



Interreg Europe Local Flavours project Implementation status of the Action Plans

Second version 16 January 2023



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1 LP: Institute of Advanced Studies (iASK)
1.1 Summary Matrix of the Actions

#	Title of the Action	Timeframe		Coordinator	Stakeholders	Costs	Result indicators
		Start	End				
1	<i>Awareness raising to Kőszeg's authentic school town heritage through call for artistic work for students in the town</i>	05/21	12/22	iASK	» Schools of Kőszeg » City Museum and Library » Municipality of Kőszeg » iASK	22 843 €	Increasing social media appearance Number of artistic works elaborated Number of applicants (individuals and groups)
2	<i>Cognitive mapping, examination of mental images with the participation of residents in Kőszeg and in its surroundings through experiments – examination of the shared sense of identity/place</i>	08/22	12/22	iASK	» Írottó Naturpark Association » Municipality of Kőszeg » iASK	2 386 €	Number of visitors at the stands Number of participants in the experiments Research documentation
3	<i>Development of a self-guided walking tour for the existing "Kőszegi Séták" mobile application about the built and intellectual heritage of the Chernel-family with the application of the 'Learning by visiting approach'</i>	02/22	06/22	iASK	» Írottó Naturpark Association » Tourinform Kőszeg » City Museum of Kőszeg » Directorate of Őrség National Park » Schools of Kőszeg » Enterprises	5 258 €	The Hungarian version of the Chernel Walk is developed The English version of the Chernel Walk is developed Printed map is developed Number of downloads of Kőszegi Séták application and Chernel Walk



1.2 Status of the actions' implementation

Title of the Action	Status of the action	Challenges encountered	Main results (if completed)
<i>Awareness raising to Kőszeg's authentic school town heritage through call for artistic work for students in the town</i>	Completed	-	Established communication platforms Famous alumni students' videos Regular posts about the school town heritage Successful call and competition
<i>Cognitive mapping, examination of mental images with the participation of residents in Kőszeg and in its surroundings through experiments – examination of the shared sense of identity/place</i>	In progress (end: Dec 2022)		
<i>Development of a self-guided walking tour for the existing "Kőszegi Séták" mobile application about the built and intellectual heritage of the Chernel-family with the application of the 'Learning by visiting approach'</i>	Completed	-	Hungarian and English developed Printed map developed

1.3 Changes in the implementation

Title of the Action	Status of the action	Change in the implementation	Reason
<i>Awareness raising to Kőszeg's authentic school town heritage through call for artistic work for students in the town</i>	Completed	NO	Not relevant
<i>Cognitive mapping, examination of mental images with the participation of residents in Kőszeg and in its surroundings through experiments – examination of the shared sense of identity/place</i>	In progress (end: Dec 2022)	NO	Not relevant
<i>Development of a self-guided walking tour for the existing "Kőszegi Séták" mobile application about the built and intellectual heritage of the Chernel-family with the application of the 'Learning by visiting approach'</i>	Completed	NO	Not relevant



1.4 Actions which cannot be implemented
Not relevant; all actions could be implemented.

1.5 Reviewer's comments

Reviewer's evaluation for the report of the LP

Name: Dr. Viktória Józsa

Date: 2 November 2022

General Evaluation:

Based on the intervention logic of the Interreg Europe Programme, lessons learnt from the interregional knowledge exchange are expected to turn to actions (in the form of Action Plans, AP) for improving the Policy Instrument (PI). In ideal case the AP will address the original PI which has been selected during the project design – this is the case for the LP, as the original PI has not been changed during the project implementation (Creative City – Sustainable Region" National Programme on the Pilot Regional Development Approach in the West-Pannon Region (KRAFT Programme).

Regarding the territorial scope of the Action Plan, both regional and local level were addressed by the specific actions and the policy change has been achieved in Phase 1 already.

Considering the time factor, the Actions had a relatively limited timeframe and have been completed in parallel to each other, requiring strong coordination and well-planned resource allocation activities, especially in the second half of 2022. IASK, as the coordinator of all three actions ensured that the necessary efforts have been provided for the proper, high quality and timely implementation of the actions, in cooperation with a relatively wide range of stakeholders and partners.

As the type of the policy change, all three types were addressed by the actions*, as Action 1 – Type 1; Action 2 – Type 3; and Action 3 – Type 2. Thus, the actions presented a nice and well-balanced combination of the different types of policy changes.

All actions have been implemented without any change, in due time. More information is necessary about the financial terms, more specifically about factual budgetary data versus the planned costs of the actions. Future tasks are the quantification, adaptability and sustainability of the results.

Evaluation by Action:

Action 1: Awareness raising to Kőszeg's authentic school town heritage through call for artistic work for students in the town

Status: Completed (original deadline set: 12/2022)

Result Indicators:	Main results:
Increasing social media appearance	Established communication platforms
Number of artistic works elaborated	Famous alumni students' videos
Number of applicants (individuals and groups)	Regular posts about the school town heritage
	Successful call and competition

The main framework and channels for the indicators have been developed/established, the communication flow has been started, and the main event was successfully organised, but more emphasis should be placed on the quantification of the results and their replicability/adaptability in different areas/local environments. The original aim and type of policy change (Type 1: implementation of new project(s)) was achieved.

Action 2: Cognitive mapping, examination of mental images with the participation of residents in Kőszeg and in its surroundings through experiments – examination of the shared sense of identity/place

Status: In progress (original deadline set: 12/2022)



<i>Result Indicators:</i>
<i>Number of visitors at the stands</i>
<i>Number of participants in the experiments</i>
<i>Research documentation</i>

This action has a very limited timeframe, as it is focusing on a joint experiment with the locals/tourists in the city. Some preliminary results could be available, but as here the type of the policy change is change in the strategic focus of the policy instrument (Type 3, structural change), the emphasis should be placed on a robust methodological background and the sustainability of the results, more specifically on how the outcomes of the experiments could be channelled into different sectoral and/or territorial policies and interventions in the future.

*Action 3: Development of a self-guided walking tour for the existing “Kőszegi Séták” mobile application about the built and intellectual heritage of the Chernel-family with the application of the ‘Learning by visiting approach’
Status: Completed (original deadline set: 06/2022)*

<i>Result Indicators:</i>	<i>Main results:</i>
<i>The Hungarian version of the Chernel Walk is developed</i>	<i>The Hungarian version of the Chernel Walk is developed</i>
<i>The English version of the Chernel Walk is developed</i>	<i>The English version of the Chernel Walk is developed</i>
<i>Printed map is developed</i>	<i>Printed map is developed</i>
<i>Number of downloads of Kőszegi Séták application and Chernel Walk</i>	

This action also had a very limited timeframe, and no Action Plan could be imagined in our days without some digitalised solution(s), e.g. a new/updated application. The result indicators have been nicely achieved here, except for the quantified results for the number of downloads of the Kőszegi Séták and the Chernel Walk. The main task here is to quantify the popularity of the developed products, and thus, to measure the level of satisfaction of the target group, through with the overall objective, the improved governance, especially co-governance could be generated in the mid-term already.

**: Type 1 means the implementation of new projects, Type 2 the change in the management of the policy instrument (improved governance), and Type 3 change in the strategic focus of the policy instrument (structural change).*



2 PP2: Harghita County Council (HCC)

2.1 Summary Matrix of the Actions

#	Title of the Action	Timeframe		Coordinator	Stakeholders	Costs	Result indicators
		Start	End				
1	<i>Infrastructure development of heritage tourism</i>	10/21	01/23	HCC	Board of experts Local entrepreneurs, museums, NGOs, private individuals	53800€	Slowdress workshop established Number of visitors, trainees Number of workshops organized Number of participating entities Number of flyers distributed Number of events in which the Outdoor Museum was presented Existing App
2	<i>Widening and strengthening regional network of heritage tourism - production and promotion</i>	11/21	01/23	HCC	ADI Harghita (Harghita Community Development Association) Local stakeholders (hosts, local guides, mayors, village museums, regional associations)	38200€	Number of meetings organized Existing tour package Number of short films Number of flyers and posters distributed
3	<i>Support for heritage tourism - workshop for the LEADER Action Groups, institutions and authorities in Szeklerland</i>	05/22	12/22	HCC	Harghita County Council LEADER LAGs	1800€	Number of meetings organised Number of commitments signed Number of LAGs collaborating



2.2 Status of the actions' implementation

Title of the Action	Status of the action	Challenges encountered	Main results (if completed)
<i>Infrastructure development of heritage tourism</i>	In progress (end date January 2023)	-	Subaction 2.1, and Subaction.2.2.: On 22 June 2022 -Launch of the M10 measure of the LEADER „Csik” Action Group named – „Protecting the rural heritage” This measure gives the opportunity to receive finance support for the establishment of the ”Slowdress” Demonstrative manufacture and the creation of the Folk Costume Designer Application
<i>Widening and strengthening regional network of heritage tourism - production and promotion</i>	In progress (end date January 2023)	-	In April LEADER „Csik” Action Group launched a call for projects regarding the protection of heritage. An informative event was organised regarding the project opportunity for local stakeholders.
<i>Support for heritage tourism - workshop for the LEADER Action Groups, institutions and authorities in Szeklerland</i>	Completed	-	Organization of the workshop for the 10 LEADER Action Groups from Harghita, Mures and Covasna Counties on 11th May 2022. 1 commitment signed by the representatives of 7 LEADER Action Groups

2.3 Changes in the implementation

Title of the Action	Status of the action	Change in the implementation	Reason
<i>Infrastructure development of heritage tourism</i>	In progress (end date January 2023)	NO	Not relevant
<i>Widening and strengthening regional network of heritage tourism - production and promotion</i>	In progress (end date January 2023)	NO	Not relevant
<i>Support for heritage tourism - workshop for the LEADER Action Groups, institutions and authorities in Szeklerland</i>	Completed	NO	Not relevant

2.4 Actions which cannot be implemented

Not relevant. All the actions will be implemented



2.5 Reviewer's comments

Reviewer's evaluation for the report of HCC

Name: Dr. Mariann Szabó

Date: 6 November, 2022

General evaluation

The enlargement of the project due to COVID-19 pandemic, the new programming period start resulted at the change of the policy instrument of HCC. The first policy instrument addressed in the action plan is the Regional Operational Program 2021-2027, Priority Axis 5: Improving the urban environment and conservation, protection and sustainable use of cultural heritage. Due to the change HCC as a regional development actor decided to transfer lessons learnt from the project into the development and scope definition of the ROP. Besides this change, HCC has successfully worked together with the Csík Leader Association, and realized that there is a potential to further knowledge transfer to the National Strategic Program (NSP) on rural development, as the LEADER programme is going to be part of NSP. Through the second policy instrument not just the Csík Leader Association but other Local Action Groups (LAGs) could be targeted.

The intervention logic of the HCC is built upon two strong ties. It applies both the top-down approach by 'fine tuning the ROP' with the interregional knowledge exchange competences and bottom up approach by enhancing knowledge spill over effects of lessons learnt among LAGs.

Considering the fact that Romania is a relatively new member country of the Union this combined solution really calls the attention to potential gains which could be realized through Interreg Programme for enhancing the cohesion of the EU.

HCC has developed three actions to reached policy changes in the previously described Policy Instruments (during Phase 1 HCC did not achieve policy change). These actions are:

1. Action 1 Infrastructure development of heritage tourism with the policy instrument of using a new approach to present the traditional handicraft and to involve traditional elements in local touristic offer is progressing as planned thorough which we aim to determine the communities to use consciously and proudly their tradition in local touristic offer;
2. Action 2 Widening and strengthening regional network of heritage tourism - production and promotion, addressing the policy instrument of the appearance of the folk-art and traditional dress related topics in local touristic packages creating an impact to change the heed in presentations of local attractiveness from natural or architectural values to traditions. Furthermore, in the frame of our
3. Action 3 Support for heritage tourism - workshop for the LEADER Action Groups, institutions and authorities in Szeklerland we are also planning to start the initially phase of its implementation process.

Evaluations of the concrete actions

Action 1 - Infrastructure development of heritage tourism

This action is still ongoing, proposed to end at January, 2023. The Action has three sub actions from which two has been successfully completed by influencing a measure for the establishment of the "Slowdress" Demonstrative manufacture and the creation of the Folk Costume Designer Application, The development of the App for folk costume-planning is ongoing.

The new measure introduced represents Type 3 change in the strategic focus of the policy instrument (structural change). The development of the application for folk costume-planning is represents Type 1: implementation of new projects.

Action 2 - Widening and strengthening regional network of heritage tourism - production and promotion

The action ends in January 2023, but the implementation is ongoing. Due to that in April 2022. the LEADER „Csík” Action Group launched a call for projects regarding the protection of heritage this means a **policy change Type 3.**



Action 3 - Support for heritage tourism - workshop for the LEADER Action Groups, institutions and authorities in Szeklerland

The third action has been completed by the organization of the workshop for the 10 LEADER Action Groups from Harghita, Mures and Covasna Counties on 11th May 2022. 1 commitment has been signed by the representatives of 7 LEADER Action Groups which represents Type 3 the change in the management of the policy instrument (improved governance).

Summarizing the results, HCC is on the way of successful implementation of its action plan achieving the provisioned policy changes. The solutions of the action plans combine traditional ways of policy interventions (incorporating the lessons learnt to calls) and innovative ones (IT technology for sustainable heritage development). As an exogenous condition, the acceptance of the ROP faces time loss, the partner is able to contribute to policy developments in other measures.



3 PP3: Municipality of 's-Hertogenbosch (MHB)

3.1 Summary Matrix of the Actions



#	Name of the Action	Timeframe		Coordinator	Stakeholders	Cost
		Start date	End date			
1	Profiling the local flavours of the Spoorzone	FEB 2022	DEC 2022	Municipality	Inner city entrepreneurs, Residents' association, IoT Datalab, Jeroen Bosch Academy of Data science	€250.000
2	Sharing the local flavours of 's-Hertogenbosch through Storytelling	FEB 2022	DEC 2022	Municipality	Public library 'Huis073', Jheronimus Bosch Art Centre, Guild house 'Zwanenbroedershuis', Museum 'Bouwloods' of the Saint Johns' Cathedral	€350.000
3	Den Bosch summer and winter festival	FEB 2022	DEC 2022	Municipality	Den Bosch Partners, Retailers of the inner city, Cultural and heritage organizations, Real estate owners	€300.000



3.2 Status of the actions' implementation

Title of the Action	Status of the action	Challenges encountered	Main results (if completed)
<p>Action 1 Profiling the local flavours of the Spoorzone</p>	<p>Done</p>	<p>No particular challenges</p>	<p>Spreading visitors, increasing quality of life for the inhabitants of the historic city center.</p> <p>The Spoorzone (Railway Zone, next to the Old Town) adds new momentum to the existing city centre. It is a multicoloured area. Culture and history, transport hub and nature, presence of young people and new employment opportunities can be seen here. But the Spoorzone is also an innovation lab for the municipality of 's-Hertogenbosch itself. <i>Develop, apply and really experience</i> are terms that fit well here. And all this as sustainably as possible. The municipality would like to continue the further development and is therefore taking the next step by merging the Spoorzone and the historic city centre into one vibrant urban area of Den Bosch. This new vision derived from the Local Flavours project is called: the Broad Inner City. The city council has set out the direction for this further development in the Position Paper "Broad Inner City". This paper explains how the municipality envisages this and what role the Spoorzone plays in it.</p> <p>Link to position paper Spoorzone: https://assets.citynavigator.nl/kuma-denbosch-ondernemen/uploads/media/61fba1f7ef110/220107-position-paper-written-version.pdf?token=/uploads/media/61fba1f7ef110/220107-position-paper-written-version.pdf</p> <p>Information on the Spoorzone development profiling the local flavours are published frequently in newsletters: https://gemshertogenbos.m3.mailplus.nl/archief/ mailing-521342.html</p> <p>In the Spoorzone, we test new concepts and technologies that make life more pleasant, in areas such as mobility, sustainability and living in a city. Which technology contributes to this and in what way, we test together with citizens, businesses and education. https://s-hertogenbosch.maps.arcgis.com/apps/MapJournal/index.html?appid=6938a51be0db46979f8170b3169a1df4</p> <p>Finally, a walking route app has been developed, featuring the local flavours of the Spoorzone area. https://www.erfgoedshertogenbosch.nl/actueel/nieuwe-wandeling-in-het-paleiskwartier This new route is ideal for anyone curious about what else 's-Hertogenbosch has to offer besides the city centre. Old and new come together here. From modern buildings such as the Palace of Justice and the Armada to industrial heritage such as Interpharm's Shed roof complex. Through your smartphone or tablet, images with interesting facts can be seen at set points. The historical photos from the collection of Erfgoed 's-Hertogenbosch show what the area used to look like. Along the way, you will also find many catering establishments for a stop for a snack or drink.</p>



Title of the Action	Status of the action	Challenges encountered	Main results (if completed)
			 <p>So called 'trotters' with people sharing their stories about the Spoorzone</p>
<p>Action 2 Sharing the local flavours of 's-Hertogenbosch through Storytelling</p>	<p>Done</p>	<p>No particular challenges</p>	<p>Sharing all layers of the town's history in a more personal way, enhancing the connection between the town and inhabitants.</p> <p>The municipality of 's-Hertogenbosch (short: Den Bosch) launched the campaign Den Bosch Makes, Touches & Tastes! During this campaign, students from Den Bosch show how culture in Den Bosch makes, touches and tastes in various ways. Armed with a sharp pen, an eye for sleek designs and bursting with talent, the students translate the cultural offerings in Den Bosch into video reports, exciting editorials and surprising actions. https://www.visitdenbosch.nl/nl/ontdek-den-bosch/den-bosch-maakt-raakt-smaakt</p>  <p>Various touristic and heritage organizations of associations have developed new apps and city tours to present the local flavours to both inhabitants and visitors. They can be found at (a.o.):</p> <p>https://www.visitdenbosch.nl/nl https://www.denboschregion.nl/nl/den-bosch https://www.erfgoedshertogenbosch.nl/activiteiten/historische-routes https://www.debosschetijdmachine.nl/</p>
<p>Action 3 Den Bosch summer and winter festival</p>	<p>Done</p>		<p>Strengthening involvement of inhabitants in cultural events and spreading visitors in time and space.</p> <p>From 1 July to 4 September 2022, De Bossche Zomer festival took place. De Bossche Zomer provides special encounters for residents, businesses and other initiators. The Bossche Summer spreads throughout the municipality. From cultural and sports activities to surprising terraces and atmospheric areas. The municipality encourages visitors to discover all the activities being organised. To visit the Outdoor Cinema, to come for drinks at the Beachclub or imagine yourself in a fairy tale during a fairy tale walk in the forest.</p>



Title of the Action	Status of the action	Challenges encountered	Main results (if completed)
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<https://debosschezomer.nl/>
 Aftermovie 2022:
<https://www.youtube.com/watch?v=sqAqx2QD9G4&t=6s>
 Closing event: Bosch Summernight:
<https://www.youtube.com/watch?v=S7ID3JXU2i4>

3.3 Changes in the implementation

Title of the Action	Status of the action	Change in the implementation	Reason
<i>Action 1</i>	Completed	No	-
<i>Action 2</i>	Completed	No	-
<i>Action 3</i>	Completed	No	-

3.4 Actions which cannot be implemented

Not relevant in our case.



3.5 Reviewer's comments

Reviewer's evaluation for the report of MHB

Name: Dr. Mariann Szabó

Date: 6 November 2022

General evaluation

The policy instrument addressed in the project was stable in case of Municipality of 's-Hertogenbosch (name of the policy instrument(s) addressed: City Marketing Plan 's-Hertogenbosch: Who chooses will be chosen). The City Marketing Plan was approved in 2019 by the local council as the first policy instrument specifically targeting the city marketing, aimed at set out the future perspectives and ambitions. The aim and scope of the Local Action Plan of MHB is dedicated to provide for more detailed strategies and actions, focussing on the mission of the Local Flavours project: Authentic tourism based on local cultural flavours.

The first policy change achieved during the project implementation was in Phase 5. Applying a holistic approach of city marketing, the network of various stakeholders has become a new driving force for city marketing, namely the Dens Bosch Partners. The role of the partnership is reflected in the proposed actions; it covers a wide range of active stakeholders for the implementation of the AP: Inner city entrepreneurs, Residents' association, IoT Datalab, Jeroen Bosch Academy of Data science

Public library 'Huis073', Jheronimus Bosch Art Centre, Guild house 'Zwanenbroedershuis', Museum 'Bouwloods' of the Saint Johns' Cathedral, Den Bosch Partners, Retailers of the inner city, Cultural and heritage organizations and Real estate owners. The significant number of the stakeholders achieved significant results in the implementation: **all three actions have been completed by November 2022.**

Evaluation by actions

1. Action 1: Spoorzone (Including new parts of the city as target zone for tourism (alleviating the historic city centre); embrace 3D and 4D techniques in city promotion and tourism products.)

This action has a really unique feature. The case of Spoorzone has been introduced as a Good Practice in Phase 1 demonstrating how this part of the city could gain new functions for the sake of the local residents. The base of Action 1 is that Spoorzone is also an innovation lab for the municipality of 's-Hertogenbosch. Recently the Municipality has decided to merge the Spoorzone and the historic city centre into one vibrant urban area of Den Bosch and developed a Position Paper "Broad Inner City" which could be regarded as a potential policy change (Type 2 the change in the management of the policy instrument (improved governance)/ Type 3 change in the strategic focus of the policy instrument (structural change)). Besides its innovation lab character, the place has a living lab profile too as the Municipality test new concepts and technologies that make life more pleasant. In the course of Action 1 a walking route app has been developed, featuring the local flavours of the Spoorzone area. The living lab profile and the new walking route indicated successful policy changes: Type 2 and Type 1 (implementation of new projects).

2. Action 2: Storytelling (Focus on sharing the local flavours through Storytelling, profiling 's-Hertogenbosch with a more personal approach (not just bricks and water)).

Action 2 is based on two pillars (1: the campaign Den Bosch Makes, Touches & Tastes! with the participation of students in Den Bosch, 2: new apps and city tours to present the local flavours to both inhabitants and visitors by touristic and heritage organizations of associations) and both contribute to Type 2 the change in the management of the policy instrument (improved governance). Action 2 is built on using innovative technology for building and enhancing community resilience.

3. Action 3: Festivals (Shared responsibilities for cultural events with inhabitants and sme's; focus on cultural offer for own inhabitants; adding cultural events in the "slow" tourist season.)

Like in the case of Action 1, Action 3 is also the continuation of renewal of an existing Good Practice of the Municipality. The Den Bosch Summer Festival was one of the Good Practices which where men to



decrease the negative effects of the COVID19 pandemic in 2020. The summer period has been covered, adding the winter period to it could result in a new roll-out project (Type 1) as well as Type 2 the change in the management of the policy instrument (improved governance).

Summarizing the results achieved, it could be stated the MHB was one of the most innovative and advanced participants among the LF partnership which is reflected in the quality and scope of its actions. Two of the actions is the further development/ fine tuning of existed good practices. In my point of view, the most significant contribution to cultural heritage management in the city is that the project provided regular discussion basis for the different stakeholders thus the implementation of the project successfully helped policy improvements in governance. Besides the measurable results of the projects which have been developed they also have a positive spill over effect on the management of Den Bosch city marketing.



4 PP4: Waterford City and County Council (WCCC)
4.1 Summary Matrix of the Actions

#	Title of the Action	Timeframe Start End	Coordinator	Stakeholders	Costs	Result indicators
1	Creation of Rural Tourism Network Clusters	Q1 2022 Q1 2023	Waterford Local Flavours LSG	*Local Flavours LSG *Visit Waterford *LEADER *WCCC *Fáilte Ireland *LEO *Dunhill Multi-Educational Centre *Tourism Stakeholders across the region	15,000 €	Number of Rural Tourism Networks Established Number of rural tourism stakeholders/businesses engaged in networks Training needs across the geographical areas identified
2	Valorise rural area potential through marketing and innovative use of digital technology	Q1 2022 Q1 2023	Waterford Local Flavours LSG	*Local Flavours LSG *Visit Waterford *Copper Coast Geopark Tourism Team *Waterford Council WCCC *Fáilte Ireland Marketing Department *Dunhill Multi-Educational Centre *Tourism Stakeholders across the region	10,000 €	Rural Waterford App developed and used as a marketing tool for Tourism Team in Waterford Council and Visit Waterford Number of Rural Waterford App downloads Number of cultural heritage events/initiatives supported
3	Monitor impact of COVID 19 Rural Economy Plan as part of Waterford COVID19 Economic Recovery Plan	Q1 2022 Q4 2022	Waterford Local Flavours LSG	*Local Flavours LSG *Visit Waterford *LEADER *WCCC *Fáilte Ireland *LEO *Dunhill Multi-Educational Centre *Tourism Stakeholders across the region	N/A	Number of rural projects supported



4.2 Status of the actions' implementation

Title of the Action	Status of the action	Challenges encountered	Main results (if completed)
Creation of Rural Tourism Network Clusters	COMPLETED		<p>Created tourism networks in 5 geographical areas.</p> <p>Creation of a rural tourism sub-group of Visit Waterford with representation on main group.</p> <p>Provided an on-line networking portal for each cluster to facilitate information sharing, collaboration, bundling and cross selling.</p> <p>Identified the training needs of the clusters and created rural tourism online training programmes for up-skilling and bundling opportunities.</p>
Valorise rural area potential through marketing and innovative use of digital technology	COMPLETED	<p>Covid-19 has posed a serious threat to the tourism economy in Waterford with rural areas that depend on tourism income severely impacted. It has however given rise to digital solutions and the EMW app has encouraged visitors to visit rural Waterford and allow tourism providers to promote their destination potential.</p>	<p>Created a Rural Tourism App – Explore More Waterford</p> <p>Incentivised and promoted Cultural Heritage awareness and identity through support of local authentic tourism events and initiatives</p> <p>Promotion of Cultural Heritage branding identity for geographical areas. Branding of areas has offered a distinct cultural identity that has fit into the overall Vist Waterford brand.</p>
Monitor impact of COVID 19 Rural Economy Plan as part of Waterford COVID19 Economic Recovery Plan	WORK ONGOING		<p>Monitor impact of new policy instrument</p> <p>Implementing and developing relevant projects that contribute to rural economy</p>



4.3 Changes in the implementation

Title of the Action	Status of the action	Change in the implementation	Reason
Creation of Rural Tourism Network Clusters	Completed	No	N/A
Valorise rural area potential through marketing and innovative use of digital technology	Completed	No	N/A
Monitor impact of COVID 19 Rural Economy Plan as part of Waterford COVID19 Economic Recovery Plan	Work Ongoing	No	N/A

4.4 Actions which cannot be implemented **Not relevant; all actions could be implemented.**

4.5 Reviewer's comments

Reviewer's evaluation for the report of WCCC

Name: Dr. Viktória Józsa

Date: 2 November 2022

General Evaluation:

In case of Waterford, two Policy Instruments were addressed in the AF, as Tourism Statement of Strategy and Work Plan 2017–2022, and Waterford 's Covid-19 Economic Recovery Plan. In the second report, a policy change has been already reported. In the AP, the Local Economic and Community Plan was addressed, so this region constitutes a special case from this aspect.

As regards spatiality, local, regional and national levels were both impacted by the actions and one of the Good Practices (the Creation of a Visitor Experience Development Plan and an APP to encourage visitor dispersion) was one of the most popular and inspiring practices, generating actions by the other project partners.

The timeframe of the 3 actions was relatively extensive and overlapping, about 12 months, starting in Q1 2022 and finishing in Q4 2022 and Q1 2023. Two out of the three actions have been already completed, earlier than originally planned, while the third one is still ongoing. Regarding the resources needed, Local Flavours Local Steering Group (LSG) coordinated all actions and included a large variety and number of stakeholders from the region. As there was no change in the implementation of the actions, we can conclude that the coordination and partnership was highly efficient.

One action was about community development, the second about digitalisation and targeted the development of an application, while the third (ongoing) action is focused on monitoring the impact of the pandemic.

As regards policy change, all three types were addressed by the actions, as Action 1 – Type 2; Action 2 – Type 1 and 2; and Action 3 – Type 3. Thus, the actions presented a balanced distribution and a coherent mixture of the different types of policy changes.*

More information is necessary about the financial terms, more specifically about factual budgetary data versus the planned costs in case of the first two actions, while for the third action, no budgetary requirement was



specified. Future tasks are the quantification and sustainability of the results, exploitation of the possible synergies (between the actions and the plans also), and specification of the policy implications.

Evaluation by Action:

Action 1: Creation of Rural Tourism Network Clusters

Status: Completed (original deadline set: Q1 2023 – early delivery)

Result Indicators:	Main results:
Number of Rural Tourism Networks Established	Created tourism networks in 5 geographical areas.
Number of rural tourism stakeholders/businesses engaged in networks	Creation of a rural tourism sub-group of Visit Waterford with representation on main group.
Training needs across the geographical areas identified	Provided an on-line networking portal for each cluster to facilitate information sharing, collaboration, bundling and cross selling.
	Identified the training needs of the clusters and created rural tourism online training programmes for up-skilling and bundling opportunities.

The targeted Rural Tourism Networks (5) have been established on a geographical basis with a sub-group, while the number of the stakeholders/businesses engaged in the networks is not quantified. This is an important task, as it could ensure the sustainability of both the established clusters (institutionalisation) and the on-line networking portals/per cluster created. Cross-selling could not happen and be maintained without active and direct cooperation between the local businesses and other stakeholders, so as co-governance. The original aim and type of policy change (Type 2: change in the management of the policy instrument (improved governance)) was achieved.

Action 2: Valorise rural area potential through marketing and innovative use of digital technology

Status: Completed (original deadline set: Q1 2023 – early delivery)

Result Indicators:	Main results:
Rural Waterford App developed and used as a marketing tool for Tourism Team in Waterford Council and Visit Waterford	Created a Rural Tourism App – Explore More Waterford
Number of Rural Waterford App downloads	Incentivised and promoted Cultural Heritage awareness and identity through support of local authentic tourism events and initiatives
Number of cultural heritage events/initiatives supported	Promotion of Cultural Heritage branding identity for geographical areas. Branding of areas has offered a distinct cultural identity that has fit into the overall Vist Waterford brand.

This action was a mixture of Type 1 and Type 2 policy changes: a new project was implemented and a change in the management of the policy instrument (improved governance) was completed also through increased awareness on local authentic tourism and branding of a distinct cultural identity. The action was well-integrated to the local/regional tissue and could further strengthen the value-added of the clusters (established in the framework of Action 1), as a specific tool and platform, once synergies are exploited by the coordinator and most important stakeholders of both actions. The action successfully transformed the challenge generated by the pandemic to a distinctive advantage of the region, especially for the severely impacted rural areas – the EMW app, as a digital tool, has encouraged visitors to visit rural Waterford and allow tourism providers to promote their destination potential.

Here again, quantification and more specification of the downloads, events and/or initiatives would be necessary for monitoring purposes, but the action has a good potential to contribute to both types of policy changes. The medium- and long-term impacts and policy implications of the action should be identified and emphasised in the future.



Action 3: Monitor impact of COVID 19 Rural Economy Plan as part of Waterford COVID19 Economic Recovery Plan

Status: Ongoing (original deadline set: Q4 2022)

<i>Result Indicators:</i>	<i>Main results:</i>
<i>Number of rural projects supported</i>	<i>Monitor impact of new policy instrument</i>
	<i>Implementing and developing relevant projects that contribute to rural economy</i>

In case of this action, no additional financial resources needed were identified, and it focused on the monitoring activity of the pandemic on the Rural Economy Plan. This means, that the coordinator allocated the necessary resources for the purpose, meaning mostly human resources and datasets. As this action is contributing to Type 3 policy change (change in the strategic focus of the policy instrument (structural change)), more details should be provided about the planned and the factual data, the difference (delta) between the values, and the possible impact of not only the pandemic on the Economy Plan, but more importantly about the results and outcomes of the Economic Recovery Plan. The status of these plans are not clearly defined either, e.g. their timeframe, fitness-check periods (if any), their disaggregation into action plans (if relevant).

**: Type 1 means the implementation of new projects, Type 2 the change in the management of the policy instrument (improved governance), and Type 3 change in the strategic focus of the policy instrument (structural change).*



5 PP5: Savonlinna Development Services Ltd. (SDS)

5.1 Summary Matrix of the Actions

#	Name of the Action	Timeframe		Coordinator	Stakeholders	Cost	Result indicator(s)
		Start date	End date				
1.	<p>Vibrancy in Finnish Lakeland with the Saimaa Phenomenon – Savonlinna's bid for the European Capital of Culture 2026. Project code A76397. Reported as policy change in LF.</p> <p>Saimaa Phenomenon extension project 2022</p> <p>New project on-going: European Region of Gastronomy Saimaa Management Project 2022-2023.</p>	<p>1.8.2020</p> <p>1.1.2022-</p> <p>1.4.2022</p>	<p>31.12.2021</p> <p>31.12.2023</p>	<p>City of Savonlinna</p> <p>Coordinator for possible extension is open</p> <p>As an extension project, European Region of Gastronomy Saimaa Management Project 2022-2023 has been launched (Saimaa ERG).</p>	<p>Cultural institutions in participating municipalities, universities and educational institutions</p>	<p>1 350 000 €</p> <p>Extension estimated 400 000 € in 2022-</p> <p>Saimaa ERG 520 000 € in 2022-2023 Project code A78722. 1.4.2022 – 31.12.2023. ERDF - Administrator South Savo Regional Council</p>	<p>Preparation of ECoC 2026 bid and cultural programme 2022-2026 for Savonlinna and participating municipalities, networking in CCIIs in Lake Saimaa area. Savonlinna cultural strategy formulation.</p> <p>Facilitating the development of project proposal to compensate for lack of ECoC funds.</p> <p>Creating positive energies and new operational permanent cooperation networks in Lake Saimaa area.</p>
2.	<p>Events and meetings as drivers of tourism growth in Savonlinna</p> <p>Project code A77763. To be reported as policy change in Phase 1.</p>	<p>1.5.2021</p>	<p>31.12.2022</p>	<p>Savonlinna Development Services Ltd.</p>	<p>Events producers and tourism enterprises</p>	<p>266 737 €</p>	<p>New sustainable business in the events and meetings sector. Increase in the number of visitors in Savonlinna all year round.</p>



#	Name of the Action	Timeframe		Coordinator	Stakeholders	Cost	Result indicator(s)
		Start date	End date				
3.	Savonlinna market square revitalization project. To be reported as policy change in Phase 1.	16.8.2021	16.9.2022	Sakke ry – Savonlinna city centre development association	City of Savonlinna, entrepreneurs	105 760 €	Revitalization, concept development with benchmarking of international concepts and promotion of market place as event venue and place to buy local products.
4.	Preparation of Creative Savonlinna project proposal To be reported as policy change after funding decision 2022. New project on-going: S-Creatives	1.9.2021 28.2.2022	31.5.2022 31.12.2023	SAMledu City of Savonlinna	Pääkonttori ry Savonlinna vocational education institute Samiedu Savonlinna Senior Secondary School of Arts and Music Pääkonttori ry	15 000 € (600 000 €) S-Creatives project, funding from the Ministry of Education and Culture 160 000 €	Project proposal for the Design and launching of operational concept of Creative Savonlinna, committing 300 stakeholders to the network. Communicating the concept to the stakeholders.
5.	Lake Saimaa Heritage Day To be reported as policy change after funding decision 2022. Monitoring on-going	1.1.2022	launching phase 2022 ongoing	Maa- ja kotitalousnaiset ry (Rural Women's industries consultancy association)	Network of cities and municipalities in the region. Museums and cultural heritage attractions, associations, SMEs in the cultural heritage sector.	100 000 € launching phase	Knowledge transfer mechanism and networked events concept sustaining the transfer of good practices and presenting cultural heritage to the public.
6.	Punkaharju didactic park To be reported as policy change in 2022.	2022	2022	National Forest Museum Lusto	Local tourism enterprises, LUKE natural resources institute of Finland, schools,	150 000 € 900 000 € optional /Horizon	Digital and physical learning environment and learning materials for different types of learning in order to increase



#	Name of the Action	Timeframe		Coordinator	Stakeholders	Cost	Result indicator(s)
		Start date	End date				
	Nothing new to report				educational institutions		year-round visits to the site and promote the forest museum. Creation of digital learning platform with the help of Horizon funding.
7.	Monitoring of the policy changes reported in Phase 1	1.2.2022	31.12.2022	Savonlinna Development Services Ltd.	City of Savonlinna (Saimaa Phenomenon project team)	Included in lump sum for Phase 2 of the LF project	A monitoring report showcasing, if funding has been granted for new projects deriving from the reported policy changes.

5.1 Status of the actions' implementation

Title of the Action	Status of the action	Challenges encountered	Main results (if completed)
1. Vibrancy in Finnish Lakeland with the Saimaa Phenomenon – Savonlinna's bid for the European Capital of Culture 2026 - Saimaa Phenomenon extension project 2022 → European Region of Gastronomy	Completed – policy change reported in phase 1		Continuation for the action has been realized in the form of a new project called <i>European Region of Gastronomy Saimaa Management Project 2022-2023</i> . ERDF: 520 000 €
2. Events and meetings as drivers of tourism growth in Savonlinna	Completed – policy change reported in phase 1		266 737 €
3. Savonlinna market square revitalization project	Completed – policy change reported in phase 1		105 760 €
4. Preparation of Creative Savonlinna project proposal	Completed		New project <i>S-Creatives</i> is ongoing. Funding from the Ministry, 160 000 €
5. Lake Saimaa Heritage Day	Cannot be implemented		
6. Punkaharju didactic park	No progress		



Title of the Action	Status of the action	Challenges encountered	Main results (if completed)
7. Monitoring of the policy changes reported in Phase 1	On-going		

5.2 Changes in the implementation

Title of the Action	Status of the action	Change in the implementation	Reason
4. Preparation of Creative Savonlinna project proposal	Completed	Coordinator of the project is different than originally planned.	

5.3 Actions which cannot be implemented

Revised 16.01.2023

Lake Saimaa Heritage Day (Action 5)

This action has not been realised. The reason for failed implementation was that the Rural Finland programme did not open any calls during the Local Flavours implementation and monitoring period. Stakeholder responsible for the action: Maa- ja kotitalousnaiset ry (Rural Women's industries consultancy association)

Punkaharju Didactic Park (Action 6)

This action has not been realised. The reason for failed implementation was the delay in the opening of the new Innovation and Skills in Finland ESIF instrument 2021-2027. Calls suitable for this project proposals were not opened during the monitoring period.

Stakeholder responsible for the action: National Forest Museum Lusto

5.4 Reviewer's comments

Reviewer's evaluation for the report of SDS

Name: Dr. Mariann Szabó

Date: 6 November 2022

General evaluation

The Policy Instrument addressed by the SDS in the Action Plan is the new ESIF programme Growth and Jobs 2021-2027, sub-programme for Eastern Finland. SDS was among the most successful partners of LF in terms of influenced policies during Phase 1. By consequence the AP significantly have "monitoring character".

Another special character of the finish AP that not just City of Savonlinna and the SDS are coordinators but educational (SAMledu), business (Maa- ja kotitalousnaiset ry (Rural Women's industries consultancy association)) institutions as well. The range of participating stakeholders are also significant covering cultural institutions in participating municipalities, universities and educational institutions, events producers and tourism enterprises, educational institutions.

The actions by clusters

The first cluster: Policy changes during Phase 1 and their monitoring



Action 1. Vibrancy in Finnish Lakeland with the Saimaa Phenomenon – Savonlinna's bid for the European Capital of Culture 2026

- *Saimaa Phenomenon extension project 2022 which have been fine-tuned for a successful European Region of Gastronomy project: European Region of Gastronomy Saimaa Management Project 2022-2023*

Action 2. Events and meetings as drivers of tourism growth in Savonlinna

Action 3. Savonlinna market square revitalization project

Action 7. Monitoring of the policy changes reported in Phase 1

The second cluster: Policy change in the form of new project during Phase 1 but after the acceptance of the final AP

Action 4. Preparation of Creative Savonlinna project proposal which resulted at a new project, called S-Creatives.

Further information is needed about Action 5 and 6.

Savonlinna and its neighbourhood has already a success taking part in Local Flavours and turn the lessons learnt into concrete actions resulting at various projects (Type 1 of policy change). These projects are not solely managed by the city of Savonlinna, the stakeholders covers the multiple helix which indicates the effective and adaptive governance model by which projects are implemented in the region.



6 PP6: Municipality of Vittorio Veneto (MVV)
6.1 Summary Matrix of the Actions

The VVEN Action Plan (AP), focused on the expected results and impacts to be reached during the year 2022 in the framework of Local Flavours project, is based on a two-faces strategy. From one side (Action 1), it aims at influencing a Regional Policy Instrument (both the European Regional Development Fund 2014-2020 and the European Social Fund 2014-2020), both in terms of “planning” and in terms of “re-directing funds” in the VVEN area; from the other side (Action 2), it aims at influencing a Local Policy Instrument (the brand-new City Tourism Plan 2021-2027), by setting and measuring short term results (year 2022). The figure here below describes how the AP is encoded in the timeline of the strategic action of the Municipality of Vittorio Veneto:



In order to better understand the approach of Vittorio Veneto towards this Action Plan, the following infographic is meant to visualize it in a more accessible way:



The way in which the Action Plan contributes to influence the **Policy Instrument 1**



=> By obtaining funds from ERDF (and/or ESF) to finance strategic actions planned in the framework of Local Flavours project and test their effectiveness giving feedbacks to Veneto Region: since the ERDF (as well as the ESF) is a “regional instrument”, with an impact distributed along the whole territory of Veneto Region, the Municipality of Vittorio Veneto decided to start with an influencing process able to bring concrete benefits for the Municipality itself. The only way of doing this is to send specific requests for funding through specific projects for activities, when calls are open and available. After the realization of the funded activities, the Municipality of Vittorio Veneto will give the Region feedbacks about the results obtained and suggestions on possible changes and improvements of the PI in the future. In this case, the contribution of the VVEN action plan is related to the way structural funds are spent. In details, VVEN tried to orient the use of ERDF (and ESF) funds towards topics and initiatives derived from the Local Flavours approach, by submitting specific applications for funding under the traditional policy instrument, based on the principles and contents elaborated during the project implementation, thanks to the exchange of information, ideas, practices and knowledges at international level.

The way in which the Action Plan contributes to influence the **Policy Instrument 2**

In this case, the Municipality of Vittorio Veneto is the direct owner of the Policy Instrument n° 2, so the activity of “policy influencing” in this case is far easier than the one expected for PI n°1. The City Strategic Recommendations on Tourism Development 2021 – 2027 is a document orienting the decisions (including investments) in the tourism sector for the next 7 years in Vittorio Veneto and, partially, this objective has been already reached in 2021, even if the CTP was not adopted formally by the City Council. In order to provide a clear explanation of what is expected to be the contribution of the VVEN AP on the Policy Instrument 2, we need to start from the findings of the Strategic Recommendations 2021 – 2027, and in particular from the “Notes for the Planning – NFTP” contained in the VVEN Status Quo Analysis, where the Municipality of Vittorio Veneto identifies 7 topics:

- ✓ TOPIC 1 = city re-branding
- ✓ TOPIC 2 = empowerment of the cultural & creative sector
- ✓ TOPIC 3 = rethinking urban & industrial heritage
- ✓ TOPIC 4 = tourism development as cohesive development
- ✓ TOPIC 5 = better quality in services for tourists
- ✓ TOPIC 6 = intensify the cooperation with the educational system
- ✓ TOPIC 7 = increasing the weight of VVEN in the decision making tables on tourism

Three of these Topics had been selected to be the “core” of the present Action Plan (n° 1, n° 4 and n° 5), and declined into 3 Sub-Actions:

- Activity 2.1 Valorising the Meschio River as a touristic attractor for the City of VVEN (Topic 1)
- Activity 2.2 Investing on more decentralised and marginalised area of the city for a more cohesive touristic development (Topic 4)
- Activity 2.3 Improving the ability of the city managers, of the tourism-related stakeholders and of the citizenship to sell Vittorio Veneto as an “attractive” destination (Topic 5)

See details below.



Status of the actions' implementation

Please indicate the status of the action: "completed", "in progress" (end), not started yet due to XY reasons

Title of the Action	Status of the action	Challenges encountered	Main results (if completed)
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Action 1.1
Submission of LF oriented project under the **ERDF 14-20** calls

Done (approved in January 2021)

Big efforts in convincing such a great number of companies to "networks" and to cooperate, also by investing their own resources.

VVEN coordinated a "project development" actions – including a networking action with tourism-related enterprises - , during which the Local Flavours approach was transferred. A specific expert company (Alterevo Social Benefit Srl), was assigned the role of project development and several meetings have been organized.

In May 2021, the **"VENETO RIVERS EXPERIENCE" project** was submitted and **in January 2022 it was officially awarded and funded by Veneto Region (385.966,91 of ERDF Funding plus 104.684,54 euros of private investments operated by the companies with their own funds)**: the project creates a formalized Network of SMEs (27, a Product Club) focused on "river-based tourism", in order to structure and improve the quality of the cooperation among SMEs and to deliver more affordable and interesting touristic offer, especially in the VVEN Area.



Companies involved in the VVEN area:

1. Hotel Calvi (member of the Local Stakeholders Group of Local Flavours)
2. Agriturismo / Relais Althea (with Pro Loco VVEN)
3. Camping Al Lago di Tarzo
4. Alterevo Società Benefit Srl
5. Pasticceria Gaggion (Alpago)


Website: <https://www.veneto-rivers-holiday.com/>

News:

<https://www.amicodelpopolo.it/2022/05/22/in-rete-lofferta-turistica-lungo-i-fiumi-piave-meschio-e-livenza/>

<https://www.newsinquota.it/la-terra-di-mezzo-si-mette-in-rete-nasce-veneto-rivers-experience/>



Title of the Action	Status of the action	Challenges encountered	Main (if completed)	results
<p>Action 1.2 Submission of LF oriented project under the ESF 14-20 calls</p>	<p>Done (approved in October 2020)</p>	<p>Big efforts in convincing such a great number of companies to “networks” and to cooperate.</p>	<p>During the project development phase, 4 Municipalities of the VVEN area were contacted. Finally, 5 Municipalities joined: VVEN, of course, with Alpago (Belluno Province), Colle Umberto, Cordignano, Cappella Maggiore (associated partners). Finally, ENJOY THE RIVERS project was submitted (Jun 2020) and approved (Oct. 2020) by the ESF 2014-2020, with a budget of 144.000 euros and 26 SMEs involved in 2 different provinces – Treviso & Venice – of which 8 enterprises in VVEN area.</p> <p>The 42% of the budget is dedicated to increase skills of tourist operators (counselling, training, action plans), the 26% to transversal activities (hackatons, FEEDs), the 10% to a specific touristic project in Piave and Livenza rivers and the 22% in a specific touristic project for Meschio river. A study visit had been planned in s’Hertogenbosh, a Local Flavours partner, in order to learn how to valorize water-related heritage.</p> <p>Companies involved in VVEN area:</p> <ol style="list-style-type: none"> 1. Azienda Agricola Prati di Meschio di Vittorio Veneto; 2. Hotel Calvi di Vittorio Veneto; 3. Birrifico Bradipongo di Colle Umberto; 4. Azienda Agrituristiche Le Vignole di Cordignano; 5. Cooperativa Terra Fertile di Vittorio Veneto; 6. Cooperativa Tapa Olearia di Vittorio Veneto; 7. Casa dello Studente Srl <p>Links: http://www.forcoop.eu/enjoytherivers/ https://www.iaprogettazione.it/portfolio/enjoy-the-rivers/ https://www.giralivenza.it/enjoy-the-rivers/ https://www.adventureriver.it/newspage-Blog_Meschio_27Agosto</p> <p>The 16, 17 e 18 May 2022, a delegation of the Enjoy the Rivers partnership visited Den Bosh (study visit), in cooperation with the Municipality (Local Flavours partner)</p>	



Action 2.1 Valorising the Meschio River as a touristic attractor for the City of VVEN (Topic 1)

Title of the Action	Status of the action	Challenges encountered	Main (if completed)	results
<p>Sub action 2.1.1: Reinforce the cooperation among PAs and Enterprises for the valorisation of Meschio River</p>	<p>Done</p>	<p>No particular challenges.</p>	<p>Approval of a cooperation agreement, already signed in July 2021 among 6 municipalities.</p> <p>In the first half of 2021, the mayors of the "riverside" municipalities of the Meschio (Vittorio Veneto, Cappella Maggiore, Colle Umberto, Cordignano, Caneva, Sacile), some in the Veneto Region, others in the Friuli Region, met to sign the agreement regarding the planning and implementation of a Meschio Cycle Route, a route that would then allow it to join the Livenza route leading to the sea, in Caorle.</p> <p>News (24 June 2021): https://www.qdpnews.it/comuni/cordignano/siglata-lintesa-per-la-ciclovia-sul-meschio-la-firma-di-sei-sindaci-per-un-progetto-interregionale-a-favore-di-cittadini-e-territorio/</p> <p>During the Adventure Rivers Fest event (Aug. 27, 2021), organized as part of the ENJOY THE RIVERS project, a meeting was held with representatives of some of the municipalities involved in the above mentioned agreement (Vittorio Veneto, Caneva, Colle Umberto, Cordignano, Cappella Maggiore), during which the intention to continue the joint effort toward the realization of the cyclo-route was reaffirmed, while aggregating the "business" component, especially tourism and agriculture.</p> <p>News (14 July 2021): https://giornalenordest.it/adventures-rivers-arrivano-le-avventure-sul-fiume-meschio-livenza-e-piave/</p> <p>No costs foreseen for this action</p>	<p></p> <p></p>
4000 euros of investment planned = 4000 invested!				
<p>Sub action 2.1.2: Define and realize creativity-led initiatives for the valorisation of Meschio River</p>	<p>Done</p>	<p>No particular challenges.</p>	<p>ENJOY MESCHIO HACKATHON, from Feb. 11 to 13, 2022 at the Pala Fenderl in Vittorio Veneto. The Enjoy Meschio Hackathon was organized as part of the Enjoy the Rivers project, during which more than 30 students, entrepreneurs, and citizens came up with ideas for the enhancement of the river. The event was funded by the Enjoy the Rivers project with 4,000 euros. The winning idea, awarded through a special jury, received as a prize the opportunity to implement the project, through a grant made available by the City of Vittorio Veneto.</p>	<p></p>



Some pictures from the Hackathon:



4000 euros of investment planned = 6000 euros invested!

The Prize: the Municipality of Vittorio Veneto, through the Youth Policies office and Informagiovani (Criciuma Youth Center), invested 6,000 euros (2000 more than planned) for the concrete realization of the winning idea, and a specific art workshop (Street Art Games) was **organized on May 26, 2022** at the parking lot in front of the Pontavai Gymnasium in Vittorio Veneto, located along the Meschio course. The goal is to equip an area located along the river with "street games" designed by young "writers" and painted on the ground. In this way, children and young people will be able to use them as real games.



Some pictures from the Street Art Games area:



<https://www.linkedin.com/feed/update/urn:li:activity:6955455813003980800/>

<https://www.qdpnews.it/comuni/vittorinese/street-art-sport-e-giochi-di-strada-nuova-area-giochi-alla-palestra-pontavai-e-un-muro-a-disposizione-per-il-progetto-hall-of-fame/>



Sub action

2.1.3: Define
intervention
for improving
accessibility
and mobility
along the
Meschio
River

To be done!

Not started due to the fact that the challenge is here to coordinate 6 different municipalities and to convince them to invest a part of their budgets for a “common” project.

Actually, we are pushing for an agreement, but it is also possible that Municipality of Vittorio Veneto will slightly change the expected results and indicators in order to reach at least part of the planned objective.



Action 2.2 Investing on more decentralised and marginalised area of the city for a more cohesive touristic development (Topic 4)

Title of the Action	Status of the action	Challenges encountered	Main results (if completed)
Sub Action 2.2.1: Elaboration of a Touristic Development Plan for a marginalized area of Vittorio Veneto (Val Lapisina);	Done (in June 2021)	No particular challenges.	Planned investment: 17.700 euros = effectively invested: 18.950 euros! From June, VVEN worked with an external providers elaborated a strategic document entitled " Project for the Revitalization of the Lapisina Valley " (see images below).



News: <https://www.qdpnews.it/comuni/vittoriese/local-flavours-il-progetto-europeo-a-vittorio-veneto-indaga-le-eccellenze-caratterizzanti-la-cultura-locale-sotto-alla-lente-anche-la-val-lapisina/>

And

Sub Action 2.2.2: Attraction of additional resources to valorise some of the "key elements" of the Val Lapisina Plan

Here below the infographic summarizing the "talents" of Val Lapisina from a touristic point of view:



The "Project" was then used by the Municipality of Vittorio Veneto, as additional documentation in relation to the submission of a specific design in the Ministry of the Interior's Call for Regeneration 2021 for the part related to interventions on the Lapisina Valley, then financed through PNRR funds and currently being implemented (see Action 2.2.2).



Link at the National Urban Regeneration Call: <https://www.interno.gov.it/it/notizie/contributi-comuni-rigenerazione-urbana-e-decoro-definite-modalita>.



Sub Action
2.2.3 Allocation of municipality resources for the valorisation of the “key elements” identified by the Val Lapisina Plan

Done! No particular challenges.

Planned investment: 300.000 euros = effectively invested: 1.500.000 euros!

The City of Vittorio Veneto successfully participated a Call for Proposal for Urban Regeneration 2021 (link: <https://www.interno.gov.it/it/notizie/contributi-comuni-rigenerazione-urbana-e-decoro-definite-modalita>). The project combined interventions of recovery of former military site (Caserma Gotti) and intervention for the development of marginalized areas (Val Lapisina). This project was finally funded by the National Recovery and Resilience Plan (PNRR) in 2022, with a total amount of 5 million euros.

This amount was divided as follow:

Around 3.5 mln euros for the recovering of Caserma Gotti
Around **1.5 mln euros for the development of Val Lapisina**

The dossier included the Plan referred to in section 2.2.1 (attached to the Project) and this contributed decisively to the approval of the entire project.

News: <https://www.gdpnews.it/comuni/vittoriese/vittorio-veneto-in-arrivo-dai-fondi-pnrr-5-milioni-per-lex-caserma-gotti-e-la-val-lapisina-miatto-si-parla-di-vero-e-proprio-degrado/>

The Municipality of VVEN is actually implementing the procedures for the selection of the companies to be involved in the “architectural planning activity” (progettazione preliminare) and in the “building intervention” (appalto per I lavori). The picture here shows the first official document attesting the first expenditure related to the regeneration project. Here the details of the already performed investment:



DET 602 - 08.07.2022 = 6.617,00 euro (Geological Analysis).
DET 627 – 21.07.2022 = 1.015,54 euro (Geological Analysis)
DET 634 – 22.07.2022 = 85.286,00 euro (Prog. Esecutiva)

We will update the list in the following months.



Action 2.3 Improving the ability of the city managers, of the tourism-related stakeholders and of the citizenship to sell Vittorio Veneto as an “attractive” destination (Topic 5)

Title of the Action	Status of the action	Challenges encountered	Main results (if completed)
<p>Sub Action 2.3.1 The City Communication Table & the Guidelines for the harmonization of communication flows</p> <p>and</p>	<p>Done (March – June 2021)</p>	<p>No particular challenges.</p>	<p>Investment planned 19.200 euros = effective investment 19.200 euros.</p> <p>At the beginning of 2020, the City of Vittorio Veneto decided to capitalise the initial indications deriving from the Local Flavours (and partially StimulART) activities, in order to translate into concrete actions the feedbacks received from the local stakeholders (LSG tables) and the involved experts (Kraft application and the initial job for the SQA). In order to do so, the following actions had been performed in 2021:</p> <ol style="list-style-type: none"> 1. Identification and activation of an external company supporting the city in the definition and implementation of the actions foreseen; 2. Set up of a permanent table to discuss communication needs and to define short-terms goals 3. Realization and adoption of Guidelines for the systematization of communication issues of VVEN and for the internal empowerment; 4. Planning and realization of at least 4 training sessions dedicated to commercial activities performed by the City staff itself;
<p>Sub Action 2.3.2 The City touristic promotional video: moving away from a crystallized & traditional image</p>			<p>Concerning the “internal” Communication Table”, it is actually composed by the Mayor, the company assigned for this service (I AM Comunicazione), the General Secretary, the Deputy General Secretary, the communication responsible of the city, the technologic office (CED), the Director of Cultural and Tourism Office, the secretary of the Mayor, the councillor responsible for tourism, the responsible for Museums, the responsible for social services and culture. It is expected to meet 1 time per months and to define short-terms goals for the city marketing and promotion.</p> <p>Concerning the “Guideline for Organising Communication” (picture on the right), it includes also the revisitation of the City Tourism Logo.</p> <p>The same table decided the first round of “capacity building sessions” (picture here below), in terms of scheduling and in terms of contents:</p>





- Wednesday 9 June, VITTORIO VENETO AND THE TOURIST OFFER OF THE TERRITORY, Stefania Biz, Tourist Information Office of Vittorio Veneto.
- Wednesday 16th June, PLACES OF HISTORICAL AND ARTISTIC INTEREST, Francesca Costaperaria, Curator of Civic Museums, Stefano Gambarotto, Curator of the Battle Museum.
- Wednesday 23rd June, PLACES OF NATURAL AND RELIGIOUS INTEREST EXPERIENCES FOR THE TOURIST, Paola Della Giustina, Sport - Tourism - Associations Office, Stefania Biz, Tourist Information Office of Vittorio Veneto.
- Wednesday 30 June, HOW TO WELCOME THE TOURIST AND HOW TO CONVEY THE TOURIST OFFER, Stefania Biz, Tourist Information Office of Vittorio Veneto. All the session have been organized online, recorded and are available and replicable with other contents and targets.



Planned investment 20.000 euros = Effective Investment 95.770 euros



Sub Action 2.3.3
Ensuring continuity: a new capacity building programme for 2022

Done (with a change of orientation in terms of results and outputs)

The objective has changed! See explanations in section 6.2

Originally, the idea was to “replicate” the experience performed in Sub action 2.3.1, in order to go on with the “capacity building programme”. The Municipality of VVEN decided instead to immediately capitalize the acquired skills and ideas (acquired during the capacity building path performed in 2021) and to convert the original Sub Action 2.3.3 into a more concrete action for the improvement of the City Marketing from a tourism point of view.

The object of the investment changed into the “**CREATION OF A TOURISM APP OF THE CITY**”, able to collect all the talents and “flavours” of Vittorio Veneto and surrounding municipalities, to represent in a accessible way all the potentials emerged during the capacity building path and to give tourists a new tool to enjoy the city life.





The investment started in late 2021 (December):

- Det. 1146 del 29.12.2021, 20.000 + IVA (24.400): assignment of for the creation of an APP able to collect and promote the touristic attractions of VVEN;
- Det. 235 del 17.03.2022, around 1.500 Euros + VAT (330,00 €): assignment for the realization of the "splash screen" and for the translation of contents in EN e DE;
- Det 718 del 25.08.2022, 69.540 VAT included for 3 years (2022, 2023 and 2024): assignment for the integration of the APP with inclusion of commercial activities (restaurants, shops, accommodations) and of an "events area"



Promotional Video linked to the APP:
<https://www.youtube.com/watch?v=BtNB5mTGyWU&t=41s>

6.2 Changes in the implementation

Title of the Action	Status of the action	Change in the implementation	Reason
<p>Sub action 2.1.3: Define intervention for improving accessibility and mobility along the Meschio River</p>	Not implemented yet	Actually none, potentially some changes may occur within the end of Phase II	<p>Actually, VVEN Municipality is trying to perform this sub action following the original objective, but some "change" may occur.</p> <p>As anticipated before, the challenge here is linked to the fact that we need to coordinate 6 different municipalities and to convince them to invest a part of their budgets for a "common" project.</p> <p>Actually, we are pushing for an agreement, but it is also possible that Municipality of Vittorio Veneto will slightly change the expected results and indicators in order to reach at least part of the planned objective.</p>



**Sub Action
2.3.3**

Ensuring continuity: a new capacity building programme for 2022

Done

Originally, the idea was to “replicate” the experience performed in Sub action 2.3.1, in order to go on with the “capacity building programme”. The Municipality of VVEN decided instead to immediately capitalize the acquired skills and ideas (acquired during the capacity building path performed in 2021) and to convert the original Sub Action 2.3.3 into a more concrete action for the improvement of the City Marketing from a tourism point of view.

The object of the investment changed into the “**CREATION OF A TOURISM APP OF THE CITY**”, able to collect all the talents and “flavours” of Vittorio Veneto and surrounding municipalities, to represent in a accessible way all the potentials emerged during the capacity building path and to give tourists a new tool to enjoy the city life.

The investment started in late 2021 (December).

6.3 Actions which cannot be implemented

Actually none. We are experiencing some difficulties only concerning Sub - Action 2.1.3 (as explained above), but we really hope to reach also this last result.

6.4 Reviewer’s comments

Reviewer’s evaluation for the report of MVV

Name: Dr. Viktória Józsa

Date: 4 November 2022

General Evaluation:

Regarding the Policy Instrument (PI) addressed, one PI was addressed in the AF (ERDF Regional Operative Programme 2014-2020, Axis 3 Competivity of Productive Systems), while two others were addressed in the AP (ROP European Regional Development Fund (ERDF) of Veneto Region (both ERDF and ESF), Axis 3, and City Tourism Plan 2021 – 2027), thus a regional and a local level programming document were also targeted, additionally to the original, national level instrument. The scheduling of the programmes in relation to the Local Flavours project was also challenging, as we were phasing out from the previous EU programming period (2014-2020) and phasing into the next budgetary period (2021-2027). Regarding the Regional Policy Instrument, the aim was to “re-direct” funds, while for the Local PI, the emphasis was placed on setting and measuring short term results.

The Action Plan was well-integrated into the strategic programming framework of the region, and has a comprehensive structure as follows:

Regarding PI1, the AP influenced the PI by obtaining funds from ERDF (and/or ESF) to finance strategic actions planned in the framework of Local Flavours project and test their effectiveness giving feedbacks to Veneto Region: VVEN tried to orient the use of ERDF (and ESF) funds towards topics and initiatives derived from the Local Flavours approach, by submitting specific applications for funding under the traditional policy instrument, based on the principles and contents elaborated during the project implementation, thanks to the exchange of information, ideas, practices and knowledges at international level. Summing up, Action 1 focused on influencing PI1.

Regarding PI2, the AP influenced the PI through the Municipality of Vittorio Veneto, as the direct owner of the Policy Instrument n° 2, so the activity of “policy influencing” in this case is far easier than the one expected for PI n°1.

Three topics (out of a total 7) of the Strategic Recommendations 2021 – 2027, and in particular from the “Notes for the Planning – NFTP” contained in the VVEN Status Quo Analysis, were selected to be the core of the AP, as follows:

- ✓ TOPIC 1 = city re-branding
- ✓ TOPIC 4 = tourism development as cohesive development
- ✓ TOPIC 5 = better quality in services for tourists

These were addressed by 3 activities in the AP:

- Activity 2.1 Valorising the Meschio River as a touristic attractor for the City of VVEN (Topic 1)



- *Activity 2.2 Investing on more decentralised and marginalised area of the city for a more cohesive touristic development (Topic 4)*
- *Activity 2.3 Improving the ability of the city managers, of the tourism-related stakeholders and of the citizenship to sell Vittorio Veneto as an “attractive” destination (Topic 5)*

So, Action 2 focused on influencing PI2.

Two policy changes have been already successfully achieved, and Action 1 (Orienting the tourism strategy of Veneto Region by focusing on Structural Funds (ERDF, but also ESF) (2020 and 2022)) was addressing a Type 1 policy change (implementation of new projects), while Action 2 (Re-branding, capacity building and cohesive development: the targets of the City Tourism Plan for 2022) addressed a Type 3 change (strategic focus of the policy instrument (structural change)).

In both Actions, the coordinator and the main stakeholders are not clearly identified and their role, responsibilities and the dynamics of the cooperation have not been described in adequate depth to ensure the adaptability of the results and activities in other areas, thus it is hard to evaluate the replication potential of the Actions.

Evaluation by Action:

Regarding scheduling, Action 1 was completed in 2020 and early 2021. Regarding Action 2, most of the activities have been completed in 2021 and 2022 (with the exception of one sub-action, 2.1.3).

As regards the main challenges, in case of Action 1, the main challenge was that it required big efforts in convincing such a great number of companies to “networks” and to cooperate, also by investing their own resources. In case of Action 2, no particular challenge has been identified.

Regarding the results achieved, in case of Action 1 (submission of LF oriented projects under ERDF and ESF 2014-2020 calls), two projects (one per sub-action) have been generated, elaborated, submitted and incentivised, as: the „Veneto Rivers Experience” and the „Enjoy the Rivers” projects. In both cases, more than 25 SMEs were participating, in the former institutionalisation was also completed as a formalised network was established. This is a great achievement, especially taking into account the global pandemic and the connected economic constraints.

In case of sub-action 2.1 (Valorising the Meschio River as a touristic attractor for the City of VVEN (Topic 1)), a cooperation agreement was signed in July 2021 among 6 municipalities, a festival, a hackathon and a specific art workshop were organised, and additionally the intention to realise a cyclo-route was reaffirmed, all in due time. The only exception is Sub action 2.1.3: Define intervention for improving accessibility and mobility along the Meschio River, where the status is that the sub-actions has not been started yet, due to the challenge to coordinate 6 different municipalities and convince them to invest part of their budgets into a “common” project. As a result, if no progress could be achieved, the expected results and indicators would be slightly modified by the Municipality of Vittorio Veneto. This challenge was neither unexpected, not unprecedented, so it can be handled with adequate contingency measures.

In case of sub-action 2.2 (Investing on more decentralised and marginalised area of the city for a more cohesive touristic development (Topic 4)), a strategic document entitled "Project for the Revitalization of the Lapisina Valley" was elaborated, that served as a background supporting document for a national call for Urban Regeneration projects, that was successfully subsidized (from PNRR (National Recovery and Resilience Plan) funds) in 2022. This was a nice example (“good practice”) for the exploitation of potential synergies between partnership building, strategic programming and project generation.

In case of sub-action 2.3 (Action 2.3 Improving the ability of the city managers, of the tourism-related stakeholders and of the citizenship to sell Vittorio Veneto as an “attractive” destination (Topic 5)), both the City Communication Table & the Guidelines for the harmonization of communication flows and the City touristic promotional video: moving away from a crystallized & traditional image were completed successfully and in due time (also exploiting the KRAFT methodology during the implementation).

On the other hand, in case of 2.3.3. Ensuring continuity: a new capacity building programme for 2022, there was a change in the objective. The original idea was to “replicate” the experience performed in Sub action 2.3.1, where the first round of capacity building sessions was completed. Instead, the Municipality of VVEN decided to immediately capitalize the acquired skills and ideas and to convert the original Sub Action 2.3.3 into a more concrete action for the improvement of the City Marketing from a tourism point of view. Thus, the objective of the investment was changed into the creation of a tourism app of the city, able to collect all the talents and “flavours” of Vittorio Veneto and surrounding municipalities, to represent in an accessible way all the potentials emerged during the capacity building path and to give tourists a new tool to enjoy the city life. This way, a medium-term and strategic objective was transformed into short term productization, and the picking of a low-hanging fruit.



Summing up, a very complex and comprehensive set of sub-actions was elaborated and implemented, with most of the activities completed in high quality and due time, with the exception of one potential modification of the expected results and indicators (sub-action 2.1.3) and a modification of the original objective to a more tangible result indicator (sub-action 2.3.3). Action 1 as addressing a Type 1 change is an excellent example. In case of Action 2 addressing a Type 3 change, special emphasis should be placed on the sustainability of the results (especially the specific product created), and the continuation of the originally planned activities, in order to reach long-term results, spillover effects and a critical mass of local/regional administrative capacities for 2021-2027 and even further.

**: Type 1 means the implementation of new projects, Type 2 the change in the management of the policy instrument (improved governance), and Type 3 change in the strategic focus of the policy instrument (structural change).*



7 PP7: Riga Planning Region (RPR)
7.1 Summary Matrix of the Actions

Revised version 20.12.2022

Regional Action Plan developed in Local Flavours project is significant for policy change in RPR Development program for 2014-2020 to include new approach and activities in RPR Development program 2021-2027 that helps to create successful regional tourism base in Riga Planning region.

#	Name of the Action	Timeframe		Coordinator	Stakeholders	Cost	Result indicator(s)
		Start date	End date				
1.	Research and mapping of Pierīga tourism ecosystems;	01.2020	12.2027	RPR			
1.1.	Compilation and evaluation of organizations belonging to the Riga planning region tourism ecosystem (including NGOs, state, municipal, scientific and educational institutions, etc.).	01.2020	12.2022	RPR	Regional tourism policy makers, The Riga Investment and Tourism Agency, Tourism information centers, Pierīga tourism association, local initiative groups and communities	Covered by annual budget of RPR – staff costs for the expert and coordinator in field of tourism 22 000 EUR per year in total, 11 000 EUR for 1.1. and 1.2. activity	Approved database development plan and strategic application. Database structure and detailing developed. Collected ideas for cooperation of tourism objects and products (clusters, common products, routes)
		01.2023	12.2027	RPR			Adaptation, integration and synchronization of the database through the regional and international partners tourism product sales, advertising and mobility tools and channels.
1.2.	Mapping of collected information	08.2021	12.2022	RPR			Agreement with cooperation partners. Map content is defined, prepared, collected and



							included in the map.
		1.2021	12.2027	RPR			<p>Synchronization of map content with international tourism navigation and mobility applications.</p> <p>Twice a year, new tourism products and routes are tested.</p> <p>An RPR Sustainability Award has been established, the criteria for which are based on KRAFT.</p>
2.	Broadening of mental maps, to improve connectivity. Promotion of alternative and more sustainable accessibility of RPR tourism objects with railway, bus and bicycle infrastructure.	01.2020	12.2022	RPR			
2.1.	To develop a model for sustainable tourism mobility. Linking the RPR tourism objects and products with the train, bus, bike routes, rental and co-sharing services.	09.2021	12.2022	RPR	Regional tourism policy makers, The Riga Investment and Tourism Agency, Tourism information centres, Regional business associations, Pieriga tourism association, major tourism objects and destinations (for example: Babīte rhododendron	22 000 EUR per year, 4 000 EUR for 2.1. activity	<p>Covered by annual budget of RPR – staff costs for the expert and coordinator in field of tourism</p> <p>Concept of Green mobility. Designed Green mobility map. Agreement with public transport organizers. Guidebook for tourism based on sustainable mobility. Gathered information required for the development of marketing and public relations materials (infographics).</p>



					garden, Olaine museum, Turaida, Carnikava lamprey festival, etc.) and public transport operators.		
2.2.	Development of Pierīga tourism information booth in Riga.	05.2020	12.2022	RPR	The Riga Investment and Tourism Agency, Regional tourism policy makers, Tourism information centers, Regional business associations, Pieriga tourism association, major tourism objects and destinations.	Covered by Annual budget of RPR – staff costs for the expert and coordinator in field of tourism 22 000 EUR per year, 4 000 EUR for 2.2. activity Project partners' contributions	Approved Pieriga tourism booth development, financing and partnership model.
		01.2023	12.2027	RPR			Booth (including online) is successful in serving both - local and foreign residents.
3.	Development of digital guide and mentoring model.	03.2020	12.2022	RPR	Tourism entrepreneurs, regional tourism policy makers, The Riga Investment and Tourism Agency, Tourism information centers, regional business support institutions, Pieriga tourism association, local initiative groups and communities, Pieriga digital marketing agencies and their specialists.	Covered by Annual budget of RPR – staff costs for the expert and coordinator in field of tourism 22 000 EUR per year, 3 000 EUR for 3. Activity; Need to attract State or EU funding 70 000 EUR to develop digital guide and finance masterclasses and mentoring work.	Evaluation of digital skills and development of potential of organizations involved in the field of tourism in Pieriga. Create a model for acquiring and improving digital literacy for Pieriga tourism organisations and mentors. List of potential mentors.
		03.2020	03.2022	RPR			200 organizations trained. A sustainable mentor network



7.2 Status of the actions' implementation

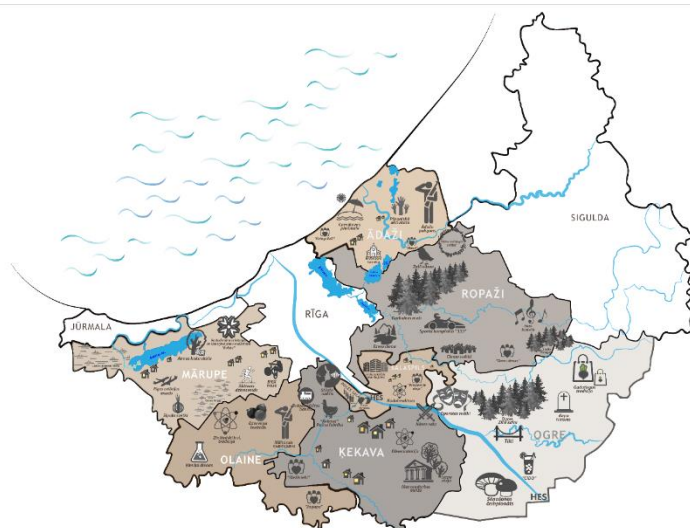
Title of the Action	Status of the action	Challenges encountered	Main results (if completed)
<p>1. Research and mapping of regional tourism ecosystem (Data base and network map).</p>	<p>In progress</p>	<p>Huge amount of data processing. Structuring of the obtained data.</p>	<p>Not completed yet</p>
<p><i>1.1. Compilation and evaluation of organizations belonging to the Riga planning region tourism ecosystem (including NGOs, state, municipal, scientific and educational institutions, etc.).</i></p>	<p>Completed</p>	<p>Communication with all stakeholders, to gather as much information as possible in a short time of period.</p>	<p>Database</p> <ul style="list-style-type: none"> • 5 meetings were organized with approximately 60 representatives of the public, private and non-governmental sectors in 5 municipalities. • About 1,000 natural and cultural values are described in the database and entered on the map. • 2 meetings were organized with all (5?) local action groups in the Riga planning region to supplement data and strengthen cooperation.
<p><i>1.2. Mapping of collected information.</i></p>	<p>In progress</p>	<p>Difficulty in choosing a mapping system that could represent fixed data and be freely available.</p>	<p>Not completed yet</p> <p>2 digital design maps have been created, with the aim of informing the public about the project and promoting the tourist destinations around Riga.</p>
<p>2. Broadening of mental maps, to improve connectivity. Promotion of alternative and more sustainable accessibility of RPR tourism objects with railway, bus and bicycle infrastructure.</p>	<p>In progress</p>	<p>Communication between stakeholders.</p>	<p>Not completed yet</p>



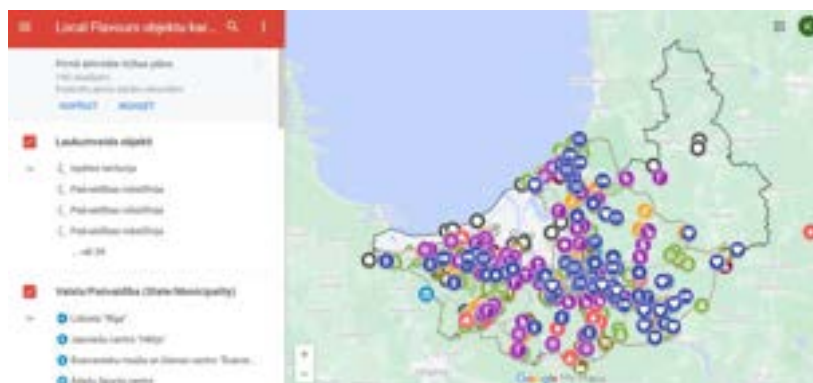
Title of the Action	Status of the action	Challenges encountered	Main results (if completed)
2.1. To develop a model for sustainable tourism mobility. Linking the RPR tourism objects and products with the train, bus, bike routes, rental and co-sharing services.	Completed	How to address more stakeholders.	Four new cycling routes which are open to the public. The first project of its kind in the Riga region, connecting bicycles with the railway. Divided into 4 sections, with a total length of 270 km. Including around 80 major hospitality facilities and attractions.
2.2. Development of Pierīga tourism information booth in Riga.	In progress	Currently, such a Pierīga tourism information booth is not being considered in Riga. However, it is possible that it would be built in municipality outside Riga, which is one of the municipalities of Pierīga.	Not completed yet
3. Development of digital guide and mentoring model.	In progress	Uncertainties with the launch time of the IT cluster.	Not completed yet About 15 companies in the industry have been approached and involved in the digital cluster project.

Photo materials:

1. Activity materials:



Interactive map, with active icons



Digital database map About 1,000 natural and cultural values are described in the database and entered on the map.

2. Activity materials:



Activity 2.1. poster



7.3 Changes in the implementation

Title of the Action	Status of the action	Change in the implementation	Reason
3. Development of digital guide and mentoring model.	In progress	Extended time frame	There have been two meetings with the IT cluster, around 10 companies from the tourism industry participated in the informative meeting. The IT cluster is the most optimal source of funding for the implementation of this project. We see that for now communication between organisation is going slowly, there is no information about progress.

7.4 Actions which cannot be implemented

All actions are planned to be implemented.

7.5 Reviewer's comments

Reviewer's evaluation for the report of RPR

Name: Dr. Viktória Józsa

Date: 7 November 2022

General Evaluation:

In case of Riga, one Policy Instrument was addressed, the Riga Planning region Development program 2014-2020 and the objective was to include new approach and activities in RPR Development program 2021-2027 also, with the strategic aim to create successful regional tourism base in Riga Planning region. This is a stable target, as no other PI was addressed, and there was no change in the PI, while there was a significant modification the territorial scope: the administrative area of the planning region was redrafted. Regarding spatiality, it was a very interesting exercise to adopt all the resources and methods to the challenges originating from the rescaled target area.

The timeframe of the 3 actions was relatively extensive and overlapping, about 12 months, starting in 01.2020 and ending up strategically by the end of 2027, with most of the activities completed in 2021 and 2022. Two activities, one under Action 1 and another under Action 2 have been already completed, while Action 3 is still in progress, and the only change during the implementation of the Action Plan was the extension of the implementation period for Action 3.

Regarding the resources needed, RPR was the coordinator for all three actions, and a relatively stable stakeholder was involved in all of them (regional tourism policy makers, the Riga Investment and Tourism Agency, Tourism information centers, Pieriga tourism association, local initiative groups and communities). RPR has provided the necessary resources to execute the 3 actions until now, but the wide partnership, the communication with and between them, and the extensive datasets raised several challenges. On the other hand, the actions contributed to better reputation and local embeddedness of RPR at local and regional levels both.

As regards policy change, Action 1 (Research and mapping of regional tourism ecosystem (Data base and network map)) and Action 3 (Development of digital guide and mentoring model) addressed a Type 2 change (the change in the management of the policy instrument (improved governance)), while Action 2 (Broadening of mental maps, to improve connectivity. Promotion of alternative and more sustainable accessibility of RPR tourism objects with railway, bus and bicycle infrastructure.) targeted a Type 1 change (the implementation of new projects).



Regarding the main results versus the planned result indicators, as more activities are still ongoing, the evaluation could only happen partially, the compiled database and the four new cycling routes are the main results so far. The implementation of Action 3 seems to be a bit too dependent of an “external” partner (from the project’s point of view), but the results so far are promising. Increased coordination and the definition of the main risks and most importantly the adequate contingency actions and interventions to be made by RPR are necessary.

Evaluation by Action:

Action 1: Research and mapping of regional tourism ecosystem (Data base and network map).

Status: In progress

The processing of the big data and its visualisation constitutes the main challenge, maybe alternative solutions could be identified (e.g. not free versions, only demo application or pilot in a specific local lab instead of the whole region).

Action 2: Broadening of mental maps, to improve connectivity. Promotion of alternative and more sustainable accessibility of RPR tourism objects with railway, bus and bicycle infrastructure.

Status: In progress

The four new publicly open cycling routes so far are promising results and give a good visibility of the already accessible outcomes, ensuring willingness and support from the local community for the next activities.

Action 3: Development of digital guide and mentoring model.

Status: In progress

The challenges connected to the IT cluster and the communication with and between the stakeholders (mainly SMEs) could generate further delays, so the development of alternative scenarios and interventions, maybe even the modification of the original result indicators could be necessary. Being an action addressing a Type 1 policy change, more emphasis could be placed on the sustainability of the results in medium and/or longer term, rather than focusing on immediate, high indicator values, e.g. the participation of SMEs in the mentoring scheme.

**: Type 1 means the implementation of new projects, Type 2 the change in the management of the policy instrument (improved governance), and Type 3 change in the strategic focus of the policy instrument (structural change).*



8 PP8: Institute for Tourism (IFT)

8.1 Summary Matrix of the Actions

The Action Plan is focused on measures to ensure greater visibility of cultural heritage and boost visitor demand. In particular, it is inspired by the good practice of our Finish partners who have presented an initiative of the Finnish Museum Associations to bundle together the country's museums in an annual membership card, to boost the number of visitors, increase museum revenues, develop a loyal audience, and broaden visitor destination experience.

8.2 Status of the actions' implementation

Title of the Action	Status of the action	Challenges encountered	Main results (if completed)
<i>Action 1</i> <i>Improved cultural tourism management for sustainable use of cultural heritage</i>	Completed	no	Identified stakeholders in tourism and culture
<i>Action 2</i> <i>New marketing model for improving sustainable visitor use of cultural heritage</i>	In progress	no	A proposal for a tailor-made cultural heritage marketing model developed
<i>Action 3</i> <i>Embedding cultural heritage social and economic sustainability in Recommendations for STDS 2030 and NSTDP funding from OPs 2021-2027</i>	In progress	no	The Guidelines for cultural heritage sustainable use

8.3 Changes in the implementation

Please indicate if there were any changes in the implementation of the actions

Title of the Action	Status of the action	Change in the implementation	Reason
<i>Action 1</i>	completed	no	-
<i>Action 2</i>	in progress	Yes, there was an agreement between the Ministry of Tourism and Sports that we will develop only a proposal for a new marketing strategy	Better implementation of the Local Flavours project could be seen in the new marketing strategy
<i>Action 3</i>	in progress	no	-

8.4 Actions which cannot be implemented

Please, list those actions which cannot be implemented according to the accepted AP and provide a DETAILED, COMPREHENSIVE explanation for each with minimum 200 words.

At the beginning of the implementation of Action 2, which proposed a tailor-made cultural heritage marketing model to be developed and contained in the National Tourism Strategy, we were suggested that we concentrate on a new Sustainable Marketing Strategy which would have a greater explicit impact on cultural tourism and its sustainable development. Therefore we met with the national policymakers at the University for Tourism and Management in Opatija, where we discussed possible remarks which we can submit in our proposal in order to be accepted at the national level. We came to the conclusion that the new marketing strategy will give much more room for the development of cultural heritage for the purposes of tourism and that is why we did not require changes in the document National Tourism Strategy. Moreover, our proposal to policymakers mostly concentrates on the development of marketing in continental Croatia for the purposes of better quality in the promotion of cultural heritage, increase in employment and overall development.



8.5 Reviewer's comments

Reviewer's evaluation for the report of IFT

Name: Dr. Mariann Szabó

Date: 6 November 2022

Evaluation

The Institute for Tourism – since it is the only scientific public institute in Croatia specializing in research and consultancy services in tourism – applied country-level-based approach for the selecting the policy instruments where the lessons learnt could be incorporated. Since the planning and development of the Croatian tourism sector is in accordance with the EU Programing periods, the IFT shifted to the period 2021-2027 when defining policy changes.

The policy instrument(s) addressed by the Action plan include:

1. Sustainable tourism development strategy 2030 (STDS 2030), the accompanying National sustainable tourism development plan 2021-2027 (NSTDP) and
2. the Recommendations for STDS 2030 and NSTDP funding from OPs 2021 - 2027, owned by the Ministry of Tourism and Sport.

According to the approved Action Plan, there are three actions by which the partner aims to improve the policy instruments.

- **Action 1 Improved cultural tourism management for sustainable use of cultural heritage** (original intervention logic: Sustainable cultural heritage use recognized in the Sustainable tourism development strategy 2030 as a priority)
- **Action 2 New marketing model for improving sustainable visitor use of cultural heritage** (original intervention logic: A proposal of a tailor-made cultural heritage marketing model which is integrated into the National sustainable tourism development plan 2021-2027)
- **Action 3 Embedding cultural heritage social and economic sustainability in Recommendations for STDS 2030 and NSTDP funding from OPs 2021-2027** (original intervention logic: Cultural heritage social and economic sustainability incorporated in Recommendations for STDS 2030 and NSTDP funding from OPs 2021-2027)

The partner has indicated a change in the implementation of Action 2.

From the three actions the first one is completed. Currently it does not evident how the identified stakeholders in tourism and culture will result at a policy change proposed in the AP.

Concerning the second action - It could be understood that instead of concentrating on National sustainable tourism development plan 2021-2027 the new Sustainable Marketing Strategy has been chosen where there is greater potential to influence. The tailor-made cultural heritage marketing model developed could be a significant contribution to define the scope of the strategy, a potential policy change Type 3 change in the strategic focus of the policy instrument (structural change).

Concerning the third action it is clear that IFT has designed the Guidelines for cultural heritage sustainable use which potentially will be incorporated for the proposed PIs as policy changes (Type 3).

Summarizing the results of IFT it could be drawn, that significant work has been made for influencing development programmes and strategies on national level. The role of IFT is a little bit harder than those partners who could directly influence measures on local or regional (mezo) level, but what could be expected from the IFT that was accomplished.