

CCI4TOURISM - Project N. 1124

INTERREG V-B Adriatic-Ionian ADRION Programme 2014-2020

Second call for Proposals - Priority Axis 2: Sustainable region

Transnational Action Plan for an Adriatic-Ionian Cultural Tourism 4.0

Project Details

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1 Introduction

1.1 Action Plan Objectives

Following the development of the Culture Tourism industry, we can identify shifts in the roles and power positions of the actors, as well as the contexts in which cultural tourism practices unfolded¹. The current Action Plan focused on sustainable cultural tourism in the Adriatic-Ionian area and has been developed towards **Cultural Tourism 4.0**.

The arrival of the Internet enabled consumers to become producers of information and content in their own right. New platforms now curate a vast array of cultural experiences that will help consumers keep up with the latest trends and stay one step ahead. So, in this phase the emphasis lies on easy access to a wealth of experiences, which can be seen as exchangeable experience modules that now constitute the bulk of place-based tourism consumption and the hybrid mixing of cultural elements, local and cosmopolitan, virtual, and real, is evident in many contemporary cities.

Additionally, in 2015, countries adopted 2030 Agenda and its 17 Sustainable Development Goals (SDG) at UN Summit – tourism has been recognized as a link between all SDGs.

Following three **SDGs** include tourism as the target²:

1. Goal 8 Decent Work and Economic Growth, target 8.9: *“By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products”*.
2. Goal 12 Responsible Consumption and Production, target 12.B: *“Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products”*.
3. Goal 14 Life Below Water, target 14.7: *“By 2030, increase the economic benefits to Small Island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism”*.

Taking into consideration the trends in the Cultural Tourism sector that are identified, the current Action Plan aims at providing policy makers, economic operators and key stakeholders with tools and concrete recommendations to make CCIs drivers for a

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https://www.researchgate.net/publication/359580051_Cultural_Tourism_40_Developing_the_latest_wave_of_cultural_consumption

² <https://www.oisair.net/uploads/pages/05-21-2019-04-46-33-8727614197.pdf>

renewed cultural tourism offer to reach project main goal and the vision and goals of the Transnational strategy.

The main goal of CCI4TOURISM as it is described in the application form is *“to put CCIs at the center of new business models aimed to make CCIs key players both for the implementation of cultural tourism-related policies, and for improving the tourism offering by stimulating new high-quality niche products oriented to the sustainability and the valorization of local assets.”*.

The proposed Actions are in line with the EU Strategy for the Adriatic and Ionian Region (EUSAIR) and more specifically the 4th Pillar that is related to sustainable tourism.

1.2 Methodology for developing the current Action Plan

The Action Plan of CCI4TOURISM project has been developed according to the following steps:

- A. Description of the current status of the two sectors (CCI and Tourism)
 - Include general information in relation of the two sectors: Desk research and information from **Del.T1.2.1 “Regional and transnational surveys”** και **Del.M.5.4 “Position Paper/Policy Paper with recommendations and follow-up on the impact of digital technologies on cultural heritage addressing institutional, national and local policy-makers”**
 - Identification of needs and challenges of the two sectors taking into consideration desk research results, results of the **Transnational Workshop** took place in the frame of CCI4TOURISM and common needs and demands of CCI sector collaborating with tourism sector that were identified by stakeholders as it is described in Deliverable **T1.2.2 “Need Analysis of CCI”**.
 - Description of the available services that are provided mostly by project partners using information from **Del.T1.1.1 “Survey on the services available at country level for acceleration and incubation”**, **T.1.1.3 “Virtual incubation list of services”** and **T1.1.4 “Virtual acceleration list of services”**.
- B. Outline of the European vision and trends of the two sectors
 - European Vision: mapping of the areas that focus European calls and funding programs regarding CCI sector
 - Trends of the two sectors according to desk research and **Del.T.2.3.2 “Elaboration of the strategy to be adopted for the promotion of the offer”**.

- C. Gather the ideas produced in the frame of CCI4TOURISM project:
- Ideas produced by CCI4Tourism: results of **pilot actions, Sub-Cluster Laboratories** results, **Local Design Thinking workshops, Transnational Workshop, study visit** in Porto, **exchange visits**, specialisation of **creative hubs, cross-fertilisation** and project deliverables i.e., **T.1.2.5. Booklet – Best CCI ideas for cultural heritage valorization**
- D. Propose specific actions
- According to the abovementioned analysis and taking into consideration the policy recommendations suggested in the “Policy Paper For Cultural and Creative industries”, we are proposing a set of actions with specific analysis of their goals, target groups, resources, and dissemination activities.

2 CCI and Tourism sectors in ADRION area

2.1 Status of CCI and Tourism sectors

Cultural and creative industries are one of the fastest growing sectors in the world economy and has a 3% share in global GDP (UNESCO, 2021). CCI is an industry that combines economy, culture and creative technology and employs more than 7 million people in EU-27 corresponding to 3,7% of total employment (Eurostat, 2021).

Tourism is one of the world’s biggest sectors and plays an important role in the EU due to its economic and employment potential, as well as its social and environmental implications. In 2018, more than one in ten enterprises in the European non-financial business economy belonged to the tourism industries³.

More specifically, in the Adriatic-Ionian Region, **tourism** is already one of the fastest growing economic activities and one of the main contributors to the area’s GDP. The significance of AIR as tourism and culture destination is inevitable regarding its natural and cultural heritage. According to UNWTO World Tourism Barometer statistical data for 2017, all Adriatic and Ionian Region (AIR) countries received 81,2US\$ billion from tourism (receipts ranging from 1 US\$ billion to 44 US\$ billion per country)⁴. In the AIR, tourism accounts around 10 % of GDP and 66 % of foreign contribution of tourism to GDP for 2017⁵.

³ https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Tourism_statistics

⁴ <https://rm.coe.int/16808afbdf>

⁵ <https://www.oisair.net/uploads/pages/05-21-2019-04-46-33-8727614197.pdf>

Additionally, according to the **EUSAIR Action plan**, sustainable Tourism is one of the 4 Pillars, meaning this sector has been identified as being central importance for ADRION area⁶. Its specific objectives are:

- ▶ The diversification of tourism offers to address the seasonality of inland, coastal and maritime tourism.
- ▶ The improvement of the quality as well as the creation of an innovative tourism offer that strengthen the sustainable development of the macro-region.

To achieve these objectives, two topics are defined:

- ▶ Topic 1: Diversified tourism offer (products and services).
- ▶ Topic 2: Sustainable and responsible tourism management (innovation and quality).

Culture, Tourism and Creative industries are identified as vigorous thematic priority areas of the **Research & Innovation Strategy for Smart Specialization (RIS3)**. In the AIR area, regarding these priorities, more focus was given on economic activities such as accommodation, Food and Beverage service activities and creative arts and entertainment activities⁵.

All countries of the Adriatic-Ionian region are characterized by a rich and diverse cultural heritage, with numerous UNESCO cultural heritage.

However, the full potential of the Region's rich natural, cultural, historic, and archaeological heritage is not yet exploited in a sustainable and responsible way⁷. So, there is need for developing innovative, quality tourism products and services exploiting Culture & Creative Industries potential and making the Adriatic-Ionian destination even more attractive.

In 2020, Tourism and Cultural and Creative sectors have been among the sectors most negatively affected by the COVID-19 crisis. Both industries suffered an unprecedented hit, accounting for a staggering 70% of the fall in global gross domestic product (GDP) and 21% decline in the global contribution of the CCIs to global GVA/GDP, respectively.

⁶ <https://www.adriatic-ionian.eu/wp-content/uploads/2018/04/EUSAIR-ACTION-PLAN-17-June-2014.pdf>

⁷ <https://www.adriatic-ionian.eu/wp-content/uploads/2020/04/EUSAIR-SWD-2020.pdf>

2.2 Needs and Challenges of CCI and Tourism sectors

According to the EU Tourism Policy, the main challenges for the European tourism industry are⁸:

- **security and safety** - environmental, political, and social security; safety of food and accommodation; and socio-cultural sustainability threats
- **economic competitiveness** - seasonality, regulatory and administrative burdens, tourism-related taxation, difficulty of finding and keeping skilled staff
- **technological** – keeping up to date with IT developments caused by the globalization of information and advances in technology (IT tools for booking holidays, social media providing advice on tourism services, etc.)
- **markets and competition** - growing demand for customized experiences, new products, growing competition from other EU destinations.

Along with the tourism sector, the cultural and creative industry (CCI) are the most affected sectors during the pandemic. According to the OECD, the jobs at risk range between 0.8% and 5.5% of employment. In this regard, other challenges identified are the industry recovery after the expansion of COVID-19 and tackling of the economic crisis that these sectors face. The expansion of COVID-19 inevitably affected the implementation and the results produced within CCI4Tourism project as well. The project faced a big challenge the last three years and tried to merge initial results and available data with those arising from pandemic emergency.

The current challenge will be to support initiatives that alleviate the negative impacts of the pandemic in the short term and that help to identify new opportunities in the medium term for different public, private and non-profit actors engaged in cultural and creative production.

Accordingly, Creative and Cultural Industry faces some **challenges** mostly in relation to:

- the rapid change caused by the digital shift and globalization,
- funding issues, SMEs—Small- and Medium-Sized Enterprises—in the cultural and creative sector traditionally face difficulties in accessing bank financing⁹

⁸ https://single-market-economy.ec.europa.eu/sectors/tourism/policy-overview_en

⁹ https://www.researchgate.net/publication/320674104_Financial_Sustainability_of_Small-and_Medium-Sized_Enterprises_in_the_Cultural_and_Creative_Sector_The_Role_of_Funding_In_E_Innerhofer_H_Pechlaner_E_Borin_Eds_Entrepreneurship_in_Culture_and_Creative

[Sized Enterprises in the Cultural and Creative Sector The Role of Funding In E Innerhofer H Pechlaner E Borin Eds Entrepreneurship in Culture and Creative](https://www.researchgate.net/publication/320674104_Financial_Sustainability_of_Small-and_Medium-Sized_Enterprises_in_the_Cultural_and_Creative_Sector_The_Role_of_Funding_In_E_Innerhofer_H_Pechlaner_E_Borin_Eds_Entrepreneurship_in_Culture_and_Creative)

- overcome due to market fragmentation relating to linguistic diversity. A significant share of CCI products and services are produced in national languages and are deeply embedded within the respective cultures.

To identify common **needs** and demands of CCI sector collaborating with tourism sector, some focus groups for various stakeholders were conducted by project partners in their destinations (T1.2.2). The output of these groups was the identification of the needs of all stakeholders of the area working in the field of tourism related to CCIs. The most important topics for the specific stakeholders were the need for new financial investments, Digitalization and Education. The needs that were identified by almost all the stakeholders that participated in this process are the following:

- more time, skills, and financing for enhancing the knowledge and practical application of digitalization. According to the respondents the solution is the continuous training on the latest trends in digitalization
- better cooperation especially between local actors in the same region or industry, although the pandemic facilitated the cooperation via digital tools.
- Creation of new synergies in terms of different industries (CCI and tourism) in a more official and administrative way
- Strengthening the hard skills or concrete and management skills through solutions that will develop new experiences and promote entrepreneurship in the CCI sector.

Additionally, more specific needs arose during the Transnational Workshop that took place in the frame of CCI4TOURISM project:

- ❖ the need of more visibility for local economies and enriching the tourist experience
- ❖ the value of connecting local entrepreneurs and actors
- ❖ the need of supporting local entrepreneurs and branding
- ❖ the value of leveraging digital to attract new tourists and promote local initiatives
- ❖ the need of supporting local entrepreneurs and the value of collaboration

2.3 Main upskilling tools and schemes implemented during CCI4Tourism

The implementation of CCI4Tourism project followed four phase which are Entrepreneurial discovery, Program structuring, Support program execution and Creative HUB network and virtual accelerator. During the implementation of all these phases the tools and schemes that are depicted in the following table were successfully used.

Table 1. CCI4T Support Program Tools /Schemes

IDEA/LAUNCH LEVEL			
1. INSPIRE	MEDIA: <ul style="list-style-type: none"> ✓ Local promotion, ✓ Social media news ✓ Inspirational storytelling with testimonials ✓ Transnational partnership promotion 	AWARENESS RAISING EVENTS: <ul style="list-style-type: none"> ✓ Talent activation events addressed to ccs & sustainable tourism ✓ Open, inclusive beginners' events 	ECOSYSTEM: <ul style="list-style-type: none"> ✓ Involvement of local stakeholders ✓ Connect and share with other local initiatives
2. EDUCATE	LAUNCH CALL FOR IDEAS ADDRESSING CCS WITH POTENTIAL FOR SUSTAINABLE TOURISM: SELECT UP TO 10 IDEAS (Growth potential; Problem solution fit, team and commitment to complete the program; innovativeness...)	TRAINING AND FEEDBACK: <ul style="list-style-type: none"> ✓ Thematic workshops ✓ Design Thinking workshops ✓ Peer learning networking ✓ Deep Dive/individual sessions 	EXPERTS ACTIVATION (LOCAL AND TRANSNATIONAL NETWORK) ON THREE MAIN AREAS: <ul style="list-style-type: none"> ✓ Business model ✓ Sustainable tourism ✓ Digitalization
3. VALIDATE	TEAM FORMATION /TEAMWORK	RESOURCES TO BUILD AND TEST	TRANSNATIONAL PROMOTION FOR BEST IDEAS: <ul style="list-style-type: none"> ✓ Booklet ✓ Gotomarket support

✓ Network activation

4. TRANSNATIONAL BOOST	PROMOTION OF CCI4 IDEAS (got market) leveraging on PARTNERSHIP service providers.	HIGHLIGHT TRANSANTIONAL SUCCESSFUL BUSINESS MODELS	<p>NETWORK OF COACHES:</p> <p>Transnational network of coaches is an important tool for supporting CCIs to bring their ideas to transnational level. It is a database of mentors with impressive business skillsets that are available for hire by the supporting agencies and CCIs depending on the type of service that is needed. This tool increases the availability of skilful experts.</p>	<p>PROFESSIONALIZATION OF COACHES:</p> <p>We have three types of coaches and business advisors involved in Creative HUB Network operations; these are: i) In-house consultants, experts and innovation managers; ii) project contracted mentors and coaches and iii) external experts working on a fee-based commission.</p>
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The last phase of project’s implementation focused on the development of the Creative Hubs Network (CHN) which is a virtual platform. The goal of this implementation phase is to support CHN members in developing local pilot incubation-acceleration programs and updating local support programs based on best practices. In more detail, the services that are provided and the activities that are implemented by the CHN are presented in the following table.

Table 2. Creative HUB support services categories and activities

Support service category	Service category description
<i>Business advisory and coaching</i>	Service category that includes business advising in the field of transnational product / service / concept development, but also can include direct CCIs advising in financial, accounting, fundraising, legal, marketing etc.
<i>Training programs</i>	This category includes all skill building activities in a form of traditional trainings and e-learning. Also, it includes educational programs as well if provided.

<i>Networking services</i>	This support category revolves around utilizing intangible assets of project partners like reputation and/or affiliation level in order to promote a certain concept and/or product/service to relevant stakeholders. i.e., Promoting or arranging a meeting for the CCIs for presenting innovative marketing concept to the regional tourist board. They also include a peer-to-peer interaction with CCIs, tourism operators, start up, etc. physically / digitally attending the same local hub and/or the transnational hubs network supporting the business cooperation, partnership creation and strengthening market potential.
<i>General promotion</i>	General promotion includes activity that have a result of increased visibility. This includes posting on social network, web promotion, printed promotion, and all other activities related to communication of transnational product / service / concept to general public. Supporting CCIs hosted in the hubs in acting best promotion strategies of their products and services.
<i>Use of collaborative spaces and specialized equipment</i>	According to their local specialization, Hubs provide professional equipment (3D printers, photographic equipment, laptop, desks, meeting rooms, etc.) that CCIs will be allowed to use according to specific functioning rules.
<i>Other business services</i>	Other business services are business services that HUBs are providing by themselves or by third party that are support for CCIs. These can be marketing services, digital photography services, 3D printing service and all other services that are supportive in SMEs action to transnationalize its business in the area of sustainable tourism.

3 Vision-Trends-Strategy

3.1 Strategy vision and goals

The proposed Action Plan has been developed together with the Transnational Strategy and reflects on Strategy vision and objectives. As it is indicated in the Transnational Strategy, the impact of the COVID-19 pandemic on the cultural and creative industries (CCI) and the tourism sector has highlighted the need for improved resilience and competitiveness. The CCI4T Transnational Strategy aims to address this by leveraging green and digital skills and competences, fostering innovation and sustainability in businesses and organizations, and providing advanced transnational support services in the Adrion program area.

The Transnational Strategy targets at Cultural and creative industries for tourism (CCI4T) refer to the use of cultural and creative assets and activities to promote sustainable tourism practices. The mission of the Strategy is to strengthen the cultural and creative industries for tourism (CCI4Tourism) in the Adrion program area by boosting and upgrading local support ecosystems, leveraging on transnational resources and networks. The Strategy leverages on crucial key points to ensure its success: generative learning, agile implementation, and measuring the impact of support actions.

The goals that were set by the Transnational Strategy were:

- SG 1. **Green and Digital Skills & Competences:** To improve the resilience and competitiveness of CCI 4 Tourism sectors, it is crucial to develop the green and digital skills & competences of businesses and organizations.
- SG 2. **Innovation and Sustainability:** The Strategy vision aims to support the development of innovative and sustainable businesses in the CCI 4 Tourism sector.
- SG 3. **Advanced Transnational Support Services:** To further support the resilience and competitiveness of CCI 4 Tourism, the Strategy vision will establish an advanced transnational support service ecosystem.
- SG 4. **Tangible Growth:** To ensure tangible growth in the CCI 4 Tourism sector, the Strategy vision will aim to increase the number of visitors, boost tourism revenues, and create new jobs in the industry.
- SG 5. **Agile Monitoring and Evaluation:** To ensure the effectiveness of the Strategy vision, regular monitoring and evaluation will be conducted.

3.2 Selected Trends in CCI and Tourism sector

CCI sector

According to preliminary estimates by Eurostat, the COVID-19 crisis may affect about 7.3 million cultural and creative jobs across the EU. The pandemic has presented an opportunity for the CCI to move towards greater digitization in its diverse sectors. Technological advances (increased access to the internet and the ongoing digitization of the cultural and creative spaces) are leading to the next digital revolution. In more detail CCI sector incorporate the digitalization by the application and the use of new technologies such as:

- Games industry and virtual reality
- Augmented reality
- Artificial Intelligence
- Blockchain technology

Also, companies and organizations of the CCI initiate new forms of work (i.e., use of collaborative and co-creative working methods).

Tourism sector

Megatrends of Tourism industry:

- Globalization and tourism
- Technological advances and digitization
- Demographics
- Climate change and just transition to environmental sustainability

Tourism is also an industry that is disrupted by new trends and innovations, helping businesses to stay competitive. Tourism continues to be one of the sectors hardest hit by the coronavirus pandemic and the outlook remains highly uncertain.

- Tourism Trends “Related” With COVID such as safety and Hygiene tourism trends, Shift from International to local tourism
- Eco Travel
- Personalization, as nowadays consumers expect experiences that closely match their personal preferences
- Use of various technologies and innovations such as Robots, Chatbots and Automation, Artificial Intelligence, Recognition Technology, Internet of Things (IoT), Augmented Reality (AR)

For both sectors

In general, in the frame of CCI4TOURISM project the trends that were identified are related to restarting after Coronavirus emergence, Cultural Tourism 4.0 and developing entrepreneurial mind-set for Cultural Tourism 4.0. This has been a big challenge that CCI4TOURISM faced in the past three years together with CCIs and tourism operators, who were forced to change their mindset and workflows. Thus, the project had to adapt in the new situation by merging results and available data with those arising from pandemic emergence.

3.3 European Vision

During the last years, Europe Union has launched several initiatives to support and promote the CCIs. There are currently different sources of EU funding that have made CCI priority or promote SMEs that work in sub-sectors of CCIs.

Desk research conducted from various information sources to find out recent and current calls for project proposals and the priorities of EU funding programs. The summarized priorities and the areas that the funding programs that are relevant to CCI sector include the following:

- Tourism synergies with cultural and creative industries
- Hubs, coworking spaces
- creation of networks, platforms
- support for business model innovation, digitization, and the production of smart digital content of CCI companies and cultural heritage
- Hubs of entrepreneurship and social and cultural integration
- Cross-border, transnational and interregional cooperation Innovation
- CCI skills development and market access

4 Proposed Actions

4.1 Initial proposed Actions

Following the methodology described above and the strategy goals identified in the Transnational Strategy (Output T1.1), the following actions are initially proposed that include improved versions of the two pilot actions took place within CCI4Tourism project as well as actions that are in line with the needs and trends identified.

1. Granting vouchers to cooperation schemes consisting of tourism companies and CCI providers

SG 1. Green and Digital Skills & Competences

SG 2. Innovation and Sustainability

Given that Pilot Action 1 that is related to granting of vouchers, to cooperation schemes consisting of tourism companies and CCI providers was implemented quite successfully, the proposed action will focus on that with some improvements. The ultimate goal of Pilot Action 1 was to support small and medium-sized tourism businesses to boost innovative business models, create a transforming branding and gain competitive advantage, while at the same time strengthen the tourist ecosystem and added value. Pilot Action 1 was implemented by two project partners and followed specific methodology including a preparatory (creation of a registry that will include the list of the CCIs that can offer products or services addressed to traditional tourism enterprises) and a n implementation stage (launch of a call for expression of interest for tourism enterprises on innovation projects). In total, 9 cooperation schemes were selected to be funded with total budget almost 40.000 €¹⁰.

The end-users that benefitted from the granting of vouchers declared that they were given the possibility to fund/implement already processed innovative ideas. They also highlighted the importance of this kind of cooperation and it helped them to cover specific operational needs. In general, the experience showed that creative industry can be significant part for tourism.

The strengths of Pilot Action 1 that were identified were:

- ✓ Already existing process guidelines
- ✓ Strengthened relations with the companies in the tourism and in the CCI sector
- ✓ Opportunity to gather the CCI companies into one register

¹⁰ For more information about Pilot Action 1 please see Output 3.2_Pilot Actions

- ✓ The digitalised process. Applying for the pilot action call was conducted in fully digital manner and that has been recognised as a more than welcoming strength of process.
- ✓ Easier to adjust the amount of the voucher scheme.
- ✓ Smaller voucher amounts are more efficient in generating short term results.

Taking into consideration the positive aspects of pilot Action 1, the aim of the proposed action will be to enhance cooperation between CCI and tourism sectors and will again address to collaborative partnerships of CCI and tourism organizations. The call will be open to both private and public organizations. The application method that will be followed will be entirely digitally to make the whole process rapid and easy.

The proposed action will include a widescale promotion campaign and promotion through multiple communication channels to attract more applications.

Also, this action could be implemented through the hub networks of CCI4TOURISM project.

2. Creating an equivalent regional register of tourism and CCI offering services' companies

SG 3. Advanced Transnational Support Services

The proposed action that is related to a register list of companies will act as a source of potential partners for the voucher scheme and other related calls. The companies that will be listed in the register will be the first ones that will be informed for the upcoming calls and the launching of calls and will have the advantage of having more time for preparation.

Additionally, all companies will be able to add information about their future actions and the areas of interest. By this way, the search for the more suitable partner will be facilitated.

3. Organization of Manifestations Events combining culture and tourism

SG 4. Tangible Growth

The proposed action is inspired by the action implemented in Pilot 2 of the project and concerns the organization of manifestations that will combine culture and tourism. These manifestations will be organized and implemented by a team of partners that come from the two industries.

This action includes promotion measures as well to reach wider audiences and achieve great participation such as reassuring better-priced products, promoting more touristic locations, testing the projects with the end-users, exploiting new technologies etc. Many communication and dissemination tools will be used such as social media, videos, publications in press etc.

4. Digitalization of cultural heritage and making it available to a wider audience

SG 1. Green and Digital Skills & Competences

SG 2. Innovation and Sustainability

SG 4. Tangible Growth

Following the current trends in technological advances, and as the success of Virtual reality projects shown, further R&D&I activities and pilots must be implemented. From mobile applications to Extended reality, live stream videos, gamification and other types of digitization in the whole CCI value chain of a CCI product/service: offering, booking, live streaming, promotion - marketing, ticketing, payments - accounting, etc. in a stand-alone model or in connection with existing platforms and other tourist applications, organizations and partnerships: to serve the customers/travelers better, allow the visitors to make bookings and payments comfortably, easily search the destination, plan different activities, locate nearby locations of interest etc.

5. Develop a regional Accelerator in Adrion area supporting CCI ventures

SG 1. Green and Digital Skills & Competences

SG 2. Innovation and Sustainability

SG 3. Advanced Transnational Support Services

SG 4. Tangible Growth

The innovation accelerator will be developed by regional partners and will support cross-sectoral ideas from CCI and tourism sectors. Each partner will bring expertise

and knowledge on specific areas media, product design, gaming, architecture, film, music, new business modeling, scaling up, networking, etc.

The accelerator will offer:

- a) experts with specific knowledge in all the above areas that will support the innovative ideas and provide them the missing expertise and develop a business plan,
- b) an innovation network in Adrion area that will help applicants to access market and
- c) possible funding sources for the implementation of the idea.

The ADRION accelerator will be developing a methodology for one-stop-shop for CCI startups (creation, pre-incubation, Proof of concept, IPR, business modelling / planning and financing), and will try to attract talent and ideas from other regions.

6. Support local Destination Management Organizations to create integrated (Cultural & Tourism) green sustainable destinations I collaboration with other partnerships (cooperatives).

SG 1. Green and Digital Skills & Competences
SG 3. Advanced Transnational Support Services
SG 4. Tangible Growth

The aim of the local Destination Management Organizations (DMOs) in ADRION area will be to promote green sustainable destinations. Their role will be to coordinate activities under a coherent strategy to increase flow of tourists in the specific destinations and manage the area.

Apart from marketing activities, their role will be much larger and will include strategic planning, coordination, and management of activities with the integration of different stakeholders operating in the destination under a common goal. In more detail the activities could include a) the creation of a suitable environment for tourism development: policymaking, legislation, regulations, and taxation b) marketing, with the clear role of getting people to visit the destination c) quality issues regarding the delivery on the ground such as quality of services etc.

7. Targeted marketing through social media and influencers

SG 1. Green and Digital Skills & Competences
SG 4. Tangible Growth

Event and / or Destination marketing especially in small areas is crucial since it requires expertise and capital. Using social media and especially local / regional influencers to promote their goals could be beneficiary and has a positive impact in the cost – benefit analysis of the event or destination.

It is proposed the local event managers and small DMOs of ADRION area to use influencer marketing to promote products or increase brand awareness through content spread by social media users who are influential.

8. Develop and promote a new “type of cultural traveler”

SG 2. Innovation and Sustainability
SG 4. Tangible Growth

Mass tourism has been the main driving force of the sector for many decades. This model has created over tourism and social and environmental pressure in many areas. The ADRION area could start developing and promoting a different type of responsible and looking for experiences **Traveler** (opposed to tourist) that is looking to participate in CCI events (i.e., learning to play music and spends relaxing time in a village) gather experiences for life and respects local resources. Develop the characteristics of such Traveler and promote services and products for him/her.

9. Training employees in tourism sector on including CCI services in their offerings

SG 1. Green and Digital Skills & Competences
SG 3. Advanced Transnational Support Services
SG 4. Tangible Growth

Massive tourism created the need for more seasonal employees with no expertise, that gives no added value to the touristic destination. Training of employees in tourism

sector in various horizontal subjects such as digital tools etc. and in more local needs such as local products, local cultural sites etc.

The training activities will address employees in CCI sector as well to meet the need of strengthening the hard skills of this industry. The training will focus on business and management issues as well as in the field of advanced digital technologies. To improve digitalization skills of this industry training on digitalization of services and products, digital marketing, web shops and web presentations of the companies' creative work will be conducted.

10. Training CCI entrepreneurs to increase economic value of their offerings

SG 1. Green and Digital Skills & Competences

SG 2. Innovation and Sustainability

SG 3. Advanced Transnational Support Services

SG 4. Tangible Growth

Usually, people involved or envisioning in investing in a CCI company value more and find meaning in the essence -heart of their products or services and lesser in the business aspect of it. Training in areas like business planning, pricing, investment, cost – benefit analysis, sales and costs, accounting and taxation, innovation, funding tools and pitching ideas, partnerships, and collaborations with other sectors, could for sure increase the resilience, the strategic mass, and the systemic competitiveness of the sector, adding at the same time value to tourism as well.

These trainings as well as other resources could be added in a digital platform.

Developing an institution to further research and offer new business model and business expertise for CCIs could be a secondary goal of this action.

4.2 Evaluation of initial ideas

Following the methodology introduced in the beginning of the current report, a Workshop took place for of evaluating the first ideas of actions produced. The main goal of the joint session was the validation by Project partners of the Transnational Action Plan. The structure of the Workshop was as follows:

- Brief presentation of proposed actions
- Rating of the initial ideas in accordance with the following criteria:

- Suitability with project - program,
- Scalability,
- Impact, and
- Green & Digital Strategies
- Produce new ideas and evaluate them in relation to their impact and their relation to green and digital strategies.
- Develop in more detail the 5 with the highest rate regarding goals, actions, responsible authority, other stakeholders involved, timeframe, estimated cost/category cost, funding sources, implementation area.

The following actions were selected by project partners according to their rating:

- ➔ Develop a regional Accelerator in Adrion area supporting CCI ventures
- ➔ Training CCI entrepreneurs to increase economic value of their offerings
- ➔ Granting vouchers to cooperation schemes consisting of tourism companies and CCI providers
- ➔ Digitalization of cultural heritage and making it available to a wider audience

Additionally, a new idea for action was produced during the Workshop that was believed that will have the bigger impact and relation toy green and digital strategies and concerns inspirational awards events and go to market testing.

4.3 Final Proposed Actions

Project partners has shown common vision for future collaboration and great capacity in regard to support the inter-linkage between CCIs and Tourism industry to develop and deliver creative and sustainable tourism products and implement positive sustainable practices in both sectors. In the frame of the project, CAST initiative was founded by project partners and its main task is to promote collaboration and implementation of sustainable practices in Tourism sector thus increasing the overall social value to the territory. In this regard, CAST Initiative could support the implementation or undertake as responsible Authority the following proposed actions in the project partners' territories.

The suggested resources of the proposed actions are an initial estimation. The final budget will be formulated and finalized depending on partnership, availability of funds and depth of services.

ACTION 1: *Develop a regional Accelerator in Adrion area supporting CCI ventures*

<i>Goals</i>	<ul style="list-style-type: none"> ✓ Support cross-sectoral ideas from CCI and tourism sectors ✓ Develop methodology for one-stop-shop for CCIs ✓ Attract talents and ideas from other regions
<i>Strategy Goals</i>	<p>SG 1. Green and Digital Skills & Competences</p> <p>SG 2. Innovation and Sustainability</p> <p>SG 3. Advanced Transnational Support Services</p> <p>SG 4. Tangible Growth</p>
<i>Actions</i>	<p>The accelerator will focus on specific areas of interest which includes media, product design, gaming, architecture, film, music, new business modeling, scaling up, networking etc.</p> <p>The services that will be offered include:</p> <ul style="list-style-type: none"> - Organization of networking events - Provision of support to CCIs (start-ups) - Information about possible funding sources - Consulting services - Design Thinking Workshops - Matching CCIs with experts (service) - Matching other sectors with CCIs - Podcasts for communication purposes with CCIs <p>The Accelerator’s main goal is to support creative ideas from the digital and green world that fit in CCIs and Tourism. It will promote ventures from the creative industries that use innovative tools and context and add value also to other sectors like tourism.</p> <p>The Accelerator will try to strengthen Adrion’s area and attract talent from all over the world.</p> <p>Eligible for the Acceleration program will be individuals, teams, startups, spinoffs, and networks, that are willing to build a new venture or scale up an existing one in the specific areas of media, product design, gaming, architecture, film, music, etc.</p> <p>There are several important aspects of this action that are crucial and must be considered when implementing. These aspects are:</p> <ol style="list-style-type: none"> 1. The initiative must have access to startup funding to be able to attract excellent ventures and ideas and bring them to market

	<ol style="list-style-type: none"> 2. A very competent management team with experience and expertise in startup equity funding and CCIs market and 3. A global network of mentors that will support the ventures
<i>Proposed tools/schemes</i>	<ul style="list-style-type: none"> ✓ Raising awareness events (talent activation events, open inclusive beginners' events) ✓ Connect and share with other local initiatives ✓ Launch call for ideas addressing CCI with potential for sustainable tourism ✓ Training and feedback ✓ Experts' activation on three main areas ✓ Transnational promotion for best ideas (go to market, network activation) ✓ Promotion of CCI4 ideas (go to market) leveraging on partnership service providers ✓ Network of coaches ✓ Professionalization of coaches
<i>Responsible Authority</i>	A network of stakeholders could be the main stakeholder that should lead this initiative. Most suitable existing or in development are networks that possess certain assets. These assets are mainly in providing general supporting services in the CCI & Tourism industries and thus understanding the dynamics of both sectors and expertise and knowhow in managing equity and venture capital funds, focusing in CCIs and new technologies (Digital).
<i>Other Stakeholders involved</i>	<ul style="list-style-type: none"> - Regional Authorities - CCIs/ Clusters / Associates - Investors - Experts on defined specific areas
<i>Timeframe</i>	Such an initiative has a long-term perspective and could start any – time soon. The action can be operational in a year. Acceleration phases – stages could run year around and last several weeks. Implementation period: 2023-2027
<i>Category cost</i>	<ul style="list-style-type: none"> ✓ Costs for Staff and experts ✓ promotional costs ✓ operational costs
<i>Resources</i>	1-3 million €
<i>Funding sources</i>	EU funding, Banks/sponsors, crowdfunding
<i>Implementation area</i>	Adriatic – Ionian Region

ACTION 2: Training CCI entrepreneurs to increase economic value of their offerings

<i>Goals</i>	<ul style="list-style-type: none"> ✓ Holistic capacity building for CCIs in terms of entrepreneurship to become more resilient ✓ Strengthening the capacity of CCIs to connect with other sectors ✓ Offer new business model and business expertise for CCIs
<i>Strategy goals</i>	<p>SG 1. Green and Digital Skills & Competences</p> <p>SG 2. Innovation and Sustainability</p> <p>SG 3. Advanced Transnational Support Services</p> <p>SG 4. Tangible Growth</p>
<i>Actions</i>	<ul style="list-style-type: none"> ✓ Organize Training course for CCI entrepreneurs in the areas business planning, investment, sales and costs, innovation, funding tools and collaborations with other sectors. ✓ Develop a training digital platform to reach out to a wider audience in a national level. ✓ Trainings, mentorship, networking, and research for new business models by existing creative hubs (CCI4Tourism project). <p>Supporting CCI entrepreneurs seems essential to any ecosystem that aims to boost economic development and social cohesion at the same time, building more democratic and resilient communities. Training CCI entrepreneurs and stakeholders around CCI in the long in the fields of Business, Global markets, Innovation, and funding, will increase total resilience, systemic added value and more balance and fair economic growth.</p> <p>The focus of the training and mentoring will be on the following target groups:</p> <ol style="list-style-type: none"> 1. CCI SMEs (providers) 2. CCI experts and private companies (providers) 3. CCI networks 4. CCI think tanks 5. State, regional and city entities that develop and provide CCI services 6. Other stakeholders in the broad area of developing and providing services 7. Private stakeholders that provide funding and / or services 8. Public stakeholders that are involved in the national, regional, or municipal strategies and development

The areas of training among others should be:

1. Strategy and long-term planning for large and small CCI ventures and entities
2. Business planning of CCI ventures.
3. Local vs Global markets: how to attract talent and offer new products
4. Marketing small and local events
5. Financial analysis and planning for small and large CCI entities
6. How to price a CCI offering?
7. Design and market your offering
8. Human Resources tools and strategies for small and large CCI entities
9. Business model innovation in CCIs.
10. Digital entrepreneurship in CCIs: personality, mindset, motivation.
11. Crowdfunding and crowdsourcing.
12. Digital network platforms of services and applications in CCIs.
13. Digital entrepreneurship and tourism promotion.

Proposed tools/schemes

- ✓ Involvement of local stakeholders
- ✓ Raising awareness events (talent activation events, open inclusive beginners' events)
- ✓ Connect and share with other local initiatives
- ✓ Training and feedback
- ✓ Experts' activation on three main areas
- ✓ Professionalization of coaches

Responsible Authority

A network of a state or Regional Authority with some public or private universities or consultants

Other Stakeholders involved
Timeframe

CAST Initiative

Chamber of commerce, universities and technology centers, other vocational entities, certification providers, CCI practitioners and providers

This is a long-term initiative that can start immediately. Due to its value-added perspective, it can follow a business model of hands-on approach with executive short courses (few weeks to several months) and add more courses and certifications.

Category cost

Implementation duration: 2-3 years
Implementation period: 2023-2027

- ✓ Costs for Staff and experts
- ✓ promotional costs
- ✓ operational costs

	<ul style="list-style-type: none"> ✓ certification costs ✓ Training material costs
<i>Resources</i>	2 million € (implementation in the whole Adrion area)
<i>Funding sources</i>	Interreg Adrion
<i>Implementation area</i>	Regions and countries in Adriatic-Ionian Area

ACTION 3: Granting vouchers to cooperation schemes consisting of tourism companies and CCI providers

<i>Goals</i>	<ul style="list-style-type: none"> ✓ Networking and cooperation between CCIs and Tourism organizations ✓ Cross-fertilization ✓ Support SMEs to boost/develop new Business models ✓ Creation of transforming branding ✓ Strengthen the tourism ecosystem
<i>Strategy goals</i>	<p>SG 1. Green and Digital Skills & Competences</p> <p>SG 2. Innovation and Sustainability</p>
<i>Actions</i>	<ul style="list-style-type: none"> ✓ Call for Expression of Interest (public notice) ✓ Matchmaking events combining experience exchange knowledge and best practices (Workshop) ✓ Widescale promotion campaign to attract more applicants <p>Innovation vouchers have been analyzed in our pilots with great success. Vouchers can certainly add value to an ecosystem since they can support innovation activities and links between CCI providers, Tourism organizations and SMEs and in case of technology R&D&I centers and universities.</p> <p>We can categorize the vouchers in our case in:</p> <ul style="list-style-type: none"> • Low or deep technologies • Initiate an idea, or provide a service and • Design a solution, or develop a proof -of-concept <p>In these categories the criteria one must analyze are:</p> <ul style="list-style-type: none"> • The maturity of an idea • The technological level

- The costs / capital needed to bring the product – service in the market
- The time to bring the product – service to the market

Vouchers can start from a few thousands of Euros (€3.000-5.000) and can reach few tens of thousands (€50.000-75000 or further). The more a voucher addressees technology and a proof-of-concept venture the higher the cost.

Usually, a Voucher can be used for any kind of innovation such as:

- new product/process development;
- new business model development;
- new service delivery and customer interface;
- new service development;
- tailored training in innovation management;
- innovation/technology audit.

In some cases, it would great to be able to co-fund a voucher, either from a company (i.e., the tourism sector partner), from a business angel or any other private equity fund.

Proposed tools/schemes

- ✓ Use of various media (local promotion, social media, inspirational storytelling with testimonials, transnational partnership promotion)
- ✓ Raising awareness events (talent activation events, open inclusive beginners' events)
- ✓ Involvement of local stakeholders
- ✓ Launch call for ideas addressing CCI with potential for sustainable tourism
- ✓ Professionalization of coaches

Responsible Authority

CAST Initiative

Regional authority of each PP territory

Other Stakeholders involved

Private and Public organization

Regional and national authority

Chamber of commerce

Timeframe

Depending on the voucher category and aim, such actions can start and accepting proposals once or twice per year.

Every 3 years the technical specification will be modified.

Implementation period: 2023-2027

<i>Category cost</i>	<ul style="list-style-type: none"> ✓ Costs for Staff and experts ✓ promotional costs ✓ voucher fees
<i>Resources</i>	50.000-100.000 € /region every year
<i>Funding sources</i>	European Regional Development Fund
<i>Implementation area</i>	Regional or National level

ACTION 4: Digitalization of cultural heritage and making it available to a wider audience

<i>Goals</i>	<ul style="list-style-type: none"> ✓ Involvement of travelers in the glocal experience ✓ Experiential availability 24/7 through ICT ✓ Worldwide replicability ✓ Connecting CCI and Tourism actors in Adrion area ✓ User-friendliness
<i>Strategy goals</i>	<p>SG 1. Green and Digital Skills & Competences</p> <p>SG 2. Innovation and Sustainability</p> <p>SG 4. Tangible Growth</p>
<i>Actions</i>	<ul style="list-style-type: none"> ✓ Development of two-speed targeted digital material depending on the maturity of the implementation area that will cover the whole CCI value chain: <ul style="list-style-type: none"> - “Light” digital tools (mobile applications, websites etc.) - “Advanced” digital technologies (Virtual reality, Extended reality, live stream videos, gamification) ✓ Content creation ✓ Production of glocal CCI QR traveler application ✓ Pilot testing and promotion for the purpose of multiplication <p><i>'Cultural heritage and CCIs are major drivers of growth and social development in Europe, while their innovation potential can increase Europe’s competitiveness. (EU built our future from the past)'</i></p> <p>As digital technology evolves, we are trying to solve our challenges and gain to the benefit of CCIs. Several technologies have been recently tested and can be used in this context like</p>

- platforms sharing cultural heritage,
- models, and solutions for collections of archives, museums, libraries,
- new digital opportunities for reconstruction, re-creation, co-creation and immersive experiencing,
- methodologies, devices, strategies, and systems for monitoring and assessing cultural products under different conditions, in particular against climate change and disasters,
- tools and technologies for underwater cultural heritage,
- innovative governance and partnership models,
- products and services to improve urban and rural environments and to foster the adaptive re-use of built heritage.

Any such technology – application should support CCIs and Tourism to:

1. Add value to the offering
2. Develop resilience for the future
3. Promote and sale products and services all 24/7/365
4. Promote sustainable development
5. Ease tourism & cultural challenges like seasonality
6. Support local offerings (products and services) to enter global value chains.

The broad action of digitalization must always adapt to local context and mainly take account the following:

- Ability of local stakeholders to mature CCI digitization products/services
- University or technology center to support such actions
- Other issues like resilience, climate change, seasonality etc. that put pressure of cultural assets
- Brain-drain and the ability to attract talents
- Closeness to big cities – large audiences and target groups

Proposed tools/schemes

- ✓ Raising awareness events (talent activation events, open inclusive beginners' events)
- ✓ Involvement of local stakeholders
- ✓ Launch call for ideas addressing CCI with potential for sustainable tourism
- ✓ Promotion of CCI4 ideas (go to market) leveraging on partnership service providers
- ✓ Highlight transnational successful business models
- ✓ Professionalization of coaches

Responsible Authority

CAST Initiative
 Regional authorities
 National authorities

<i>Other Stakeholders involved</i>	CCI sector Tourism Sector Local Authorities Universities and Technology centers
<i>Timeframe</i>	Every different action is subject to its parameters and the more mature an action the shorter period it requires. Implementation period: 2023-2027
<i>Category cost</i>	- Costs for staff, - operational costs - Infrastructure (small or large) - Pilots
<i>Resources</i>	2 – 4 million €
<i>Funding sources</i>	EU, National and regional authorities, private entities, tourist organizations
<i>Implementation area</i>	Adrion area Worldwide

ACTION 5: From inspirational awards to experience the undiscovered

<i>Goals</i>	<ul style="list-style-type: none"> ✓ Mobilizing and promoting local – rural CCI offerings ✓ Supporting innovative – sustainable ideas in the Adrion area to reach the global value chains and the global markets ✓ Co-develop CCI offerings to boost local tourism and growth
<i>Strategy goals</i>	<p>SG 1. Green and Digital Skills & Competences</p> <p>SG 2. Innovation and Sustainability</p> <p>SG 3. Advanced Transnational Support Services</p> <p>SG 4. Tangible Growth</p>
<i>Actions</i>	<ol style="list-style-type: none"> 1. CCI4T Inspirational AWARD lighthouse event <ul style="list-style-type: none"> - Set up open call (focus category: digital/ green/ social) - Network PPs Promo activity on local level - Case studies evaluation per category - Organization of Award final event (selected cases) 2. Bilateral exchange, organized by BSOs for go to market test of awarded cases (products/services) <p>This action could also be a methodology to design, develop, produce, and market local cultural offerings to grow and reach bigger markets and even enter global value chains.</p>

Finding and awarding events and other CCI products / services and offerings, could be the first steps of identifying new CCI ideas that could grow and scale up, adding value to cultural & experience tourism. These local events (rural sometimes offerings) have gained the acceptance of the local public and thus they could become larger, bigger and scaleup. The criteria and the parameters that must be analyzed are:

- The core of the CCI offering
- Venue and physical context
- Digital aspects and potential scaleup in digital form
- Marketing: Target market, distribution, pricing, etc.
- Systemic approach: what sectors are affected by this offering? How this offering links with the local and regional development? New entrepreneurship, innovation, and inclusive growth?

Co-developing these new offerings in the context of Adrion could boost the areas innovativeness and CCI for tourism industries growth.

Proposed tools/schemes

- ✓ Use of various media (local promotion, social media, inspirational storytelling with testimonials, transnational partnership promotion)
- ✓ Raising awareness events (talent activation events, open inclusive beginners' events)
- ✓ Involvement of local stakeholders
- ✓ Connect and share with other local initiatives
- ✓ Launch call for ideas addressing CCI with potential for sustainable tourism
- ✓ Experts' activation on three main areas
- ✓ Transnational promotion for best ideas (go to market, network activation)
- ✓ Promotion of CCI4 ideas (go to market) leveraging on partnership service providers
- ✓ Highlight transnational successful business models
- ✓ Network of coaches
- ✓ Professionalization of coaches

Responsible Authority

CAST Initiative
Business Support Organizations

Other Stakeholders involved

Local authorities
Business Associations
Public Institutions in Cultural and Creative sector
CCI, Tourism sectors and stakeholders

Timeframe

The action can be implemented once a year with the following timeline:

- October-November: Award event (4 months for preparation)
- March: Bilateral exchanges
- May: results input for next cycle

<i>Category cost</i>	<ul style="list-style-type: none"> - Costs for Staff and venue - travel costs - awards costs - communication/promotion costs - designing and implementing transnational offerings
<i>Resources</i>	0.5-1 million € /year
<i>Funding sources</i>	Funding EU (+IPA) projects, sponsors, local public funds, fees from participants, national minister of tourism
<i>Implementation area</i>	Regions in Adriatic-Ionian area

The Responsible Authorities that will implement the above mentioned proposed actions should carry out monitoring, evaluation and impact assessment as part of the implementation phase. A monitoring process should be prepared to make sure that the action plan is implemented according to its goals and values. Each Implementing Authority will be responsible for monitoring the implementation of the refereed actions in the context of this Action Plan to monitor the progress and define the impact. In conclusion, all responsible authorities should assess the performance of the implemented action plan based on effectiveness, efficiency, relevance and coherence.

5 Communication Strategy

The mechanisms and tools that will be exploited by project partners for promoting the current Action Plan to targeted stakeholders will be the key to its success. Both CAST Initiative and ADRION Observatory, that was established by the MOU among public and private actors of the cultural and creative sector in ADRIATIC IONIAN region, can promote Action Plan. As CCI4Tourism is completed and there will be no resources for the implementation of the communication strategy, it could be incorporated into the strategies of project partners, stakeholders and related ecosystems. The strategy for the promotion of the proposed actions to targeted stakeholders will include the following steps:

❖ STEP 1: STAKEHOLDERS MAPPING

During this phase each project partner will conduct a thorough stakeholder analysis to identify the stakeholders of their region that could be responsible of implementing the above proposed actions. In the context of this analysis project partners will

leverage on the corresponding analysis conducted within CCI4Tourism project in relation to identifying relative stakeholders in both sectors. The aim of stakeholder mapping will be to identify those that have significant power to impact decisions, timeframes and outcomes and therefore facilitate the process of proposed actions; inclusion in regional/national strategies or policy papers. ADRION Observatory could play an important role in this step through its network as the members of the Observatory could act as responsible authorities for the proposed actions.

❖ **STEP 2: IDENTIFY COMMUNICATION APPROACH FOR EACH TYPE OF STAKEHOLDER**

Following the identification of the targeted stakeholders, the available communication tools should be mapped and choose the appropriate methods and technologies for successfully approaching the stakeholders. The communication methods will be more targeted and will include mostly

- **communication events** in which the stakeholders will be informed about the proposed actions as well as the good practices and pilot actions implemented within CCI4Tourism project.
- **b2b meetings** with targeted policy makers to discuss more detailed information

❖ **STEP 3: IMPLEMENTING STAKEHOLDER MANAGEMENT PLAN**

The most important step that project partners should follow is the application of the proposed plan, that is the implementation of the communication activities planned.

The results of these activities should be that the stakeholders will be able to identify the link of the proposed actions with the strategy of their organization, get ideas for the specification of the axis of their strategy, be aware of the benefits of the implementation of these actions and informed for alternative funding sources.

❖ **STEP 4: MONITORING THE PROGRESS OF THE IMPLEMENTATION OF STAKEHOLDERS ENGAGEMENT PLAN**

Project partners should monitor the progress and evaluate the impact of the communication activities. The evaluation should focus on the success of the communication intervention that should be the inclusion of part of the proposed actions on strategies or policy papers of the organizations.

Project partners should continue contacting stakeholders after the implementation of the communication plan for getting feedback of the progress and the impact and giving more clarifications if needed that will facilitate the application of the proposed action plan in the project partners' regions.

