



European Union
European Regional
Development Fund



**KEEP ON: Effective policies for durable and
self-sustainable projects in the cultural heritage sector**

P3 – Municipality of Paggaio

Action Plan: Preparation and Coordination Essay (Final)

**KEEP ON: Αποτελεσματικές Πολιτικές για διάρκεια
και βιωσιμότητα έργων που υλοποιούνται
στον τομέα της πολιτιστικής κληρονομιάς**

**Σχέδιο Δράσης: Έκθεση Προετοιμασίας και Συντονισμού
(Τελικό)**



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| CALL | 3 |
| PRIORITY AXIS | 4. Protecting the environment and promoting resource efficiency |
| SPECIFIC OBJECTIVE | 4.1. Improving natural and cultural heritage policies |
| PROJECT |    <p>PGI05090 KEEP ON</p> <p>Effective policies for durable and self-sustainable projects in the cultural heritage sector</p>  |
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Abbreviations

| | |
|-------|--|
| CLLD | Community-led Local Development |
| CP | Cooperation Programme |
| EC | European Commission |
| ERDF | European Regional Development Fund |
| EU | European Union |
| GIS | Geographic Information System |
| GO | General Objective |
| ICT | Information and Communication Technology |
| IP | Investment Priority |
| JS | Joint Secretariat |
| MA | Managing Authority (INTERREG_GR) |
| NGO | Non-Government Organisation |
| NSRF | National Strategic Reference Framework |
| PPP | Public – Private Partnership |
| REMTh | Region of Eastern Macedonia and Thrace |
| RDP | Rural Development Programme |
| TO | Thematic Objective |
| RIS3 | Research and Innovation Strategies for Smart Specialisations |
| SO | Specific Objective |
| SWOT | Strength, Weaknesses, Opportunities, Threats |

Disclaimer

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The addressed Policy Instrument

The addressed Policy Instrument of P3 – Municipality of Paggaio is:

Strategic Planning of the Operational Programme of the Municipality of Paggaio (2016-2019)

History of the addressed Policy

The Municipality of Paggaio, established in 2010 and commenced its operation as a unified Municipal Authority¹ on January 2011.

The ancestor of the addressed Policy was set in 2011 for the period 2011-2014 and it was specialized in the Priority Axis 2 “Social Policy, Education, Culture, Sports” of the Operational Programme 2011-2014 of the Municipality of Paggaio (Anon, 2011). However, that Policy was shallow, without specific objectives.

Definition of the addressed Policy Instrument

The addressed Policy Instrument of P3 – Municipality of Paggaio is: The Strategic Planning of the Operational Programme of the Municipality of Paggaio (2016-2019), and especially:

- Priority Axis 2 “Social Policy, Education, Sports, Culture, Tourism”,
 - **Measure 2.4 “Culture, Tourism”**

¹ The new Municipality of Paggaio was established by the union of the previous: (1) Municipality of Paggaio, (2) Municipality of Eleftheroupolis, (3) Municipality of Eleftheres, (4) Municipality of Orfanos, (5) Municipality of Piereon.

- General Objective 2.4.1: “Exploitation of existing and creation of new infrastructure for cultural use”
- **General Objective 2.4.2: “Upgrade of cultural institutions and activities of the Municipality and organizing of new events with local, national and international impact”**
- General Objective 2.4.3: “Upgrade of existing and development of new types of tourism, increment of the tourism”

The Vision of the Policy Instrument in question is:

“Upgrade of a modern, functional, friendly, participatory, humane Municipality, that will be operating and initiating as centre of growth and culture, in the Region of Eastern Macedonia and Thrace, and beyond that”

Brief Description of the addressed Policy Instrument

The addressed policy instrument, is related to the protection of the cultural heritage and the sustainable exploitation of the cultural assets of the Municipality of Paggaios. Such exploitation will lead to enhancement of the local economy and jobs creations, through the upgrade of the tourism product, related to tangible and intangible cultural heritage.

Municipality of Paggaios has the very rare advantage of combining a large number of assets, including among others, cultural monuments from prehistoric and ancient times to recent years, a network of Monasteries with the oldest being built sixteen (16) centuries ago, and significant intangible cultural heritage. Most of the elements of the Paggaios impressive cultural inventory are exploitable, however their contribution to local development is completely disproportional to their capacity.

The policy instrument addressed should therefore be improved, as it is justified in the respective general introduction of the Strategic Planning of the Operational Programme 2016-2019 of the Municipality of Paggaios, because it is an essential approach for increment of tourism and expansion of the tourism season, as tourism is a key factor for local development. It should be

upgraded and improve interlinks with new entrepreneurship, including the third sector², and enhance quality indicators of existing tourism and cultural ventures. Sustainability and durability principles would be applied to the policy instrument, in order to bridge the gap between the potential and the current status of the Municipality's cultural and tourist development, nowadays and in the future.

Furthermore, participatory procedures for stakeholders, needs to be upgraded in order to achieve more effective contribution in planning and consequently in implementing of the decided policies.

Summarized Key Points of the Policy Instrument

- Conservation of the cultural heritage;
- Capacity building for the staff and executives of the cultural associations of the area;
- Enhancement of the cooperation with all primary stakeholders in the field of culture;
- Constant cooperation with specialists in cultural heritage, originated from Paggaiio;
- Attraction of grants/funding for cultural projects;
- Linkage of cultural and natural assets, including Natura 2000 sites;
- Continues Improvement, based on learning, through revisions and upgraded Policy Instrument in the next Municipal Programming Period.

² Third sector is usually defined as Social Economy / Social and Solidarity Economy.

Geographic coverage

The addressed Policy Instrument covers the whole territory of the Municipality of Paggaios, which since January 2011 is one entity, successor of five previous Municipal entities³, with a surface of authority of 698 Km².

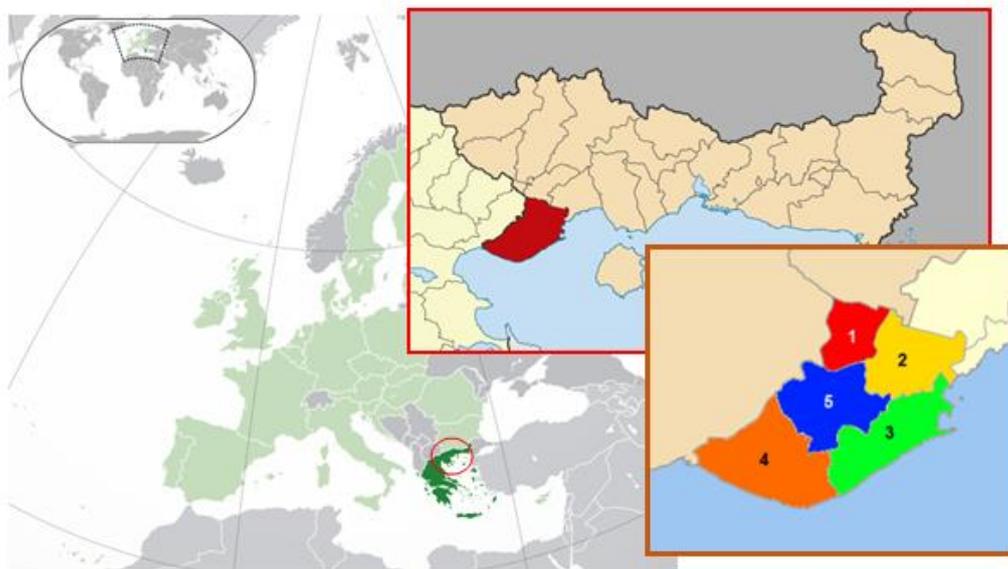


Figure 1 Municipality of Paggaios in Europe (map)

³ (1) Previous Municipality of Paggaios, (2) Previous Municipality of Eleftheroupolis, (3) Previous Municipality of Eleftheres, (4) Previous Municipality of Orfanos, (5) Previous Municipality of Piereon.

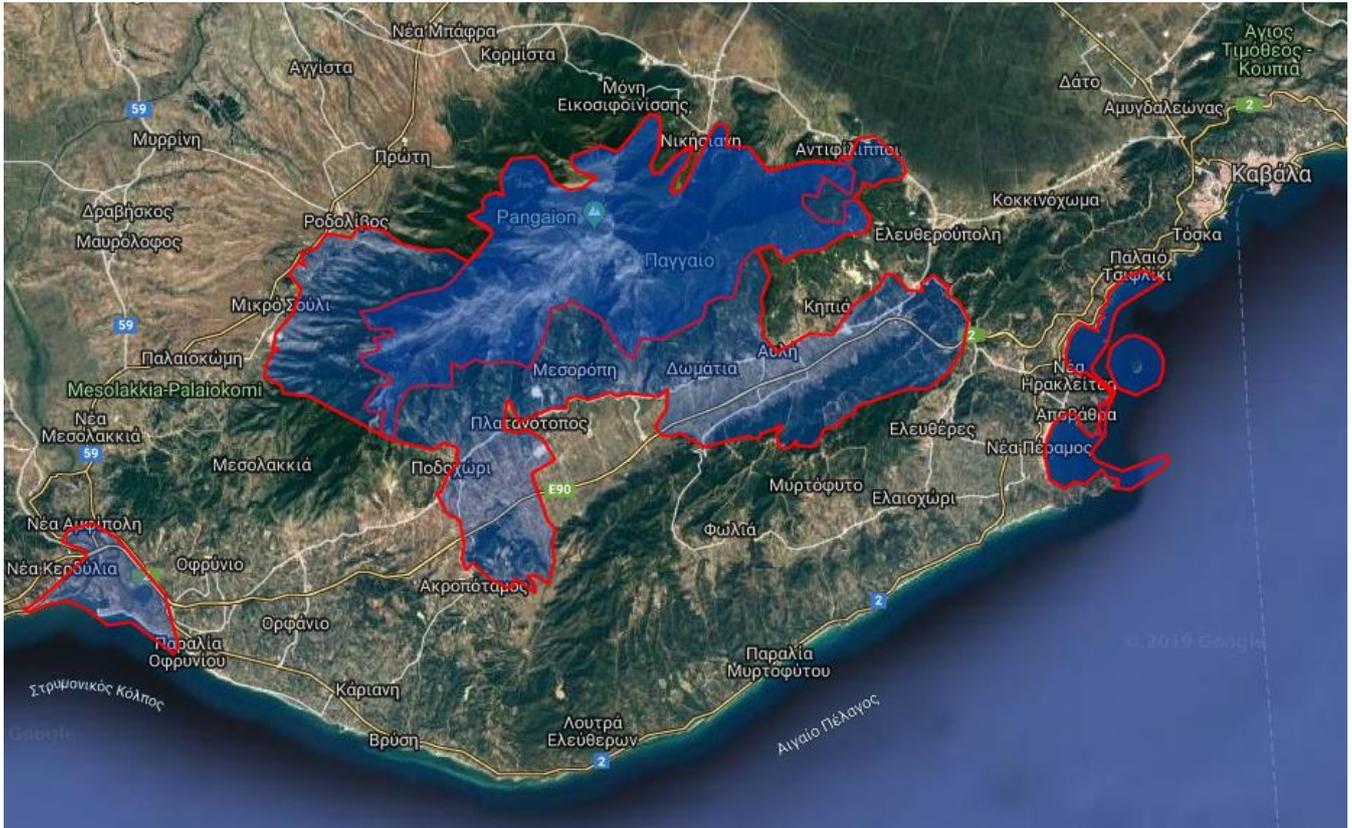


Figure 2 Natura 2000 sites in the Municipality of Paggai (GEOGREECE, 2019)

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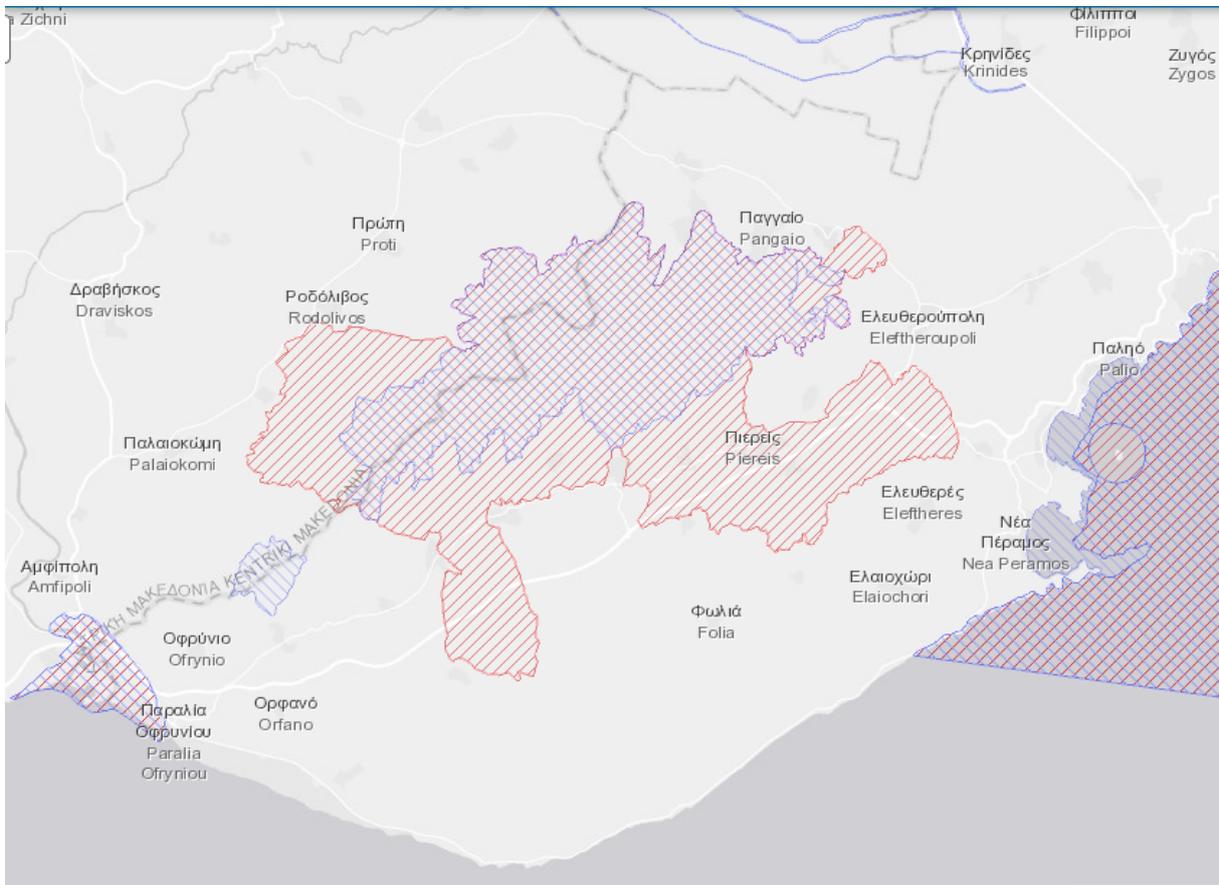


Figure 3 Natura 2000 sites in the Municipality of Paggaiο (European Environment Agency, 2018)

Summarized assessment of the SWOT analysis, in relation to cultural heritage

Situated under the shadow of a mythical and sacred mountain⁴, to which it owns its name, the Paggaió Municipality extends across the mountainsides and reaches the valley of Philippi⁵ and the other significant Macedonia city of the area, Amphipolis.

Municipality of Paggaió has the very rare advantage of combining a large number of assets, including among others, cultural monuments from prehistoric and ancient times to recent years, a network of Monasteries with the oldest being built sixteen (16) centuries ago⁶, eco-paths, protected areas with endemic species (Natura 2000), significant intangible cultural heritage⁷, traditional villages and remarkable traditions, and a coastline of 65Km including amazing blue-flagged beaches, that attract tens of thousands visitors daily, during the summer period.

Although, as described, most of the elements of the Paggaió impressive cultural inventory are exploitable, their contribution to local development is completely disproportional to their capacity. Furthermore, the linkage of the natural and cultural resources⁸ is lacking behind.

The Organisation needs to upgrade its capabilities, enhance the cooperation with the private sector, exploit the available renewable energy sources, continuously improve the skills of the personnel involved in the cultural heritage aspects, establish an active network of stakeholders and benefit from its strategic geographic position.

Furthermore, it should incorporate in its planning procedures, intensive participatory activities for the citizens and stakeholders, and all cultural projects (tangible or intangible) to have a clear viability plan for their implementation and operation costs afterwards.

⁴ The peak of Paggaió Mountain (Natura 2000 convention) is at 1956m and was considered to be the land of Dionysus, the Ancient Greek God of Vineyards, Wine and amusement.

⁵ Philippi is the place of the first European Christian Church, established by Saint Paul and main part of the Philippi valley (Tenaghi) is under the administration of Municipality of Paggaió. The ancient city of Philippi is a UNESCO site.

⁶ Eikosifinissa Monastery was established in the fifth century.

⁷ Among others, includes rites linked to ancient World and Dionysus worship.

⁸ Many of the cultural assets are within the Natura 2000 sites of the Municipality of Paggaió.

Provisions for improvement of the addressed Policy Instrument

It was provisioned that the addressed Policy instrument would have improved through new projects in the field of tangible and intangible cultural heritage, within the framework of the Municipal Operational Programme 2016-2019 and in compliance with the Investment Priority 6c and the Specific Objective 12 of the Regional Operational Programme 2014-2020 of the Region of Eastern Macedonia and Thrace (Structural Funds / NSRF 2014-2020).

Furthermore, it was provisioned that the managerial capacity and other skills (like *Creation of Audiences*) of the involved Stakeholders would have improved and contribute significantly in the next Strategic Planning of the Municipality of Paggaiio.

Addressed Policy Instrument and Stakeholders

The addressed Policy Instrument has a significant number of Stakeholder. An indicative list of cultural heritage stakeholders for the Municipality of Paggaiio is the following:

| Stakeholder | Brief Description |
|---|--|
| Ministry of Culture – Local Ephorate of Antiquities of Kavala and Thassos district | It's Responsible for Applying the National Strategy on Culture (Ministry) at local level (District of Kavala and Thassos, covering Municipality of Paggaiio) |
| Regional Unit of Kavala of the Region of Eastern Macedonia and Thrace – Deputy Regional Governor's Office | It is responsible for the Regional Policy at prefectural level (Municipalities of Paggaiio, Thassos, Nestos and Kavala) |
| Region of Eastern Macedonia and Thrace – Deputy Regional | It is responsible for the Regional Policy (planning and implementation) regarding Cultural heritage and Tourism |

| | |
|--|--|
| Governor's Office for Culture and Tourism | |
| Chamber of Commerce of the District of Kavala | It unifies all professionals and represents the entrepreneurs of the private sector which is very important for tourism development |
| Representative of the International Hellenic University – Department of Administration Science and Technology ⁹ | Higher Education School, dedicated to Management. It has the capacity to do scientific research and incorporate new methodologies in businesses |
| Development Agency of Kavala SA | <p>The vast majority of the shares of Development Agency of Kavala SA are with the four Municipalities of the District of Kavala (Kavala, Paggaiio, Nestos, Thassos).</p> <p>With 25 years of experience in planning and implementing local development programmes (Leader; CLLD), including highlighting of the cultural heritage, having gained a premium experience in cooperating with the private and the public sector it can contribute significantly in the achievement of the project results</p> |
| Cultural Heritage and Tourism Professionals of Municipality of Paggaiio | They are private entities and NGOs related to culture and tourism. Their participation can contribute in solving differences that occur between divergent stakeholders |
| Church of Greece and the Holy Metropolis of Eleftheroupolis | A large amount of Religious monuments, including the oldest active Monastery which has legal entity (since the 5 th century) |

⁹ International Hellenic University – Department of Administration Science and Technology was previously known as Institute of Technology of Eastern Macedonia and Thrace – School of Business

| | |
|---|--|
| Ministry of Interior Affairs (Ministry of Macedonia – Thrace) | Municipality of Paggaios has a large number of recognised by the State, preservable buildings, protected traditional villages and historic places ¹⁰ . The Ministry of Macedonia – Thrace is in charge of all related aspects. |
| Neighbour Municipalities | The neighbour Municipalities of Kavala ¹¹ , Amphipolis, Prosotsani, Drama, Doxato. |
| Social and Solidarity Enterprises | Social and Solidarity Enterprises (Third Sector) could play a crucial role in local development, through the cooperative work of people with similar interests and approach, in culture and culture related affairs. |
| Public Library of Eleftheroupolis | The entity has a key role in the area, not only in the Municipality of Paggaios, and modernised activities. |
| Municipal Youth Council of Paggaios | Informal entity (non-legal person) of young people, encouraged by the Municipality to develop activities and have an informal consultancy role for the town council for issues related to their priorities as youth. |

Approach to the Policy Instrument Performance

For measuring the degree of successfulness of the implementation of the addressed Policy Instrument and for the support to make decisions related to actions that improve or upgrade it (the policy), the following indicators were identified:

¹⁰ The sector of the old town of Eleftheroupolis, the settlement of Domatia, the settlement of Kipia, the settlement of Melissokomeion, the settlement of Messoropi, the settlement of Moustheni, the settlement of Palaiochori, the settlement of Podochori, the settlement of Pygochori, the settlement of Chrysokastro.

¹¹ Includes the adjacent ancient city of Philippi (UNESCO site).

- Number of new projects in the intervention area of Municipality of Paggaios for Tangible and Intangible Cultural heritage;
- Number of new projects in cooperation with the neighbouring Municipal Administrations of Municipality of Kavala and Municipality of Amphipolis: a precious network of cultural assets, comprising the important Cultural Triangle of Paggaios: Anactouroupolis (Paggaios), Philippi / UNESCO site (Kavala) and Casta Hill (Amphipolis) and other Organisations with cultural activities;
- Increment of visitors in the new interventions of cultural heritage.

Summarized assessment of the addressed Policy Instrument, as applied

The Policy Instrument in question is applied by the Municipality of Paggaios and the following points could be highlighted:

- Some interventions in Cultural Heritage that funded the creation of small –public- museums in villages of the Municipality of Paggaios. Indicatively we could refer to the Museum of Olives in Eleohori and the folklore museum of Folea. Those facilities operate, mostly independently to public funding and volunteering is covering the gap, while general expenses remain to the public (the Municipality of Paggaios). However, they are not promoted sufficiently, neither produce any income (tickets, sale of souvenirs, etc.);
- The interventions related to events based on traditions and ancient myths¹², are mainly preserved with small public funding and a lot of volunteering. Those could be considered as self-sustained, although managerial capacity and marketing skills of volunteers should be improved;
- The Municipality of Paggaios established a long-lasting and excellent cooperation with state organisations as well as local NGOs and the private sector in the field of cultural

¹² In the Municipality of Paggaios, tens of cultural events take place every year.

heritage and has gained good experience in planning and implementation projects related to cultural heritage (RDP/Leader projects; NSRF projects; own-funded projects);

- The Municipality of Paggaio has supported several cultural projects and has established also a Municipal Enterprise with social and cultural objectives;
- The Municipality of Paggaio applied (Apr'16 – Dec'19) for funding for fourteen (14) high quality proposals related to cultural heritage, while it is preparing for submission three (3) more projects, for winter 2020 / Spring 2021, with the following characteristics:
 - Benefiting from the actual networks of cultural heritage;
 - New proposals for cultural projects beyond usual approaches;
 - Exploitation of assets based on current and expected market trends;
 - Gaining benefits from the fame of nearby precious cultural assets (Philippi (UNESCO site), Amphipolis);
 - Connecting cultural and natural assets;
 - having mixture of funding.
- In Spring 2021, a special proposal was prepared (budget: approx. 400.000,00€), within the framework of the Call AT14 of the development programme ANTONIS TRITSIS of the Ministry of Interior, honouring the 200 years' anniversary of the Greek Revolution against the Ottoman empire, including the rehabilitation of a building to host digital documents and exhibitions, the creation of related documentaries for the area, etc.
- It established the institution of the Conference of Local History of Paggaio¹³, which gathers scientists from all Greece, working in the cultural field or in fields related to culture, to present their research work, which is multi-beneficial in terms of new ideas and active networking;

¹³ The 1st Conference was organized in 2016 and the 2nd one was organized in 2018. The 2020 conference was postponed due to the COVID-19 pandemic curfew measures.

- It commenced participatory activities with the tourism professionals and stakeholders, although such participatory activities remain at an early stage.

Sustainability problems in cultural heritage projects

Below we summarise some important problems of sustainability in projects of cultural heritage, as raised by the applied policy instrument:

- Tangible projects (rehabilitation of monuments, others) of cultural assets cover their expenditure through public funding and at the end there's no provision for their viability;
- Dominance of the mentality that cultural projects should be funded and owned by public authorities, like the Municipality and people should share / enjoy them for free;
- Infrequent benefactors¹⁴ / donors for cultural projects;
- Lack of active networking with nearby cultural assets;
- Lack of synergies between cultural and local development projects;
- Insufficient cooperation with events and activities organised in the nearby Municipalities;
- Lack of PPPs¹⁵ for funding. Funding is usually limited to structural funds.

¹⁴ Excluded the benefactor Frixos Papachristidis and his family.

¹⁵ PPP: Public-Private Partnership

Conclusions on the applied Policy Instrument

For decades, the conservation and highlighting of cultural heritage and related projects, including rehabilitation, maintenance, operation, was considered to be dependent on the financial and administrative support of the State and Regional / Local Authorities, as their fully obligation, with rare exceptions by some benefactors and donors.

That approach was not significantly questionable in the previous decades; however, that has changed over the last years, during the economic crisis, which put in lower priority the cultural projects, despite any potential good intentions of the decision makers.

The opening of the discussion about the sustainability of the cultural projects is a very positive signal and should be enhanced to involve as many stakeholders as possible. There are good practices, successful attempts and failed practices, ideas that could be transformed into pilots and be tested, etc. All those could benefit the local authority and the related policy instruments could be improved in the ongoing programming period and upgraded in the period to follow.

The frank dialogue among all stakeholders and actual participatory procedures, could be the answer in the confrontations between investors, authorities and “culture lovers” and lead to innovative solutions carrying factors of sustainability.

The addressed Policy Instrument is sufficiently improved in comparison to the respective previous Policy of the Municipality of Paggaió. Its implementation however, needs significant upgrading in order to bring results that could be sustained without the need for large (financial) annual public support.

The management of the cultural heritage shouldn't be separated from the management of natural assets, especially in the Municipality of Paggaió where there are Natura 2000 areas¹⁶, where precious exploitable cultural assets are presented.

The approach to the development of the policy instrument related to cultural assets, should clearly include:

¹⁶ In the Municipality of Paggaió there are three (2) Natura 2000 areas: The Holy mountain of Paggaió, the Gulf of Eleftheres (Nea Peramos, Nea Iraklitsa) and the Beach of Orfanos. See Figures 2 & 3 in this document.

- study of the carrying capacity of each and every cultural site in use/activity;
- identification of specific indicators, which would be appropriate for each case, useful, measurable and understandable by the users;
- realistic marketing plan;
- networking activities with other projects, stakeholders and other players;
- sustainability / viability plan based on the actual market characteristics and its trends;
- training of the staff that would be involved in the implementation of the policy;
- Intermediate and final assessments and reviews of the applied policy, per case and in general.

The intention and expectation of the administration of the Municipality of Paggaió, is to improve its Cultural Heritage policy instrument, with the contribution of the results of the KEEP ON project.

Approach to the action plan

Progress of the action plan in Semesters 5 and 6

The preparation of the development of the Action Plan was discussed among the project team members, the Mayor of Paggaió, the Chairwoman of the Municipal Enterprise for Public Benefit and the Chairwoman of the Tourism Committee.

Furthermore, it was agreed that the action plan would cover the contribution to the new Strategic Planning of the Operational Programme of the Municipality of Paggaió (2020 - 2023) and the respective measures. Specifically, for the cultural projects, the action plan would describe, among others, also the process of assessment of the post-implementation period, and indicators that would have to be estimated during the design and the ones that would have to be measured during operation and after end of the project implementation.

During the preparation phase of the action plan, there were frequent meetings with the administration of the Municipality of Paggaió and direct communications with the stakeholders, about the indicative actions and the selection of few out of them for their

inclusion in the final action plan. Furthermore, there were regular communications with the project team and especially the PP7 – IRMO, the expert partner, in order to work on the final version according to the updated guidelines (by the Managing Authority and the Joint Secretariat of the Programme and also the special KEEP ON project approach), including special partners’ meetings (webinars) dedicated to the action plans of the project partners.

Preparation of action plan – project partners meeting 16/10/2020

Key objectives recommended for the sustainability and durability of cultural heritage projects

- Ex ante assessment of the projects that are planned to be funded;
- Preparation of detailed feasibility plan and marketing plan for each cultural heritage project, including alternative scenarios and taking into consideration the carrying capacity indicators;
- Regular evaluation of the progress of the feasibility plan and introduction of measures, should that be needed;
- Prioritisation of projects, with criteria that would include viability and durability approaches;
- Regular updates/revisions of the publicity and promotional activities, including new tools and trends.

Relevant lessons learned from other partners that are used in the Action Plan

- The approach of the Royal Castle in Chęciny (Poland);
- The Santo Estevo Monastery / Parador de Santo Estevo (Spain);
- Rock Wine Mills in Valpacos (Portugal) – Practical Guide.

The positive changes that are expected in the next Policy Instrument

- Introduction of the new planning approach for new cultural heritage projects (detailed feasibility plan and marketing plan, including alternative scenarios and taking into consideration the carrying capacity indicators);
- Preliminary assessment of the new planned cultural heritage projects and prioritising;
- Preliminary discussion of the new planned cultural heritage projects with key stakeholders.

Proposed activities and projects (type, estimated budget and planning)

- (1) Upgrade of the supplementary actions of the Conference on local history of Paggaio (approximately +36,000€);
- (2) Update of the promotion activities of the cultural heritage and linkage with the tourism promotion plan of the Municipality (+40,000€);
- (3) Upgrade of the cooperation with the International Hellenic University (Department of Management Science and Technology) and the Aristotle University of Thessaloniki (Faculty of Agriculture, Forestry and Natural Environment) for continues improvement and support in relative studies (measurement of socio/economic impact and other indicators) (approximately +140,000€);
- (4) Network with neighboured cultural sites (Amfipolis, Philippi, Thassos) and cooperation (approximately +30,000€);
- (5) Enhancement of the cooperation with the local cultural associations and entities of the civil society with cultural activities (approximately +100,000€);
- (6) New Municipal cultural projects (approximately +1,200,000€ to +3,000,000€);
- (7) Enhancement of the cooperation with the Ministry of Culture for the selection of new projects that will be developed in the next programming period (projects are approximately +3,000,000€ to +5,000,000€).

Of the above proposed actions, the (1), (2) (3) and (6) were selection to be deployed in Phase 2.

KEEP ON

Effective policies for durable and self-sustainable projects in the cultural heritage sector

ACTION PLAN for the Policy Instrument addressed by the Municipality
of Paggaio



Action Plan
for the
Municipality of Paggaio (GR)



Part I – General information

Project: *Effective policies for durable and self-sustainable projects in the cultural heritage sector*

Partner organisation(s)

concerned: *PP3 – Municipality of Paggaio*

Country: *Greece*

NUTS2 region: *Anatoliki Makedonia, Thraki EL51*

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Part II – Policy context

- The Action Plan aims to impact:
- Investment for Growth and Jobs programme
 - European Territorial Cooperation programme
 - Other regional development policy instrument

Name of the policy instrument(s) addressed: *Strategic Planning of the Operational Programme of the Municipality of Paggaió (2016-2019)*

Further details on the policy context and the way the action plan should contribute to improve the policy instruments:

The addressed policy instrument is applied until its replacement in the year 2021 and the Owner is the Municipality of Paggaió, while it is coordinated by the Programming and Planning Bureau and the Administration of the Municipality of Paggaió.

The main objectives of the Policy Instrument are:

- ✓ *Conservation of the cultural heritage;*
- ✓ *Capacity building for the staff and executives of the cultural associations of the area;*
- ✓ *Enhancement of the cooperation with all primary stakeholders in the field of culture;*
- ✓ *Constant cooperation with specialists in cultural heritage, originated from Paggaió;*

- ✓ *Attraction of grants/funding for cultural projects;*
- ✓ *Linkage of cultural and natural assets, including Natura 2000 sites;*
- ✓ *Continues Improvement, based on learning, through revisions and upgraded Policy Instrument in the next reference period.*

The expected impacts of the Implementation of the Policy Instrument are:

- ✓ *Upgrade the tourism with sustainability;*
- ✓ *Promote further the cultural tourism;*
- ✓ *Promote the wine routes and develop synergies with other projects;*
- ✓ *Enhance entrepreneurship in the area;*
- ✓ *Upgrade the skills of young and unemployed;*
- ✓ *Increase employment rates in the area, in the field of tourism and especially cultural tourism;*
- ✓ *New investments in culture;*
- ✓ *Promotion of the exploitation of renewable sources of energy (geothermal field of Akropotamos) to promote less-energy consuming cultural and tourism activities with less greenhouse gasses emissions.*

The sources of funding are: Municipal funds; funds from EU structural funds (NRSF 2014-2020), European Territorial Cooperation Programmes (INTERREG), Programme Filodimos I & II (followed and replaced by the programme ANTONIOS TRITSIS) of the Ministry of Interior.

KEEP ON lessons learned, experience exchanged, and consultation with the Stakeholders of the Municipality of Paggaios, inspired the context of the selected set of actions, which are expected to contribute to the objectives of the project and

the addressed Policy Instrument as per the project approach for the sustainability of projects in the sector of cultural heritage, after the end of their public – funding lifespan.

Part III – Details of the actions envisaged

ACTION 1:

Name of the action: *Upgrade of the supplementary actions of the Conference on local history of Paggaió*

1. Relevance to the project

The suggested action 1 is the output of the inspiration of good practices that were presented during the project implementation. More specifically, the sources of inspiration were the following good practices:

(1) The Conference itself (Paggaió, GR) (Good Practice)

and the consultation with the stakeholders of the Municipality of Paggaió.

2. Nature of the action

The action will focus on (a) upgrading its activities with supplementary actions, prior to the prime conference, with young people and (b) bring also international audience.

KEEP ON influences the Policy Instrument to become an ongoing institution for the area and enhance the cooperation of the scientifics that come close to each other, with subsequent possible impact for new projects in the area.

3. General Steps of the action:

(1) Enhance the publicity;

(2) Promote the concept to potential participants;

(3) Continues communication with scientists originated from the area, regarding also aspects of the upgrade;

- (4) *Networking with other similar actions in Europe;*
- (5) *Actual Implementation;*
- (6) *Assessment.*

4. Stakeholders involved

- *The Municipality of Paggaios;*
- *The Single Shareholder Municipal Enterprise of Development;*
- *The Public benefit Municipal Enterprise;*
- *The Church;*
- *The Ephorate of Antiquities of Kavala and Thassos (Ministry of Culture);*
- *The Aristotle University of Thessaloniki;*
- *The International Hellenic University;*
- *The Democritus University of Thrace;*
- *Civil Society entities;*
- *Kavala Development Agency;*
- *The Region of Eastern Macedonia and Thrace;*
- *The Managing Body of Rhodopi;*
- *The Managing Body of the National Park of East Macedonia and Thrace (Managing Body of Delta Nestos, Vistonida - Ismarida and Thassos);*
- *The Municipal Youth Council.*

5. Timeframe

The action will be implemented in the period 2021-2023.

| Activity | 2021 Q3 | 2021 Q4 | 2022 Q1 | 2022 Q2 | 2022 Q3 | 2022 Q4 | 2023 Q1 | 2023 Q2 |
|---|------------|------------|------------|------------|------------|------------|------------|------------|
| Preparatory Phase | X | X | | | | | | |
| Promotion | | X | X | X | X | X | X | X |
| Continues Communication with scientists | | X | X | X | X | X | X | X |
| Networking with other similar actions in Europe | | | | X | X | X | X | X |
| Actual Implementation | | | | | X | X | X | X |
| Assessment | | | | | | | X | X |

6. Costs

The contribution of the project to the improvement of the Policy Instrument: no cost

Approximately +36,000€ for the actual implementation

Total cost: approximately +36,000€

7. Funding sources

Municipality of Paggaios.

ACTION 2:

Name of the action: *Update of the promotion activities of the cultural heritage and linkage with the tourism promotion plan of the Municipality*

1. Relevance to the project

The suggested action 2 is the output of the inspiration of good practices that were presented during the project implementation, with focus to the optimal use of funding for promotion of tourism. More specifically, the sources of inspiration were the following good practices:

- (1) The approach of the Royal Castle in Chęciny (Poland);*
- (2) The Santo Estevo Monastery / Parador de Santo Estevo (Spain);*

and the consultation with the stakeholders of the Municipality of Paggajo.

2. Nature of the action

The action will focus on (a) investment in promotion abroad and in-country the cultural and natural assets of the area, using modern techniques and technologies and digital marketing; (b) balance the spending between classical and modern techniques and methods, with respect to the audience.

KEEP ON influences the Policy Instrument to be upgraded for using the public funds wisely for the optimal result and measure the impact.

3. General Steps of the action:

- (1) Design of the intervention;*
- (2) Consultation with stakeholders;*
- (3) Debate with the administration and finalisation;*
- (4) Actual Implementation;*

(5) *Assessment*

4. Stakeholders involved

- *The Municipality of Paggaio;*
- *The Single Shareholder Municipal Enterprise of Development;*
- *The Public benefit Municipal Enterprise;*
- *Civil Society entities;*
- *The associations of professionals of the area of intervention;*
- *The Region of Eastern Macedonia and Thrace;*
- *Tourism Organisation of Greece.*

5. Timeframe

The action will be implemented in the period 2021-2023.

| Activity | 2021 Q3 | 2021 Q4 | 2022 Q1 | 2022 Q2 | 2022 Q3 | 2022 Q4 | 2023 Q1 | 2023 Q2 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <i>Design of the intervention</i> | X | X | | | | | | |
| <i>Consultation with stakeholders</i> | | X | X | X | | | | |
| <i>Debate with the administration and finalisation</i> | | | X | X | | | | |
| <i>Actual Implementation</i> | | | | X | X | X | X | X |
| <i>Assessment</i> | | | | | | | X | X |

6. Costs

The contribution of the project to the improvement of the Policy Instrument: no cost

Approximately +40,000€ for the actual implementation

Total cost: approximately +40,000€

7. Funding sources

Municipality of Paggajo

ACTION 3:

Name of the action: *Upgrade of the cooperation with the International Hellenic University (Department of Management Science and Technology) and the Aristotle University of Thessaloniki (Faculty of Agriculture, Forestry and Natural Environment) for continues improvement and support in relative studies (measurement of socio/economic impact and other indicators)*

1. Relevance to the project

The suggested action 3 is the output of the consultation with the stakehodlers and the inspiration of good practices that were presented during the project implementation and the lessons learned about the cooperation with the scientific community:

- (1) The approach of the Royal Castle in Chęciny (Poland);*
- (2) The Glen Canyon – Preserving Natural and Cultural Heritage (USA) – Practical Guide;*

and the consultation with the stakeholders of the Municipality of Paggaiio.

2. Nature of the action

The action will focus on (a) increase the research in the area (nature and culture); (b) promote scientific cooperation with other knowledge carriers in Europe (through the partner Universtities); (c) preparation of supportive tools; (d) preparation of new joint projects.

KEEP ON influences the Policy Instrument to be upgraded with the scientific knowledge of the Universities in the area, which will contribute in better conservation, better understanding, networking with other knowledge entities in Europe and wider, prepare supportive tools for the sustainable development of the area, especially in the field of cultural heritage.

3. General Steps of the action:

- (1) Consultation with the interested parties;
- (2) Preparation of Memorandums of Cooperation;
- (3) Actual Implementation;
- (4) Assessment

4. Stakeholders involved

- The Municipality of Paggaios;
- The Aristotle University of Thessaloniki;
- The International Hellenic University;
- The Democritus University of Thrace;
- The Single Shareholder Municipal Enterprise of Development;
- Kavala Development Agency.

5. Timeframe

The action will be implemented in the period 2021-2023.

| Activity | 2021 Q3 | 2021 Q4 | 2022 Q1 | 2022 Q2 | 2022 Q3 | 2022 Q4 | 2023 Q1 | 2023 Q2 |
|---|------------|------------|------------|------------|------------|------------|------------|------------|
| Consultation with the interested parties | X | X | | | | | | |
| Preparation of Memorandums of Cooperation | | X | X | X | | | | |
| Actual Implementation | | | | X | X | X | X | X |
| Assessment | | | | | | | X | X |

6. Costs

The contribution of the project to the improvement of the Policy Instrument: no cost

Approximately +140,000€ for the actual implementation

Total cost: approximately +140,000€

7. Funding sources

Municipality of Paggaio;

ETCP „Greece – Bulgaria”.

ACTION 4:

Name of the action: *New Municipal cultural projects*

1. Relevance to the project

The suggested action 4 is the output of the inspiration of good practices that were presented during the project implementation, with focus to the optimal use of funding in order the projects to be viable after their funding lifespan. More specifically, the sources of inspiration were the following good practices:

- (1) The approach of the Royal Castle in Chęciny (Poland);*
- (2) The Santo Estevo Monastery / Parador de Santo Estevo (Spain);*

and the consultation with the stakeholders of the Municipality of Paggaios.

2. Nature of the action

The action will focus on (a) design on new cultural projects preliminary feasibility analysis; (b) implementation of the projects; and (c) operation after the completion, as per the KEEP ON project approach.

KEEP ON influences the Policy Instrument to be upgraded for using the public funds wisely for the optimal result and measure the impact.

3. General Steps of the action:

- (1) Preliminary selection of interventions (projects to be prepared);*
- (2) Feasibility analysis;*
- (3) Preparation of the selected projects / studies and permits for the works;*
- (4) Proposal for funding and approval;*
- (5) Actual Implementation;*

(6) *Assessment.*

4. Stakeholders involved

- *The Municipality of Paggaio;*
- *The Directorate of Technical Services of Paggaio;*
- *The associations of professionals of the area of intervention;*
- *The Region of Eastern Macedonia and Thrace;*
- *Kavala Development Agency SA;*
- *Υπουργείο Εσωτερικών.*

5. Timeframe

The action will be implemented in the period 2021-2023.

| Activity | 2021 Q2 | 2021 Q3 | 2021 Q4 | 2022 Q1 | 2022 Q2 | 2022 Q3 | 2022 Q4 | 2023 Q1 | 2023 Q2 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <i>Preliminary selection of interventions</i> | X | X | X | X | X | X | X | X | X |
| <i>Feasibility Analysis</i> | X | X | X | X | X | X | X | X | X |
| <i>Preparation of the selected projects</i> | X | X | X | X | X | X | X | X | X |
| <i>Proposal for funding and approval</i> | | X | X | X | X | X | X | X | X |
| <i>Actual Implementation</i> | | | | | X | X | X | X | X |
| <i>Assessment</i> | | | | | | | | X | X |

6. Costs

The contribution of the project to the improvement of the Policy Instrument: no cost

Approximately +1,200,000€ to +3,000,000€ for the actual implementation

Total cost: approximately +1,200,000€ to +3,000,000€

7. Funding sources

Municipality of Paggaió

NSRF 2014-2020

Development Programme ANTONIS TRITSHS

CLLD (LEADER)

Conclusions

The implementation of the selected actions, will contribute to the achievement of the objectives of the KEEP ON project, while it will meet also the objectives of the addressed Policy Instrument.

It is expected to have long-lasting impact in the local development, while it could inspire also the authority during the preparation of the next Municipal Policy Instrument.

Date: 16/11/2021

Name of the organisation(s):

(1) Municipality of Paggiao

Signatures of the relevant organisation(s):



ΕΛΛΗΝΙΚΗ ΔΗΜΟΚΡΑΤΙΑ
ΔΗΜΟΣ ΠΑΓΓΑΙΟΥ
ΔΗΜΑΡΧΟΣ ΠΑΓΓΑΙΟΥ
ΑΝΔΡΑΣΣΙΔΗΣ ΑΝ. ΦΙΛΙΠΠΟΣ

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