Exploitation plan of projects results

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Foreword

AdriPromTour objective is to valorize the results of relevant Standard+ and Standard projects in order to promote them at a higher level and to wider public in a new, sustainable way, as well as to promote common cross-border identity and heritage.

The valorization is based on sustainable promotion of rich natural and cultural heritage of the border area through development of sustainable thematic cultural routes to contribute to the distribution of tourism flows in a wider geographical area.

The Standard+ and Standard projects involved are ATLAS, Arca Adriatica, HERCULTOUR, REMEMBER, REVIVAL, UnderWaterMuse, VALUE, whose main results will be exploited to enhance the are's common cultural identity and to prepare conditions for further development in the framework of EU Programmes. This will be done by developing a set of documents useful to contribute to the Capitalization Plan of INTERREG Italy-Croatia 2021-2027, and EUSAIR Strategy:

- Cross Border Inventory of the main results of Interreg Italy-Croatia Standard and standard+ projects
- Transnational Inventory of projects main results containing the outputs from different EU funded projects (mainly INTERREG) to capitalise knowledge
- Collection of best practices containing the most significative practices and experiences in previous projects participation
- Reports on needs identified by each partner at local level in the field of enhancing the role of culture and sustainable tourism in economic development, social inclusion and social innovation

These documents will provide valuable information to elaborate the following documents:

- Cross Border exploitation Plan containing solutions for further valorization and capitalization of the relevant Standard and Standard+ project's results;
- Project ideas for INTERREG Italy-Croatia 2021-2027 and Transnational Cooperation programmes;
- Eusair Flagship paper describing the thematic contribution of AdriPromTour to EUSAIR Strategy.

The **purpose of the Cross Border exploitation Plan** is to set a **methodology and actions** for further enhancement of projects' results, as well as to promote them and favour the transferability and scalability, thus building on existing knowledge and experience.

Objectives:

- Making the knowledge and results generated by projects more accessible, thus improving the transfer of knowledge, among Interreg and beyond;

- Promoting the re-use and/or transfer of this knowledge and results, in order to support performance and delivery, future policies developments;

- Raising awareness and improving communication of results in order to raise awareness of potential "takers" of the practice/result, even at a higher level to influence policies.
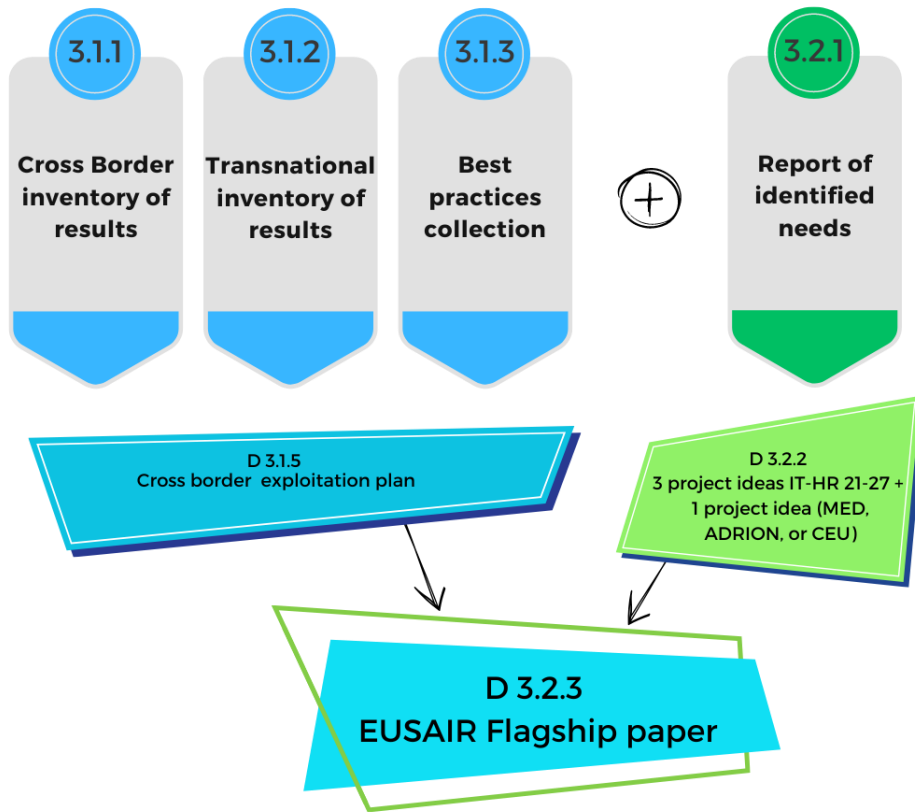
Action plan to consolidate and exploit the projects' results

The Italy Croatia capitalization plan explains the capitalization process as "an integrated building process that gathers valuable programme and project results within a specific field of regional development policy" and as an enabler of knowledge sharing and awareness raising about the achievements of Interreg in a particular field.

Adripromtour aims to follow this path of capitalization regarding the flagship results identified. Indeed, the action plan is aimed to consolidate and exploit the results through 5 steps: 1) flagship results; 2) scalability of results; 3) communication and visibility; 4) mainstreaming activities; 5) embedding within EUSAIR strategy. Each step corresponds to a different aspect of capitalization to be considered. In each section, the main challenges are presented through the examples taken from the projects capitalized.

The activities included in the exploitation plan ensure that the results will be transferred, re-used and considered as the starting point of a gradual improvement in policies. Particular attention is paid to the activities that foresee the involvement of *takers*, i.e. potential interested parties in reuse, transfer and valorization of results. Indeed, the plan focuses on the target groups as "those organizations or structures that represent the engine of the capitalization, implementing strategies for reuse of the results produced by Interreg projects"[1].

The exploitation plan is designed in the framework of the Interreg Italy - Croatia Programme 2021 – 2027[2] to be consistent with the 4.1 Specific objective - Enhancing the role of culture and sustainable tourism in economic development, social inclusion and social innovation. The flagship results included in the plan were chosen due to the contribution to the challenge of "diversification of touristic flows aimed at ensuring equal access to tourist destinations and cultural heritage" and "promote new and innovative integrated offers of coastal tourism"[3]. The results will be capitalized taking into consideration the Programme's expected results "Lowered regional vulnerability to tourism" and "Wider diffusion of sustainable, alternative and special interest tourism".

Methodology

The methodology is based on the concept that "capitalization is to make sure that outputs are not only transferred but also re-used by other specific actors and that there is, therefore, a gradual

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[1] INTERREG ITALY-CROATIA PROGRAMME 2021 – 2027 Capitalisation Plan 1st Call for Proposals (Version 1.0 – 17th November 2022).

[2] Programme Intervention Logic Version 1.0 – 17th November 2022.

[3] Interreg Italy - Croatia CBC Programme 2021-2027 I Version 1.1 I Approved.

improvement in policies"[4]. The action plan to consolidate and exploit the projects' results will follow the "demand-driven" approach to capitalization as it is suggested in the Programme Italy Croatia capitalization plan.

The activities foreseen will pay particular attention to the takers as they are the subjects that can fulfill the process of capitalization. The target groups identified by the capitalized project will be taken into consideration to find the takers. It is a quite composite group that include: general public, local, regional and national public authorities, public service providers, cultural and natural heritage management bodies, regional and local development agencies, enterprises (in particular SMEs within the cultural and creative industry as well as the environmental and tourism sector), associations, regional innovation agencies, NGOs and education and training organizations as well as universities and research institutes. Among the others, the plan will focus especially on the local and regional authorities as they are the possible takers for the mainstreaming activities and also on the general public as the recipient of the communication activities.

To ensure the transfer and reuse of knowledge, the action plan will focus on the matching of "demand and offer" (givers and takers). This approach will guarantee the transferability of the projects and will be the basis of the development and improvement of mainstream policies.

The following <u>list of actions</u> represent a path of knowledge transfer from the givers to the takers:
1 The flagship projects' results;
2 Scalability of results;
3 Communication tools for the transfer;
4 Mainstreaming the results;
5 Embedding the results in the EUSAIR.

The flagship projects' results
Based on the inventories previously developed, the Adripromtour partnership defines the results that can best ensure the exploitation. The results will be selected for the relevance and the possibilities to best exploit the activities implemented.

Scalability of results
The quality and transferability of results is key for the next project application phases that are asked to rely also on the link to capitalization activities.

Communication tools for the transfer
Communication activities will be developed to increase the awareness of possible takers. This will be done also considering the similarities and common elements of the flagship results to overcome the isolation and limited communication with other projects or programs.

Mainstreaming

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[4] *Ibidem*.

To transfer results into policies, is considered as one of the most visible and sustainable effects of capitalization. It ensures the effective transfer of Interreg outputs and results into regional, local or national policies. Mainstreaming can take place at different administrative levels.

Embedding the results in the EUSAIR
The last step considered is to embed the results in the two pillars of the EUSAIR Strategy. The exploitation will follow the strategy path in order to ensure its implementation.

1 The flagship projects' results

The first action foreseen in the plan stated above is the selection of the flagship projects results. The selection made by the partners of ADRIPROMTOUR is focused on the results that can best ensure the exploitation. Based on the inventories previously developed (D.3.1.1 - Cross-border inventory of project results; D.3.1.2 - Transnational inventory of project results; D.3.1.3 - Report on best practices), during the technical meetings (D.3.1.4 - Online technical meetings) the partners agreed on the results to include.

CROSS BORDER PROJECTS				
Result	*Type*	*Project - Programme*	*Area*	*Contribution to programme results and topic addressed*
Virtual Museum	Service	ARCA ADRIATICA Interreg Italy-Croatia	- enhancement and promotion of immaterial cultural heritage - enhancement and promotion of material cultural and natural heritage - cultural and natural routes /thematic networks - digitalization & smart solutions	**Wider diffusion of sustainable, alternative and special interest tourism** - Access to culture through digitalisation
Arca Adriatica interpretation centers and markings	Service	ARCA ADRIATICA Interreg Italy-Croatia	- enhancement and promotion of immaterial cultural heritage - enhancement and promotion of material cultural and natural heritage - digitalization & smart solutions	**Lowered regional vulnerability to tourism** - Smart and sustainable tourism destination management strategies

Experience Tour – Ližnjan Adventure	Joint pilot action	ATLAS Interreg Italy-Croatia	- enhancement and promotion of immaterial cultural heritage - enhancement and promotion of material cultural and natural heritage - cultural and natural routes /thematic networks - digitalization & smart solutions	**Lowered regional vulnerability to tourism** - Smart and sustainable tourism destination management strategies
International Cultural Tourism Route	Joint pilot action	HERCULTOUR Interreg Italy-Croatia	- upskilling and reskilling - training - cultural and natural routes /thematic networks	**Wider diffusion of sustainable, alternative and special interest tourism** - Sustainable tourism actions
Virtual Museums for Tangible and Intangible cultural heritage in ports	Service	REMEMBER Interreg Italy-Croatia	- enhancement and promotion of immaterial cultural heritage - enhancement and promotion of material cultural and natural heritage - cultural and natural routes /thematic networks	**Wider diffusion of sustainable, alternative and special interest tourism** - Access to culture through digitalisation
Digital Documentation Centre on lost heritage of '900	Tool	REVIVAL Interreg Italy-Croatia	- enhancement and promotion of material cultural and natural heritage - cultural and natural routes /thematic networks	**Wider diffusion of sustainable, alternative and special interest tourism** - Access to culture through digitalisation
Immersive Underwater Museum Experience for a wider inclusion	Tool, Joint Pilot Action	UNDERWATER MUSE Interreg Italy-Croatia	- enhancement and promotion of material cultural and natural heritage - digitalization & smart solutions	**Wider diffusion of sustainable, alternative and special interest tourism** - Sustainable tourism actions
Virtual maps of the thematic paths for the Archaeological Parks	Tool, Joint Pilot Action	VALUE Interreg Italy-Croatia	- enhancement and promotion of material cultural and natural heritage - cultural and natural routes /thematic networks - digitalization & smart solutions	**Wider diffusion of sustainable, alternative and special interest tourism** - Sustainable tourism actions

TRANSNATIONAL PROJECTS				
Result	*Type*	*Project - Programme*	*Area*	
Joint Strategy for preservation of Cultural heritage based on ecomuseums	Tool	CULTURECOVERY Interreg Central Europe	- enhancement and promotion of immaterial cultural heritage; - creative industry	**Lowered regional vulnerability to tourism** - Smart and sustainable tourism destination management strategies
Interpretation centers, virtual museum and a maritime heritage database	Service , Joint Pilot Action	MALA BARKA 2 Interreg Slovenia-Croatia	- enhancement and promotion of material cultural and natural heritage	**Wider diffusion of sustainable, alternative and special interest tourism** - Access to culture through digitalisation
App for Rail Travel Experience	Tool	RAILtoLAND ERASMUS + KA203 Strategic Partnership	- enhancement and promotion of material cultural and natural heritage - digitalization & smart solutions	**Wider diffusion of sustainable, alternative and special interest tourism** - Access to culture through digitalisation

2 Scalability of results

The second action is focused on the conditions for scale up the results generated by the projects. The capitalization plan of the Programme Italy Croatia clearly foresees the embedding of the capitalization process in the Programme and project life cycle. In particular, the project application phase relies also on the link to capitalization activities, thus quality and transferability of results is key.

In order to plan the best activities to ensure the scalability of the results, the givers should take into considerations the following questions: what needs to be scaled? Are all results scalable? How to select transferable results? How to transfer them or encourage reuse of these results? Who are the potential takers of the transfer? How to identify them? What does it take to engage them? What is the impact (quantitative or qualitative) of this transfer?

The flagship results presented in this document have provided different kinds of answers that compose a mixed scenario where it is possible to identify some best practices.

The **Virtual Museum Service** developed by ARCA ADRIATICA has foreseen a future implementation that relies on the inclusion of further cultural elements of the Adriatic maritime heritage as a common feature of the cooperation area. The virtual museum can be capitalized and transferred to other areas thanks to further cooperation projects or specific exploitation and/or promotion actions aimed at enlarging the network of cities contributing to the implementation of contents. It is a means of preservation and promotion of material and immaterial cultural heritage connected to traditions, artisanship techniques, etc. which might be lost. Sustainability is granted by the Lead partner of the Arca Adriatica project who is in charge of its maintenance.

Experience Tour – Ližnjan Adventure, developed by ATLAS, consist of a proposal for an experiential itinerary in which stakeholders from the tourism sector are presented with a symbolic snippet of the hidden potential of the (un)discovered natural and cultural heritage in the area of Ližnjan Municipality, pointing out the importance of valorizing and preserving local tangible and intangible heritage. Starting from the stakeholders mapping identifying needs, strengths and competences, the project provided a simulated open space – platform – gathering specialized support services, assessment and training digital tools, local and crossborder multidisciplinary linkages, established private and public networks and financing resources where topics of interest for environmental and cultural tourism was developed. This path led to the implementation of demonstrative actions aimed at testing and improving ideas in the field of cultural tourism and cultural heritage valorization.

The International Cultural Tourism Route was developed by HERCOLTOUR. The scalability of this results relies on the cross-border approach, as it dealt with joint challenges of both partner countries, such as a lack of an integrated management and promotion strategy of Adriatic cultural heritage, an insufficient involvement of community actors in cultural heritage promotion and valorisation activities, a high seasonality of tourism demand, an uneven development level of tourism offer between Croatia and Italy, and a lack of promotion of Adriatic area as a unique cultural tourism destination on the international markets.

Virtual Museums for Tangible and Intangible cultural heritage in ports was developed by REMEMBER. The continuation of the project has been already ensured through the strong interest of all PPs and the 8 ports sites even when not directly involved in the project: the Adrijo platform can be expanded with more contents and functionalities. The result was presented by the port authorities involved in the project and the two port authorities not directly involved as partners in the ESPO – European Sea Port Organization - AWARD 2022 with the proposal "ADRIJO – Adriatic Ports Cultural Network".

The transferability will be achieved through the future enlargement of the Adrijo Platform to other ports of the Adriatic-Ionian region, by submitting a proposal in the next IPA-Adrion call, or through joint cooperation activities to be realized in the framework of MEDCRUISE association, that already declared the Adrijo Platform a best practice to be transferred to other Mediterranean ports.

Digital technology applied in the REMEMBER project ensures durability, allowing content updating also after project end. All PPs are committed to continue to invest on the valorisation of ports as "cultural hubs" in line with the territorial development strategies adopted. Financial durability is strengthened by setting up local and international dedicated partnerships.

All VMs represented concrete way to enhance the maritime cultural heritage in the short term, and at the same time, they will contribute to long-terms objectives of development sustainability of the territories, the valorisation of cultural and historical heritage, the revitalization of local communities and their economies, and finally the expansion of touristic seasonality. Furthermore, the involvement of local actors and territorial entities and the collaboration of entrepreneurs and local population paves the way to the future sustainability of the outputs and results.

Digital Documentation Centre on lost heritage of '900 developed by REVIVAL focused on restoring an abandoned heritage site and also on ensuring that the knowledge gained and processes developed can be applied in other contexts. The experience gained in the REVIVAL project can be transferred to other abandoned heritage sites, as well as to other contexts that require restoration or revitalization. The methods and techniques used in the REVIVAL project can be adapted and applied to other historical buildings or sites that have fallen into disrepair. The knowledge gained in the project can also be used to inform policy decisions related to heritage restoration and preservation.

The restored heritage site will not only be functional and aesthetically pleasing, but will also be able to continue to thrive in the long term. The project aims to lay the foundations for a sustainable reinterpretation of the site, which will require ongoing time, money, and energy investments.

Immersive Underwater Museum Experience for a wider inclusion is the result capitalized by the project UNDERWATERMUSE.

The use of virtual reality technology to present historical sites could be applied to other heritage sites that are difficult or inaccessible to visitors. The development of new touristic products through innovative approaches could be transferable to other regions or countries with similar heritage assets.

Additionally, by creating a new touristic product that can be enjoyed year-round regardless of sea conditions, the project could potentially help to distribute tourism demand more evenly throughout the year, reducing the negative environmental and social impacts associated with high-season tourism.

Virtual maps of the thematic paths for the Archaeological Parks is the result capitalized by the project VALUE.

The project's focus on creating synergies between nature, cultural heritage, and tourism can be applicable to other regions and countries. The approach of exploiting the potentials of natural assets and cultural heritage while preserving them and increasing their value can be adapted and applied to different contexts.

CULTURECOVERY focuses on **eco-museums that have great potential for preserving the identity of places and people**. The project was aimed to improve capacities of eco-museum managers and operators by promoting strategies and action plans for preservation and valorisation of immaterial cultural heritage. Innovative solutions were developed starting from the SWOT analysis. Strategy, local action plans for preservation and enhancement of ICH through eco-museums were developed, as well as a model of management of eco-museums. All the project activities were implemented through participatory processes involving and sharing the work in progress with the eco-museums, the communities and the stakeholders.

The **preservation of maritime heritage of the Northern Adriatic** was the objective of MALA BARKA 2, a project focused on tourism valorization relying on sustainable tourism principles which aim to preserve, protect, promote and develop maritime heritage of the Northern Adriatic.

MALA BARKA 2 represents a best case in scalability as it is the roll-out of MALA BARKA project and its results were further implemented in ARCA ADRIATICA. The scalability relies on systematic development (common guidelines for the development of sustainable cultural tourism based on maritime heritage and creation and coordination of Centers of Excellence as a successful example of systematic tourism product development); promotion (creation of a joint tourism product through the development of maritime heritage history, drafting of the Cultural Tourism Development Master Plan, joint tourism itineraries, creation and coordination of promotional centers, and a comprehensive promotional campaign including the organization of tourism events with the presentation of traditional maritime heritage and continuous protection of maritime heritage); continuous protection of maritime heritage (setting up of interpretation centers, reconstruction of traditional vessels and construction of replicas, including continuous registration of their technical characteristics, creation of a common maritime heritage database on the basis of which national registers will be updated, and development of a virtual museum, and finally, the most valuable aspect: systematic education of children and youth through the establishment of an Academy of Traditional Maritime Skills).

The **app for Rail Travel Experience** was developed by the RAILtoLAND project to explore the social and educational value of the European cultural landscape, as a common heritage, and as a catalyser of consolidation of European identity processes, social cohesion, creation of local cultures and improvement of human well-being. Through the use of modular design, open-source technologies,

3 Communication and visibility

While analyzing various partnership-proposed projects, it was observed that the desired outcomes often shared similarities or had common elements. However, all projects tended to operate in isolation with limited communication with other projects or programs. This lack of communication between projects negatively impacts the communication with target groups and the wider community.

To address this issue, a two-level communication analysis has been suggested: program communication and project communication.

The program communication mode will need to adopt a top-down (from Programme to Projects) approach to identify areas of synergy between projects and propose cross-cutting actions that raise awareness of the concrete results and best practices that European funds bring to the region.

A comprehensive, top-down vision will be necessary to identify the points of synergy among multiple project proposals and create a system that increases their impact.

Communication actions should also actively engage the community and promote dialogue, leading to a feedback mechanism that will help to collect local needs.

For example, the Interreg Euro-MED, Italy-France Maritime and NEXT MED Programmes, have been working together to support and develop sustainable tourism in the Mediterranean and, as a result of the pioneering multiprogramme coordination mechanism, an event will be organized jointly to present the best results and successful experiences of the last period 2014-2020.

The event will also be an opportunity to present the functioning and benefits of the multiprogramme coordination mechanism: aimed at facilitating complementarities and synergies among the Interreg Euro-MED, Italy-France Maritime and NEXT MED Programmes and contribute to local policy development with tested solutions, the mechanism is a collaborative platform open to other 2021-2027 Interreg Programmes and to be potentially extended to other key sectors.

On the other hand, project communication depends heavily on the desired outcomes. In the analysis of D 3.1.1, D 3.1.2, D 3.1.3, and D 3.2.1, it is noted that the results are often similar to each other. Thus, the focus has shifted greatly from the real level (more complex and expensive) to the digital level (more usable and accessible by all) with huge strides in technologies. Creating or using new technologies can often be appropriate for certain population groups and contexts. The importance is to focus on the purpose of establishing dialogue, the target population, and content before determining the channel.

During the design phase, communication should be thought of as an actual tool to support the results, rethinking it from a participatory design (or co-design) perspective, that is, with a design approach that attempts to actively involve all stakeholders with the aim of ensuring that the product/outcome meets their needs and is usable.

This approach will be more easily implemented in capitalization projects, where the partners (givers) start from a concrete base of previously established knowledge and experiences.

The Programme views communication as an essential means of boosting capitalisation activities. In fact, the capitalisation process will be closely linked to the communication strategy right from the start, as communication activities are crucial in raising stakeholders' awareness about Interreg results and making achievements visible and ready for capitalisation. As outlined in the 2021-2027 Italia-Croatia Programme, one of the communication strategy's objectives is to directly support and integrate the capitalisation process. This is aimed at "Raising awareness & visibility of the Programme achievements and strengthening the re-use of results: improve the accessibility & increase the transfer of the generated knowledge in specific fields". Communication and capitalisation are therefore highly interconnected and can reinforce each other. Thematic capitalisation, specifically project results, will provide content for the communication strategy, while the communication strategy will be an opportunity to disseminate the capitalisation results, improving their visibility with effective tools.

Moreover, Interact creates a special guide that explains the key-factors of communicating the capitalisation, as said "communicating capitalisation is about telling good cooperation stories that will not end in a dusty brochure that no one reads. It is about telling relatable stories - stories that people will want to see, hear, and most importantly, retell." [5]

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[5] Interact. "Communication of capitalisation in Interreg" December 2017, https://www.interact-eu.net/library?title=&field_fields_of_expertise_tid=19#1689-publication-communication-capitalisation-interreg.
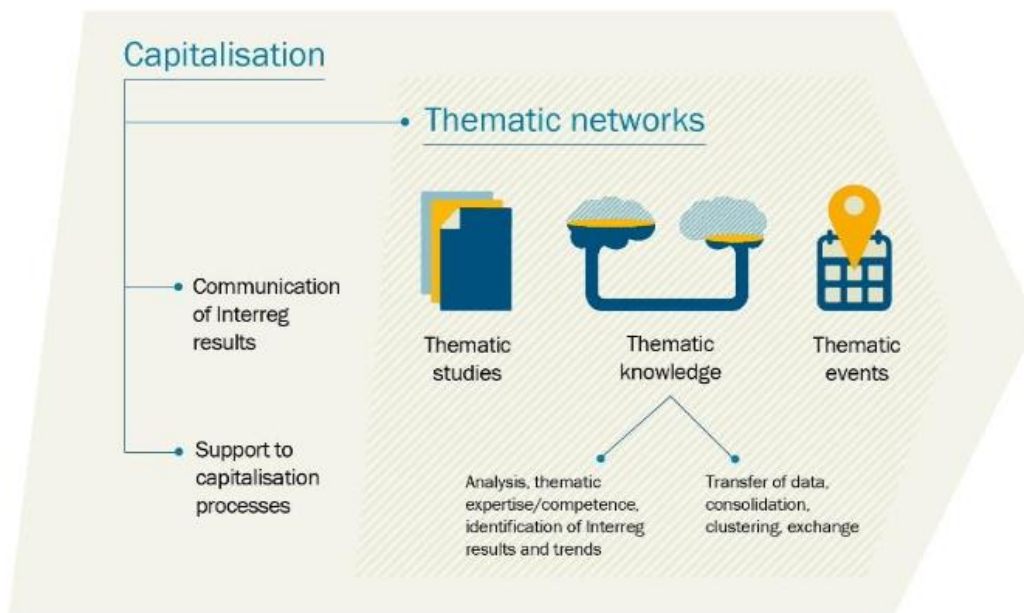
Interreg programmes often struggle to effectively communicate their successes to target audiences, often resorting to formal and bureaucratic language that fails to engage people on an emotional level. This is where the art of storytelling comes in. Storytelling is a method of conveying information through a narrative, and has been used for centuries as a means of educating and entertaining people.

Today, storytelling has become an integral part of marketing and advertising, with successful brands using colourful examples and emotional triggers to connect with their audiences.

So, why not use it to talk about the results of Interreg projects?

Interreg programmes can benefit from this approach by shifting away from dry progress reports and embracing storytelling as a way to communicate the impact of their work. By sharing stories about why their work matters, Interreg projects can engage people on a deeper level and inspire them to act. This requires clear, simple, and relatable language that can capture people's attention and encourage them to care about the information being conveyed.

From the experiences gained and following the guidelines for capitalization, it was noted that the projects that put the community at the center in the process of heritage preservation and enhancement are those that achieved more long-term results in the field of communication activities, which are crucial in raising awareness on stakeholders about Interreg results and in making achievements visible thus ready to be capitalized.

Embracing a people-centred approach and considering the community (where community means people living in proximity to the heritage, people working with the heritage and people interested in the assets like tourists) as the main target group to reach will bring benefits and positive development to the heritage itself and thus to the achievement of the project objectives, which

often coincide with the protection of cultural assets and the sustainable development of the tourism sector.

The people-centred approach will also bring virtuous results for:

- decision and policy makers-who will see the population more involved in choices, more development opportunities, and positive political impact. In addition, this aspect is crucial in mainstream activities.
- stakeholders - who work in contact with heritage and are therefore personally involved in local issues of promotion and development of the cultural and tourism sector. Involving them will require active participation in contributing to solutions and thus empowerment even in the communication process of the project itself.

Another important aspect to consider are the contents of the communication itself. The thematic content must be relevant and the design must ensure that the message is consistently spread, as if from a single voice. However, this type of communication presents certain challenges. These include how to process news to reach key target groups and their networks, as well as how to sustain communication efforts after the project concludes. The analyzed Interreg projects have developed communication strategies tailored to specific target groups, requiring particular tools and strategies at the local level, but also for broader communication efforts involving the media. In both cases, projects tend to focus on the changes they can bring about and create news centered around these aspects, often neglecting a simple analysis of the results. Projects also tend to concentrate on the identified solutions, rather than dwelling on existing challenges.

In the analyzed projects, some partners proposed interesting solutions that combined communication with the sustainability of the results beyond the end of the project. For example, RAILtoLAND created an economic sustainability plan for the app (a project result) involving in-app purchases and the involvement of private stakeholders. However, most partners focused on promotional actions during the project, through thematic and promotional events, social media, and contact with local and traditional media.

A lot of projects have guaranteed the utilization of their results through a virtual approach, such as virtual museums (ARCA ADRIATICA, REMEMBER, UNDERWATERMUSE) virtual mapping (VALUE), and virtual experiences (ATLAS). However, this approach has a weakness. If it is not continuously promoted, it runs the risk of being forgotten. This is unlike a physical space that remains over time and is constantly seen by tourists, visitors, and citizens, such as an exhibition, a museum, or even informative totems. On the other hand, as previously mentioned, digital tools allow for greater accessibility to content and greater use of products even remotely, as well as lower maintenance costs.

It would be important, therefore, to create a mix between digital and physical, eventually collaborating with municipalities or local tourism authorities, to ensure that physical support or materials guarantee the use of results even after the project is completed.

4 Mainstreaming activities

The mainstreaming activities will be focused on the awareness of the results within the public authorities of the relevant territories. Sectoral administrative structures and Policy makers will also be addressed to ensure that the flagship projects results can become the basis of procedures, and regulations. The main purpose is to support the transformation of the experiences carried out through the capitalized projects into models, plans, procedures standards, applicable in a broader and more general context.

To mainstream the activities, it is necessary to focus on several background questions. The first one is about how it is possible to reach the different types of target authorities, considering the institutional set-up of the considered territory. Each project that is capitalized has developed a specific network of stakeholders that has to be considered as the starting point for the mainstreaming activities. This point is connected to the issue about the role that personal contacts and networks play in the whole process. They play a central role due to the fact that it is easier to build on relations already established.

Another issue is related to the management of differences in the agendas of cooperation projects and public authorities. In some cases, authorities may have other funding sources available that affect their interest in the ETC programmes. Some projects may result more interesting for the authorities, due to the topic, but even projects with a mostly scientific outputs can translate the project into a ˝product˝ of interest to authorities.

It must be highlighted also that usually the authorities are affected by a lack of staff or resources. To overcome these issues, it is necessary a strong engagement of the authorities that can recognize the EU funded projects as part of their ordinary business thus including staff and resources in the budget plan. This can be considered a long-term scenario but for the authorities that started the process some years ago, it has already become part of the routine. Overcoming the mentioned issues can directly impact on the purpose to ensure that Interreg outputs are known, analysed and included in policies.

In the following paragraphs, the mainstreaming activities adopted by the projects capitalized by the partner of ADRIPROMTOUR are presented to emphasize how the flagship results were successfully mainstreamed. These are: Involvement of local key stakeholders who have good relations with the authorities; Organization of working groups through the involvement of regional/local authorities; Development of highly targeted communication actions to involve the regional public level; Organizing peer-to-peer actions with policy makers; Invite policy makers to project events; Involve regional and local authorities in the project as partners or associates; Involvement in the same project of the different levels of governance. Indeed, this list constitutes a starting point to develop and further improve the mainstreaming activities in the next programming period.

Involvement of local key stakeholders who have good relations with the authorities

Key stakeholders may ease the process to transfer what was developed by the projects to the authority levels and raise their awareness of the topics dealt with by the Interreg projects.

In the ATLAS project, the best practice "ATLAS Experience Tour – Ližnjan Adventure" was developed in cooperation with the Istrian Development Agency. *Ližnjan Adventure* is a proposal for an experiential itinerary in which stakeholders from the tourism sector are presented with a symbolic snippet of the hidden potential of the (un)discovered natural and cultural heritage in the area of Ližnjan Municipality, pointing out the importance of valorising and preserving local tangible and intangible heritage.

Three educational workshops were held for local and regional cultural tourism stakeholders (young people, students, freelancers, and all interested citizens) covering topics such as experience design to create a quality tourist offer of the destination; digital marketing in tourism; branding in tourism. This result was positively mainstreamed by signing a Memorandum of Understanding as a document supporting the ATLAS project activities and the formation of the Regional Working Group for Cultural Tourism, which consists of: County of Istria (Administrative Department for Tourism, Administrative Department for Culture), Tourist Board of the Municipality of Ližnjan, Municipality of Ližnjan, DDI - Society of dystrophies of Istria, Tourist Board of Istria County, IRTA – Istrian Development Tourist Board, Archaeological Museum of Istria.

Organization of working groups through the involvement of regional/local authorities

Cultural and natural heritage (tangible and intangible) promoted is the best practice capitalized by the Project HERCULTOUR. The objective was to strengthen the joint cross-border platform (HERA Association and its developed products and procedures) for management and promotion of sustainable tourism based on common cultural heritage, in order to reduce seasonality of tourism.

To reach the objective, the project also focused a target group of Local, regional and national public authorities composed of policy and decision-making individuals fully representing public institutions with competences in the tourism sector. They were involved through the project's workshops and training seminars in order to orientate actions and decisions to reinforce territorial government and cohesion between sectors in the development and implementation of infrastructural services and assistance in sustainable usage of cultural heritage.

Development of highly targeted communication actions to involve the regional public level

The result of *Virtual maps of the thematic paths for the Archaeological Parks* was obtained by the project VALUE through the creation of synergies in nature, cultural heritage and tourism to reach a higher level of sustainable economic and territorial development by exploiting the potentials of the existing assets. The activities implemented included the promotion of cultural and natural heritage, involvement of the actors in joint branding and tourism, improvement accessibilities in natural and cultural heritage destinations.

The cooperation at cross-border level and enhanced exchange of experiences and knowledge between Italian and Croatian Regional/County institutions and operators, strengthened the cross

border management and protection of Italian and Croatian cultural and natural assets and optimized joint definition and further application of management of heritage.

VALUE is indeed a good example also of the necessity to involve regional and local authorities in the project as partners or associates and to involve in the same project the different levels of governance.

Organizing peer-to-peer actions with policy makers

REMEMBER project is a good example of the involvement of local authorities to support the project implementation by a partnership not consisting of public authorities. The aim of the project was to promote the shift toward sustainable tourism and blue growth in the Programme area through the valorization of the important maritime cultural heritage of 8 Italian and Croatian ports sites (ADRIJO - Adriatic Ports Cultural Network) as a driver for more competitive and balanced development paths. *Virtual Museums for Tangible and Intangible cultural heritage in ports* is the flagship result capitalized. To successfully implement the project, local actors were involved by each partner since the beginning of activities to inform about the objectives and activities of REMEMBER project and for the joint definition of the contents to be included in the Virtual Museum, in order to include all key aspects of the history, economic and social relations of the port with the own community.

Invite policy makers to project events

This proved to be particularly useful in cases where relations with the institutional level were less structured.

In the Underwatermuse project the aim was to apply on sample areas (maritime landscapes of Torre Santa Sabina, Grado, Resnik/Siculi, Caorle) a methodological and technological protocol based on research/ knowledge and development/communication of an underwater archeological site that is complex and multi-stratified, characterized by strong diversity. The objective was to transform the site into an underwater archaeological park (or eco-museum) through innovative and/or experimental methodologies and techniques in order to try to reduce the loss of important cultural heritages as well as to guarantee an economic spin-off deriving directly from the creation of a sector linked to the tourist-cultural promotion of the context of reference.

The *Archeological survey and VR presentation of the underwater site Siculi* started with excavation and documentation of the site, documentation for the VR, and finally the development of VR. Underwater site was documented, mapped and VR was presented in the Museum of Kastela City. The City of Kaštela was involved together with the Museum of the City of Kaštela to ensure that the results of the Underwatermuse project will be available through VR to tourists as well as to all interested parties.

Involve regional and local authorities in the project as partners or associates

This involvement makes it possible to identify a path of dialogue with the political level.

Project Arca Adriatica provides a good example of the involvement of regional and local authorities in the project as partners. The main aim of the project was the development of a common tourism

product, based on the principles of social and ecological sustainability which, at the same time, valorizes, preserves, protects and promotes the rich maritime heritage of the border area present in small-medium cities with local ports. The result of Virtual Museum contributed to protect the existing material an intangible maritime heritage (research and cataloging of the maritime heritage and elaboration of the virtual museum) in the entire coastal part of the included border area thus exploiting it through a series of measures (adaptation of interpretation centers, organization of educational-demonstrative manifestations, promotional campaign, etc.), in order to develop and revive a common tourism product. The project included among its partners the following authorities: Primorje-Gorski Kotar County; Municipality of Malinska-Dubasnica; Kvarner County Tourist Board; Municipality of Tkon; Municipality of Cervia; Municipality of Cesenatico; Municipality of San Benedetto del Tronto.

Involvement in the same project of the different levels of governance
The importance of the multi-level approach to ensure alignment between the various actors involved can be observed in the project REVIVAL. The result of *Digital Documentation Centre on lost heritage of '900* was obtained by a partnership of local authorities that were active to transform the lost cultural heritage in a leverage for a sustainable and more balanced territorial development, in which a relevant abandoned man-made heritage will play a central role. The change that REVIVAL introduced is to focus the attention of regional and local communities and potential investors on the lost heritage concerned to find creative and sustainable solutions. Indeed, in all the Italian and Croatian cities and towns involved in REVIVAL, there are many dismissed areas, buildings (e.g. summer camps, schools, barracks, military fortifications) and industrial complexes lying in a state of neglect and decay. This is an almost totally lost heritage, that today must be re-discovered, revitalized and reused for multiple reasons. To implement such a demanding task, the dialogue between different levels of governance was necessary.

5 Embedding within EUSAIR Strategy

The last action foreseen in the plan is to embed the results in the two pillars of the EUSAIR Strategy. The term embedding means "to incorporate"; it is used by the European Commission to indicate the need to finance the priorities of the Strategies in the Cohesion Programmes macro-regional and sea basin.
"Diversification of the macro-region's tourism products and services along with tackling seasonality of inland, coastal and maritime tourism demand" and "Improving the quality and innovation of tourism offer and enhancing the sustainable and responsible tourism capacities of the tourism actors across the macro-region" are the two main driver of the EUSAIR Pillar 4: Sustainable Tourism. It is worth remembering here that the mentioned pillars reflect the Communication (COM(2010)352) "Europe, the world's No 1 tourist destination – a new political framework for

tourism in Europe", in which the European Commission focuses on two key concepts mutually influencing each other: the need for a sustainable approach and the need to boost the competitiveness of the European tourism sector.

The diversification of tourism products and services can lead to an increase of the quality and quantity of tourists (different types of tourists; prolonging of tourist season). This results in a positive impact on the Region's job market. The EUSAIR strategy identifies in the joint cooperation at macro-regional level the key to create the diversification of the tourism offer, "profiting from business opportunities, reducing the sector's dependence on the seasonal model, limiting the environmental footprint and taking into consideration the impacts of a changing climate"[6].
The flagship results that are embedded in this pillar are: Virtual Museum (Arca Adriatica) and International Cultural Tourism Route (HERCULTOUR).

As the management of sustainable tourism is considered rather limited in the programme area and in the whole Region, the concept of "sustainable development" among tourism stakeholders is key for the exploitation of the flagship results. Improving the quality and innovation of tourism offer in a sustainable way will include "horizontal interventions promoting establishment of generally accepted standards and rules, and improved cooperation between public bodies and private tourism associations". The purpose is to increase the tourist flows and access to new tourism markets, more business opportunities, diffusion of new technologies and know-how, increased employment and enterprise development, better resource efficiency and preservation of natural capital and cultural heritage.
The flagship results that are embedded in this pillar are: Experience Tour – Ližnjan Adventure (ATLAS); Virtual Museums for Tangible and Intangible cultural heritage in ports (REMEMBER); Digital Documentation Centre on lost heritage of '900 (REVIVAL); Immersive Underwater Museum Experience for a wider inclusion (UNDERWATERMUSE); Virtual maps of the thematic paths for the Archaeological Parks (VALUE); Interpretation centers, virtual museum and a maritime heritage database (MALA BARKA 2); App for Rail Travel Experience (RAILtoLAND). The results from the transnational projects are also embedded in this pillar: joint Strategy for preservation of Cultural heritage based on ecomuseums (CULTURECOVERY); Interpretation centers, virtual museum and a maritime heritage database (MALA BARKA 2); App for Rail Travel Experience (RAILtoLAND).

The D.3.2.3 - EUSAIR Flagship paper will develop focus on how concretely the flagship results contribute to the pillars of EUSAIR strategy. The text will offer a comprehensive analysis and will include cross references to other relevant strategies at regional and EU level.

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[6] EUSAIR Action plan – 17.06.2014 – SWD (2014).