enhancing the connections with other European countries, promoting the cultural heritage and enhancing a sustainable tourism.

Furthermore, EUheritageTOUR contributes to the local tourism strategy of the city of Madrid 2012-2015 (“Plan estratégico de turismo. Ciudad de Madrid 2012-2015”). The plan pursues the





objective to promote the “grand area of Madrid” by including the UNESCO cultural heritage sites (among them Aranjuez cultural Landscape) as part of the touristic destination Madrid. Hence, the project is based on a solid political supportive background that will ensure the project’s political sustainability. Furthermore, EUheritageTOUR enhances the exchange of good practices and experiences that will improve skills among political decision makers and can contribute to the development of new strategies and policies. The project’s financial sustainability will be assured by the following activities: At the end of the project duration, the mobile application developed under WP 4 will be available for download from the project’s website for a small price. Furthermore, during the last coordination meeting, project partners will discuss national and European Programmes to which an extension of the project could be presented. Additionally, in the framework of WP2 project partners will identify possible sponsors that can contribute to the project’s funding. This will ensure the project’s financial sustainability.

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