



1191R4

European Cultural Routes
Transferring Experiences,
Sharing Solutions

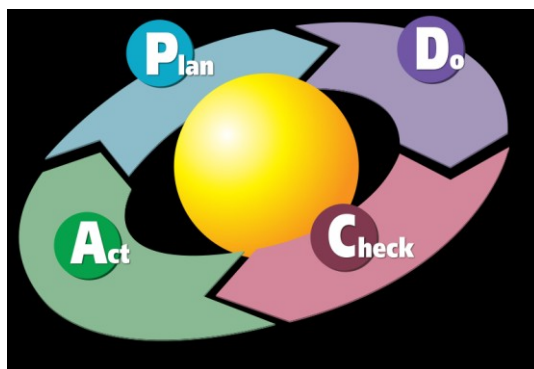


Mod. 6D-RIP-TK

INTERREG IVC Transnational Cooperation Project “CERTESS”

TOOL KIT for designing, planning and implementing a Cultural Route

1. Tool Kit





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FOREWORD

The present guidelines have been developed within the project of inter-regional cooperation 'CERTESS - Cultural European Routes. Transferring Experience, Sharing Solutions' co-funded by the European Regional Development Fund through the Programme INTERREG IVC. Those guidelines were intended to facilitate the activities of preparing, implementing, managing, monitoring and evaluating cultural routes.

The realization of the inter-regional cooperation project has been implemented by partners from 11 different EU regions, with the European Institute of Cultural Routes (Luxembourg) as Lead Partner.

The contents have been developed by the project coordination team (Sorina Capp, Ivo and Nicola Tartaglia, Giovanni Pattoneri) with the support of all partners and external experts participating to the Good Practice and Governance Instrument documentation, study visits and tutoring sessions and, eventually, the formulation of the individual partner Route Implementation Plans. Reproduction and translation of the Tool Kit contents is permitted provided that the source (CERTESS project and authors' names) is quoted.

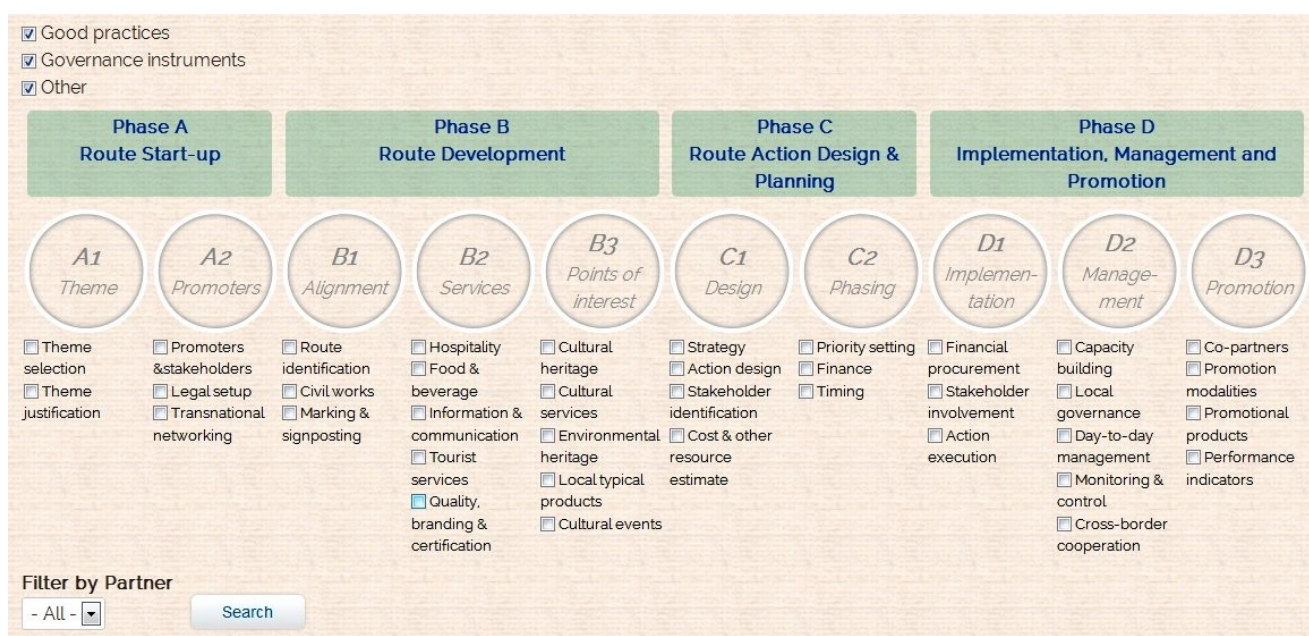
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TOOL KIT STRUCTURE

The present Tool Kit aimed at facilitating the formulation of each individual Route Implementation Plan (RIP) by CERTESS partners in a coherent and homogeneous manner, during the final phase of the project implementation period (October 2013 to September 2014).

The Tool Kit is organised in close coordination and as a complement to the CERTESS Good Practices + Governance Instruments (GP+GI) Database available in the project website (<http://certess.culture-routes.lu/database>).



Its layout is, therefore, structured in that same manner and consists of the following **4 sections** (each divided into **Sub-sections**):

- A. **Route start-up**
- B. **Route development**
- C. **Route action design & planning**
- D. **Implementation, management & promotion.**

Section A deals with “choose & explain” aspects and is articulated into:

- A1. Route theme > selection | justification
- A2. Route promoters > promoters & stakeholders | legal setup | transnational networking

Section B deals with “document & assess” aspects and is articulated into:

- B1. Route alignment > route identification | civil works | marking & signposting
- B2. Route services > hospitality | food & beverage | information & communication | tourist services | quality branding & certification
- B3. Route points of interest > cultural heritage | cultural services | environmental heritage | local typical products | cultural events.



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Section C deals with “design & phasing” aspects and is articulated into:

- C1. Design > strategy | action design | stakeholder identification | cost & other resource estimate
- C2. Phasing > priority setting | finance | timing.

Section D deals with “implement, manage & promote” aspects and is articulated into:

- D1. Route implementation > financial procurement | stakeholder involvement | action execution
- D2. Route management & monitoring > capacity building | local governance | day-to-day management | monitoring & control | cross-border cooperation
- D3. Route promotion > co-partners | promotion modalities | promotional products | performance indicators.

Each individual paragraph of this Tool Kit is organised as follows:

TITLE (example: A.1.1. Theme Selection)

Brief description of the content and purpose.

AREA providing references to potentially useful GPs and GIs and other documents (OT)

GP-Px-xx

GI -Px-xx

OT-LP-xx

Each Partner’s local planning Stakeholder Table was thus invited to:

1. Analyse the GP+GI documented in the Database
2. Identify parts of interest from GP+GI and pick-up them, as well as drill out data and recommendations from other potentially useful guides and reference documents (OT) also present in the CERTESS website document repository
3. Re-engineer picked instruments to suite local conditions and requirements
4. Develop the local RIP following the layout recommended herein.

11 Route Implementation Plans (RIP) were formulated during the last phase of CERTESS project, relying also on the indications contained in the Tool Kit. A short presentation of each RIP, in English language, is included in Volume 2 of this document and provides an interesting documentary evidence of practical applications of the methodological guidelines included in Volume 1.



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Section A - ROUTE START-UP

A1. THEME

A1.1. Theme selection

Information are here laid down on how the theme of the Route has been identified and chosen by the initiators.

Some suggestions, here:

Theme title. Specify the full title of the theme selected and its acronym.

- Be concise.
- Remember that it would be not advisable to change the title in future in order to avoid confusion in referencing.
- Build-up an acronym easy to be read & pronounced. Use an effective logo (see Annex 1 for some exaples)

Theme subject. Describe the specific subject tackled by the theme selected.

- Be again concise and note that further detailed information is being provided in A1.2.

Examples of possible themes and matching Routes are listed hereunder:

- Historical : Fortified Churches of Transylvania | Transromanica | Legado Andalusi
- Religious : St. James Route | St. Cyril & Methodius Route
- Economic : Iter Vitis | Olive Route
- Environmental : Ruta de Pedra en Sec | Saxon Greenways
- Music & Arts : Mozart Ways | Ruta de l'Opera de Sevilla

From the Tutoring Sessions.

- ✂ Via Regia is an example of how a common title creates identity (TS1).
- ✂ Heritage is not an entertainment: we have to deal with our memory, our one history. The heritage of suffering is difficult, but we have to face reality. The way Germany is dealing with its heritage (negative heritage and holocaust museum) is a good example. Germans are really concerned by this theme. Another example is Predappio which is well known as the place where Mussolini is born and also buried. How to deal with this "nostalgic" memory? (TS1).
- ✂ The Mediterranean shores have seen not only the silk route but also the crisscrossing of many others: routes of salt and spices, amber and ornaments, oils and perfumes, tools and arms, skills and knowledge, arts and sciences. (*Predrag Matvejević*) (quoted in TS3).
- ✂ A person's consciousness is the way in which he or she thirsts the world. It is not some interiority, some realm of the brain. Rather, it must be understood as a reaching out, an intending, a grasping of the appearances of things. (*Maxine Greene*) (quoted in TS3).

Reference Good Practices

- 🔗 6A-GP-LP-3 CrossCulTour
- 🔗 6A-GP-P4-1 Virtual Hallein Tours "Salt-Celts-Culture"
- 🔗 6A-GP-P4-3 Mozart Cycle Path (Mozart-Radweg)

Edition

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













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









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	6A-GP-P4-4	Pilgrimage Routes in Austria (Pilgern in Österreich)
	6A-GP-P5-1	The Phoenicians' Route
	6A-GP-P5-2	Odysseus in Balears
	6A-GP-P5-3	Ruta de la Pedra en Sec
	6A-GP-P6-1	Routes of el Legado Andalusi
	6A-GP-P6-2	Odysseus in Andalusia
	6A-GP-P6-3	Route of the Castles and Battles
	6A-GP-P6-4	A Trip to the Time of Iberians
	6A-GP-P8-1	Moravian Amber Trail
	6A-GP-P8-3	East Moravian Pilgrimage Routes
	6A-GP-P8-4	Open Gates
	6A-GP-P8-5	Pilgrimage Route Velehrad – Holy Hostyn
	6A-GP-P8-8	St. James Route in South Moravia
	6A-GP-P11-3	Route of Fortified Churches in Romania
	6A-GP-P13-2	St. James Route in Lower Silesia

Reference Governance Instruments

	6C-GI-P2-1	Lazio Regional Law n. 40/1999
	6C-GI-P2-2	Methodological notes on Via Francigena
	6C-GI-P3-3	Malta goes rural
	6C-GI-P4-7	"European Cultural Routes".
	6C-GI-P5-2	Birding Calvià branding
	6C-GI-P6-2	Route of the Iberians tourism development plan
	6C-GI-P8-3	NECSTouR cultural routes questionnaire
	6C-GI-P10-1	Espace culturel Grande Région
	6C-GI-P10-4	QuattroPole
	6C-GI-P10-5	Iter Vitis

A1.2. Theme Justification

Information here provided concern the cultural/historical/social relevance of the theme selected. Specify also whether it has a local/regional relevance only, or it is a theme that could attract the interest of other interregional/transnational groups (**see also paragraphs A2.3 and D2.5**).

Some suggestions, here again:

Historical background.

Illustrate the historical background of the theme selected.



- Carry out an historical research on the theme.
- Gather documented evidence.
- Build-up a collection of documents related to the theme.

Territorial references.

Describe the territorial regions interested by the theme selected.

- Make geographical research on the theme.
- Gather documented cartographic evidence of regions & places associated to the theme.
- Build-up a collection of documents related to the theme (e.g. geographical maps, plans, photos, videos, etc.).

Reference Good Practices

	6A-GP-LP-3	CrossCulTour
	6A-GP-P4-1	Virtual Hallein Tours "Salt-Celts-Culture"



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	6A-GP-P4-3	Mozart Cycle Path (Mozart-Radweg)
	6A-GP-P4-4	Pilgrimage Routes in Austria (Pilgern in Österreich)
	6A-GP-P5-1	The Phoenicians' Route
	6A-GP-P5-2	Odysseus in Balears
	6A-GP-P5-3	Ruta de la Pedra en Sec
	6A-GP-P6-1	Routes of el Legado Andalusi
	6A-GP-P6-2	Odysseus in Andalusia
	6A-GP-P6-3	Route of the Castles and Battles
	6A-GP-P6-4	A Trip to the Time of Iberians
	6A-GP-P8-1	Moravian Amber Trail
	6A-GP-P8-3	East Moravian Pilgrimage Routes
	6A-GP-P8-4	Open Gates
	6A-GP-P8-5	Pilgrimage Route Velehrad – Holy Hostyn
	6A-GP-P8-8	St. James Route in South Moravia
	6A-GP-P11-3	Route of Fortified Churches in Romania

Reference Governance Instruments

	6C-GI-LP-5	CERTESS Project Glossary
	6C-GI-P2-1	Lazio Regional Law n. 40/1999
	6C-GI-P2-2	Methodological notes on Via Francigena
	6C-GI-P3-3	Malta goes rural
	6C-GI-P4-7	"European Cultural Routes". A Practical Guide
	6C-GI-P5-2	Birding Calvià branding
	6C-GI-P6-2	Route of the Iberians tourism development plan
	6C-GI-P8-3	NECSTouR cultural routes questionnaire
	6C-GI-P10-1	Espace culturel Grande Région
	6C-GI-P10-4	QuattroPole
	6C-GI-P10-5	Iter Vitis

From the Tutoring Sessions.

- ✂ Importance of "metadata" as structured information which describe, explain, locate or otherwise make it easier to retrieve, use or manage an information resource (TS3).
- ✂ The importance of structured information should be emphasized (TS3).
- ✂ Cataloguing standards can constitute a useful tool for documentation purposes, to be possibly shared at over-regional level (TS3).
- ✂ Importance of defining a Cultural Landscape and the entailed philological visibility (TS4).

A2. PROMOTERS

A2.1. Promoters & stakeholders

Information are provided on the initiators who discussed from the start on how to identify the theme of reference and to aggregate consensus and resources for the proposed thematic route (see also paragraph C1.3).

"The Cultural Routes clearly provide an interesting value chain based on which clusters could be formed and developed. Indeed, the richness and usefulness of the Cultural Routes is most visible at a local level". (From: Annex to CERTESS form 6D-OT-LP-3).

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**1191R4**European Cultural Routes
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✂ 4 factors are essential for the success of a cultural route:

- interest of institutions
- research
- association
- SMEs.

A balance also needs to be stricken among the 4 different types of organizations, with the main aim of bringing all institutions together (TS1).

✂ Establishing a cooperation takes time (the communication between partners is essential); but the politician needs short-time objectives and results. The RIP and the certification are steps in a more global development (TS1).

✂ Municipalities are generally interested to participate in route-related initiatives for various reasons:

- because the regional administration provides financing;
- because tourists travelling on the route represent business opportunities for the local territory;
- because some service providers are not always easily accessible or visible, while the route provides opportunities to them (TS2).

✂ The smaller the better for local municipalities to promote Cultural Routes (TS4).

✂ Recommendation for the small towns: need of establishing alliances at territorial level (TS4).

✂ Stakeholders' analysis is an alert for external involvement in CR development and management (TS4).

Reference Good Practices

- ✂ 6A-GP-LP-3 CrossCulTour
- ✂ 6A-GP-P4-2 Heritage Alive!
- ✂ 6A-GP-P4-3 Mozart Cycle Path (Mozart-Radweg)
- ✂ 6A-GP-P4-4 Pilgrimage Routes in Austria (Pilgern in Österreich)
- ✂ 6A-GP-P5-1 The Phoenicians' Route
- ✂ 6A-GP-P5-2 Odysseus in Baleares
- ✂ 6A-GP-P6-1 Routes of el Legado Andalusi
- ✂ 6A-GP-P6-2 Odysseus in Andalusia
- ✂ 6A-GP-P6-3 Route of the Castles and Battles
- ✂ 6A-GP-P6-4 A Trip to the Time of Iberians
- ✂ 6A-GP-P7-2 KIRA Cultural Tourism in the Heilbronn-Franken region
- ✂ 6A-GP-P8-1 Moravian Amber Trail
- ✂ 6A-GP-P8-4 Open Gates
- ✂ 6A-GP-P8-6 "I Cammini d'Europa" membership
- ✂ 6A-GP-P11-2 Saxon Greenway
- ✂ 6A-GP-P13-1 South-Western Cistercian Route in Lower Silesia

Reference Governance Instruments

- ✂ 6C-GI-LP-5 CERTESS Project Glossary
- ✂ 6C-GI-LP-6 Stakeholder Analysis
- ✂ 6C-GI-P2-7 Via Amerina e delle Forre Bio-District
- ✂ 6C-GI-P4-7 "European Cultural Routes". A Practical Guide
- ✂ 6C-GI-P5-9 Citizen participation in the Sierra de Tramuntana Management Plan
- ✂ 6C-GI-P6-6 Castles & Battles Route Association - Statute
- ✂ 6C-GI-P7-6 KIRA Networking Table and Joint Platform
- ✂ 6C-GI-P8-1 NECSTouR - Statute
- ✂ 6C-GI-P8-6 Organizational and Management Structure of the candidate ECR of Saints Cyril and Methodius
- ✂ 6C-GI-P8-7 Governance of Cultural Routes

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	6C-GI-P10-1	Espace culturel Grande Région
	6C-GI-P10-3	Plurio.net
	6C-GI-P10-4	QuattroPole
	6C-GI-P10-5	Iter Vitis
	6C-GI-P10-6	Greater Region Summit
	6C-GP-P12-7	GOPP Workshop Method

Other documents

	6D-OT-LP-3	Impact of European Cultural Routes on SMEs' innovation and competitiveness (sect. 5.2)
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A2.2. Legal setup

An organizational body coordinating the promotion, implementation and management of the Route may be established by choosing a suitable legal set-up. This can be in the form of an Association or Foundation or other similar types, generally operating on a non-profit basis, or of a Company.

"At the stage when a network begins to develop joint products, a legal structure and constitution become important as does the appointment of an executive committee, the creation of a co-ordinating office and formal membership rules, fees, etc. The most basic elements of a good governance model for a network are the legal basis (statutes and by-laws or models of working), the shared administrative structure (secretariat) and shared commitment (financial or otherwise)". (From: Annex to CERTESS form 6D-OT-LP-3).

6D-OT-LP-3 (sect. 4.1)

A statute of an association requires a minimum set of information and rules:

- the parties which compose the common structure and their legal form;
- its object and mission;
- its denomination and legal seat;
- its organisation (decisions making structure, persons involved and technical team), the different competencies, etc.;
- organisation of partners' meetings;
- which representativeness rules will have to be respected (quorum);
- decision making processes;
- criteria for the participation of the members to the financial needs and budget rules;
- life span of the legal structure and way to end it, if required.

The CERTESS database provides a number of examples of statutes, organizational structures, agreements and other useful information appended to the relevant forms documented by the partners.







From the Tutoring Sessions.

✂ Cultural Space Greater Region indicates how the regional coordinating representatives of each partner institution are the ones to discuss about the projects. But each authority is independent from each other and the authorities take their own decision according to their theme priorities and budget. There are also no deadlines for joining the Association (TS1).
















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


Reference Good Practices

-  6A-GP-P5-2 Odysseus in Balears
-  6A-GP-P6-2 Odysseus in Andalusia
-  6C-GI-P10-1 Espace culturel Grande Région
-  6C-GI-P10-5 Iter Vitis
-  6C-GI-P10-6 Greater Region Summit
-  6C-GI-P13-4 Multilateral Project Agreement for the realization of the South–Western Cistercian route in Poland

Reference Governance Instruments

-  6C-GI-P2-7 Via Amerina e delle Forre Bio-District
-  6C-GI-P3-1 Property Management Rules
-  6C-GI-P4-5 European Mozart Ways - Statute
-  6C-GI-P4-7 "European Cultural Routes". A Practical Guide
-  6C-GI-P4-8 Association St. James Route in Austria - Statute
-  6C-GI-P6-1 Convention & Implementation Plan for Mudejar & Baroque Cultural Route in Mexico
-  6C-GI-P6-3 Bético Roman Route cooperation agreement
-  6C-GI-P6-4 Route 'Caminos de Pasión' - Consortium Statute
-  6C-GI-P6-5 Route of Castles & Battles. Inter-institutional cooperation agreement
-  6C-GI-P6-6 Castles & Battles Route Association - Statute
-  6C-GI-P8-1 NECSTouR - Statute
-  6C-GI-P8-6 Organizational and Management Structure of the candidate ECR of Saints Cyril and Methodius
-  6C-GI-P8-7 Governance of Cultural Routes

Other documents

-  6D-OT-LP-1 Impact of EU policies and measures undertaken on tourism
-  6D-OT-LP-3 Impact of European Cultural Routes on SMEs' innovation and competitiveness
-  6D-OT-LP-5 SY CULTour - Joint Institutional Framework Analysis

A2.3. Transnational networking

Cultural Routes are often transnational by their own nature or for historical or cultural justifications; the opportunity of a cooperation among different geographical and administrative areas, therefore, clearly applies. Moreover, cross-border interregional or transnational cooperation constitute a frequent condition to be fulfilled in order to access EU funding (CERTESS project is an evident example of it) and other types of funding at national, regional or local level. The formulation of a Plan, which initially may be focused onto a specific area within a region or nation, may be bound to retain eventually a larger geographical perspective in order to allow a future cooperation on a larger territorial basis to become one of the consequent objectives in future phases of the Route Plan.

Whenever a Route encompasses also transnational initiators from the very beginning, the needed networking structure can take different forms, based on the number and characteristics of partners, individual roles, scope of the cooperation, duration etc.

A short description of different types of cooperation can be found hereunder:

- **Temporary partnership** - established for the purpose of proposing and, if funded, implementing a specific project with the participation of partners from different Countries. The partnership is generally regulated by a Partnership Agreement which is being signed by the partners once a



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proposal has been accepted by the funding authority and a grant agreement has been entered into between that authority and the lead partner of the candidate partnership.

CERTESS Partnership Agreement

- **European Economic Interest Grouping (EEIG)** - The objective of the EC Regulation is to promote the creation of a new legal entity based on European law to facilitate and encourage cross-border cooperation. The purpose of the grouping is to facilitate or develop the economic activities of its members by pooling together resources, activities or skills. This will produce better results than when members are acting alone. It is not intended that the grouping should make profits for itself. If it does make any profits, those will be apportioned among the members and taxed accordingly. Its activities must be related to the economic activities of its members, but cannot replace them. An EEIG can be formed by companies, firms and other legal entities governed by public or private law which have been formed in accordance with the law of a Member State and which have their registered office in the European Union (EU). It can also be formed by individuals carrying on an industrial, commercial, craft or agricultural activity or providing professional or other services in the EU.

Council Regulation (EEC) No. 2137/85 of 25 July 1985

- **European Grouping of Territorial Cooperation (EGTC)** - In order to overcome the obstacles hindering cross-border cooperation, European Groupings of Territorial Cooperation (EGTCs) can facilitate cooperation at Community level. They implement territorial cooperation projects co-financed by the Community or undertake territorial cooperation measures at the initiative of the Member States. An EGTC is made up of Member States, regional authorities, local authorities and/or bodies governed by public law, as the case may be.

Regulation (EC) No. 1082/2006 of the European Parliament and of the Council of 5 July 2006 on a European grouping of territorial cooperation (EGTC)

From the Tutoring Session.

- The added value for a region to be part of a network is to become aware of the principle that "together we are stronger than alone". For instance, members can be present together at international fairs, thus establishing a communication channel at a European scale. It is recommended to have a local network with a signed agreement (TS1).

Reference Good Practices

- 6A-GP-LP-3 CrossCulTour
- 6A-GP-P4-3 Mozart Cycle Path (Mozart-Radweg)
- 6A-GP-P4-4 Pilgrimage Routes in Austria (Pilgern in Österreich)
- 6A-GP-P5-1 The Phoenicians' Route
- 6A-GP-P5-2 Odysseus in Baleares
- 6A-GP-P6-2 Odysseus in Andalusia
- 6A-GP-P8-1 Moravian Amber Trail
- 6A-GP-P8-3 East Moravian Pilgrimage Routes
- 6A-GP-P8-6 "I Cammini d'Europa" membership
- 6A-GP-P11-2 Saxon Greenway



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Reference Governance Instruments

	6C-GI-LP-5	CERTESS Project Glossary
	6C-GI-LP-6	Stakeholder Analysis
	6D-OT-LP-10	Practical Guide to Trans-frontier Cooperation
	6C-GI-P4-7	"European Cultural Routes". A Practical Guide
	6C-GI-P6-1	Convention & Implementation Plan for Mudejar & Baroque Cultural Route in Mexico
	6C-GI-P8-1	NECSTouR - Statute
	6C-GI-P8-3	NECSTouR cultural routes questionnaire
	6C-GI-P10-1	Espace culturel Grande Région
	6C-GI-P10-3	Plurio.net
	6C-GI-P10-4	QuattroPole
	6C-GI-P10-6	Greater Region Summit
	6C-GI-P12-7	GOPP Workshop Method

Other Documents

	6D-OT-LP-10	Practical Guide to Trans-frontier Cooperation
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Section B - ROUTE DEVELOPMENT

B1. ALIGNMENT

B1.1. Route identification

One early task in route development is the identification of the route on site; the Route may be represented by a continuous path that interconnects various points of interest through links (trails, unpaved rural roads, etc.) walked or travelled on by cycling and/or mountain biking, riding etc. In general, a Route may be conveniently divided into sections or stages, based on different criteria such as average number of hours expected to be travelled on a single day, morphological difficulties, administrative boundaries, etc.

A Route may also be seen as an archipelago of point-locations which are not necessarily connected physically together.

The whole journey may be documented by means of GPS tracking so as to allow the publication of information details on a web-GIS portal and their download using portable applications. Open-source applications are becoming increasingly popular and facilitate possible transfer or sharing of information using a common platform.

From the Tutoring Sessions.

- ✂ Be creative to diversify your itinerary (e.g. the 1 Million Steps Itinerary, to help reducing cholesterol, a problem affecting a large number of people in Sevilla. This itinerary was made popular by medical prescriptions issued by health authorities (TS4).
- ✂ It is always necessary to make adequate preparatory work for an itinerary before it can become a product. This includes also testing the visit duration to improve the sustainability of new initiatives (TS4).

Reference Good Practices

	6A-GP-P2-1	Via Francigena Lazio
	6A-GP-P2-2	Via Benedicti
	6A-GP-P2-3	Via Amerina
	6A-GP-P3-1	Mqabba Heritage Trail
	6A-GP-P4-1	Virtual Hallein Tours "Salt-Celts-Culture"
	6A-GP-P4-3	Mozart Cycle Path (Mozart-Radweg)
	6A-GP-P5-1	The Phoenicians' Route
	6A-GP-P5-2	Odysseus in Baleares
	6A-GP-P5-3	Ruta de la Pedra en Sec
	6A-GP-P6-1	Routes of el Legado Andalusi
	6A-GP-P6-3	Route of the Castles and Battles
	6A-GP-P6-4	A Trip to the Time of Iberians
	6A-GP-P7-3	Quality Trail Evaluation System (Qualitätswanderweg)
	6A-GP-P8-8	St. James Route in South Moravia
	6A-GP-P11-2	Saxon Greenway
	6A-GP-P11-3	Route of Fortified Churches in Romania



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- 🔗 6C-GP-P13-2 St. James Route in Lower Silesia
- 🔗 6C-GP-P13-3 Route of Parks and Gardens on the Nysa river banks

Reference Governance Instruments

- 🔗 6C-GI-P2-2 Methodological notes on Via Francigena
- 🔗 6C-GI-P2-6 Via Francigena Survey, Assessment & Guidelines
- 🔗 6C-GI-P3-3 Malta goes rural
- 🔗 6C-GI-P4-1 Manual for cycle route optimisation
- 🔗 6C-GI-P7-3 Digital path management

B1.2. Civil (renovation or reconstruction) works

The opening up or the consolidation of a Route requires the provision or renovation of bridges, walkways and other path infrastructure, as well as protective measures such as fences, low walls, etc.

Along the Route the provision of small-scale side infrastructure is generally welcomed to allow a travellers' stop-over and, where possible, use of associated utilities (benches, tables, litter bins, drinkable water fountains, toilets, information boards, sheds or other type of shelter, unmanned hostels, bicycle racks, vehicle parking bays, etc.).

Particular attention should be paid to offer facilities easing the use of a route by disabled or age-impaired persons.

From the Tutoring Sessions.

✂ Recommendation -> involve volunteers to support excavation works (TS3).

Reference Good Practices

- 🔗 6A-GP-P2-1 Via Francigena Lazio
- 🔗 6A-GP-P2-2 Via Benedicti
- 🔗 6A-GP-P2-3 Via Amerina
- 🔗 6A-GP-P3-2 Archaeotur
- 🔗 6A-GP-P5-3 Ruta de la Pedra en Sec
- 🔗 6A-GP-P6-3 Route of the Castles and Battles
- 🔗 6A-GP-P6-4 A Trip to the Time of Iberians
- 🔗 6A-GP-P7-3 Quality Trail Evaluation System (Qualitätswanderweg)
- 🔗 6A-GP-P11-1 Moara Veche Old Mill, Romania
- 🔗 6A-GP-P11-2 Saxon Greenway
- 🔗 6A-GP-P11-3 Route of Fortified Churches in Romania
- 🔗 6A-GP-P13-1 South-western Cistercian Route in Lower Silesia

Reference Governance Instruments

- 🔗 6C-GI-P2-2 Methodological notes on Via Francigena
- 🔗 6C-GI-P2-6 Via Francigena Survey, Assessment & Guidelines
- 🔗 6C-GI-P2-8 Via Francigena route and signpost monitoring in Lazio region
- 🔗 6C-GI-P4-1 Manual for cycle route optimisation
- 🔗 6C-GI-P7-2 GHA Trail Quality Branding



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A safe use of the Route is guaranteed also by safety information: the provision of permanent, all-weather, environment-friendly, clear signposting and other markings associated to a trail is expected to be available wherever necessary. The style and design harmonisation with European or national standards (if not compulsory) may facilitate the information readability, particularly by foreign visitors.

Sign-posts and map-boards will also contribute to the visibility of cultural heritage and other points of interest along the route (see the following par. B.3) as well as that of nearby service facilities (tourist information points, public services, hostels, inns, shops and the like).

From the Tutoring Sessions.

- ✂ Signaling quality is one of the 9 success factors of tourist itineraries [source: dwif-Consulting GmbH, 2008 report]: Transromanica network simply indicates how each partner manages its sign posts (their budget, their space, their models...). The network has no power to force a member to adopt the same sign policy and visibility as all others. The indications provided constitute a soft regulation and the final decision rests with each member. Transromanica elaborated a kit with different elements (text, logos, images) that each member could use according to their local laws and opportunities (TS1).
- ✂ How compulsory is to have a standardized signposting? Standardization should be seen as a way of improving signposting effectiveness without losing the local identity (TS4).
- ✂ Use robust, artistic signposting (e.g. ceramics, typical of Andalusia) (TS4).

Reference Good Practices

- 🌀 6A-GP-P2-1 Via Francigena Lazio
- 🌀 6A-GP-P2-2 Via Benedicti
- 🌀 6A-GP-P2-3 Via Amerina
- 🌀 6A-GP-P3-2 Archaeotur
- 🌀 6A-GP-P4-3 Mozart Cycle Path (Mozart-Radweg)
- 🌀 6A-GP-P5-3 Ruta de la Pedra en Sec
- 🌀 6A-GP-P6-1 Routes of el Legado Andalusi
- 🌀 6A-GP-P6-3 Route of the Castles and Battles
- 🌀 6A-GP-P6-4 A Trip to the Time of Iberians
- 🌀 6A-GP-P7-3 Quality Trail Evaluation System (Qualitätswanderweg)
- 🌀 6A-GP-P11-1 Moara Veche Old Mill, Romania
- 🌀 6A-GP-P11-2 Saxon Greenway
- 🌀 6A-GP-P11-3 Route of Fortified Churches in Romania
- 🌀 6A-GP-P13-1 South-western Cistercian Route in Lower Silesia
- 🌀 6C-GP-P13-3 Route of Parks and Gardens on the Nysa river banks

Reference Governance Instruments

- 🌀 6C-GI-P2-2 Methodological notes on Via Francigena
- 🌀 6C-GI-P2-6 Via Francigena Survey, Assessment & Guidelines
- 🌀 6C-GI-P2-8 Via Francigena route and signpost monitoring in Lazio region
- 🌀 6C-GI-P4-1 Manual for cycle route optimisation
- 🌀 6C-GI-P4-4 Manual EuroVelo route signing
- 🌀 6C-GI-P7-2 GHA Trail Quality Branding
- 🌀 6C-GI-P7-3 Digital path management
- 🌀 6C-GI-P8-4 Signposting of hiking, skiing & off-road cycling paths



B2. SERVICES

B2.1. Accommodation

Accommodation facilities along or nearby a Route constitute an important infrastructure for travellers and visitors. Facilities may range from simple un-manned hostels (e.g. in Norway) to well managed pilgrim hostels (e.g. along the St. James Ways) to B&B, rural houses and town hotels. Hospitality operators can represent a significant component of the co-partnership (**refer to paragraph D.1.1**) and may be prepared to undertake a brand certification process or find visibility in the Route ICT media. In turn, those operators may be invited or trained to provide a type of service more tailored to the Route travellers and their specific demand and expectations.

From the Tutoring Sessions.

✂ The recent establishment of an hostel has helped creating an opportunity for communication and increased relationship between travelers and local residents. The next challenge will be increasing relations with the other 17 Municipalities of Northern Lazio crossed by the route. Another observation is that the municipality should not undertake to do everything (e.g. the number of hostel beds should not be increased), so stimulating local cooperation (e.g. provision of B&B opportunities) (TS2).

Reference Good Practices

- 🔗 6A-GP-LP-1 Cammini d'Europa Branding
- 🔗 6A-GP-P5-2 Odysseus in Baleares
- 🔗 6A-GP-P6-2 Odysseus in Andalusia
- 🔗 6A-GP-P7-1 Black Forest Card (Hochschwarzwald Card)
- 🔗 6A-GP-P7-3 Quality Trail Evaluation System (Qualitätswanderweg)
- 🔗 6A-GP-P8-3 East Moravian Pilgrimage Routes
- 🔗 6A-GP-P12-2 Karelia á la carte

Reference Governance Instruments

- 🔗 6C-GI-LP-2 Transromanica Sales Manual
- 🔗 6C-GI-LP-4 Rules on Hostel Use
- 🔗 6C-GI-P2-9 Formello-YHA Hostel Commode Agreement
- 🔗 6C-GI-P3-2 ECO Certification Scheme
- 🔗 6C-GI-P4-2 Manual for cycle friendly tourism enterprises
- 🔗 6C-GI-P4-3 Study on cycle route quality criteria
- 🔗 6C-GI-P7-1 Black Forest Card Apportionment System
- 🔗 6C-GI-P7-4 KIRA Joint Service Platform
- 🔗 6C-GI-P7-5 GHA Host Quality Branding
- 🔗 6C-GI-P10-4 QuattroPole
- 🔗 6C-GI-P10-5 Iter Vitis
- 🔗 6C-GI-P11-1 Ecotourism Certification System
- 🔗 6C-GI-P11-4 Green innovation in tourism services
- 🔗 6C-GI-P12-1 Service design process toolkit
- 🔗 6C-GI-P12-5 Quality Manual for tourism operators
- 🔗 6C-GI-P12-6 Quality test form for tourism operators



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Similarly to the hospitality facilities along or nearby the Route, producers of typical food products can represent another group of potential co-partners of the Route, seeking recognition or desirous to acquire visibility in media and other marketing systems developed as part of the Route programme. Typical products can match the features and attractiveness of a particular territory intersected by the Route and present themselves as "flags" or "symbols" of the area. Especially in rural areas, the spin-off effect of Route promotion initiatives concerning food and beverage products can have a significant impact on the local economies by opening up growth opportunities for SMEs or individual farmers, agro-processors and associated retailers/distributors.

From the Tutoring Sessions.

✂ The Project Coordinator also remarked the added value of belonging to the Via Amerina, where the Bio-district administrative composition is basically the same of the Via Amerina Area promoted through the IPA [Integrated Planning Area]. Such complementarities constitute a workable and successful avenue which exploits a democratic political & economic system relying upon choice sharing (TS2).

Reference Good Practices

- 🌀 6A-GP-LP-1 Cammini d'Europa Branding
- 🌀 6A-GP-P5-2 Odysseus in Baleares
- 🌀 6A-GP-P6-2 Odysseus in Andalusia
- 🌀 6A-GP-P7-1 Black Forest Card (Hochschwarzwald Card)
- 🌀 6A-GP-P7-3 Quality Trail Evaluation System (Qualitätswanderweg)
- 🌀 6A-GP-P8-3 East Moravian Pilgrimage Routes
- 🌀 6A-GP-P11-1 Moara Veche Old Mill, Romania.
- 🌀 6A-GP-P12-2 Karelia á la carte

Reference Governance Instruments

- 🌀 6C-GI-LP-2 Transromanica Sales Manual
- 🌀 6C-GI-P2-7 Via Amerina e delle Forre Bio-District
- 🌀 6C-GI-P4-2 Manual for cycle friendly tourism enterprises
- 🌀 6C-GI-P4-3 Study on cycle route quality criteria
- 🌀 6C-GI-P7-1 Black Forest Card Apportionment System
- 🌀 6C-GI-P7-4 KIRA Joint Service Platform
- 🌀 6C-GI-P7-5 GHA Host Quality Branding
- 🌀 6C-GI-P10-4 QuattroPole
- 🌀 6C-GI-P10-5 Iter Vitis
- 🌀 6C-GI-P11-1 Ecotourism Certification System
- 🌀 6C-GI-P11-4 Green innovation in tourism services
- 🌀 6C-GI-P12-1 Service design process toolkit
- 🌀 6C-GI-P12-5 Quality Manual for tourism operators
- 🌀 6C-GI-P12-6 Quality test form for tourism operators

Other Documents

- 🌀 6D-OT-LP-6 ECR - A tour among Regional products of Excellence



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This section aims at suggesting possible contents for a series of effective communication actions being suitably incorporated inside the relevant Route Plan phases.

The actions of information, promotion and interest attraction do concern in fact, at horizontal level, all phases of the Route Plan. The goal is to inform public and private actors, small and medium-sized enterprises, public institutions, cultural and educational organizations about the relevance and importance of the Route in safeguarding and promoting access to heritage and other resources, products and services accessible in each territory.

ICT supported communication can contribute to:

- A. promote awareness about the various issues addressed by the different Actions, in order to enable effective participation in shared initiatives and to implement and facilitate the access and usability of the products there from
- B. help navigation & planning
- C. foster Route community-building and participation
- D. facilitate Route marketing and dissemination
- E. make use of synergy, ensure transparency and promote effective communication among the partners and stakeholders, using internal communication techniques.

Possible tools to use are:

- website and associated services and applications
- route brochure and logo (see examples of route logos in Annex 1)
- newsletters
- catalogues, travel guides, etc.
- information points (virtual or physical)
- gadgets
- stands, presentations etc. at festivals, seminars, conferences, trade shows and other events.

From the Tutoring Sessions.

- ✂ A communication system operates within the [Via Regia] network, in order to safeguard unity. This happens by collecting, first, all possible initiatives on the Via Regia and then disseminating them to all members (TS1).
- ✂ Cultural routes are not products; the aim is cultural preservation and ensuring educational services (TS4).
- ✂ Facebook is a more effective communication tool than a website (TS4).

Reference Good Practices

- 🔗 6A-GP-LP-1 Cammini d'Europa Branding
- 🔗 6A-GP-LP-2 Clunypedia
- 🔗 6A-GP-LP-3 CrossCulTour
- 🔗 6A-GP-LP-4 Route of Sepharad
- 🔗 6A-GP-P2-1 Via Francigena Lazio
- 🔗 6A-GP-P2-2 Via Benedicti



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🔗	6A-GP-P2-3	Via Amerina
🔗	6A-GP-P3-1	Mqabba Heritage Trail
🔗	6A-GP-P3-2	Archaeotur
🔗	6A-GP-P4-1	Virtual Hallein Tours "Salt-Celts-Culture"
🔗	6A-GP-P4-2	Heritage Alive!
🔗	6A-GP-P4-3	Mozart Cycle Path (Mozart-Radweg)
🔗	6A-GP-P4-4	Pilgrimage Routes in Austria (Pilgern in Österreich)
🔗	6A-GP-P5-1	The Phoenicians' Route
🔗	6A-GP-P5-2	Odysseus in Balears
🔗	6A-GP-P6-1	Routes of el Legado Andalusi
🔗	6A-GP-P6-2	Odysseus in Andalusia
🔗	6A-GP-P6-3	Route of the Castles and Battles
🔗	6A-GP-P6-4	A Trip to the Time of Iberians
🔗	6A-GP-P7-2	KIRA Cultural Tourism in the Heilbronn-Franken region
🔗	6A-GP-P7-3	Quality Trail Evaluation System (Qualitätswanderweg)
🔗	6A-GP-P8-1	Moravian Amber Trail
🔗	6A-GP-P8-2	Moravian Amber Trail II
🔗	6A-GP-P8-3	East Moravian Pilgrimage Routes
🔗	6A-GP-P8-5	Pilgrimage Route Velehrad-Holy Hostyn
🔗	6A-GP-P8-7	The spiritual heritage of Moravia and Silesia
🔗	6A-GP-P8-9	Cultural and tourist destinations in Eastern Czech Republic
🔗	6A-GP-P11-3	Route of Fortified Churches in Romania
🔗	6A-GP-P12-3	Visitor guidance
🔗	6A-GP-P12-4	Customer understanding and service design
🔗	6A-GP-P13-1	South-western Cistercian Route in Lower Silesia

Reference Governance Instruments

🔗	6C-GI-LP-2	Transromanica Sales Manual
🔗	6C-GI-LP-3	EUToolKit
🔗	6C-GI-P2-3	Quality Manual
🔗	6C-GI-P4-1	Manual for cycle route optimisation
🔗	6C-GI-P4-3	Study on cycle route quality criteria
🔗	6C-GI-P4-6	Qualification Guidelines for a European Pilgrim Tutor Training
🔗	6C-GI-P5-2	Birding Calvià branding
🔗	6C-GI-P5-7	"Landscapes of Felanitx" Action Plan
🔗	6C-GI-P7-1	Black Forest Card Apportionment System
🔗	6C-GI-P7-2	GHA Trail Quality Branding
🔗	6C-GI-P7-3	Digital path management
🔗	6C-GI-P7-4	KIRA Joint Service Platform
🔗	6C-GI-P7-5	GHA Host Quality Branding
🔗	6C-GI-P8-5	Saints Cyril and Methodius logo
🔗	6C-GI-P10-1	Espace culturel Grande Région
🔗	6C-GI-P10-3	Plurio.net
🔗	6C-GI-P10-4	QuattroPole
🔗	6C-GI-P10-5	Iter Vitis
🔗	6C-GI-P11-1	Ecotourism Certification System
🔗	6C-GI-P12-3	Geocaching webpage visitor calculator
🔗	6C-GI-P12-4	Geocaching trackables in marketing

Other Documents

🔗	6D-OT-LP-6	ECR - A tour among Regional products of Excellence
🔗	6D-OT-LP-7	Marketing and Branding of EC Routes

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The range of tourist services accessible to route travellers could be quite extensive, as it may include services such as:

- Active tourism Bike
- Active tourism Hike
- Car rental
- Entertainment
- Incoming agencies
- information points
- Local shops selling printed materials, gadgets, handicraft products, souvenirs etc.
- Public transport, in particular seasonal transport for tourists
- Recharge-points for electric vehicles, bicycles, etc.
- Regional or Local Area Multi-function Cards
- Regional/Province Tourist Boards
- Repair and maintenance shops (e.g. for bicycles, horse cabs, etc.)
- Seasonal or all-year event organisers (Congress, Conference & Incentive, Cultural Events)
- Spa and Wellness
- Taxi
- Tourist assistance facilities (including first-aid, tour guides).

It would be therefore important to document those services and geo-position their location to facilitate accessibility and also to establish modalities for their involvement in the networking pattern of activities and services pertinent to the route.

The CERTESS database provides a rich series of examples and useful experiences available in the partner regions.

From the Tutoring Sessions.

- ✂ Route guides should be certified (TS3).
- ✂ Training is an essential component; (traditional) tourist guides require specific training. The training need and how to satisfy it are a problem which can be found everywhere. In Andalusia, for instance, tourist guides' availability is a crucial issue which is well regulated by law. Sevilla has two associations of tourist guides which together cover most of the present needs. With regard to Astro-tourism, it is suggested to use another term (instead of "guide") to avoid any question with the guide associations. For instance, rather than guides they could be called "astronomy informers" (TS4).
- ✂ How to avoid duplication of support services? Services are being provided only to an area with a max 25,000 population (TS4).

Reference Good Practices

- 🔗 6A-GP-LP-1 Cammini d'Europa Branding
- 🔗 6A-GP-LP-3 CrossCulTour
- 🔗 6A-GP-LP-4 Route of Sepharad
- 🔗 6A-GP-P5-2 Odysseus in Baleares
- 🔗 6A-GP-P6-1 Routes of el Legado Andalusi
- 🔗 6A-GP-P6-2 Odysseus in Andalusia
- 🔗 6A-GP-P7-1 Black Forest Card (Hochschwarzwald Card)



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🔗	6A-GP-P7-2	KIRA Cultural Tourism in the Heilbronn-Franken region
🔗	6A-GP-P7-3	Quality Trail Evaluation System (Qualitätswanderweg)
🔗	6A-GP-P8-2	Moravian Amber Trail II
🔗	6A-GP-P8-3	East Moravian Pilgrimage Routes
🔗	6A-GP-P8-5	Pilgrimage Route Velehrad
🔗	6A-GP-P8-6	"I Cammini d'Europa" membership
🔗	6A-GP-P8-9	Cultural and tourist destinations in Eastern Czech Republic
🔗	6A-GP-P11-2	Saxon Greenway
🔗	6A-GP-P13-1	South-western Cistercian Route in Lower Silesia
🔗	6C-GP-P13-2	St. James Route in Lower Silesia
🔗	6C-GP-P13-3	Route of Parks and Gardens on the Nysa river banks

Reference Governance Instruments

🔗	6C-GI-LP-2	Transromanica Sales Manual
🔗	6C-GI-P4-2	Manual for cycle friendly tourism enterprises
🔗	6C-GI-P4-3	Study on cycle route quality criteria
🔗	6C-GI-P4-6	Qualification Guidelines for a European Pilgrim Tutor Training
🔗	6C-GI-P4-9	Heritage Alive Learning Quest Method
🔗	6C-GI-P4-11	Creative Common Licenses
🔗	6C-GI-P7-1	Black Forest Card Apportionment System
🔗	6C-GI-P7-4	KIRA Joint Service Platform
🔗	6C-GI-P10-1	Espace culturel Grande Région
🔗	6C-GI-P10-3	Plurio.net
🔗	6C-GI-P10-4	QuattroPole
🔗	6C-GI-P10-5	Iter Vitis
🔗	6C-GI-P11-1	Ecotourism Certification System
🔗	6C-GI-P11-4	Green innovation in tourism services
🔗	6C-GI-P12-4	Geocaching trackables in marketing
🔗	6C-GI-P12-5	Quality Manual for tourism operators
🔗	6C-GI-P12-6	Quality test form for tourism operators

B2.5. Service-related aspects: quality, branding & certification

Assurance of quality products and services is increasingly expected by customers. Certification/ accreditation/labelling/branding systems all serve a purpose in that direction and are playing an importance role in orientating traveller's choices, be it for selecting a place where to sleep or eat or for purchasing products or other services in general.

Special labels also contribute effectively to the aim of safeguarding environmental conditions along the Route.

Being part of a system also contributes to setting an effective networking of shareholders which may privilege pro-activity rather than competitiveness, thus working on a common offer. A quality brand also reinforces the sense of identity and cohesiveness of a territory and the Route as a whole: it represents, therefore, a much needed "immaterial" infrastructure.

From the Tutoring Sessions.

✂ With regard to service quality assessment, the blog is a good evaluation system: the guests write on a blog their impressions about the facilities, accommodation etc. And they also update the information such as any tariff increase. But a real evaluation procedure carried out on a regular basis (e.g. each



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year) would be too expensive to be performed by visiting yearly each enterprise in its location. Cammini d'Europa will design such a blog and do web coaching (TS1).

✂ Keep individual features but also agree on particular standardised practices (TS4).

Reference Good Practices

- 🌀 6A-GP-LP-1 Cammini d'Europa Branding
- 🌀 6A-GP-P5-2 Odysseus in Balears
- 🌀 6A-GP-P6-2 Odysseus in Andalusia
- 🌀 6A-GP-P7-1 Black Forest Card (Hochschwarzwald Card)
- 🌀 6A-GP-P7-3 Quality Trail Evaluation System (Qualitätswanderweg)
- 🌀 6A-GP-P8-6 "I Cammini d'Europa" membership
- 🌀 6A-GP-P12-2 Karelia a la carte

Reference Governance Instrument

- 🌀 6C-GI-P3-2 ECO Certification Scheme
- 🌀 6C-GI-P4-2 Manual for cycle friendly tourism enterprises
- 🌀 6C-GI-P4-3 Study on cycle route quality criteria
- 🌀 6C-GI-P4-10 EU Ecolabel Scheme
- 🌀 6C-GI-P4-11 Creative Common Licenses
- 🌀 6C-GI-P5-2 Birding Calvià branding
- 🌀 6C-GI-P7-2 GHA Trail Quality Branding
- 🌀 6C-GI-P7-5 GHA Host Quality Branding
- 🌀 6C-GI-P8-5 Saints Cyril and Methodius logo
- 🌀 6C-GI-P10-2 European Heritage Label
- 🌀 6C-GI-P10-5 Iter Vitis
- 🌀 6C-GI-P11-1 Ecotourism Certification System
- 🌀 6C-GI-P12-5 Quality Manual for tourism operators
- 🌀 6C-GI-P12-6 Quality test form for tourism operators
- 🌀 6C-GI-P13-3 System of Recommendation of Lower Silesian Touristic Products and Service Providers

Other Documents

- 🌀 6D-OT-LP-7 Marketing and Branding of EC Routes

B3. POINTS OF INTEREST

B3.1. Cultural heritage

When tracing, documenting and signalling a Route, particular attention should be paid to the integration of points of relevant interest such as:

- historical areas and single points
- other cultural areas and points

(e.g. archaeological, architectural assets, rural centres, etc.).

The identification of cultural elements strongly associated with local traditions and heritage at large (e.g. in dance, traditional music, religious celebrations, apparel, furnishings, architecture and buildings, etc) is the starting point for working together on their recovery, conservation and valorisation.



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The Route Plan may also aim at enhancing the cultural traditions and the specific features of places nearby the Route, by giving them appropriate visibility via information and communication actions (see B2.3).

From the Tutoring Sessions.

- ✂ Interesting discovery of cultural heritage by people when working as archaeological researchers for 15 days. Result: they do not want to leave! (TS3).
- ✂ Tourist guides should be seen as "territorial facilitators" (TS3).
- ✂ Interpretation is "linking" information together (TS3).
- ✂ Sites need to be re-created (e.g. Route of Hannibal which has no physical heritage) (TS3).
- ✂ Other thematic suggestions: archaeo-trekking, archaeo-sailing (also for impaired persons), fishing-tourism. Underwater archaeological site protection and valorisation (TS3).

Reference Good Practices

- 🔗 6A-GP-P3-2 Archaeotur
- 🔗 6A-GP-P4-1 Virtual Hallein Tours "Salt-Celts-Culture"
- 🔗 6A-GP-P4-2 Heritage Alive!
- 🔗 6A-GP-P4-3 Mozart Cycle Path (Mozart-Radweg)
- 🔗 6A-GP-P5-1 The Phoenicians' Route
- 🔗 6A-GP-P5-2 Odysseus in Baleares
- 🔗 6A-GP-P6-3 Route of the Castles and Battles
- 🔗 6A-GP-P6-4 A Trip to the Time of Iberians
- 🔗 6A-GP-P7-2 KIRA Cultural Tourism in the Heilbronn-Franken region
- 🔗 6A-GP-P8-1 Moravian Amber Trail
- 🔗 6A-GP-P8-2 Moravian Amber Trail II
- 🔗 6A-GP-P8-3 East Moravian Pilgrimage Routes
- 🔗 6A-GP-P8-4 Open Gates
- 🔗 6A-GP-P11-3 Route of Fortified Churches in Romania
- 🔗 6A-GP-P12-3 Visitor guidance
- 🔗 6A-GP-P13-1 South-western Cistercian Route in Lower Silesia

Reference Governance Instruments

- 🔗 6C-GI-LP-2 Transromanica Sales Manual
- 🔗 6C-GI-P3-1 Property Management Rules
- 🔗 6C-GI-P3-4 Cultural Heritage Act
- 🔗 6C-GI-P5-1 "Adopt a monument" programme
- 🔗 6C-GI-P5-4 Heritage project robustness index & matrix
- 🔗 6C-GI-P5-5 Cultural Heritage Enhancing Instrument
- 🔗 6C-GI-P5-6 Island Heritage Management Plans
- 🔗 6C-GI-P5-8 Menorca cultural routes regulations
- 🔗 6C-GI-P10-2 European Heritage Label
- 🔗 6C-GI-P10-3 Plurio.net
- 🔗 6C-GI-P10-4 QuattroPole
- 🔗 6C-GI-P11-2 Criteria for Evaluation of Village Tourism Potential

Other Documents

- 🔗 6D-OT-LP-4 European Rural Heritage
- 🔗 6D-OT-LP-5 SY CULTour - Joint Institutional Framework Analysis"










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B3.2. Cultural services






In addition to services of general nature, cultural-content focused services should also be considered and presented:

- Museums
- Theatres
- Art and other galleries
- Libraries
- Organised and guided cultural tours
- Thematic exhibitions (seasonal and permanent)
- Associated facilities: bookshops, gadgets sale points etc.


Reference Good Practices

-  6A-GP-P3-2 Archaeotur
-  6A-GP-P4-2 Heritage Alive!
-  6A-GP-P5-2 Odysseus in Baleares
-  6A-GP-P7-2 KIRA Cultural Tourism in the Heilbronn-Franken region
-  6A-GP-P8-2 Moravian Amber Trail II
-  6A-GP-P8-4 Open Gates
-  6A-GP-P11-1 Moara Veche Old Mill, Romania
-  6A-GP-P12-3 Visitor guidance

Reference Governance Instruments

-  6C-GI-LP-2 Transromanica Sales Manual
-  6C-GI-P2-10 BIC Lazio ICult Viterbo Cultural Enterprise Incubator
-  6C-GI-P6-6 Castles & Battles Route Association - Statute
-  6C-GI-P10-3 Plurio.net
-  6C-GI-P10-4 QuattroPole



Other Documents

-  6D-OT-LP-5 SY CULTour - Joint Institutional Framework Analysis



B3.3. Environmental heritage

When tracing, documenting and signalling a Route, particular attention may need to be paid to the integration and signposting of points of relevant environmental interest (parks and natural reserves, other protected areas, greenways, valuable landscapes and scenic points, caves, etc.) to augment their visibility and enrich the endowment of the Route at the same time.

Reference Good Practices

-  6A-GP-P12-3 Visitor guidance
-  6C-GP-P13-3 Route of Parks and Gardens on the Nysa river banks

Reference Governance Instruments

-  6C-GI-P3-2 ECO Certification Scheme
-  6C-GI-P5-2 Birding Calvià branding

Other Documents

-  6D-OT-LP-4 European Rural Heritage
-  6D-OT-LP-8 Sustainable Events Guide



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B3.4. Local typical products

"One of the criteria for certification as a cultural route of the Council of Europe is that routes must offer "tourist products" to visitors. The aims of this requirement are threefold. Firstly, to ensure that visitors have sufficient information, can travel to, from and along the route, that they find local food and a place to stay, and possibly something to bring back with them from their unique trip. Secondly, thinking in terms of "products" leads projects to identify the different needs of visitors – for those who want it, the route should provide a holistic full immersion in the spirit of the particular cultural experience proposed. And last but not least, sustainable, respectful tourism is a proven way to promote regional economic and social development around lasting values and authentic heritage" ¹.

The Route Plan may consider, therefore, identifying, selecting and promoting **food products** which could be perceived as 'symbols' or "flags" of the production areas crossed by the Route. Such identification requires, however, to define the methods for the identification, assessment, selection and establishment of such products, through the execution of two main activities:

- research activities
- promotion activities.

With regard to the research, the criteria which could be used for the identification are:

- flag-products representing cases or instances of *excellence*, possibly ascertained or established already;
- a strong local character.

The research activity will also stimulate the recovery and development of traditional practices and products which became dismissed or of marginal use, as well as renovation of tasting modalities bearing historical references (e.g. recovery of ancient recipes, setting a "Pilgrim's Menu").

In addition to supplementing information and communication activities proposed for other area products, the promotion of local typical products sustains the role of selected manufacturers contributing with their efforts to safeguarding and enhancing the culinary heritage of the territory. An initiative similar to that of gastronomic flag-products may concern **artisanal products** typical of the territories crossed by the Route. Also in this case, it may be necessary to undertake a research activity aimed at reconstructing the genesis of historical-cultural products and their selection and inclusion inside a "basket" of small local crafts. The themes of spirituality and religiosity associated often to some of the Routes may provide a useful starting point for the design, manufacture and provision of handmade products.

Reference Good Practices

- 🌀 6A-GP-P5-2 Odysseus in Baleares
- 🌀 6A-GP-P11-1 Moara Veche Old Mill, Romania

Reference Governance Instruments

- 🌀 6C-GI-P2-7 Via Amerina e delle Forre Bio-District
- 🌀 6C-GI-P7-4 KIRA Joint Service Platform
- 🌀 6C-GI-P10-5 Iter Vitis

¹ 6D-OT-PL-6 ECR - A tour among regional products of excellence. See the Introduction.



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- 🔗 6D-OT-LP-4 European Rural Heritage - Observation Guide
- 🔗 6D-OT-PL-6 ECR - A tour among regional products of excellence

B3.5. Cultural events

The organization of events at local regional, national or international level represents an important manner of promoting the Route and its partners and shareholders. Some Routes organise an all-year or seasonal calendar of events which involve organisers at municipal or other local level. This approach has two positive effects: (1) achieves economies of scale by avoiding duplications or overlapping of events (2) contributes to the strengthening of cooperation and networking attitudes.

The environmental impact of events should also be taken into due account when designing, f.i., open-air events which may end attracting significant numbers of visitors to a specific place. Such due care will also preserve a positive attitude by co-partners and local communities in general.

From the Tutoring Sessions.

- ✂ An important modality to secure human interrelations and cooperation has been the organization of the Via Francigena marathon by 4 municipalities, involving over 400 participants and a number of local institutions and associations such as Forestry Department, Red Cross, Alpine First Aid, Pro Loco etc. The solution of associated problems - such as provision of resting and refreshment points, publicity of the event etc. - has brought about an increased visibility of the route both towards the local population and economic operators (TS1).
- ✂ Since the year 2009 there is still a municipal limitation [*in Granada, Spain*] to hold events in the historical centre. This was followed by complaints from local trade associations. The reason is that those events were not historically based and were simply market-oriented. Suggestion: the role of the event should always be based on the concept of "teaching". Events therefore should be selected or disregarded in view of their own features (TS4)
- ✂ Suitable time allowance is important for events of such dimension [*Millenium event in Andalusia*], because of the efforts involved; e.g. 1 year to prepare the Activity Plan for the Millennium event (TS4).
- ✂ Relations with municipalities are a constant requirement. When realising such an event, El Legado Andalusi works with local councils and local operators. In this respect, records taken show that minor centres have to fight harder to sell their products and gain more customers (TS4).

Reference Good Practices

- 🔗 6A-GP-LP-3 CrossCulTour
- 🔗 6A-GP-P6-3 Route of the Castles and Battles
- 🔗 6A-GP-P7-2 KIRA Cultural Tourism in the Heilbronn-Franken region
- 🔗 6A-GP-P8-1 Moravian Amber Trail
- 🔗 6A-GP-P11-3 Route of Fortified Churches in Romania

Reference Governance Instruments

- 🔗 6C-GI-P7-4 KIRA Joint Service Platform
- 🔗 6C-GI-P10-3 Plurio.net
- 🔗 6C-GI-P10-4 QuattroPole
- 🔗 6C-GI-P10-5 Iter Vitis




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Other documents

 6D-OT-LP-8 Sustainable Events Guide



Section C - ROUTE ACTION DESIGN & PLANNING

C1. DESIGN

The following 6 key action features may be possibly addressed when drawing the Plan and formulating the related actions:

- Identify your Route organisation's strengths and weaknesses. This will help to identify where you can promote the actions described in your Plan and where you might need to source funding for their implementation.
- Identify and develop actions that support your Route organisation's core mission. A common problem is that people can start chasing funding which may not be relevant to them and end up doing things that are outside of their actual mission/role or not cost effective. This is a common problem for small organisations.
- Write a short but detailed action description. Producing a one-page summary with aims, objectives, actions and common values is a key step in the proposal development process. The short action description will also give you something to discuss and debate with your partners and stakeholders. *Refer to Table C.1 hereunder, for a template of an Action Summary Form.*
- Research into potential sources of funding. Look at all levels: international, EU, national, regional, local.
- Identify funders that fit your organisation's ideas and projects. Not all funders may suit your plan/organisation due to ethical, political or practical reasons. Identify those that fit with your mission and action aims and objectives relating to the development of the Route.
- Obtain application guidelines and information; CERTESS Database Platform is one of those sources. Secure technical services externally if not readily or fully available within your organisation. Make sure you get all the information (e.g. regarding a Tender or a Call). Small print can be as important as the main text. Check eligibility criteria as well and verify the capability to sustain significant efforts and engagements.

C1.1. Strategy

Planning for the establishment, implementation and management of a Route is a strategic process, which needs to be carried out by the organisation in steering the process of Route development.

From the Tutoring Sessions.

- ✂ The route promotion as referred to 3 main subjects:
- local authorities involvement
 - inter-modality
 - accessibility (TS2)



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Reference Good Practices

6A-GP-P12-2 Karelia a la carte

Reference Governance Instruments

- 6C-GI-LP-1 Project Management Guidelines ISO 16003:2003
- 6C-GI-LP-5 CERTESS Project Glossary
- 6C-GI-P2-4 Vademecum for formulation & submission of Area Operational Plans
- 6C-GI-P2-11 Cultural Enterprise Business Plan
- 6C-GI-P5-4 Heritage project robustness index & matrix
- 6C-GI-P5-6 Island Heritage Management Plans
- 6C-GI-P5-7 "Landscapes of Felanitx" Action Plan
- 6C-GI-P6-2 Route of the Iberians tourism development plan
- 6C-GI-P8-2 T4EST & PM4ESD project management
- 6C-GI-P8-7 Governance of Cultural Routes
- 6C-GI-P8-8 Saints Cyril and Methodius ECR Strategic Document
- 6C-GI-P10-1 Espace culturel Grande Région
- 6C-GI-P11-2 Criteria for Evaluation of Village Tourism Potential
- 6C-GI-P11-3 Guidelines for measuring competitiveness in tourism
- 6C-GI-P12-7 GOPP Workshop Method
- 6C-GI-P13-2 Implementation of Tourism Development Program in Lower Silesia

Other documents

- 6D-OT-LP-1 Impact of EU policies and measures undertaken on tourism
- 6D-OT-LP-9 Guide to Cost- Benefit Analysis of Investment project

C1.2. Action design

Each action should be defined in such a way that the associated results are coherent with the Plan strategy and are measurable, together with the action outputs.

It is also important to design actions in such a way to avoid or minimize possible conflicts or interferences between two or more actions, thus affecting the partners or other stakeholders involved. On the contrary, functional- and time-integration among actions may serve the purpose of an efficient use of human, financial and other resources available.

From the Tutoring Sessions.

- ✂ A tourism project should be respectful of the European values. There is a difference between European tourists and tourists from all-over the world. A tourism project should be respectful of the inhabitants and the inhabitants should actually participate to it. It creates spaces in Europe to welcome strangers from other continents and discover Europe. There are examples such as the Via Amerina, the Romanesque route in Portugal (regional Transromanica itinerary) on how people are proud of their culture and heritage (TS1).
- ✂ The education aspect needs to be central to the whole project (TS3).

Reference Governance Instruments


- 6C-GI-LP-1 Project Management Guidelines ISO 16003:2003
- 6C-GI-P2-1 Lazio Regional Law n. 40/1999
- 6C-GI-P2-4 Vademecum for formulation & submission of Area Operational Plans



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	6C-GI-P2-11	Cultural Enterprise Business Plan
	6C-GI-P3-3	Malta goes rural
	6C-GI-P4-1	Manual for cycle route optimisation
	6C-GI-P4-6	Qualification Guidelines for a European Pilgrim Tutor Training
	6C-GI-P5-1	"Adopt a monument" programme
	6C-GI-P5-6	Island Heritage Management Plans
	6C-GI-P5-7	"Landscapes of Felanitx" Action Plan
	6C-GI-P6-2	Route of the Iberians tourism development plan
	6C-GI-P6-7	'Educational tours of Andalusia' programme
	6C-GI-P7-6	KIRA Networking Table and Joint Platform
	6C-GI-P8-2	T4EST & PM4ESD project management
	6C-GI-P8-7	Governance of Cultural Routes
	6C-GI-P10-1	Espace culturel Grande Région
	6C-GI-P11-2	Criteria for Evaluation of Village Tourism Potential
	6C-GI-P11-3	Guidelines for measuring competitiveness in tourism
	6C-GI-P11-4	Green innovation in tourism services
	6C-GI-P12-1	Service design process tool kit
	6C-GI-P12-7	GOPP Workshop Method

Other documents

	6D-OT-LP-9	Guide to Cost- Benefit Analysis of Investment project
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C1.3. Action stakeholder identification

Stakeholders are people, groups or institutions which are likely to be affected (either negatively or positively) by the Route Development Plan or by any of its specific actions, or those which can adversely or positively influence the outcome of Plan and actions in turn.

An average stakeholder group may consist of around 15-20 people and include representatives of:

- Regional Provincial and municipal authorities (with their specialized Departments)
- Local development agencies
- Regional/local tourism organizations and tourism development companies
- Local Planning, Transport and Rural/Urban Development Departments
- Police / Security Department
- Forestry/Protected Area or Parks Management Department
- Airport / Port or River Authority (if applicable)
- Local Hotel or Tourism Association
- Tour Guide, camping, caravan, apartment , B&B Associations
- Relevant Non-Governmental Organizations
- Local Chamber of Commerce
- groups of individual producers (e.g. cooperative units), SMEs, larger enterprises
- Tourism Employee Associations and / or Unions
- Relevant Cultural and Academic Institutions involved in associated research.

Stakeholders are important not only in preparing the Plan but also in securing a permanent joint cooperation to ensure that Plan actions/outputs are manageable and sustainable in the medium-term.



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It is therefore important, at the present stage, to:

1. Confirm Route suitable key-stakeholders as originally identified or subsequently reviewed
2. Assess stakeholders' interests and the potential impact of the Plan on those interests
3. Evaluate stakeholders' influence and importance
4. Outline a stakeholder participation strategy.
5. Establish suitable modalities for their involvement, e.g. establishing a permanent stakeholder table.

From the Tutoring Sessions.

- ✂ The stakeholder management seems to be the key for the success of a project (TS1).
- ✂ Remember that people at the lower level are the ones who make the ball rolling (TS4).
- ✂ Make visible the ownership of heritage to the people who own it but do not know this (TS4).
- ✂ Involve local entrepreneurs (e.g. artisans) from the towns where the events are taking place (TS4).

Reference Governance Instruments

- 🔗 6C-GI-LP-6 Stakeholder Analysis
- 🔗 6C-GI-P2-4 Vademecum for formulation & submission of Area Operational Plans
- 🔗 6C-GI-P2-11 Cultural Enterprise Business Plan
- 🔗 6C-GI-P7-6 KIRA Networking Table and Joint Platform
- 🔗 6C-GI-P10-1 Espace culturel Grande Région

Other documents

- 🔗 6D-OT-LP-3 Impact of European Cultural Routes on SMEs' innovation and competitiveness

C1.4. Cost and other resource estimate

It is necessary to identify and estimate the level of those resources (human, financial and of other material type such as equipment, consumables etc.) needed for the implementation of every action. The Plan shall also attempt at identifying the source, timing of procurement/allocation and other relevant modalities.

Reference Governance Instruments

- 🔗 6C-GI-P2-4 Vademecum for formulation & submission of Area Operational Plans
- 🔗 6C-GI-P2-11 Cultural Enterprise Business Plan
- 🔗 6C-GI-P13-1 Regional Operational Programme for Lower Silesia

Other documents

- 🔗 6D-OT-LP-9 Guide to Cost- Benefit Analysis of Investment project

C2. PHASING**C2.1. Priority setting**

The use of a logical process-approach in establishing the order by which the defined actions will follow during the plan execution can be a convenient approach. Whenever actions are interconnected in their implementation, actions with a longer duration should be clearly identified



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in order to establish a critical path as well as earmarking critical or non-critical actions. Identifying milestones or "key events" will be helpful in scheduling actions especially when in a sequential pattern.

Reference Governance Instruments

6C-GI-LP-1	Project Management Guidelines ISO 16003:2003
6C-GI-P2-4	Vademecum for formulation & submission of Area Operational Plans
6C-GI-P2-5	Amerina Route Area Operational Plan
6C-GI-P2-11	Cultural Enterprise Business Plan
6C-GI-P5-4	Heritage project robustness index & matrix
6C-GI-P5-6	Island Heritage Management Plans
6C-GI-P6-5	Route of Castles & Battles. Inter-institutional cooperation agreement
6C-GI-P8-2	T4EST & PM4ESD project management
6C-GI-P8-8	Saints Cyril and Methodius ECR Strategic Document
6C-GI-P10-1	Espace culturel Grande Région
6C-GI-P12-7	GOPP Workshop Method
6C-GI-P13-2	Implementation of Tourism Development Program in Lower Silesia

C2.2. Finance

"Creative approaches to generating income might include a variety of possibilities including:

- *sales of goods or services (ticket sales, membership fees);*
- *support from outside sources, namely foundations, sponsors, donors;*
- *support from international, national or local governmental programs;*
- *financial revenues (bank interest, investments, government bonds and others);*
- *other revenue from intangible assets such as patents, licenses, trademarks and copyrights".*

(From: Annex to CERTESS form 6D-OT-LP-3).

Social accountability will facilitate the sustainable recourse to external financial support. Yearly reports on how funds have been procured and utilized will be a transparent mean of securing such accountability.

6D-OT-LP-3 (sect. 4.2)

From the Tutoring Sessions.

- ✂ Events should be as much as possible free of charge, to ensure maximum access and participation (TS4).
- ✂ Donor companies should be deeply involved in the event, and should not simply enjoy the tax relief deriving from a contribution/donation (TS4).

Reference Governance Instruments

6C-GI-P2-1	Lazio Regional Law n. 40/1999
6C-GI-P2-4	Vademecum for formulation & submission of Area Operational Plans
6C-GI-P2-11	Cultural Enterprise Business Plan
6C-GI-P6-5	Route of Castles & Battles. Inter-institutional cooperation agreement

Other documents

6D-OT-LP-1	Impact of EU policies and measures undertaken on tourism (2 volumes)
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6D-OT-LP-3 Impact of European Cultural Routes on SMEs' innovation and competitiveness

C2.3. Timing

It is important to establish the duration of each action. When required or appropriate, the involvement of partners or other stakeholders should be secured in such evaluation; this increases the level of commitment and sense of responsibility in their participation.

With regard to timing, it will also be important to carry out regular reviews of the Plan schedule, ensuring adequate control over Plan actions, processes and related information, the timing of schedule reviews and the frequency of data collection. Delays, postponements etc. are all clear indicators of time performance and the need of adjustment/correction measures.

Reference Governance Instruments

	6C-GI-LP-1	Project Management Guidelines ISO 16003:2003
	6C-GI-P2-4	Vademecum for formulation & submission of Area Operational Plans
	6C-GI-P2-11	Cultural Enterprise Business Plan
	6C-GI-P5-6	Island Heritage Management Plans
	6C-GI-P6-5	Route of Castles & Battles. Inter-institutional cooperation agreement
	6C-GI-P8-2	T4EST & PM4ESD project management
	6C-GI-P10-1	Espace culturel Grande Région


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Annex 1 to Section C

ACTION DESCRIPTION FORM (sample)

ROUTE NAME		...		
ROUTE ORGANISATION/ MANAGEMENT BODY		...		
1a	Organisation responsible for the Action	...		
1b	Action Title	...		
1c	Key features	...		
1d	Brief summary of Action proposal: AIM ... OBJECTIVES ... SUB-ACTIONS (including costs per sub-action) ... PARTNERS ...			
1e	Action location:			
1f	Estimated Costs (currency)		
1h	Proposed funding source structure Other public bodies (identify) Funding Programme (EU/State programme/regional/local) Own resources Other (specify) Programme Organisation TOTAL	Funding secured (Y/N) ...	(currency)	%
1i	Level of support requested, excluding VAT			



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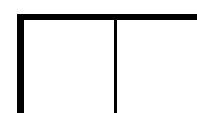
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Annex 2 to Section C

SUMMARY OF ACTIONS FORM (sample)



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Mod. 6D-RIP-GL1

vers. 2.07.2014

ROUTE IMPLEMENTATION PLAN - SUMMARY OF ACTIONS

			Section 1 - Action Details					Section 2 - Action Cost by Funding Source					Section 3 - Action Implementation Timing								
ACTION		Sub-Action	Responsible Organization	Objective	Stakeholders & Partners	Location	Priority	Public			Private		Total COST	2015		2016		2017		2018	
Code	Title	Title						Regional	National	European	Own	Others		1 sem	2 sem	1 sem	2 sem	1 sem	2 sem	1 sem	2 sem
A1 Theme																					
A1-1																					
A1-2																					
A2 Promoters																					
A2-1																					
A2-2																					
A2-3																					
A2-4																					
A2-...																					
B1 Route Alignment																					
B1-1																					
B1-2																					
B1-3																					
B1-4																					
B1-...																					
B2 Route Services																					
B2A Accommodation (Hospitality)																					
B2A-1																					
B2A-2																					
B2B Food & Beverage																					
B2B-1																					
B2B-2																					
B2B-3		Other activities																			
B2C Info & Communication																					
B2C-1																					
B2C-2																					
B2C-3																					
B2C-4																					
B2C-5																					
B2C-...																					
B2D Other services (Tourist services)																					
B2D-1																					
B2D-2																					
B2E Quality branding and certification																					
B2E-1																					
B2E-2																					
B3 Points of Interest																					
B3A Cultural heritage																					



Section D - IMPLEMENTATION, MANAGEMENT & PROMOTION

D1. IMPLEMENTATION

D1.1. Financial procurement

How to govern and sustain networks is always a challenging issue for almost any network. Insufficient possibilities for supporting “the process” needed by networks such as meetings are a problem. All networks suffer from the problem that their ability to operate effectively is hampered by the fact that they lack structural operational support.

Creative approaches to generating income might include a variety of possibilities including:

- sales of goods or services (ticket sales, publications);
- seeking support from outside sources, namely foundations, sponsors, donors, including crown-funding;
- securing support from international, national or local governmental programmes, by responding to calls or by access to grants;
- financial revenues (bank interest, investments, government bonds and others);
- other revenue from intangible assets such as patents, licenses, trademarks and copyrights
- fees from membership.

(From: Annex to CERTESS form 6D-OT-LP-3, sect. 4.2).

Stakeholders may contribute in-kind, especially by making available local human or material resources; this may represent an additional opportunity for ensuring the feasibility of individual actions.

From the Tutoring Sessions.

- ✂ Events should be as much as possible free of charge, to ensure highest access and participation (TS4).
- ✂ On sustainability: innovate or evaporate (TS3).
- ✂ The orientation in favour of the entrepreneurs should aim at facilitating the access to regional and national instruments, often diversified. Other useful tools: training services, financing and funding facilities especially for enterprise going abroad (TS4).

Reference Good Practices

- 🔗 6A-GP-P7-1 Black Forest Card (Hochschwarzwald Card)

Reference Governance Instruments

- 🔗 6C-GI-P7-1 Black Forest Card Apportionment System
- 🔗 6C-GI-P13-1 Regional Operational Programme for Lower Silesia

Other documents

- 🔗 6D-OT-LP-1 Impact of EU policies and measures undertaken on tourism (2 volumes)
- 🔗 6D-OT-LP-3 Impact of European Cultural Routes on SMEs' innovation and competitiveness



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The importance of identifying stakeholders and involving them during the whole period of the Route Plan (from formulation to implementation and management) has been already underlined in paragraph C.1.3. at the planning stage and reinforced at this juncture as well.

Reference Good Practices

🔗 6A-GP-P7-1 Black Forest Card (Hochschwarzwald Card)

Reference Governance Instruments

- 🔗 6C-GI-LP-2 Transromanica Sales Manual
- 🔗 6C-GI-LP-6 Stakeholder Analysis
- 🔗 6C-GI-P5-1 "Adopt a monument" programme
- 🔗 6C-GI-P6-6 Castles & Battles Route Association - Statute
- 🔗 6C-GI-P7-1 Black Forest Card Apportionment System
- 🔗 6C-GI-P7-6 KIRA Networking Table and Joint Platform
- 🔗 6C-GI-P12-2 Sustainability evaluation toolkit
- 🔗 6C-GI-P13-1 Regional Operational Programme for Lower Silesia

Other documents

🔗 6D-OT-LP-3 Impact of European Cultural Routes on SMEs' innovation and competitiveness

D1.3. Action execution

When executing the actions as planned, due attention may be deserved to interaction management (to facilitate interdependencies between actions processes) and change management. This can be achieved in many manners, for instance by holding meetings where the responsible persons of the various actions are asked to be present or resolving as early as possible conflicts of responsibility, measuring cross-performance and carrying out other evaluation of the Plan and action status at specific intervals or when needed.

Reference Governance Instruments

- 🔗 6C-GI-LP-1 Project Management Guidelines ISO 16003:2003
- 🔗 6C-GI-P5-1 "Adopt a monument" programme

Other documents

🔗 6D-OT-LP-8 Sustainable Events Guide

D2. MANAGEMENT**D2.1. Capacity building**

To ensure that all staff involved in the implementation of the Plan will acquire - as and when necessary - appropriate skills for performing specific functions, the Route organization may consider the following actions:

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- 1 . Identify skills needs in relation to the requirements of product or service outputs.
- 2 . Prepare training activities or other actions to ensure the acquisition of necessary skills. A transnational Route, for instance, also usually involves learning new language skills.
- 3 . Evaluate the effectiveness of the training or other actions designed to ensure the necessary skills.
- 4 . Promote awareness within the Route team about the relevance and importance of their activities and their contribution to the achievement of the Plan objectives.
- 5 . Keep appropriate records about experience gain, training and qualifications.

Cooperation actions can represent, in this regard, an effective capacity building opportunity for Route stakeholders (see for instance the effective role of tutoring and mentoring sessions played in CERTESS project).

New visions and new dimensions can support and promote new ways of working. Furthermore, exposure to transnational experiences can help broadening business horizons and encourage to adopt improved operational approaches. These in turn can generate knock-on socio-economic and/or environmental benefits for those areas involved by the Route.

The Dgr. D2.1 / 1 provides an example of how networking cooperation instruments can position themselves when putting in relation their innovative and technologically complex contents with the need for corresponding skills. The diagram also outlines possible interrelationship between different instruments (for instance, the path from less to more complex instruments - *follow the arrows*).

From the Tutoring Sessions.

- ✂ Support to entrepreneurs can be provided by enterprise incubators (for a period not exceeding 2 years) and enterprise networks.
- ✂ Recommendation: it is important to set up the infrastructure but equally important is the people empowerment.

Reference Good Practices

- 🔗 6A-GP-LP-3 CrossCulTour
- 🔗 6A-GP-P4-4 Pilgrimage Routes in Austria (Pilgern in Österreich)
- 🔗 6A-GP-P5-3 Ruta de la Pedra en Sec
- 🔗 6A-GP-P6-3 Route of the Castles and Battles
- 🔗 6A-GP-P12-4 Customer understanding and service design

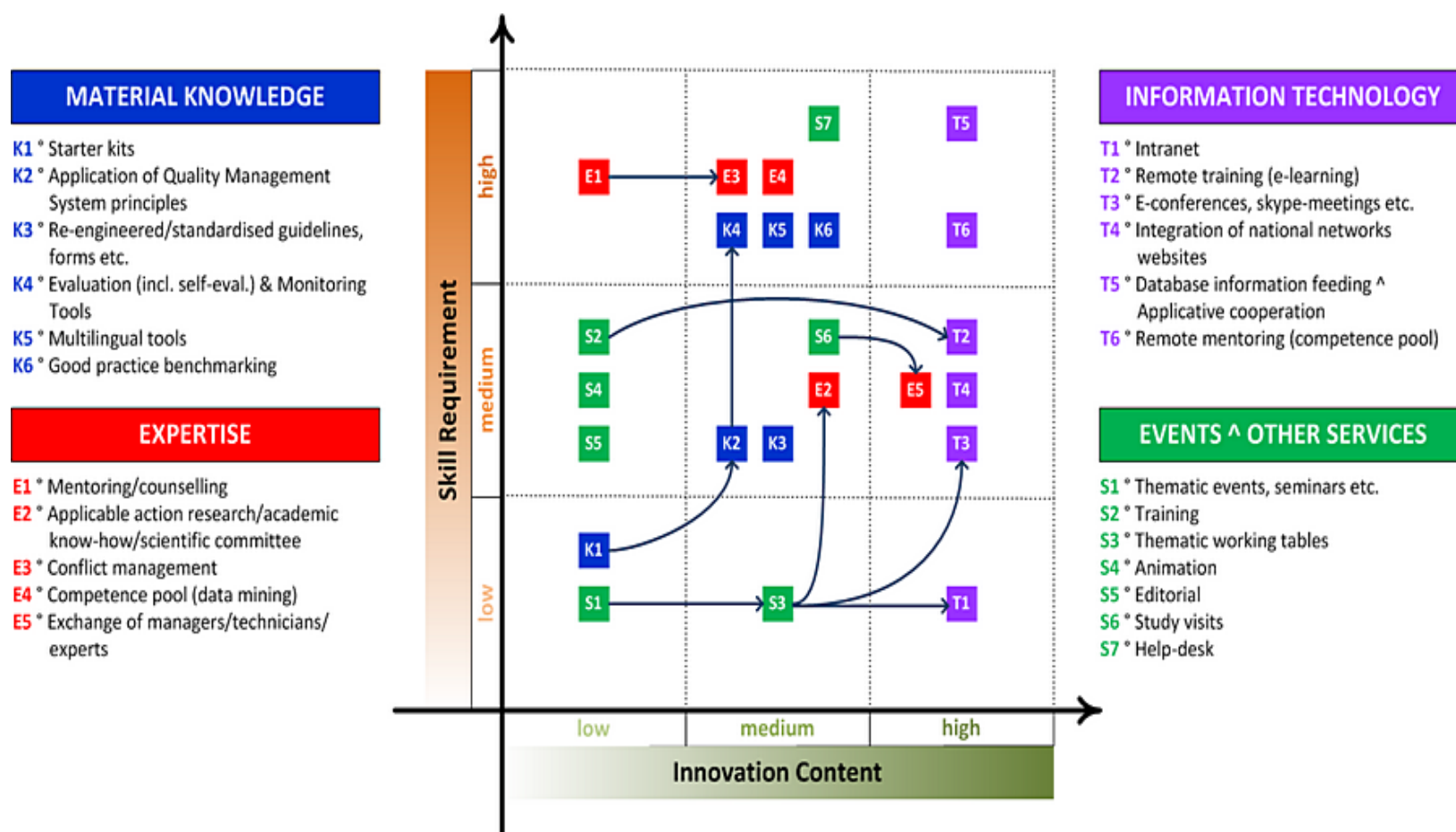
Reference Governance Instruments

- 🔗 6C-GI-LP-1 Project Management Guidelines ISO 16003:2003
- 🔗 6C-GI-P2-10 BIC Lazio ICult
- 🔗 C-GI-P4-2 Manual for cycle friendly tourism enterprises
- 🔗 6C-GI-P4-6 Qualification Guidelines for a European Pilgrim Tutor Training
- 🔗 6C-GI-P6-7 'Educational tours of Andalusia' programme
- 🔗 6C-GI-P7-5 GHA Host Quality Branding
- 🔗 6C-GI-P7-6 KIRA Networking Table and Joint Platform
- 🔗 6C-GI-P8-2 T4EST & PM4ESD project management
- 🔗 6C-GI-P10-4 QuattroPole
- 🔗 6C-GI-P12-6 Quality test form for tourism operators



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Fig. D2.1 Networking tools, by skill requirement and by innovation content





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In CERTESS Glossary the term "governance" refers to the *bringing together of various actors to achieve shared purposes and benefits in certain areas of development*.

Policy choices (Par. C.1.1) will thus lead to coordinate actions (par. C.1.2) using an Open Method Coordination: the resulting soft laws shall be thus shared on voluntary basis and on a somehow centralized system (revisiting the CERTESS document" 4C-CRT-14- CoE CR Governance" presented in Workshop1, Malta, may be a useful step).

Reference Governance Instruments

🔗	6C-GI-LP-1	Project Management Guidelines ISO 16003:2003
🔗	6C-GI-LP-5	CERTESS Project Glossary
🔗	6C-GI-LP-6	Stakeholder Analysis
🔗	6C-GI-P3-1	Property Management Rules
🔗	6C-GI-P5-3	Regulations governing the Camí de Cavalls
🔗	6C-GI-P5-7	"Landscapes of Felanitx" Action Plan
🔗	6C-GI-P6-6	Castles & Battles Route Association - Statute
🔗	6C-GI-P7-6	KIRA Networking Table and Joint Platform
🔗	6C-GI-P8-6	Organizational and Management Structure of the candidate ECR of Saints Cyril and Methodius
🔗	6C-GI-P8-7	Governance of Cultural Routes
🔗	6C-GI-P8-8	Saints Cyril and Methodius ECR Strategic Document
🔗	6C-GI-12-7	GOPP Workshop Method

Other documents

🔗	6D-OT-LP-3	Impact of European Cultural Routes on SMEs' innovation and competitiveness
🔗	6D-OT-LP-5	SY CULTour - Joint Institutional Framework Analysis

D2.3. Day-to-day (or routine) management

The Route organisation body (or a Route manager if appointed), supported by internal assistants and local-sector coordinators, should detail and schedule activities, inputs and outputs of the entire Plan or of relevant Components (for instance, by year) throughout the implementation period.

The Route manager can be the person who will provide direct support to the Route organisation as well as liaise with stakeholders and other actors on Plan execution issues.

Concerning Plan execution and monitoring, the Route manager may be called to perform specifically the following routine tasks:

- organize meetings and other joint events (workshops, field investigations and surveys, training sessions, conferences) including preparation and distribution of agenda and minutes;
- together with the financial person en-charge, monitor the financial progress of the Plan;
- request regular reporting from the local/action coordinators to: (i) verify activities, ascertain delays and establish/agree precise corrective actions; (ii) make sure that actual revenues/costs correspond to the budgeted corresponding figures;
- in case of delay, provide precise information to the Route organisation, to enable corrective decisions to be made;
- collect and distribute internal reports, results and deliverables on a timely basis;



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- monitor the implementation of the Communication Plan, including preparation and distribution of newsletters and press releases, adjournment of web portal sections, execution of dissemination activities.

Reference Good Practices

- 🔗 6A-GP-LP-3 CrossCulTour
- 🔗 6A-GP-P7-3 Quality Trail Evaluation System (Qualitätswanderweg)

Reference Governance Instruments

- 🔗 6C-GI-LP-1 Project Management Guidelines ISO 16003:2003
- 🔗 6C-GI-LP-4 Rules on Hostel Use
- 🔗 6C-GI-LP-5 CERTESS Project Glossary
- 🔗 6C-GI-P2-8 Via Francigena route and signpost monitoring in Lazio region
- 🔗 6C-GI-P3-1 Property Management Rules
- 🔗 6C-GI-P4-1 Manual for cycle route optimisation
- 🔗 6C-GI-P4-3 Study on cycle route quality criteria
- 🔗 6C-GI-P4-4 Manual EuroVelo route signing
- 🔗 6C-GI-P7-2 GHA Trail Quality Branding
- 🔗 6C-GI-P7-6 KIRA Networking Table and Joint Platform
- 🔗 6C-GI-P8-2 T4EST & PM4ESD project management
- 🔗 6C-GI-P12-3 Geocaching webpage visitor calculator
- 🔗 6C-GI-P12-5 Quality Manual for tourism operators
- 🔗 6C-GI-P12-6 Quality test form for tourism operators
- 🔗 6C-GI-P13-4 Multilateral Project Agreement for the realization of the South–Western Cistercian route in Poland

D2.4. Monitoring & control**A. Introduction**

The Route organization shall set up the opportune procedures for identifying and estimating a limited but effective set of indicators on a regular basis. A recent contribution (year 2013) by EU DG Enterprise and Industry provides a comprehensive set of guidelines and detailed instruments for a *European tourism indicator system*, regarding:

- Destination management
- Economic Value
- Social and cultural impact
- Environmental Impact

The European Tourism Indicator System has been documented in CERTESS Database Platform by an ad-hoc form (Doc. 6C-GI-LP- 3) prepared by LP.

"Evaluation and impact measurement have become increasingly important in recent years. The demand for "evidenced-based policy" together with a tightening of government spending as a result of the global economic recession means that organizations are increasingly being required to demonstrate the economic impact of their activities as a way of:

- *ensuring that resources are allocated and used effectively;*
- *justifying funding and providing an argument for future funding;*
- *generating evidence that will help inform the development of future activities".*

From: Annex to CERTESS form 6D-OT-LP-3 (section 5.3).



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On a more methodological tune, " Monitoring, review and reporting are core management responsibilities, which involve the collection, analysis, communication and use of information on the physical and financial progress of the project and the achievement of results. Monitoring, review and reporting support, inter alia:

- Identification of successes and problems during project implementation
- Informed and timely decision making by project managers to support implementation
- Accountability for the resources used and results achieved
- Stakeholder awareness and participation; and
- The evaluation of project achievements and audit of activities and finances"².

Monitoring and control do facilitate a review of the Route implementation Plan by the partnership organization to ensure that the plan management is effective, efficient and appropriate. In such a way the indications and the commitments and objectives of the partnership are fulfilled. This review can be conveniently carried out at least once a year.

The Route manager or the Route organisation head convenes the review meeting by notifying all participants (partners and stakeholders). Documentary evidence of the review activity is provided in a Plan Review Report, which shall be analysed and discussed during the meeting.

B. Review inputs

The review activity starts by reviewing the documentation on the management of the Plan until the date when the review takes place, and in particular:

- ✓ infra-annual or annual reports on the status of implementation of the Plan;
- ✓ follow-up of previous reviews to define annual objectives;
- ✓ requests to join the Route organization from new partners/stakeholders;
- ✓ quality measurements and trends of relevant indicators (activities executed in the manner and time as scheduled, delays, n° of events held, expenditure amount committed and actually spent, and so on) - **see also Paragraph D.3.4.**
- ✓ comments, requests and other input data, from Management Authorities, partners or other stakeholders;
- ✓ assessment of adequacy of resources employed (e.g. the need to improve personnel qualifications, employment of additional staff, etc.)
- ✓ changes in legislation or internal procedures, technological innovations, marketing strategies etc. affecting the Plan;
- ✓ other information.

C. Review outputs

The review is concluded once:

- ✓ the annual plan of activities and related timing have been approved;
- ✓ necessary resources and associated actions, including arrangements for the use of those resources, have been identified;
- ✓ the actions related to the mid-term evaluation program, pending the next annual review, have been agreed upon;

² EC- Aid Delivery Methods - Volume 1 "Project Cycle Management Guidelines", March 2004



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- ✓ improvement measures have been defined and approved, including skill-acquisition and training activities.

D. Evaluation of Route Plan progress

Evaluations on Route Plan implementation progress can be carried out every half-yearly or quarterly or whenever deemed necessary.

The evaluation results may provide relevant information on the Route Plan progress and information input for the subsequent review by the partnership organisation.

Reference Good Practices

- 🔗 6A-GP-P12-4 Customer understanding and service design
- 🔗 6A-GP-P7-3 Quality Trail Evaluation System (Qualitätswanderweg)

Reference Governance Instruments

- 🔗 6C-GI-LP-1 Project Management Guidelines ISO 16003:2003
- 🔗 6C-GI-LP-3 EUToolKit
- 🔗 6C-GI-LP-5 CERTESS Project Glossary
- 🔗 6C-GI-P2-8 Via Francigena route and signpost monitoring in Lazio region
- 🔗 6C-GI-P3-1 Property Management Rules
- 🔗 6C-GI-P5-4 Heritage project robustness index & matrix
- 🔗 6C-GI-P7-5 GHA Host Quality Branding
- 🔗 6C-GI-P8-2 T4EST & PM4ESD project management
- 🔗 6C-GI-P11-3 Guidelines for measuring competitiveness in tourism
- 🔗 6C-GI-P12-3 Geocaching webpage visitor calculator
- 🔗 6C-GI-P12-5 Quality Manual for tourism operators
- 🔗 6C-GI-P12-6 Quality test form for tourism operators

Other documents

- 🔗 6D-OT-LP-2 Indicators of sustainable development for tourist destinations. A guidebook
- 🔗 6D-OT-LP-3 Impact of European Cultural Routes on SMEs' innovation and competitiveness
- 🔗 6D-OT-LP-5 SY CULTour - Joint Institutional Framework Analysis"

D2.5. Cross-border cooperation

Transnational cooperation can help also local people to discover their area and history. By improving the understanding of their own territory, transnational interactions can lead to local actors becoming more open to becoming true 'ambassadors' of their areas.

Reference Good Practices

- 🔗 6A-GP-LP-3 CrossCulTour
- 🔗 6A-GP-P5-1 The Phoenicians' Route
- 🔗 6A-GP-P5-2 Odysseus in Baleares
- 🔗 6A-GP-P6-2 Odysseus in Andalusia

Reference Governance Instruments

- 🔗 6C-GI-LP-5 CERTESS Project Glossary
- 🔗 6C-GI-LP-6 Stakeholder Analysis
- 🔗 6C-GI-P6-1 Convention & Implementation Plan for Mudejar & Baroque Cultural Route in Mexico
- 🔗 6C-GI-P8-1 NECSTouR - Statute
- 🔗 6C-GI-P8-6 Organizational and Management Structure of the candidate ECR of Saints Cyril and Methodius
- 🔗 6C-GI-P8-8 Saints Cyril and Methodius ECR Strategic Document



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6C-GI-P13-1 Regional Operational Programme for Lower Silesia

Other documents

6D-OT-LP-10 Practical Guide to Trans-frontier Cooperation

D3. MARKETING**D3.1. Cooperation and networking in promotion activities**

The Route Implementation Plan can provide access to new business opportunities, hence generating a potential for: (i) increased product sales (ii) a complementary business partner to improve a product or process (iii) additional know-how. In contrast to potential competition, cooperation and networking enable the Route co-partners to take advantage of complementarities and to benefit from similarities.

From the Tutoring Sessions.

✂ An interesting discovery of cultural heritage is made by people when working as archaeological researchers for 15 days. On the involvement of local people: locals need to be well informed so as to participate afterwards; in this way, they will become part of the Route (TS3).

.Reference Good Practices

- 6A-GP-LP-1 Cammini d'Europa Branding
- 6A-GP-P4-4 Pilgrimage Routes in Austria (Pilgern in Österreich)
- 6A-GP-P5-2 Odysseus in Balears
- 6A-GP-P7-1 Black Forest Card (Hochschwarzwald Card)
- 6A-GP-P7-2 KIRA Cultural Tourism in the Heilbronn-Franken region
- 6A-GP-P8-4 Open Gates
- 6A-GP-P8-6 "I Cammini d'Europa" membership
- 6A-GP-P12-3 Visitor guidance

Reference Governance Instruments

- 6C-GI-LP-2 Transromanica Sales Manual
- 6C-GI-LP-6 Stakeholder Analysis
- 6C-GI-P2-7 Via Amerina e delle Forre Bio-District
- 6C-GI-P2-8 Via Francigena route and signpost monitoring in Lazio region
- 6C-GI-P2-10 BIC Lazio ICult Viterbo Cultural Enterprise Incubator
- 6C-GI-P3-1 Property Management Rules
- 6C-GI-P5-1 "Adopt a monument" programme
- 6C-GI-P6-6 Castles & Battles Route Association - Statute
- 6C-GI-P6-7 'Educational tours of Andalusia' programme
- 6C-GI-P7-4 KIRA Joint Service Platform
- 6C-GI-P7-5 GHA Host Quality Branding
- 6C-GI-P7-6 KIRA Networking Table and Joint Platform
- 6C-GI-P8-1 NECSTouR - Statute
- 6C-GI-P10-1 Espace culturel Grande Région
- 6C-GI-P10-3 Plurio.net
- 6C-GI-P10-4 QuattroPole
- 6C-GI-P10-5 Iter Vitis
- 6C-GI-P11-1 Ecotourism Certification System

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🔗 6D-OT-LP-6 ECR - A tour among Regional products of Excellence

D3.2. Modalities of Route promotion

A series of modalities to promote a Route can be considered for possible implementation:

- Area, Theme, Product or Route branding& promotion
- Tourist fairs and other promotional events' organisation.
- Tourist services (Tourist card, Tourist packages)
- ICT products & services / Route thematic website / Virtual Tourist Guide / GPS route maps
- Learning and training tools (e.g. Pilgrimage education course)
- Materials (Guidebook, Brochures, Maps, other printable documents)

From the Tutoring Sessions.

- ✂ Signaling quality is one of the 9 success factors of tourist itineraries [source: dwif-Consulting GmbH, 2008 report]: Experience to be taken into account when communicating: a radio programme of 2 minutes per day for 365 days is better than a 30 minute programme on a specific subject which can make it boring and excessive. (TS3).
- ✂ For communicating results, conferences and publications are adopted as well exhibitions. An interpretation centre is also being planned (TS4).

Reference Good Practices

- 🔗 6A-GP-P12-3 Visitor guidance
- 🔗 6A-GP-P8-6 "I Cammini d'Europa" membership

Reference Governance Instruments

- 🔗 6C-GI-LP-2 Transromanica Sales Manual
- 🔗 6C-GI-P4-3 Study on cycle route quality criteria
- 🔗 6C-GI-P5-2 Birding Calvià branding
- 🔗 6C-GI-P6-7 'Educational tours of Andalusia' programme
- 🔗 6C-GI-P7-4 KIRA Joint Service Platform
- 🔗 6C-GI-P10-1 Espace culturel Grande Région
- 🔗 6C-GI-P10-5 Iter Vitis
- 🔗 6C-GI-P11-2 Criteria for Evaluation of Village Tourism Potential
- 🔗 6C-GI-P12-1 Service design process toolkit
- 🔗 6C-GI-P12-3 Geocaching webpage visitor calculator
- 🔗 6C-GI-P12-4 Geocaching trackables in marketing

Other documents

- 🔗 6D-OT-LP-1 Impact of EU policies and measures undertaken on tourism
- 🔗 6D-OT-LP-7 Marketing and Branding of EC Routes

D3.3. Marketing products

One possible Route support service is the creation of tourist packages and their communication by web, printed catalogue or Tour Box.

Those packages must be clearly formulated, tested and usable. They can be routed also to target users represented by families or schools; in such case, particular attention may be given to

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initiatives aimed at attracting tourism education and the ability to start the exchange of groups of visitors between the different areas of the Route.

The involvement of tour operators will be directed to develop packages compatible with the objectives of environmental protection and preservation of the routes, possibly by promoting the use of environmentally friendly tracks and infrastructures privileging those with a low level of motorized traffic. Combined tour packages for different regions can contribute to the sense of identity of a Route; examples are available of Tour Boxes proposing packages for 11 Cultural Routes.

Flag-products (as mentioned in paragraph B3.4) can also act an effective promotional products for a Route territory and its economic activities.

From the Tutoring Sessions.

- ✂ Signaling quality is one of the 9 success factors of tourist itineraries [source: dwif-Consulting GmbH, 2008 report]: Positive effect of the "word of mouth" as a communication tool. (TS3).
- ✂ Visitor groups are natural bloggers (TS3).
- ✂ Establishment of a common platform for on-line sale of products should be based on a close association between product and itinerary. This should combine, therefore, various categories of actors to be involved, such as Municipalities, Producers and Tourist (TS4).
- ✂ Travel and test the various itineraries before printing them (TS4).

Reference Good Practices

- 🌀 6A-GP-P5-2 Odysseus in Baleares
- 🌀 6A-GP-P6-1 Routes of el Legado Andalusi
- 🌀 6A-GP-P8-6 "I Cammini d'Europa" membership

Reference Governance Instruments

- 🌀 6C-GI-LP-2 Transromanica Sales Manual
- 🌀 6C-GI-P4-3 Study on cycle route quality criteria
- 🌀 6C-GI-P5-2 Birding Calvià branding
- 🌀 6C-GI-P6-6 Castles & Battles Route Association - Statute
- 🌀 6C-GI-P6-7 'Educational tours of Andalusia' programme
- 🌀 6C-GI-P10-5 Iter Vitis
- 🌀 6C-GI-P11-1 Ecotourism Certification System
- 🌀 6C-GI-P12-1 Service design process toolkit
- 🌀 6C-GI-P12-4 Geocaching trackables in marketing

D3.4. Route Marketing performance indicators

In Paragraph D2.4 the importance has already been underlined of adopting quantitative and qualitative indicators so as to measure the degree of success in implementing the Route Plan and the specific actions contained therein. Such an evaluation approach shall also be considered when measuring marketing action effectiveness. This will entail the necessity of establishing with the co-partners the most suitable methods for data analysis and interpretation. Product or service sales, number of customers, yearly variations in absolute and percentage terms are possible indicators suitable to the purpose.



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From the Tutoring Sessions.

✂ Signaling quality is one of the 9 success factors of tourist itineraries [source: dwif-Consulting GmbH, 2008 report]: Quality is another key requirement. Linked to quality, the need of measuring and monitoring CR impact (TS4).

Reference Good Practices

🔗 6A-GP-LP-3 CrossCulTour

Reference Governance Instruments

- 🔗 6C-GI-LP-1 Project Management Guidelines ISO 16003:2003
- 🔗 6C-GI-LP-3 EUToolKit
- 🔗 6C-GI-P5-4 Heritage project robustness index & matrix
- 🔗 6C-GI-P8-2 T4EST & PM4ESD project management
- 🔗 6C-GI-P11-3 Guidelines for measuring competitiveness in tourism
- 🔗 6C-GI-P12-3 Geocaching webpage visitor calculator
- 🔗 6C-GI-P12-6 Quality test form for tourism operators

Other documents

- 🔗 6D-OT-LP-2 Indicators of sustainable development for tourist destinations. A guidebook
- 🔗 6D-OT-LP-5 SY CULTour - Joint Institutional Framework Analysis"



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European Cultural Routes
Transferring Experiences,
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Annex 1 - Route Logos (examples)



VIA FRANCIGENA
Itinerario Culturale del Consiglio d'Europa



THE LEGACY OF THE VIKINGS

TRANSROMANICA
The Romanesque Routes of European Heritage



Cultural Route of the
Itinéraire Culturel du
COUNCIL OF EUROPE





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