LOCAL ACTION PLAN

SHARE
Interreg Europe

DG for Libraries, Museums and Cultural Heritage of the Regional Government of Extremadura

Date: 26 de Junio de 2019

Signature: _____

Stamp of the organisation (if available): _____

JUNTA DE EXTREMADURA
DIRECCIÓN GENERAL DE BIBLIOTECAS, MUSEOS Y PATRIMONIO CULTURAL
CONSEJERÍA DE CULTURA E IGUALDAD

LOCAL ACTION PLAN

DG for Libraries, Museums and Cultural Heritage of the Regional Government of Extremadura

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Tracking notes	

This action plan will be reviewed by:	- José Javier Cano Ramos (Junta de Extremadura) - Juan Francisco Sánchez Rodríguez (CEDER La Serena)					
Planned review dates:	January 2019	June 2019	January 2020	June 2020	Other:	Other:
Once reviewed initial to confirm:	24/01/2019 Javier Juan Fran					

PART I – GENERAL INFORMATION

Project: Sustainable approach to cultural Heritage for the urban Areas Requalification in Europe "SHARE"

Partner organisation: Regional Government of Extremadura. DG for Libraries, Museums and Cultural Heritage

Country: Spain

NUTS2 region: Extremadura

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PART II –

The Action Plan aims to impact: X   Investment for Growth and Jobs programme

☐   European Territorial Cooperation programme

X   Other regional development policy instrument

Name of the policy instrument addressed:

- ERDF Operational Program of Extremadura (2014 – 2020)

- Strategic Plan for the Development of the County of La Serena as a cultural landscape

1. Introduction

Extremadura is a predominantly rural region with small-medium population centres distributed in a territory of 41 635 km². The population density is 25.92 inh / km². Extremadura has a rich cultural heritage, but the aforementioned territorial context characterised by a low population density in a large area hinders a sustainable exploitation of cultural assets. This is a problem that Cultural Heritage Management related departments of the Regional Government of Extremadura need to solve by identifying and implementing potential solutions to promote and to exploit the cultural heritage in rural areas in a more socioeconomically and environmentally sustainable way. Limited communication infrastructures and limited economic resources or tools for the promotion and exploitation of the cultural heritage constrain the correct exploitation of this resource. This is why in Extremadura the SHARE project has focused on identifying solutions that can benefit the cultural heritage in a rural context and not only in urban areas.

Although Share partners are located in territories with different necessities, interesting best practises have been identified during the exchange of BP events, study visits and meetings that can be used and implemented by all of them. Tools (Protocols) and Actions defined in this LAP are based on the experiences and knowledge exchange carried out during the first phase of the Interreg Share Project.

Since Extremadura is a large territory, the case studies, surveys, study visits and pilot actions for the project have been located in a specific part of the Region, the County of La Serena. This county has an area of 2,784.69 km2, with 41,371 inhabitants distributed in 19 municipalities. The County of La Serena is developing a Strategic Plan for the promotion of the county as Cultural Landscape. This Plan will be also reinforced and improved with the experiences of the SHARE project through the implementation of specific actions.

The LAP in Extremadura will not only improve the Strategic Plan for the promotion of the County of La Serena, and the implementation of the ERDF operational Program though specific actions but will also set a basis for the improvement of all structural funds for Extremadura by identifying specific protocols to be taken into account in the implementation of cultural heritage actions based on ERDF funds

After identifying and analysing the local needs through the benchmarking study, case studies, surveys and stakeholders meetings, and taking into account lessons learnt from the exchange of Good practises during the first phase of the SHARE project, The Local Action plan for Extremadura focuses on five main transversal areas, each of them containing specific actions to be implemented and monitored during the second phase of the Project.

Overlooking very local specificities, the territory of la Serena, with 19 municipalities scattered over a wide area, can be considered as a typical sample of Extremadura territory. Therefore, although selected actions refer to this county, results can be easily transferred to the whole Region.

Areas of Action:

1. Public participation.

2. Coordination and communication among different administrations and entities involved in the management and exploitation of the cultural heritage.

3. Sustainability of actions towards the promotion and exploitation of the cultural heritage (ex-Ante protocol).

4. Quantification of the socioeconomic and environmental impact of the cultural heritage (ex-Post protocol).

5. Promotion of innovative tools towards the promotion and exploitation of the cultural heritage.

These 5 areas of action, designed during the Share Project, are a transversal instrument to be taken into account in the implementation of every action in the Region supported by structural Funds for the promotion

and exploitation of the Cultural Heritage.

Structural Funds Programs (2014-2020) are being implemented in parallel to the development of the Share project, and therefore a real modification of such programs in their design seems very complicated to achieve. But we can **influence and improve the implementation of such program** funds in the territory by applying the aforementioned transversal principles to specific actions designed during the share project..

These Transversal actions and protocols, once implemented and tested during the second phase of the Share project, will improve the current implementation of the OP, but will be reflected also in the design of the Operational Programs for Extremadura in the next funding Period.

2. Municipal (or Regional) strategic vision.

As aforementioned in this document, Extremadura is a Region with an important cultural Heritage. Outstanding historical constructions, UNESCO heritage sites or unique traditions are mixed in one of the best preserved natural areas in Europe. The low industrialization of the Region represents now an opportunity for the development of increasingly demanded "green" services and products. But in order to set an appropriate framework for this it is important to consider three points:

- The fragmentation of the territory (high number of small municipalities with limited resources distributed in a big area).

- The lack of efficient coordination and communication among the different entities with competences in the Cultural Heritage in the Region (Regional Government, Provinces, Counties, Municipalities) and between the public and private sector.

- Limited resources available for the promotion and exploitation of the cultural heritage in the Region, both private and public.

The first point will be addressed by the empowerment of supra municipal entities that promote the territory as a whole. This entails an important change of mind in the local population and local politicians that need to think at county level rather than at municipal level.

The second point will be addressed by setting common protocols and mechanisms to guarantee a proper coordination and cooperation among competent entities when implementing any action towards the promotion and exploitation of the Cultural Heritage in the Region. ERDF funded actions will follow these protocols with the aim of improving the outcomes and sustainability of such actions.

The third point can be improved by designing and implementing protocols and actions to ensure the sustainability of activities towards the promotion of the heritage and the proper marketing of our heritage using more cost-effective tools.

These three points inspire the protocols to be designed and tested during the Share project in the county of La Serena as test bed, in order to improve the management of structural funds and the current exploitation and promotion of the Cultural heritage

Extremadura has the opportunity of taking advantage of what in the past was considered a limitation. The very well preserved nature and heritage sites, our low industrialization and our high quality natural products can be key elements for the promotion of important economic activities such as rural or "green" tourism, production and exploitation of high quality agro-food products or other activities.

3. Proposed intervention to solve the problem

The elaboration and analysis of the case studies, stakeholders meetings, surveys and benchmarking studies in La Serena and Extremadura during SHARE, allowed us to identify a series of recurrent problems or weaknesses when trying to exploit the Cultural Heritage in Extremadura in an efficient way:

- Low involvement of the population in the design and selection of actions for the promotion and exploitation of the local cultural Heritage. Lack of participation tools.

- Limited coordination and communication among different administrations and entities involved in the management and exploitation of the cultural heritage for the implementation of actions.

- No quantification of the real positive impact that the Cultural Heritage and related actions produce in the territory, which reverts in lack of interest by local residents, local decision makers and regional politicians in investing in them.

- Unsustainability. A good number of Actions are not economically sustainable after a period, which means a waste of resources in facilities or projects with no future.

- There is a wide interesting range of innovative sustainable tools for the promotion and exploitation of the cultural heritage that are not being properly implemented in the territory

Based on local needs and good practices identified during study visits and meetings in the SHARE project, a LAP is developed to establish specific protocols to be implemented when new actions for the Promotion and Exploitation of the Cultural Heritage within the framework of the Structural Funds in Extremadura are designed:

1. Tool for Public participation: The objective of this protocol is to guarantee the involvement and participation of local stakeholders and actors in the design and implementation of actions, and to ensure the correct link between local citizen initiatives and administration, which has proved crucial in achieving long term success in local Heritage management.

2. Tool for Coordination and communication among different administrations and entities involved in the management and exploitation of the cultural heritage: the objective of this protocol is to set the mechanisms for communicating and coordinating activities for the promotion and exploitation of the Cultural Heritage more efficiently and therefore avoid duplicities and harmful voids or competitive situations.

3. Tool for the Quantification of the socioeconomic and environmental impact of the cultural heritage: the objective of this protocol is to set the mechanisms for quantifying the socioeconomic benefits of the implementation of Actions towards the promotion and exploitation of the cultural Heritage in the local population.

4. Tool for the Sustainability of actions towards the promotion and exploitation of the cultural heritage: the objective of this protocol is to evaluate the sustainability of actions before their implementation in order to be cost efficient and to avoid wasting resources in project without continuity

5. Tool for the Promotion of innovative tools towards the promotion and exploitation of the cultural heritage: the Objective of this protocol is to set a series of specific effective tools to be taken into account for an efficient promotion and implementation of actions

These protocols will be tested in the implementation of specific actions to be carried out in La Serena in the following two years and the results will serve as basis for the design and implementation of cultural heritage

Actions that use structural funds in the Region.

The specific actions included in the LAP are based on experiences learned during study visits and meetings of the SHARE project.

4. Stakeholders involved

The following entities will be involved in the development and implementation of this LAP:

1. Junta de Extremadura. (Regional Government): This entity will coordinate the implementation of protocols defined in this LAP, as well as the monitoring of the actions included in this Plan. This entity will also coordinate the monitoring committee meetings during the second phase of the Share project.

2. CEDER La Serena. Centro de Desarrollo Rural La Serena. (Rural Development Centre of La Serena): this entity will coordinate the implementation of actions defined in the plan and will support the Regional government in the monitoring of protocols and actions

3. Diputación de Badajoz (Province of Badajoz): this entity will support the Regional Government and CEDER in the implementation of actions and protocols, as well as in their monitoring through the participation in monitoring committee meetings

4. Mancomunidad de la Serena (Association of 13 Municipalities from La Serena): this entity will support CEDER in the local implementation of actions, and they will also participate in monitoring meetings as part of the monitoring committee.

5. Mancomunidad de Serena-Vegas Altas (Association of 6 Municipalities from La Serena): this entity will support CEDER in the local implementation of actions, and they will also participate in monitoring meetings as part of the monitoring committee.

6. Municipalities: there are 19 municipalities in the county, some of them will be directly involved in specific actions when these take part in their territory (festivals, touristic routes, ..).

7. Local associations: some activities will involve local associations to be defined in each case. These groups will participate in public participation processes and in the promotion of some actions.

A LAP Committee, with the participation of one member from each of the entities involved (except for the municipalities due to the fact they are already represented by the Mancomunidad, and the local associations that will be involved only in specific tasks) , will be created for monitoring the implementation of Actions. This Committee will meet every six months during the second phase of the Project.

All these entities are direct stakeholders of the LAP due to the fact that they are the bodies with competences in cultural heritage that will implement project results in the territory. Furthermore. The Regional Government, coordinator of this LAP, is the managing authority for structural funds.

5. Goals

The main goal of this LAP is the design and testing of protocols for improving the sustainability and efficiency of actions using structural funds towards the promotion and exploitation of the Cultural Heritage in Extremadura. These protocols respond to a need detected during the SHARE project, and are based on good practices identified during the first phase of the project.

In order to reach this main objective, specific actions for the promotion and exploitation of the Cultural heritage

based on the exchange of knowledge in Share will be designed and implemented in La Serena county using specific protocols to ensure their sustainability.

The following actions and Tools will be implemented and tested:

1. Public participation

   - Definition of a transversal protocol for public participation that will be implemented in the following specific actions:

   ✓ Acción 1.1.- Creation of a Map of the Cultural Landscape of La Serena (definition of the cultural identity of La Serena).

   ✓ Acción 1.2.- Design and implementation of a dramatized cultural pilgrimage route combining historic Roads, natural landscapes and hermitages of reference in the region.

   ✓ Acción 1.3.- Creation of itineraries for stars observation

2. Coordination and communication among different administrations and entities involved in the management and exploitation of the cultural heritage

   - Definition of a transversal protocol for the Coordination and communication among different administrations and entities that will be implemented in the following specific actions

   ✓ Acción 2.1 Design of a common digital agenda for cultural activities in the county

   ✓ Acción 2.2.- Creation of a common network of museums and arqueological sites

   ✓ Acción 2.3.- Elaboration of a joint communication and dissemination Plan

3. Sustainability of actions towards the promotion and exploitation of the cultural heritage

   - Definition of a transversal protocol for Sustainability (ex-ante) that will be implemented in the following specific actions

   ✓ Acción 3.1.- Creation of a new potential interpretation Centre for the promotion of the local cultural heritage

   ✓ Acción 3.2.- Integration of new smart cultural contents in already existing cultural facilities

4. Quantification of the socioeconomic and environmental impact of the cultural heritage

   - Definition of a transversal protocol for the Quantification of the impact of the cultural heritage (ex-post) that will be implemented in the following specific actions

   ✓ Acción 4.1.- Quantification and Valorisation of an heritage site of reference in the county. (Cancho Roano)

   ✓ Acción 4.2.- Quantification and Valorisation of a cultural event of reference in the county

5. Promotion of innovative tools towards the promotion and exploitation of the cultural heritage

   - Definition of a transversal protocol for the use of innovative tools for the promotion and

exploitation of the cultural heritage that will be implemented in the following specific actions

- ✓ Acción 5.1.- Creation of a network of influencer bloggers in the county for the promotion and marketing of the territory (birdwatching, sky observation, gastronomy, events, sports, tourism, …)

- ✓ Acción 5.2.- Creation of a ranking for the main cultural assets in the county as a tool for promotion and marketing

- ✓ Acción 5.3.- Experiential Format event. Cultural days for the "Tartessian" culture with recreation s(gastronomy, costumes, customs,...)

- ✓ Action 5.4. - biocultural Blitz. Design and implementation of an event for the definition and valorisation of the cultural heritage of La Serena (Heritage and nature).

The protocols will be taken into account in the implementation of Structural Funds and in the implementation of the Cultural landscape Plan of La Serena, improving the current implementation of both programs

6. Risk assessment

A plan will be carried out to identify and control the possible risks that can lead to a poor LAP performance. This plan involves the following measures:

• Initial identification of potential risks for the correct implementation of the Plan

• Initial identification of contingency measures and protocols for their execution

• Periodic meeting for risk assessment and redefinition of potential risks and contingency measures (biannual)

At the beginning of 2019, the main responsible for the implementation of the plan (staff involved in Share from the Regional Ministry of Culture and from Ceder La Serena), will maintain a meeting to identify and evaluate the potential risks and to develop possible contingency measures. The Plan and the associated risks will be reviewed through semiannual monitoring meetings

The responsible for the monitoring and evaluation of risks are:

- • José Javier Cano Ramos (Project Manager from the Reg. Government of Extremadura)

- • Juan Francisco Sánchez Rodriguez (Development technician in Ceder La Serena)

Planned revision Dates:

- • January 2019

- • June 2019

- • January 2020

- • June 2020

Protocol:

• Risks and contingency measures will be presented in a matrix that will be updated at each risk assessment meeting, coinciding with the LAP monitoring meetings. These meetings will assess the identified risks and identify new potential risks for the next monitoring phase with their respective contingency measures.

• In the event that any of the risks identified (or others) occurs during the project, CEDER La Serena and the Junta de Extremadura will organize a meeting to put in place contingency measures. Representatives of all

entities involved in the action in which the risk is occurring will be attended by this meeting.

Initial Matrix for Risks (to be reviewed and completed):

Risks	Contingency measure	Likelihood	Impact
Lack of resources for the implementation of any Action/ Funding is withdrawn or is insufficient	The actions to be implemented in the LAP have been included in the framework of the Program for the Cultural landscape of La Serena with already allocated funds. Other entities such as The Regional Government (using ERDF funds) or the Province of Badajoz (with available funds for Heritage promotion) are involved in the LAP and will collaborate with own resources in case La Serena lacks the needed resources or faces funding problems that affect the action.	LOW	HIGH
Entities participating in the implementation of any action decide to withdraw from the LAP	This LAP have involved all entities and stakeholders connected with the planned actions during its design. However if one entity withdraw from the action a protocol to involve other entity that can offer a similar role will be put in place. The continuous monitoring and involving of entities and stakeholders is crucial for avoiding this kind of situation.	LOW	HIGH
Delay in the implementation of any Action of the LAP	A continuous monitoring of all actions and regular meetings will reduce this risk. However in the case of a delay, a report justifying the delay including a new real calendar for the action will be elaborated by the responsible of the action	MEDIUM	MEDIUM
Data is lost after collection	Different measures should be taken into account: - Ensure effective back-up procedures to record data as it is collected. - Collect data contemporaneously using two different methods, e.g. paper and recording. - Potentially, review collecting the data again. - Establish the significance of the loss to the overall project.	LOW	HIGH

Risks	Contingency measure	Likelihood	Impact
Poor quality data is obtained	In this case the responsible for the action will use alternative methods to obtain reliable qualitative data such as phone or face to face interviews with key actors	LOW	HIGH
Stakeholders are uncooperative, or even hostile	The LAP has involved key stakeholders from the very beginning of the Share Project. All actions have been discussed and validated by main key actors and stakeholders and the athmosphere of cooperation is very good. The main responsible for the LAP, the Regional Government and CEDER la Serena, are both the main direct stakeholders	LOW	HIGH
Personal safety or health issues of members of the team	Personal safety and health issues will be taken into account in the implementation of all LAP actions. A responsible for health and safety will be named by the CEDER La Serena during the implementation of the LAP to ensure all safety and health regulations and measures are respected.	LOW	HIGH

7. Monitoring and evaluation

Monitoring Structure:

A **Monitoring Commitee** will be set up at the beggining of the implementation phase of the LAP (January 2019). This Committee will include one representative of at least each of the following entities:

1. Junta de Extremadura (coordinator of the LAP)

2. CEDER La Serena

3. Diputación de Badajoz

4. Mancomunidad de la Serena

5. Mancomunidad de Serena-Vegas Altas

6. One representative of Local associations

The Committee will meet every six months to evaluate the progress of each action and the potential risks for its correct implementation. Every important decisión that might affect the correct implementation of the Plan has to be evaluated and approved by this Committee. Each of the entities have the right to one vote and in case of a tie, the Project Coordinator (Regional Government) has the right to decide.

LAP Coordination team: the LAP Coordinator will be named by the Regional Government of Extremadura and will be supported in the monitoring of the LAP by a representative of CEDER laSerena. Their mission is to ensure the correct implementation of the LAP and to support Action leaders in their tasks. This team will monitor directly the implementation of the Share protocols during the evolution of the actions.

Action Leaders: one Action leader (AL) will be named as direct responsable for each specific action. This AL will also keep the coordination team informed of the evolution in the design and implementation of each action and will report to them with the results of the activity.

Monitoring and Assesment Plan

The Monitoring and Assesment of the LAP will be based on three pillars

1. The Monitoring and Assessment of the **"Share Protocols"**

2. The Monitoring and assessment of **specific action**

3. The monitoring and review of **policies and programs** that include references to the Share project, the LAP or keywords connected to Share.

4. Communication of results to main stakeholders in order to include the protocols in **future programs and policies** connected with ERDF funds and heritage.

5. After-Project Plan

1. The monitoring and assessment of the Share protocols will be coordinated by Junta de Extremadura and CEDER la Serena. It will consist in regular direct meetings (virtual or face to face) with Action Leaders to check the implementation of actions following the protocols. The results will be included in an annual report for

the implementation of the LAP. These results will be communicated to technicians and responsible staff working in the design, management and implementation of ERDF funds in the Regional Government through direct face to face meetings, ensuring that protocols are communicated to all of them and the future program takes them into account.

2. The monitoring and assessment of specific actions will be coordinated by the coordination team. It will consists in regular direct meetings (virtual or face to face) with Action Leaders to check the implementation of actions. The results of the Actions will be included in a annual report for the implementation of the LAP

3. The monitoring and review of policies and programs that include references to the Share project, the LAP or keywords connected to Share consists of an annual benchmarking study of main policies and programs connected with cultural heritage in the region of Extremadura

4. The Communication of results to main stakeholders in order to include the protocols in future programs and policies connected with ERDF funds and heritage is crucial to ensure a good impact of the Share Project in policies. Direct meetings will be organized with key actors to ensure that protocols are known by the right people and Project results are communicated among all of them.

5 an After-project plan will be elaborated at the end of phase 2 in order to monitor the real impact of the Project in policies and programs in the Region. This Plan will be elaborated by the coordination team and approved by the Share Committee. The results of this plan will be communicated to the JTS and Project partners. The plan will include annual meetings of the Committee to study the real impact and the elaboration of a report for the Impact of the Share Project at least during two years after the Project ends.

Key questions for the assessment and monitoring of the LAP in targeted policies:

In order to monitor the impact of the LAP in the selected policies, it is necessary to answer first to the following questions:

- What change is indented to be achieved in existing policies for each LAP objective?

  The idea is to implement a series of actions that will increase the sustainable exploitation of the cultural heritage in La Serena, improving the **number of visitors** and the **involvement of the local community** in its preservation. Another change to be achieved is the inclusion of specific protocols for the implementation of investments based on Structural funds. Therefore the changes are:

  o Implementation of specific actions for the improvement in the management and promotion of the cultural heritage in the county of La Serena as tools to increase the number of visitors, to involve the local community in the preservation and exploitation of the cultural heritage and to improve the efficient use of ERDF funds with specific improved actions in the territory

  o Inclusion of specific protocols for the use of Structural Funds for the cultural heritage in Extremadura

  These two changes will be possible thanks to the implementation of the LAP which includes protocols and actions designed from ideas and experiences gained during Share by staff of the Regional Government of Extremadura and by stakeholders invited to study visits (i.e technicians from CEDER la Serena)

- What is the intended impact on the policies for each objective of the LAP?

  1. Public participation: The intended impact is to involve a **high percentage of local stakeholders** in the implementation of the proposed actions, in line with the Objectives of the ERDF OP of Extremadura for the heritage promotion and protection, and to **increase the appearances of the County as Cultural landscape in the Press.** Another intended impact is the **validation of a protocol for Public participation** by the authority responsible for the management and implementation of ERDF funds

  2. Coordination and communication among different administrations and entities involved in the

management and exploitation of the cultural heritage: the intended impact is the **validation of a protocol for the Coordination and communication** among different administrations and entities involved in the implementation of ERDF funds for the Cultural heritage. The objective is to achieve the **involvement** of the Regional Government and the Provinces in the signing of the protocol, and to inform to the Counties and Local Action Groups**. A consultative Committee for the design and implementation of actions within the ERDF OP** Strategic Objective O.E.6.3.1: "To boost the Protection, promotion and development of the Cultural heritage", will be set up with members of the Regional Government and the Provinces in order to include efficient measures in the exploitation of the cultural heritage in the Region.

3. Sustainability of actions towards the promotion and exploitation of the cultural heritage: the intended impact is the **validation of a protocol for Sustainability (ex-ante)** by the authorities responsible for the management and implementation of ERDF funds for the cultural heritage (Reg Government and Provinces). the objective is that all investments implement a previous protocol to ensure the economical, environmental and social sustainability of any infrastructure or action for the cultural heritage prior to its creation.

4. Quantification of the socioeconomic and environmental impact of the cultural heritage: the intended impact is the **validation of a protocol for the Quantification of the impact** of the cultural heritage (ex-post) by competent authorities (Regional Government, Provinces). The objective is that every one of them implement such protocol and make the Counties, Local Action Groups and Municipalities implementing this protocol for the evaluation of the impact that one action had or is having in the territory

5. Promotion of innovative tools towards the promotion and exploitation of the cultural heritage: the intended impact is the validation of a protocol for the use of innovative tools for the promotion and exploitation of the cultural heritage by competent authorities. The objective is to increase press appearances of the cultural assets in the territory, improving their presence in social networks, the creation of new platforms for the promotion of the Cultural heritage and the number of visitors to those assets.

The implementaition of the LAP will serve as test bed to ensure that protocols and actions works and are well designed prior their inclusion in the design of programs and policies connected to the ERDF Program.

- How the impact of each LAP objective on existing policies will be assessed?

For the *Strategic Plan for the development of the region of La Serena as a Cultural landscape*, the impact will be addressed by measuring what actions of the LAP are implemented within the framework of this program (how many). These actions will improve the Plan towards a more sustainable and efficient management of the heritage through specific actions.

For the Operational ERDF Program of the Regional Government the impact will be addressed by the number of staff from the Regional Government involved in the design and management of ERDF funds that validate the protocols and commiting to take them into account (manifesto of interest) for the future Operational Program. Another impact is the direct creation of a **consultative Committee for the design and implementation of actions within the ERDF OP** Strategic Objective O.E.6.3.1: "To boost the Protection, promotion and development of the Cultural heritage", with members of the Regional Government and the Provinces in order to ensure the efficient inclusion of measures and protocols in the exploitation of the cultural heritage in the Region, and therefore improving the implementation of such policies and programs

Specific indicators for the implementation of actions are:

1. Public participation:

- Nº of local stakeholders involved in the implementation of the proposed actions

- Nº of Press appearances of the County as Cultural landscape in the Press;

- Validation of the Interreg Share protocol for Public participation by the authority responsible for the management and implementation of ERDF funds (report)

2. Coordination and communication among different administrations and entities involved in the management and exploitation of the cultural heritage:

- Validation of the Interreg Share protocol for the Coordination and communication among different administrations (Regional government and Provinces) involved in the implementation of ERDF funds for the Cultural heritage (report)

- Nº of entities that agree to use the Share protocol for communication

- Nº of Municipalities informed

3. Sustainability of actions towards the promotion and exploitation of the cultural heritage:

- Validation of a protocol for Sustainability (ex-ante) by the authorities responsible for the management and implementation of ERDF funds for the cultural heritage (YES/NO)

- Nº of Counties informed

- Nº of Municipalities informed

4. Quantification of the socioeconomic and environmental impact of the cultural heritage:

- **validation of a protocol for the Quantification of the impact** of the cultural heritage (ex-post) by competent authorities (Regional Government, Provinces) (YES/NO)

 - Nº of Counties informed

- Nº of Municipalities informed

5. Promotion of innovative tools towards the promotion and exploitation of the cultural heritage:

- Validation of a protocol for the use of innovative tools for the promotion and exploitation of the cultural heritage by competent authorities (YES/NO).

- Nº of press appearances

- Nº of social profiles

- Nº of platforms or initiatives created for the promotion of the cultural heritage in the territory

- Nº of visitors to specific cultural assets

6. Implementation of specific actions based on best practises identified in Share that are implemented in the territory in 2019 and 2020.

- The definition of each action and the indicators for each of them are defined in section A. Specific actions to be implemented per area of this document

- What is the situation before the LAP?

As defined in section 3 of this document "Proposed intervention to solve the problem", there are a series of problems or weaknesses when trying to exploit the Cultural Heritage in Extremadura in an efficient way:

   o   Low involvement of the population in the design and selection of actions for the promotion and

exploitation of the local cultural Heritage. Lack of participation tools.

- o Limited coordination and communication among different administrations and entities involved in the management and exploitation of the cultural heritage for the implementation of actions

- o No quantification of the real positive impact that the Cultural Heritage and related actions produce in the territory

- o Unsustainability. A good number of Actions are not economically sustainable after a period, which means a waste of resources in facilities or projects with no future

- o There is a wide interesting range of innovative sustainable tools for the promotion and exploitation of the cultural heritage that are not being properly implemented in the territory

The Operational ERDF program in Extremadura is not being efficiently implemented with regard to the cultural heritage. There are not adequate protocols for ensuring sustainability and efficiency; therefore just with the definition, validation and inclusion of the defined protocols addressing such problems in current policies we will achieve a direct improvement of the initial situation and therefore implementation of the LAP will be a success for Extremadura.

Collection Process for the evaluation of the LAP objective's impact on existing policies

The collection of evidence for the impacts of the project on existing policies will follow 4 steps that will consists on the elaboration of 4 tables for each LAP objective as the LAP is being implemented:

Step 1 – Specifying the intended policy change to be achieved for a specific LAP objective

Table 1. Description of expected change to existing policy (Step 1)

Local Action Plan (LAP)	
Policy to be changed	
LAP objective	
Description of expected change to policy	

Step 2 – Assessing **the impact of a LAP objective on an existing policy**

Table 2. Description of evidence if impact to be collected (Step 2)

Local Action Plan (LAP)	
Policy to be changed	
LAP objective	
Description of the type of evidence to be	[*Describe here in as much detail as possible the different types and sources of evidence to be collected to prove impact on the above*

collected to prove impact on the above policy	*policy. Evidence of change beyond December 2020 will not count for the purposes of the evaluation of the SHARE project's impact]*

Step 3 – Explanation of the situation BEFORE the intervention (intended policy change)

Table 3. Description of the situation BEFORE the intervention (Step 3)

Local Action Plan (LAP)	
Policy to be changed	
LAP objective	
Description of the situation BEFORE the intervention of the SHARE project	*[Using the relevant section of the LAP document but focusing specifically on the LAP objective above and the policy to be targeted, explain the situation BEFORE the intended policy impact (Table 1) should take place]*

Step 4 – Explanation of the situation AFTER the intervention (intended policy change)

Table 4. Description of the situation AFTER the intervention (Step 4)

Local Action Plan (LAP)	
Policy to be changed	
LAP objective	
Description of the situation AFTER the intervention of the SHARE project	*[Using the information from earlier tables but specifically from Table 3, explain the situation AFTER the policy change took place]*

In Phase 2 the monitoring and evaluation of the impact of this LAP on local policies as well as society and key stakeholder groups will be supported by the SHARE project's Advisory Partner – the University of Greenwich (UK). In line with the *modus operandi* of the SHARE partnership in Phase 1 of the project, an evidence-based approach will be adopted here. Evidence will be collected by partners in line with instructions and templates delivered by the University of Greenwich (see SHARE project brief no. 10 document and presentation in Vadstena (Sweden) on 22nd October 2018), which follow best practice for project impact evaluation in the UK (see Research & Excellence Framework 2020 guidelines for universities across the UK). The project's Advisory Partner will then curate this evidence using a specialist software – VV Impact Tracker (https://gre.vvimpacttracker.com). This software will allow the SHARE partnership to classify evidence and weave it together to deliver a coherent project impact story that connects the activities delivered in Phase 1 to

the impact outputs to be delivered in Phase 2 of the project starting in January 2019 and ending in December 2020.

8. Sources

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- Informe Casos de estudio. Proyecto SHARE. Indisponible en el dominio público.

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- Webs para la promoción del Paisaje cultural de La Serena: https://www.laserenapaisajecultural.es/ ; http://www.laserena.org/)

- CANO RAMOS, J., «Concepto, historia y territorio:Las Vegas Altas, La Serena y La Siberia, un paisaje seriado», en Paisajes Culturales del Agua Universidad de Extremadura-Ministerio de Econmía y Competitividad,Cáceres, 2017.

- RUIZ TÉLLEZ, T. et al., «La Serena y sierras liítrofers, Consejería de Agricultura y Medio Ambiente, Badajoz, 2007.

- CANO RAMOS, J., «La Vía de la Plata: génesis de la evolución de los paisajes entre ekl Tajo y el Guiadiana», en Paisajes culturales entre el Tajo y eel Guadiana, Universidad de Extremadura-Ministerio de Econmía y Competitividad, ,Cáceres, 2018.

PART III – DETAILS OF THE ACTIONS ENVISAGED AND CONNECTION WITH THE LESSONS LEARNED FROM THE INTERREGIONAL EXCHANGE PROCESS IN SHARE

A. Specific actions to be implemented per area:

AREA 1: PUBLIC PARTICIPATION TOOL

PROTOCOL:

Public participation is a key-factor for a successful management and exploitation of the cultural heritage in a territory. The effective involvement of local stakeholders (authorities, cultural associations, citizens, etc.) and a real collaborative link with local communities guarantee the territorial anchorage of implemented measures. Their knowledge of the field and experience are necessary to define well grounded and informed actions.

For a correct and effective implication of stakeholders, the following guidelines should be taken into account :

There are first some basic and transversal principles that have to be implemented as preliminary and continuous measures.

- **Dynamic census of specific local stakeholders** (cultural associations, citizen initiatives, …) : first of all, we need to know who are the stakeholders and what they do. To be useful, this census has to be as broad and exhaustive as possible, and regularly updated.

- **Capacitating and empowerment**: practical, cultural and social capacities should be enhanced towards local actors, in a perspective of social empowerment, in order to make possible and effective the public participation. The proper participation guidelines are also part of the process of capacitation: people will also empower *through* the participation mechanisms, in a virtuous cycle. But we also need to foster it through specific action (workshops, information,…)

- **Clear definition of roles:** Inside of the institutions it is fundamental that the tasks linked to participation are explicitly attributed to one responsible person, in charge of the implementation of the participation guidelines and actions.

- **Planning participation:** first the aims and goals of participation processes have to be clearly defined, in order to then plan the appropriate actions and timelines to implement.

- **Evaluation of the participative processes**: at the end of each participative process or activity, a feedback will be asked to the stakeholders and participants. The so obtained feedbacks will be analysed by the responsible of the process, and a prospective evaluation will be elaborated, in order to improve the quality and efficiency of the upcoming participation actions.

The "level" and modalities of participation have to be deliberately chosen in each situation, so that it suits best the aims and circumstances. The following 4 basic modalities aren't exclusive, on the contrary they are complementary and should be combined in concrete participation process planning :

- **Information**: the censed local stakeholders should be transparently informed about upcoming opportunities, new regulations, important steps in terms of decision-making, etc.
- **Consultation**: local stakeholders should be included in the decision-making-process of important matters, in a consultative way, through the creation of participative structures and innovative mechanisms such as online participation tools.
- **Punctual implication**: implicate local stakeholders in concrete and specific actions, by soliciting their knowledge of the field regarding punctual needs and questions.
- **Facilitation**: public participation should also be fostered through more "inductive" and bottom-up ways, as a catalyser of the good ideas arising spontaneously in local communities. It should facilitate the citizen initiatives, providing them advice and guidance services, technical and financial support.

Adapted practical tools have to be designed in the participation planning, as for example :

- Information can be disseminated through a **large variety of channels** : newsletters, billboards, Social Networks, official websites of the institutions, Mailing list, information and training sessions, etc.
- For the punctual consultations, but also in order to get opinions, needs and suggestions from local stakeholders and from the population of the county in a more general way, **inquiries** can regularly be sent. This kind of inquiry can be disseminated through museums, visited sites, "Centres of interpretation", Cultural and Educative Centres, associations, private companies, social networks, mailing lists, …
- An **online tools** should be implemented, in order to disseminate the participation processes. Apart from a consultation tool, this can also contain forums, debates and working groups, "open mailbox", in order to receive the suggestions and ideas of the stakeholders and population. This tool has to be correctly disseminated, linked to and referred by all partners' website.
- Another participation tool can be **roundtables**, occasional or structural, in each municipality, gathering representatives of each sector (public and private), in order to design common guidelines and to coordinate common strategy and concrete actions

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ACTION 1.1: Creation of a Map of the Cultural Landscape of La Serena

1. **The background/ lessons learned from the interregional exchange process**

Different presentations during the Exchange of Best Practises events in the first phase of the Project as well as open discussions with experts, stakeholders and partners in the framework of such events put the focus on the importance of involving the local community in the design and implementation of any action for the rehabilitation, promotion and exploitation of local cultural assets. The involvement of the community results in a better acceptance of needed measures, the emergence of a sense of pride for the local heritage among citizens and therefore in the sustainable management and exploitation of such assets. Especially the Best practises in Greenwich and Vadstena, where an incredible involvement of local residents in the policy making and heritage conservation and management or the experience of Medellin in Extremadura where local unemployed people were directly involved in the site (Practise uploaded in the Interreg Europe Platform), inspire this protocol and the actions where the protocol will be tested.

2. **Action** (please list and describe the actions to be implemented)

The objective of this action is to elaborate a collaborative map, indicating notable landscapes, including the landscapes that the community of La Serena lives and perceives. The idea is to involve a wide variety of stakeholders and citizens in the process of elaboration of the map, in order to take into account the way they perceive their land and the elements that they value as important and worth to be mentioned.

This is a participative process, and the protocol will help to ensure an effective public participation.

- First, it has to be based on an important **preliminary work of identification and recompilation of stakeholders and relays** to reach the widest range of the local population, in a dynamic contacts list.
- Then, it is necessary to **design the participative process** : how people will be able to take part in the process? It may be interesting to develop an online tool or platform, where people can share their ideas and opinions, complemented by "physical" meetings, co-organized with local stakeholders and associations.
- At the same time, an important **work of information and dissemination** has to be done, through the data base, informing about the process, its importance and interest for the county, communicating about the practical aspects (how, where and when people can take part to the elaboration of the map?), and encouraging them to participate. Once the map is elaborated, the results and products will be widely disseminated as well.
- At the end of the process, an **evaluation** has to be done, in order to highlight the strengths and weaknesses of the participative component.

Once elaborated, the map as a final product has to be a **useful tool of management and planning** for the authorities, as well as a useful document, accessible and searchable for citizens, local entities, economical agents and associational network. It is a knowledge tool that makes visible the landscape comprehension, values and dynamics, as well as an action, sensitization and engagement tool.

3. **Players involved**

   - CEDER la Serena
   - Municipalities
   - Mancomunidad de La Serena.
   - Mancomunidad Serena-Vegas Altas.
   - Local development groups
   - Local Associations
   - Junta de Extremadura

4. **Timeframe:** 2019

5. **Costs** (if relevant): 1.000 EURO (for the participatory process and the map)

6. **Funding sources** (if relevant): FEDER, Plan de Paisaje cultural de la Serena

7. **Indicators:**

   - Number of participants in the participatory process
   - Numbers of entities represented in the process
   - Map elaborated

ACCIÓN 1.2 : Design and Implementation of a dramatized cultural Pilgrim route

1. *Background/* **lessons learned from the interregional exchange process**
   The experience learned from the Rumanian partners, the Saint Francis route in Umbria and the Green Pilgrimage project in Vadstena have been specific best practises presented during the project that are a direct inspiration for this action.

2. **Acción** (please list and describe the actions to be implemented)

The realization of the study and diagnosis of La Serena as cultural landscape reflects a cultural richness that includes important environmental factors, religious heritage sites and historical paths of reference. The idea of this action, based on good practices identified in Share, tries to create a dramatized cultural itinerary that explores several of these cultural factors in a single route, enhancing the natural and cultural landscape in a complete experience for the visitor and the Local population. **The ERDF OP for Extremadura** include cultural itineraries as one of the specific actions that should be promoted in the region and this action will improve and make real the implementation of such objective.

In order to involve the local population in the design and implementation of this action and to create a local feeling of pride towards the route a public participatory process will be put in place. Using the dynamic census of the stakeholders, drawn up in a preliminary phase, all stakeholders will be adequately informed of the action(what it is, What does it mean? What/why it can be interesting and what benefit it can bring

Then, a public consultation will be organized, through an online tool and/or local meetings, organized jointly with local stakeholders, in order to know if the local population is favourable to the idea, to show them possible itineraries to choose, dates for implementation of the action, and to gather ideas and knowledge.

The Following steps should be implemented :
- Preliminary census or update of existing census of stakeholders
- Elaboration of information material : articles on websites and social networks,…
- Elaboration and dissemination of an online consultation tool through which stakeholders can opine and comment the process/or organization of public round tables to inform and consult the local population and associations, in coordination with local associations.
- Information through the medias (local newspapers, radio, …)
- Evaluation and feedback of the participative process
- Implementation of a pilot route
- Evaluation of the pilot

3. **Players involved**

- CEDER
- Mancomunidad La Serena-Vegas Altas.
- Mancomunidad de La Serena.
- Municipalities involved in the itinerary
- Diputación de Badajoz
- Junta de Extremadura

4. **Timeframe:** Spring 2019

5. **Costs** : 2.000 (participatory process and implementation of the pilot route)

6. **Funding sources**):
ERDF (Junta de Extremadura, CEDER la Serena)

7. **Indicators**
- Number of organizations participating in the process
- Number of individual participants in meetings
- Pilot itinerary implemented

ACTION 1.3: Acción 1.3.- Creation of itineraries for stars observation

1. **The background/lessons learned from the interregional exchange process**
The Umbria partners have been an example followed in this case for the valorisation of intangible and out of the mark heritage resources.

2. **Action** (please list and describe the actions to be implemented)

The County of La Serena offers outstanding skies due to the limited light pollution and good weather conditions during the whole year. The idea is to exploit an important resource for an increasing touristic segment, and at the same time, to add value to the brand "La Serena Cultural Landscape", thanks to this limited light pollution. The products of astro tourism are easily compatible and congruent with the others resources of the territory, especially with the cultural and gastronomic ones. **The ERDF OP for Extremadura** include cultural itineraries as one of the specific actions that should be promoted in the region and this action will improve and make real the implementation of such objective.

As for the action 1.2, it is important to involve local population in an informative and consultative way in order to create the itineraries and valorise this local resource in an optimum way. Here also the public participation

protocol will help reach the widest range of local population and stakeholders.

Using the dynamic census of the stakeholders, drawn up in a preliminary phase, all stakehoders will be adequately informed of the process of itineraries design (what it is, What does it mean? What/why it can be interesting and what benefit it can bring?).

Then, a public consultation will be organized, through an online tool and/or local meetings, organized jointly with local stakeholders, in order to know if the local population is favourable to the idea, to show them possible itineraries to choose and to gather ideas and knowledge. Finally if the participatory process gives a positive result, the itineraries will be included in the "Regional strategy of good nights" that organise actions towards the exploitation of the night skyes in Extremadura and a pilot itinerary will be implemented during the second phase of the Share project.

The action includes the elaboration of visual material to support the itinerary and activities carried out connected with the observation

The Following steps should be implemented :

- Preliminary census or update of existing census of stakeholders
- Elaboration of information material: articles on websites and social networks,…
- Elaboration and dissemination of an online consultation tool through which stakeholders can opine and comment the process/or organization of public round tables to inform and consult the local population and associations, in coordination with local associations.
- Information through the medias (local newspapers, radio, …)
- Evaluation and feedback of the participative process
- Implementation of a Pilot itinerary and evaluation of the experience

3. **Players involved**
- Municipalities
- Local Development group
- Junta de Extremadura (Regional government)
- Diputación de Badajoz (Provincial government)
- Mancomunidad de La Serena.
- Mancomunidad Serena-Vegas Altas.

4. **Timeframe :** August 2019

5. **Costs** (if relevant) : 1.000 EUR (for the participative process and itinerary)

6. **Funding sources** (if relevant):
   ERDF (Junta de Extremadura, CEDER la Serena)

7. **Indicators**
- Number of organizations participating in the process
- Number of individual participants in meetings
- Pilot itinerary implemented

PROTOCOL:

As far as a lot of different levels of authorities are sharing the competences related to the cultural heritage management, it is mandatory, to be really efficient, that they cooperate and coordinate themselves. To make it real, we need to create light and agile, but well defined, coordination structures.

- **Designating one referent per entity and formation of a coordination committee :** each entity will designate one referent for the coordination and communication tasks in the network.
- **Networking** : in order to collaborate effectively, different players have to know each other personally (who is who) and institutionally (institutional specificities in terms of competences, prerogatives, limitations, roles, functions,…). To manage this reciprocal knowledge, the coordination committee members need to meet each other regularly (at least yearly).
- **Defining a common strategy** : taking the opportunity of the networking meetings, a common dynamic strategy of cultural heritage management can be designed, defining clearly the common objectives, but also the functions, roles and tasks of each partner, on a yearly basis.
- **Good practices visits** : the networking meetings can also be opportunities to share knowhow and visit good practices.
- **Joining around concrete activities** : Definition and implementation of common concrete activities (Agenda of common activities, Common communication plan, …). This kind of common actions needs specific coordination meetings, gathering the appropriate actors of each entity.
- **Collective evaluation** : at the end of each year, the coordination committee will proceed to a collective evaluation and feedback, that will serve as a reference for the definition of the strategy of the next year.

This protocol will be tested at county level in La Serena, but in parallel, a Consultative Committee for the design and implementation of actions within the ERDF OP Strategic Objective O.E.6.3.1: "To boost the Protection, promotion and development of the Cultural heritage", will be set up with members of the **Regional Government and the Provinces** in order to include efficient measures in the exploitation of the cultural heritage in the Region.

ACTION 2.1: Design of a common digital agenda for cultural activities in the county

1. **The background/ lessons learned from the interregional exchange process**

This action is based on the positive experience in Iasi area in Rumania and Umbria in Italy showed in the project, where the gathering of different small municipalities in a common effort for the promotion of their Heritage has resulted in an interesting solution.

2. **Action** (please list and describe the actions to be implemented)

The objective of this action is to design and implement a common agenda of cultural activities in the county through the use of a common on-line application (app). This app will show all the cultural events and actions in the county and will be fed by all the entities in charge of the promotion of the cultural heritage in the county including local, provincial and regional authorities, local development groups and cultural associations. All of them will name a responsible for each entity that will upload all the events and actions on a weekly basis,

To do so, the different administrations involved (regional, provincial and local) will have to cooperate and coordinate them, relying on the guidelines described in the 2nd protocol. This common agenda will have to be included in the global common strategy of the coordination, where the representatives of each entity,

designated as referents for the coordination, will define the agenda outlines. Then the representatives (or their delegate) will meet to concretize, design and organize all the details of the agenda, distributing very clearly the tasks and roles of each partner and detailing a protocol for the uploading of information to the app (Who uploads the information, who review it?, how is it uploaded?, when it is uploaded, ...?)

The idea of this common and coordinated agenda is to optimize the resources use, and therefore the efficiency of the public cultural management and communication, improving the quality of the cultural offer and divulgation, and reducing the costs through economies of scale.

The following steps have to be implemented :

- **Definition of a Coordinating Committee**
- **Definition of Common cultural management strategy by the committee**, including the outlines of the common agenda for cultural activities in the county (involved actors, rough design of activities, timelines, budgets,…)
- **Specific meetings:** the referents of each entity, or another designated delegate, will meet regularly (on-line or on-site) in order to concretize and specify the agenda, distribute the roles and tasks, and finally implement the concrete actions.
- **Elaboration of the app for the common cultural agenda of La Serena**
- **Elaboration of the protocol for uploading information and maintaining the app**
- **Evaluation**: after each year of implementation of a common agenda, the partners will evaluate the process in order to improve it.

3. **Players involved** (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)

- CEDER la Serena
- Municipalities
- Junta de Extremadura (Regional government)
- Diputación de Badajoz (Provincial government)
- Mancomunidad de La Serena.
- Mancomunidad Serena-Vegas Altas
- Cultural associations

4. **Timeframe:** 2019

5. **Costs** (if relevant): 5.000 EURO

6. **Funding sources** (if relevant):
   ERDF (Junta de Extremadura, CEDER la Serena)

7. **Indicators:**
- Number of cultural activities uploaded in the agenda
- Number of entities participating in the agenda
- Number of visits to the web/app downloads
- App working

ACTION 2.2: Creation of a common network of museums

1. **The background/ /lessons learned from the interregional exchange process**

Again it has been crucial to see how Greenwich and Umbria coordinate and brand Museums in

supramunicipal networks, for the design of this action.

2. **Action** (please list and describe the actions to be implemented)

It looks necessary to invigorate the museums and Interpretation Centres of the County of La Serena, with a clear cultural function, but also a touristic one. To do so, it is needed to create a network of museums and Interpretation Centres, on the county scale, developing an annual programme of activities, and working as a link with the administrations, in order to prepare projects and raise funds. The archaeological sites, of special importance in the territory, will be included in the network

This is an example of a specific task that requires good coordination and communication. A referent of each organizing entity (CEDER, Junta de Extremadura, Diputación and Mancomunidades) will be appointed to participate in the coordination meetings of the network as part of the organizing committee. And each associate (Museum, site, interpretation center) will appoint a representative who will be the person who attends meetings of the network and is in contact with the organizing committee.

The following steps will be implemented :
- **Diagnostic of the situation of museums, sites of interest, and Interpretation centres in the county** : First of all it is necessary to list the existing museums, sites and Centres of Interpretation, analysing their real situation, organization and exploitation, identifying their strengths, weaknesses, opportunities and threats (SWOT analysis), for each one of them and as a whole network.
- **Meeting with the museums, sites and Interpretation centre's managing authorities:** an information meeting has to be organized in order to involve the authorities of those cultural centres in a informative and consultative way. They will help to complete the diagnostic and the SWOT analysis on the basis of their own concrete experience.
- **Definition of the network composition, strategy and functioning:** the competent authorities and delegates of the coordination committee will define the network composition (which entities are pertinent to be part of it?), strategy (what are the aims and objectives of the network? How are we going reach them?) and functioning (how will operate the network? (meetings, coordination, distribution of roles and tasks between the partners,…))
- **Definition of pilot actions for 2019 and 2020:** The objective is to implement specific activities within the new created network during the second phase of the Share project. These activities are:
  o Creation of a brand and logo for the network
  o Creation of a Committee of the network to meet twice a year
  o Elaboration of a joint program (yearly)
  o Dissemination events of the network in the different municipalities
  o Activity of temporal exchange of contents or elements among the different museums or implementation of a common exhibition of the network in the "day of the County"
- **Prospective collective evaluation of the network:** on a yearly basis, partners will evaluate the composition, strategy and functioning of the network, in order to provide feedback and make the needed updates and adjustments..

The creation of a common network of museums will reinforce the communication capacities of the cultural centres, and will allow them to provide a global, complete and coherent cultural offer.

3. **Players involved**

- CEDER
- Municipalities
- Junta de Extremadura (Regional government)
- Local development groups
- Museums, sites and Interpretation centers representatives

4. **Timeframe:** 2019-2020

5. **Costs** (if relevant) : 2.500EUR (for the organization of the network)

6. **Funding sources** (if relevant):
   ERDF (Junta de Extremadura, CEDER la Serena)

7. **Indicators :**
   - Number of museums, sites and Interpretation Centers included in the network
   - Number of activities implemented within the network

ACTION 2.3: Elaboration of a joint communication and dissemination Plan

1. **The background/ lessons learned from the interregional exchange process**

   Joint branding networking in this action is a lesson learnt from the Rumanian partners, as well as the Umbria.

2. **Action** (please list and describe the actions to be implemented)

It appears fundamental to establish a double communication strategy :
   - an **internal** one, to disseminate the actions and to reach the alignment of institutions, associations and civil society with the project,
   - an **external** one, to generate brand value.

To do so, it is necessary to fix a **communication plan**, focusing on the following axes :

   - Establishing contacts with communication medias
   - Unifying the discourse about what it is wanted to do, the aims, slogans, …
   - Helping to generate brand value

The following steps will be implemented :

   - The communication plan will be **part of the common strategy**, designed by the coordination committee, composed by the referents of each entity (CEDER, Regional Government, The Province of Badajoz and the Counties). It will define the strategy outlines in terms of communication, and the communication actions to be implemented, with a special focus on new technologies and communication channels. The communication plan will be annual and will consider all levels of projection (county, region, country and international). It will also distribute very clearly the tasks and roles of each entity.
   - Then a **specific team**, designated by the committee, will be **in charge of the implementation** of the communication plan. It will define the concrete actions, timelines and distribution of roles and tasks.
   - Every year, an **evaluation** will be done by the communication team, in order to improve the communication strategy.

3. **Players involved**

   - CEDER
   - Mancomunidad de La Serena. (County)
   - Mancomunidad Serena-Vegas Altas. (County)
   - Junta de Extremadura (Regional government)
   - Diputación de Badajoz (Provincial government)

4. **Timeframe : 2019-2020**

5. **Costs** (if relevant) : 1.000EUR/year (for the elaboration of the Plan)

6. **Funding sources** (if relevant):
   ERDF (Junta de Extremadura, CEDER la Serena)

7. **Indicators :**
- Plan for the joint communication and dissemination (document)
- Number of articles, press statement, press conferences, and presentations implemented as part of the Plan

PROTOCOL:

The objective of this protocol is to raise a series of questions in order to ensure that a potential action for the promotion and exploitation of the cultural heritage is socioeconomically and environmentally sustainable. This protocol is intended to be used when an action requires not only an initial investment, but also financing for an exploitation phase, as is the case of facilities and infrastructures.

The protocol consists of answering the following basic questions

- o Is the investment needed for the implementation of the action totally defined, identified and available?
- o Are all the resources needed for the exploitation phase totally identified and quantified? (Personnel, supplies, energy costs, cleaning service, water supply, …)
- o Are the financing sources for the exploitation phase totally identified and quantified?. Please name them
- o It is clear what entity/entities is /are responsible for the implementation, exploitation and maintenance of the action?, please name them and specify their role and responsibilities
- o Have you defined the specific objectives of the action?
- o Have you estimated the number of visits using a sound methodology?
- o Can the Action be integrated in existing facilities?, if yes, please justify why you need new facilities for your action
- o Have you implemented a protocol for public participation in the design of the Action?
- o Have you considered environmental factors in each step of the design of the action and for the implementation phase (impact assessment for the construction and exploitation phases)

If all questions are answered positively and detailed, then the Action complies with the sustainability criteria and therefore can be studied for a real implementation.

ACTION 3.1: Study for a new potential interpretation centre for the promotion of the Cultural landscape of la Serena

1. **The background/ lessons learned from the interregional exchange process**

The inspiration for including this action in our LAP comes from very interesting examples of cost effectiveness and financial sustainability assessment seen in the presentations during the project event in Greenwich.

2. **Action** (please list and describe the actions to be implemented)

The objective of this Action is to put in place a protocol in order to ensure the sustainability in the implementation of a new infrastructure for the promotion of the cultural heritage in the county. The protocol will be applied to the design of the Project. The Project for the creation of a potential interpretation centre will be developed during 2019 or 2020 and the protocol will determine if the infrastructure is sustainable or if the project has to be improved or cancelled.

The protocol will be applied after the design phase of the project and it will involve the answering of a series of questions by the director of the project:

- Is the investment needed for the implementation of the action totally defined, identified and available?

- Are all the resources needed for the exploitation phase totally identified and quantified? (Personnel, supplies, energy costs, cleaning service, water supply, …)
- Are the financing sources for the exploitation phase totally identified and quantified?. Please name them
- It is clear what entity/entities is /are responsible for the implementation, exploitation and maintenance of the action?, please name them and specify their role and responsibilities
- Have you defined the specific objectives of the action?
- Have you estimated the number of visits using a sound methodology?
- Can the Action be integrated in existing facilities?, if yes, please justify why you need new facilities for your action
- Have you implemented a protocol for public participation in the design of the Action?
- Have you considered environmental factors in each step of the design of the action and for the implementation phase (impact assessment for the construction and exploitation phases)

If all questions are answered positively, then the Action complies with the sustainability criteria and therefore can be studied for a real implementation.

3. **Players involved** (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)

Those involved in the promotion and construction of the infrastructures (Junta, Province, municipalities, depending on the case)

4. **Timeframe: 2019-2020**

5. **Costs** (if relevant): the implementation of the protocol does not involve costs

6. **Funding sources** (if relevant):

7. **Indicators:**

- Number of times the protocol was implemented for the potential construction of infraestructures

ACTION 3.2: Integration of new smart cultural contents in already existing cultural facilities

1. **The background/ lessons learned from the interregional exchange process**

Again Greenwich was a great lesson to learn concerning improving financial assessment aspects and business models assessment related to Heritage management investments.

2. **Action** (please list and describe the actions to be implemented)

The objective of this Action is to put in place a protocol in order to ensure the sustainability in the improvement of existing infrastructures for the promotion of the cultural heritage in the county. The protocol will be applied to a project for the integration of the concept of cultural landscape in different current interpretation centres in the county. This involve the creation of new materials, the incorporation of new equipment or the potential extension of existing facilities and staff members

The Project for the integration of the concept of La Serena as cultural Landscape will be developed during 2018 and the protocol will determine whether the Project is sustainable or has to be improved or cancelled.

The protocol will be applied after the design phase of the project and it will involve the answering of a series of questions by the director of the project:

- Is the investment needed for the implementation of the action totally defined, identified and available?
- Is the new content totally defined and logistics costs identified?
- Are all the resources needed for the incorporation of the new content and its correct exploitation totally identified and quantified? (Personnel, supplies, energy costs, cleaning service, water supply, …)
- Are the financing sources for the exploitation phase totally identified and quantified?. Please name them
- It is clear what entity/entities is /are responsible for the implementation, exploitation and maintenance of the content?, please name them and specify their role and responsibilities
- Have you defined your specific objective public for the new content?
- Have you estimated the number of visits using a sound methodology that the new content will produce?
- Have you implemented a protocol for public participation in the design of the Action?
- Have you considered environmental factors in the action? (transport, energy,…)

If all questions are answered positively and detailed, then the Action complies with the sustainability criteria and therefore can be studied for a real implementation.

8. **Players involved** (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)

Those involved in the promotion and construction of infrastructures (Junta, Province, municipalities,.. Depending on the case)

9. **Timeframe: 2019-2020**

10. **Costs** (if relevant): the implementation of the protocol does not involve costs

11. **Funding sources** (if relevant):

12. **Indicators:**

- Number of times the protocol was implemented for the potential integration of new contents in a museum or interpretation center

PROTOCOL:

The objective of this protocol is to set a guideline for the quantification of the positive socioeconomic impact of specific cultural heritage sites or events. This quantification will allow us to determine the real contribution of such assets to the local development. The resulted information will provide us with tools and arguments for the defence of our Cultural Heritage and for decision making processes related to the allocation of resources for its maintenance, recovery or promotion.

The protocol for the quantification of impacts should be applied to:

a) Visitable heritage sites: museums, interpretation centres, historical sites, Castles, ….

b) Cultural Events: Festivals or other events of interest

The quantification will be estimated taking into consideration results from specific questionnaires to visitors and a basic study of the repercussion of the site or event in the media

A. Visitable heritage sites: In this case, each visitor or group of visitors will be required to complete an **anonymous basic questionnaire** prior to the visit. The questionnaire will include, at least:

- Basic data on age, sex and locality
- Reason for the visit (selection)
- Other heritage sites visited in the locality/county (selection)
- Number of nights in the locality/county
- Duration of the visit to the locality
- Accommodation (hotel, Air bnb, camping, …)
- Price of the ticket

In parallel, the entity with competences in the management of the site will collect all **appearances of the site in the press and the social media** (local, national and international) and will quantify the impact of such appearances by identifying the number of posts, followers, readers, etc...

The number of Press appearances of the heritage or events is an important promotion tool for the territory and therefore should be considered when estimating the socioeconomic impact of cultural assets.

Answered questionnaires and a brief report with conclusions will be sent to CEDER la Serena (or other similar entities for other counties) by the managing authority of the site every year. CEDER will analyse the data and will produce an annual report with the economic estimated impact of studied sites based on the number of visits, press appearances and the social media.

B. Events: In this case, the local authority with competences for granting permission to hold events will require to the promoter a basic study of the socioeconomic impact of the event that will include, at least:

- Number of participants/ visitors and place of origin
- Days staying for the event and type of accommodation (hotel, a friend´s house, Airbnb, …)
- Impact in the social media

The process of data gathering can be based on the resulted information from the selling of tickets, on-line /in situ, questionnaires etc..

The report with this data will be delivered to the competent local authority within one month after the event. This report will be sent to CEDER la Serena to be included in an annual report for the socioeconomic impacts of events in the county.

If the Municipality itself is the promoter of the event, the report must be implemented by them and sent to CEDER la Serena within one month after the closure of the event.

The reports resulted from the implementation of this protocol will provide useful information to estimate the socioeconomic value that sites and festivals give to the territory.

The Protocol will be tested in the following actions for the sustainable promotion and exploitation of the cultural heritage in La Serena :

ACTION 4.1: Quantification and Valorisation of an heritage site of reference in the county

1. **The background/ lessons learned from the interregional exchange process**

The exchange of Best Practises event carried out in Trujillo (Spain) allowed participants to learn some good experiences for the promotion of the local cultural heritage. One of the best practises presented was one related to the quantification of the impact of an event (The Festival of Merida). This Festival needed to identify its positive impact in order to defence its continuity during the crisis. They estimated the economical and social contribution of this event to the city of Merida, analysing data related to the price of the tickets, the estimated money spent in the city by the public and the impact of the promotion of the city in the press and the social media thanks to the festival.

In most cases, entities managing a festival or a site, especially when they are public, do not implement any tool for the quantification of the real positive impact that sites or festival have on the territory, and we need to give figures in order to let the population know the importance of such assets beyond their historic or cultural factors.

This good practise inspired the implementation of this action 4.1 in the county of La Serena.
Also the Greenwich experience has greatly influenced this action.

2. **Action** (please list and describe the actions to be implemented)

The objective of this Action is to quantify the positive impact of the site of Cancho Roano in the county of La Serena. This site has been selected as a case study for the SHARE project as a representative unique site with historical importance in the territory. In order to quantify its impact, the protocol for the quantification of impacts of sites and festivals will be put in place during 2019.

A questionnaire will be designed and every visitor will have to fill in the document before entering the site. For groups, one representative of the group will fill in the questionnaire indicating the number of people of the group and range of age of each member of the group. The questionnaire will include the following information:

- Basic data on age, sex and locality of the visitor
- Reason for the visit (selection among several options)
- Other heritage sites visited in the locality/county (selection among several options)
- Number of nights and number of days spent in the locality/county
- Accommodation (hotel, Air bnb, camping, …)
- Price paid of the ticket

The information resulted from the questionnaire will allow us, among other things, to estimate the money spent by each visitors in the county.

In parallel, the managing entity of the site, will implement a monitoring protocol to register all appearances of the site in the press (TV, magazines, newspapers, radio, …) and the impact of the site in the social media (number of posts, publications, likes, followers, etc… on the social profiles created for the site)

This will allow us to estimate the number of people that have read/listened/view news or posts related to the site and to estimate the cost of a publicity campaign for the county with the same impact.

Answered questionnaires and a brief report with conclusions of the appearance of the site in the press and the social media will be sent to CEDER la Serena every six months. CEDER will analyse the data and will extract conclusions in order to produce an annual report with the estimated impact of the site..

3. **Players involved** (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)

   - entity managing the site

   - CEDER La Serena

   - Junta de Extremadura

4. **Timeframe:** January 2019 – January 2020

5. **Costs** (if relevant): 2.000 euro (subcontracting for the report)

6. **Funding sources** (if relevant): ERDF, Junta d Extremadura, CEDER la Serena

7. **Indicators:**
   - Number of answered questionnaires
   - Impact assessment

ACTION 4.2: Quantification and Valorisation of a cultural event of reference in the county

1. **The background/ lessons learned from the interregional exchange process**

The exchange of Best Practises event carried out in Trujillo (Spain) allowed participants to learn some good experiences for the promotion of the local cultural heritage. One of the best practises presented was one related to the quantification of the impact of an event (The Festival of Merida). This Festival needed to identify its positive impact in order to defence its continuity during the crisis. They estimated the economical and social contribution of this event to the city of Merida, analysing data related to the price of the tickets, the estimated money spent in the city by the public and the impact of the promotion of the city in the press and the social media thanks to the festival.

In most cases, entities managing a festival or a site, especially when they are public, do not implement any tool for the quantification of the real positive impact that sites or festival have on the territory, and we need to give figures in order to let the population know the importance of such assets beyond their historic or cultural factors.

This good practise inspired the implementation of this action 4.12 in the county of La Serena. Also the Greenwich experience has greatly influenced this action.

2. **Action** (please list and describe the actions to be implemented)

The objective of this Action is to quantify the positive impact of the event "El alcalde de Zalamea" in the municipality of Zalamea. This Event is managed by the Municipality of Zalamea . This entity will implement a protocol for the quantification of the socioeconomic impact of the event by analysing data from participants and estimating the impact of the festival in the news and the social media as a tool for the promotion of the county/municipality

A brief questionnaire will be displayed when someone want to buy tickets on-line for the festival containing basic information regarding place or origin, selected accommodation option, etc…. People answering the questionnaire will participate in a draw for free tickets or other prizes (to be defined in each case)

The data from the selling of tickets and questionnaires will allow us to know the number of visitors and money spent by visitors in the territory during the festival.

In parallel, the Municipality, as managing entity of the event, will implement a monitoring protocol to register all appearances of the event in the press (TV, magazines, newspapers, radio, …) and the impact of the site in the social media (number of posts, publications, likes, followers, etc… on the social profiles created for the site)

This will allow us to estimate the number of people that have read/listened/view news or posts related to the event and to estimate the cost of a publicity campaign for the county with the same impact.

Data from questionnaires and the selling of tickets, and a brief report with conclusions of the appearance of the event in the press and the social media will be sent to CEDER la Serena every six months. CEDER will analyse the data and will extract conclusions in order to produce an annual report with the estimated impact of the site.

3. **Players involved** (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)

    - Entity managing the event

    - Municipality of Zalamea

    - CEDER la Serena

    - Junta de Extremadura

4. **Timeframe:** 2019 – 2020

5. **Costs** (if relevant): 2.000 euro (subcontracting for the report)

    Funding sources (if relevant): ERDF (Junta de Extremadura, CEDER la Serena, Municipality of Zalamea)

6. **Indicators:**
    - Number of answered questionnaires
    - Impact assessment

PROTOCOL:

The objective of this protocol is to identify and boost the implementation of innovative tools for the promotion and exploitation of the local cultural heritage that have proved to be efficient in other territories.

The Protocol will include innovative tools focused on the following local necessities:

- o Better promotion and marketing of the local cultural heritage
- o Better implementation of Actions for the promotion and exploitation of the cultural heritage.
- o Improvement of services for visitors in the territory (mobility and accommodation options)

Once an action is initially designed, it is necessary to define what tools will be used for its marketing and promotion, what options we have for an optimum implementation of the action, and in territories with limited public transport and accommodation options such as La Serena, how to improve accommodation and transportation options for visitors. Depending on the nature of the action, duration and objective public, we will select specific tools.

A. Tools to be considered for the promotion and marketing of an Action

- Publication and regular updating in the social media: facebook, twitter, linkedin
- Publication and updating in specialised on-line forums
- Invitation to influencer bloggers to participate in the action
- Creation of a streaming channel in on-line platforms such as youtube for promotional short videos
- Use of an App for the publication and promotion of actions
- Creation and updating of a common online cultural agenda for the territory

B. Tools to be considered for the implementation of the Action

Current visitors tend to give priority to "experiences" over "traditional visits". Therefore the following options should be considered, when possible, in the implementation of actions.

- Inclusion of the action in the framework of an existing itinerary with other related sites or events
- Digitalization/ virtual Recreation of local heritage sites
- Dramatized visits and itineraries to interesting sites
- Connection of history, landscape and the cultural heritage in explanatory posters and audio guides
- Promotion of Fam trips
- Experiential tourism linked to the action (gastronomy, old crafts …)

C. Tools to be considered for the improvement of local services, when needed:

- Publication and promotion of car sharing services (blablacar, muevete Extremadura, …) in the website of the event, historical site, ….
- For events with a large number of visitors, the Publication (link) of all the accommodation options in the territory (hotels, B&B, Airbnb, houses for rent, …) in the website of the event or the heritage site.

ACTION 5.1: Creation of a network of influencer bloggers in the county for the promotion and marketing of the territory (bird watching, sky observation, gastronomy, events, sports, tourism, ...)

1. **The background/ lessons learned from the interregional exchange process**

The related Best Practise was presented during the exchange of BP in Trujillo (Spain). Dr. Jose Manuel López Caballero spoke about the creation of a network of specialised bloggers to promote a territory. This idea can be applied to the promotion of the cultural heritage. This Action 5.1 is based on the experience presented in Trujillo by Dr. José Manuel López. **This best practise has been uploaded to the Interreg Europe Platform.**

2. **Action** (please list and describe the actions to be implemented)

The objective of this Action is to identify influencer bloggers in the territory with the aim of creating a network for the promotion of the cultural heritage of the county of La Serena. These influencers will meet annually in an event for the promotion of the cultural landscape of the territory using on-line tools. A regular annual publication including reports from each of these influencers will be edited and published. The topics to be included in the network are:

- History
- Heritage
- Bird watching
- Nature
- Gastronomy
- Tourism and travel
- Festivals
- Sky watching/Astronomy
- Photography

All bloggers will make references to the network in their publications, promoting the reading of blogs dealing with other topics. Bloggers will benefit from the publication of their reports in an annual edited book, the promotion of their blogs in related fairs and events, the promotion of their blogs through other blogs in the network and the invitation to participate in specialised events. The Action will include:

1. Definition of the aims and the organisation structure of the network
2. Identification of bloggers and invitation to participate in the network
3. Meeting with bloggers to present the network and to involve them in the initiative
4. Elaboration and implementation of a plan for the promotion of the county through blogs
5. Promotion of the network (following the protocol for innovative tools)
6. Annual event of the bloggers of La Serena (following the protocol for innovative tools)
7. Publication of the book of the network (following the protocol for innovative tools)

3. **Players involved** (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)
   - CEDER La Serena
   - Junta de Extremadura
   - Mancomunidades

4. **Timeframe:** January 2019 – June 2020

5. **Costs** (if relevant): 4.000 euro for the organisation of the annual event, elaboration of the book,

dissemination of the network, and the implementation of meetings.

6. **Funding sources** (if relevant): ERDF, Junta de Extremadura

7. **Indicators:**
    - Number of bloggers involved
    - Number of meetings/events of the network
    - Number of followers in the social media
    - Book elaborated

ACTION 5.2: Creation of a ranking for the main cultural assets in the county as a tool for promotion and marketing

1. **The background/ lessons learned from the interregional exchange process**

This action is based in the Swedish ranking system which has been a very interesting good practice acquired during the project.

2. **Action** (please list and describe the actions to be implemented)

The creation of a ranking of the main cultural sites/assets of the region is proposed to encourage a healthy competition with perspectives of constant improvement on the part of the managing bodies of each one of them. For this purpose, significant data will be compared such as the number of visits, activities carried out, dissemination actions, etc., in an objective manner and in comparable cultural elements by theme (archaeological sites, castles, museums and interpretation centers or conservation status of singular sites).The following steps will be considered:

- Information to entities managing sites, museums, heritage assets and interpretation centres of the elaboration of the ranking, the categories, and the rules for participation and evaluation

- Gathering of information by CEDER

- Publication and dissemination of the ranking by CEDER (following the protocol for innovative tools)

3. **Players involved** (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)
    - CEDER
    - Junta de Extremadura
    - Entities managing sites, museums, interpretation centers, …

4. **Timeframe: 2019**

5. **Costs** (if relevant):-

6. **Funding sources** (if relevant):-

7. **Indicators**

- Ranking created

- Number of publications in social networks

ACCIÓN 5.3: Experiential Format event. Cultural days for the "Tartessian" culture with recreation s(gastronomy, costumes, customs,...)

1. **The background/ lessons learned from the interregional exchange process**

   Vadstena was a great influence in this action.

2. **Action** (please list and describe the actions to be implemented)

   The objective of this Action is to design and implement an annual event based on the recreation of the tartessian culture that includes gastronomy, history and customs in order to promote traditions and local natural products of high quality such as local Cheese, Olive oil, iberian pork products, honey, lamb, wine, turrón (nougat), local pastries, etc. The event will be itinerant in order to be organised yearly in a different municipality of the county. Each year the main protagonist of the event will be a specific local product. This event will be connected with the site of Turuñuelo in las Vegas del Guadiana, awarded in November of 2018 with the first prize of the Palarq foundation and with the rest of sites in La serena.

   Different activities will be organised apart from the organisation of a market and the assembly of stands for the promotion of the products, these activities will include:

   - Showcooking by professional cooks of reference
   - Workshops for the preparation of meals based on the local products
   - Tastings
   - Damatised recreations of Tartessian customs
   - Utensils and clothes of this culture
   - Talks on the history of the territory

   The following steps will be considered for the implementation of this Action.

   1. Design of the event: Selection of products, first location, format of the event, activities during the event, etc… (following the protocol for innovative tools)
   2. Promotion of the event (following the protocol for innovative tools)
   3. Implementation of the event (implementing the protocol for innovative tools)
   4. Report with conclusions and recommendations for next editions

3. **Players involved** (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)
   - Municipalities.
   - Certificate of origin associations (food)
   - Protected geographical indications.
   - CEDER
   - Junta de Extremadura.
   - Province Badajoz.
   - Companies of the tourism sector.
   - Counties

4. **Timeframe:** 2020

5. **Costs** (if relevant): 6.000 euro (public sources); 3.000 euro (private sources): TOTAL 9.000 euro

   - **Funding sources** (if relevant): ERDF (Junta de Extremadura, Diputación de Badajoz), ertificate of origin associations (food), protected geographical indications entities, Companies of the tourism sector.

6. **Indicators**
   - Number of companies and entities participating in the event
   - Number of visitors
   - Number of shows (workshops, showcooking, …)

ACCIÓN 5.4: - Biocultural Blitz. Design and implementation of an event for the identification definition and valorisation of the cultural heritage of La Serena (Heritage and nature).

1. **background/ lessons learned from the interregional exchange process**

This action has drawn from the participation of stakeholders from our region in our sessions with stakeholders during the design and validation of the Action Plan, coming from the Natural Heritage management area.

2. **Acción** (please list and describe the actions to be implemented)

The objective of this action is to design and implement an event that gathers professionals and amateurs in different disciplines connected to the natural environment and the heritage with the general public to carry out an on-site inventory and explanation of the environmental and heritage resources of the territory in a practical way. The methodology is based in on field visits to natural landscapes and to heritage sites to identify and date the different resources found in a selected area (flora, fauna, fungi, geological elements, archaeology, elements of the Cultural heritage,...). During the inventories there will be experts on site and connected to the internet who will receive photos of the participants to identify or comment on the different species and elements. Finally, an inventory will be published with the results of the day. The objective is to attract amateurs and specialists from all over the country to this event that will serve as a promotional tool for the territory and will attract tourists. The event will be itinerant in order to study different ecosystems of the region each year.

A meeting Area where all participants will be informed of the working day and their role at the beggining of the event will be placed. Local and regional associations will be invited to set educational and informative stands to raise awareness about the importance of the elements of the environment and heritage in the region, as well as conducting workshops on biodiversity, archaeology, heritage, etc...)

The following steps will be followed in the implementation of this action:

- Design of the event: selection of the area to be studied, topics to be considered, experts and associations to be invited, possible stands (following the protocol of Innovating instruments)
- Information to, and agreement with public and private land and heritage assets owners to allow the presence of people in their properties during the event.
- Promotion of the event to attract as many people as possible (following the protocol of innovative instruments)
- Implementation of the event (following the protocol of innovative instruments)
- Report with conclusions and recommendations for future editions

3. **Players involved**
   - CEDER
   - Municipalities
   - Regional Government of Extremadura
   - Province of Badajoz.
   - Environmental and heritage associations
   - Touristic and environmental companies

4. **Calendar:** Spring 2019; Autum 2020

5. **Costs** : 4.000 euro /year (organization of the event and travel and accommodation for experts)

   - **Financing:** ERDF (Regional Government of Extremadura; Province of Badajoz;CEDER

6. **Indicators**

- Number of experts participating in the event (on-site and on-line) - Number of species identified (flora, fauna, fungi,...) - Number of heritage elements identified - Document with results	

B. Timeframe for the Actions to be Implemented

ACTION	2019												Expected Budget
	JAN	FEB	MARCH	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	
ACTION 1.1: Map of the Cultural Landscape of La Serena				▓	▓	▓	▓						1.000€
ACCIÓN 1.2 : Dramatized cultural Pilgrim route			▓	▓	▓								2.000€
ACTION 1.3: Creation of itineraries for stars observation						▓	▓	▓					1.000€
ACTION 2.1: Common digital agenda for cultural activities		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	5.000€
ACTION 2.2: Common network of museums		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	2.500€
ACTION 2.3: Joint communication and dissemination Plan		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	1.000€
ACTION 3.1: Study for a new potential interpretation centre									▓	▓	▓	▓	- €
ACTION 3.2: Study for the Integration of new contents in existing cultural facilities									▓	▓	▓	▓	- €
ACTION 4.1: Quantification and Valorisation of an heritage site			▓	▓	▓	▓	▓	▓					2.000€
ACTION 4.2: Quantification and Valorisation of a cultural event									▓	▓	▓		2.000€
ACTION 5.1: Network of influencers			▓	▓	▓	▓	▓	▓	▓	▓	▓		3.000€
ACTION 5.2: Ranking for the main cultural assets			▓	▓	▓	▓	▓	▓	▓	▓			- €
ACCIÓN 5.3: Experiential Format event													- €
ACCIÓN 5.4: Biocultural Blitz.			▓	▓	▓								3.000€
Evaluation meetings for the implementation of protocols for the use of ERDF funds in the Regional Government		▓				▓				▓			- €

ACTION	2020												Expected Budget
	JAN	FEB	MARCH	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	
ACTION 1.1: Map of the Cultural Landscape of La Serena													
ACCIÓN 1.2 : Dramatized cultural Pilgrim route (second pilot)					▓								500 €
ACTION 1.3: Creation of itineraries for stars observation (second pilot)								▓					- €
ACTION 2.1: Common digital agenda for cultural activities (evaluation)			▓			▓				▓			- €
ACTION 2.2: Common network of museums (evaluation)			▓			▓				▓			- €
ACTION 2.3: Joint communication and dissemination Plan (evaluation)			▓			▓				▓			- €
ACTION 3.1: Study for a new potential interpretation centre	▓	▓	▓	▓	▓	▓	▓	▓	▓				- €
ACTION 3.2: Integration of new contents in existing cultural facilities	▓	▓	▓	▓	▓	▓	▓	▓	▓				- €
ACTION 4.1: Quantification and Valorisation of an heritage site	▓	▓	▓	▓	▓	▓	▓	▓	▓				- €
ACTION 4.2: Quantification and Valorisation of a cultural event													- €
ACTION 5.1: Network of influencer			▓	▓	▓								2.000€
ACTION 5.2: Ranking for the main cultural assets	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	- €
ACCIÓN 5.3: Experiential Format event			▓	▓	▓	▓							6.000€
ACCIÓN 5.4: Biocultural Blitz.				▓	▓	▓							4.000€
Evaluation meetings for the implementation of protocols for the use of ERDF funds in the Regional Government		▓				▓				▓			- €

C. Exchange of experiences process and lessons learned:

The Exchange of experiences process implemented during the first phase of the project included the identification and exchange of good practises and previous experiences carried out in the different territories participating in Share. Study visits and meetings provided the adequate atmosphere for partners to create a debate on how to improve the exploitation of the heritage in a sustainable way, and how to influence policies towards this objective. The advisory partner, the University of Greenwich, designed a comprehensive framework in order to study each participating territory through a common approach, in order to set the initial situation for all of them and to determine how to reflect the lessons learnt during the project in local programs and policies.

This common framework included, among other actions, a series of studies carried out in each territory:

- Identification and definition of case studies,
- Study of policies through a benchmarking study,
- Study of main local stakeholders through questionnaires
- Meetings with local key actors and stakeholders for the identification of needs and for the designing and validation of LAPs
- Advise in the designing of Action Plans
- Advise in the monitoring of LAPs and risk assessment for phase 2

Project partners identified good practises during the different Exchange of experiences events implemented in Italy, Romania, Spain, the UK, Sweden, and Croatia

This document includes in Section A "Specific actions to be implemented per area" a series of protocols and actions based on lessons learnt from the Exchange process in Share. A resume of such lessons is included below:

PROTOCOL FOR PUBLIC PARTICIPATION

Different presentations during the Exchange of Best Practises events in the first phase of the Project as well as open discussions with experts, stakeholders and partners in the framework of such events put the focus on the importance of involving the local community in the design and implementation of any action for the rehabilitation, promotion and exploitation of local cultural assets. The involvement of the community results in a better acceptance of needed measures, the emergence of a sense of pride for the local heritage among citizens and therefore in the sustainable management and exploitation of such assets. Especially the Best practises in Greenwich and Vadstena, where an incredible involvement of local residents in the policy making and heritage conservation and management or the experience of Medellin in Extremadura where local unemployed people were directly involved in the site (Practise uploaded in the Interreg Europe Platform), inspire this protocol and the actions where the protocol will be tested.

ACTION 1.1: Creation of a Map of the Cultural Landscape of La Serena: the Best practises in Greenwich and Vadstena, where an incredible involvement of local residents in the policy making and heritage conservation and management ihave inspired this Action.

ACTION 1.2 : Design and implementation of a cultural pilligrim route: The experience learned from the Rumanian partners, the Saint Francis route in Umbria and the Green Pilgrimage project in Vadstena have been a direct inspiration for this action.

ACTION 1.3.- Elaboration of the County's Candidature to "Starlight": The Umbria partners have been an example followed in this case for the valorisation of intangible and out of the mark heritage resources.

PROTOCOL FOR COORDINATION AND COMMUNICATION

As far as a lot of different levels of authorities are sharing the competences related to cultural heritage management, it is mandatory, to be really efficient, that they cooperate and coordinate themselves. To make it real, we need to create light and agile, but well defined coordination structures.

This protocol and its actions are based on the positive experience in Iasi (Rumania) and Umbria (Italy), where the gathering of different small municipalities in a common effort for the promotion of their Heritage has resulted in an interesting solution. Also the way in which Umbria and Greenwich coordinate and brand Museums in supra-municipal networks, or the joint branding networking saw in the best practises presented by the Rumanian partners, as well as Umbria have inspired the elaboration of this protocol and the actions where it will be tested

ACTION 2.1: Design of a common agenda for cultural activities in the county: This action is based on the experience of Iasi and Umbria in involving different municipalities in a common project for the promotion of their Heritage.

ACTION 2.2: Creation of a common network of museums: This action is based on the way Greenwich and Umbria coordinate and brand Museums in supra-municipal networks..

ACTION 2.3: Elaboration of a joint communication and dissemination Plan: The experience of Iasi and Umbria in joint branding networking for the promotion of the heritage is the basis for this action

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PROTOCOL FOR SUSTAINABILITY (Ex-ante)

The objective of this protocol is to raise a series of questions in order to ensure that a potential action for the promotion and exploitation of the cultural heritage is socioeconomically and environmentally sustainable. Different examples of good financial management practises presented in the study visit in Greenwich are the core of the actions included in this section for the testing of the protocol.

ACTION 3.1: Study for a new smart interpretation centre for the promotion of the Cultural landscape of la Serena: The inspiration for including this action in our LAP comes from very interesting examples of cost effectiveness and financial sustainability assessment seen in Greenwich.

ACTION 3.2: Integration of new smart cultural contents in already existing cultural facilities: Again Greenwich was a great lesson to learn concerning improving financial assessment aspects and business models assessment related to Heritage management investments.

PROTOCOL FOR THE QUANTIFICATION OF IMPACTS (ex-post)

The objective of this protocol is to set a guideline for the quantification of the positive socioeconomic impact of specific cultural heritage sites or events. The exchange of Best Practises event carried out in Trujillo (Spain) and Greenwich (The UK) where the identification of cost-effective tools and the defence and management of the heritage based on gathered data for quantifying the positive impact of the heritage in the local community (Festival of Merida, study of the Greenwich area, etc…), allowed participants to learn some good experiences for the promotion of the local cultural heritage and the quantification of its impact.

ACTION 4.1: Quantification and Valorization of a heritage site of reference in the county. The best practise of the quantification of the impact of the Roman Classical theatre Festival of Merida inspired this action. This Festival needed to identify its positive impact in order to defence its continuity during the economical crisis. They estimated the economical and social contribution of this event to the city of Merida, analysing data related to the price of the tickets, the estimated money spent in the city by visitors and the impact of the promotion of the city in the press and the social media thanks to the festival.

ACTION 4.2: Quantification and Valorization of a cultural event of reference in the county: Experiences showed in Trujillo and Greenwich, as mentioned above, have contributed to the design of this action for the testing of the protocol. In most cases, entities managing a festival or a site, especially when they are public, do not implement tools for the quantification of the real positive impact that sites or festival have on the territory,

and we need to give figures in order to let the population know the importance of such assets beyond their historic or cultural factors.

PROTOCOL FOR INNOVATIVE TOOLS:

The objective of this protocol is to identify and boost the implementation of innovative tools for the promotion and exploitation of the local cultural heritage. Best Practise presented in Spain and Sweden are the basis for the actions designed for the testing of this protocol.

ACTION 5.1: Creation of a network of influencer bloggers in the county for the promotion and marketing of the territory: The related Best Practise was presented during the exchange of BP in Trujillo (Spain). Dr. Jose Manuel López Caballero spoke about the creation of a network of specialised bloggers to promote a territory. This idea can be applied to the promotion of the cultural heritage. This Action 5.1 is based on the experience presented in Trujillo by Dr. José Manuel López. This best practise has been uploaded to the Interreg Europe Platform..
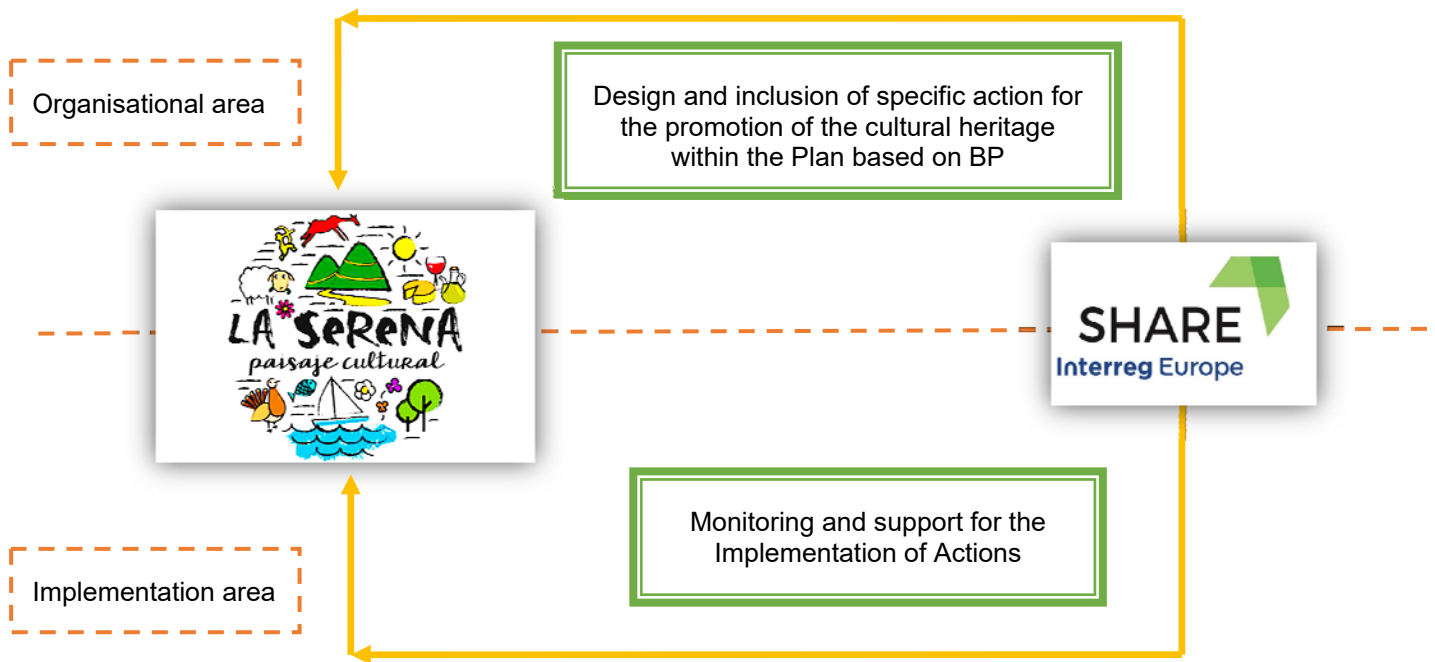
ACTION 5.2: Creation of a ranking for the main cultural assets in the county as a tool for promotion and marketing: The Swedish ranking system, a good practice presented in the study visit in Vadstena, where all the different heritage assets are included in a ranking to promote touristic visits is the best practice that inspires this action

ACTION 5.3: Experiential Format event. Cultural days for the "Tartessian" culture with recreation: the experience of the dramatized route and dramatized touristic actions presented in Vadstena was a great influence in this action.

ACTION 5.4: - Biocultural Blitz. Design and implementation of an event for the identification definition and valorisation of the cultural heritage of La Serena (Heritage and nature): This action has drawn from the participation of stakeholders from our region in our sessions for the design and validation of the local Action Plan, coming from the Natural Heritage management area.

D. Diagram of the interconnection of Share with selected policies

1. Plan of the Cultural Landscape of La Serena
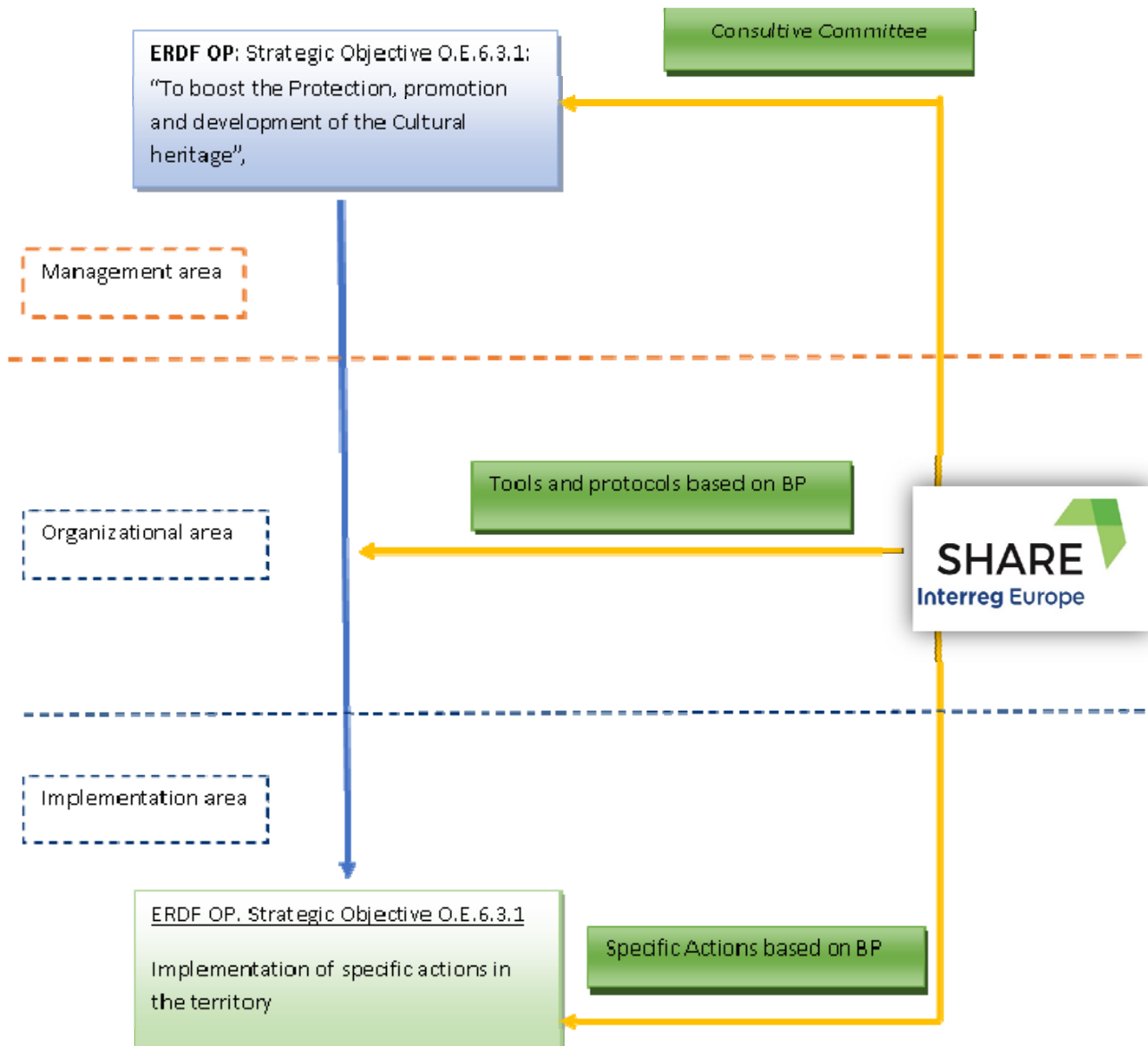
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Signature: _____

Stamp of the organisation (if available): _____

DG for Libraries, Museums and Cultural Heritage of the
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