TEXTOUR

Social Innovation and **TE**chnologies for sustainable growth through participative cultural **TOUR**ism

WP2 Deliverable D 2.4

Roadmap for Cultural Tourism development

Contents

1 Technical description

1.1 About the project

Grant Agreement number	101004687
Project acronym	TExTOUR
Project full title	Social Innovation and TEchnologies for sustainable growth through participative cultural TOURism
Call	SOCIOECONOMIC AND CULTURAL TRANSFORMATIONS IN THE CONTEXT OF THE FOURTH INDUSTRIAL REVOLUTION (H2020-SC6-TRANSFORMATIONS-2018-2019-2020)
Topic	**TRANSFORMATIONS-04-2019-2020** Innovative approaches to urban and regional development through cultural tourism
Type of action	Innovation Action (IA)
Lead beneficiary	Fundación Santa María la Real **FSMLR**
Other beneficiaries	• UNINOVA-INSTITUTO DE DESENVOLVIMENTO DE NOVAS TECNOLOGIAS·ASSOCIACAO **UNINOVA** • TECHNOLOGIKO PANEPISTIMIO KYPROU **CUT** • FUNDACION **CARTIF** • FONDAZIONE LINKS - LEADING INNOVATION & KNOWLEDGE FOR SOCIETY **LINKS** • UNIONE REGIONALE DELLE CAMERE DI COMMERCIO, INDUSTRIA, ARTIGIANATO E AGRICOLTURA DELLA LOMBARDIA **UCL** • NARVA LINNA ARENDUSE JA OKONOOMIKA AMET **NARVA CITY** • **NARVA GATE OU**

- INSTYTUT EKOLOGII TERENOW UPRZEMYSLOWIONYCH **IETU**
- ARBEITSGEMEINSCHAFT DEUTSCHE FACHWERKSTADTE EV **ADF**
- VAROSKUTATAS (METROPOLITAN RESEARCH INSTITUTE) KFT **MRI**
- NETZ·MEDIEN UND GESELLSCHAFT EV **NETZ**
- ISTRAZIVACKI CENTAR ZA PROSTOR **CSR**
- GAIA-HERITAGE **GAIA**
- **CULTURE AND TOURISM DEPARTMENT OF RIVNE REGIONAL STATE ADMINISTRATION**
- COA PARQUE· FUNDACAO PARA A SALVAGUARDA E VALORIZACAO DO VALE DE COA **CÔA PARQUE**
- ALMA MATER STUDIORUM • UNIVERSITA DI BOLOGNA **UNIBO**
- FONDAZIONE **ICONS**

1.2 Document information

Deliverable	WP.2 Deliverable D 2.4
Content	Roadmap for Cultural Tourism development
Planned delivery date	M13 (2022 / 01 / 31)
Due date of deliverable	M18 (2022 / 06 / 30)
Lead beneficiary	FSMLR
Other beneficiaries	UNINOVA, CARTIF, IETU, MRI, GAIA, UNIBO
Author (s)	Lucía Delenikas Ifantidis **FSMLR**
Contributor (s)	Daniel Basulto García-Risco **FSMLR**

1.3 Document dissemination level

Type	Description	
PU	Public	**X**
CO	Confidential, only for members of the consortium (including the Commission Services)	
CI	Classified, as referred to in Commission Decision 2001/844/EC	

1.4 Document history

Version	Date	Authors	Description
1	21/04/2022	Aliaga de Miguel, H. **FSMLR**	First draft
2	17/06/2021	Aliaga de Miguel, H. **FSMLR**	Second draft
3	29/06/2021	Delenikas Ifantidis, Lucía **FSMLR**	Final version
4	20/07/2023	Delenikas Ifantidis, Lucía FSMLR	PR2 review
5	30/06/2024	Delenikas Ifantidis, Lucía FSMLR	PR2 2nd review

1.5 Disclaimer

This document is the property of the **TExTOUR** Consortium.

This document may not be copied, reproduced, or modified in the whole or in the part for any purpose without written permission from the **TExTOUR** Coordinator with acceptance of the Project Consortium.

This publication was completed with the support of the European Commission under the Horizon 2020 research and innovation programme. The contents of this publication do not necessarily reflect the Commission's own position. The documents reflect only the author's views and the Community is not liable for any use that may be made of the information contained therein.

1.6 List of abbreviations and acronyms used

Acronym	Description
CT	Cultural Tourism
CT-Labs	Cultural Tourism Laboratories
DPO	Data Protection Officer
DPO	Data Protection Officer
EC	European Commission
EU	European Union
FSMLR	Fundación Santa María La Real
GA	Grant Agreement
GDPR	General Data Protection Regulation
IA	Innovation Action
KER	Key Exploitable Result
KPI	Key Performance Indicator
NST	New Scalable Territory
PPPP	Public Private People Partnership
UN	United Nations
WP	Work Package

2 Executive summary

Following the directives of the TExTOUR Grant Agreement Nbr 101004687, the intention of this deliverable is to elaborate a Road Map to develop Cultural Tourism in areas with high potential CT development as for those identified by our Project based on their cultural/natural/industrial capital. According to the results obtained in WP1 and concluding the work performed in WP2, this deliverable will pave the road for the work to be performed in subsequent WPs. Furthermore, a framework for integration of various CT aspects and a definition potential innovative approaches to CT will be proposed and discussed. Once approved, it will be launched trough the TExTOUR website and disseminations channels.

With several TExTOUR Partners participating in fellow projects, compiling best practices, lessons learnt and further know-how can only help in making our proposals more focused and accurate to the Pilots realities.

This Roadmap will be try to establish a coherent transnational tourism development methodology identifying the specific needs of each site with the aim of supporting local companies and SMEs who would want to seize new market opportunities related with CT. As such, it will be part of the TExTOUR KERs developed in WP6.

There is no better starting point in defining a Roadmap for Cultural Tourism than to reflect on the words of authors Solikhah, Tunjungsari and Mulyawan (2020) when they express that:

> *To improve the quality of tourism activities and anticipate the negative effects of mass tourism, the development of priority destinations must use **the concept of sustainable tourism approach that takes into consideration the impact on the environment, social, cultural, economics for the present and the future for local communities and tourists**.*

While TExTOUR Pilots are not priority destinations but mainly with less attractive and less known areas that need development, the final objective of our Project cannot be more appropriate.

In order to achieve this objective, the present deliverable will collate the results achieved both in WP1 and WP2 and layout the overall Plan of Approach for the rest of the WPs. This will lead the way from the developing of CT strategies and actions

in a way that they can be properly monitored, improved, communicated, disseminated, exploited and up-scaled.

Furthermore, we will provide a framework to pursue Public-Private People Partnerships in order for the Pilots to ensure sustainable, long-term funding and support for the Actions deployed during TExTOUR obtaining the know-how that will allow them to be independent in the future.

2.1 Referenced documents

Document name	Reference number
TExTOUR – Annex 1 (part A): Description of the Action	Grant Agreement no. 101087596
TExTOUR smart strategies and ICT requirements v1	Deliverable D3.3
TExTOUR recommendation and guidelines for CT development	Deliverable D3.4
TExTOUR smart strategies and ICT requirements v2	Deliverable D3.5
TExTOUR – Report on quality control and supervision of the implementations	Deliverable D5.2
TExTOUR – Interactive map of scalable territories	Deliverable D6.4
TExTOUR - Policy recommendations, up- scaling and replication strategy	Deliverable D6.5
TExTOUR - Policy Recommendations version 2	Deliverable D7.12

3 Introduction to the Roadmap

Our Roadmap, as in most enterprises, is driven by a set of general characteristics that define it, make it unique and to which it adheres. These general drivers for all our project endeavours are the Mission, the Vision and the Values.
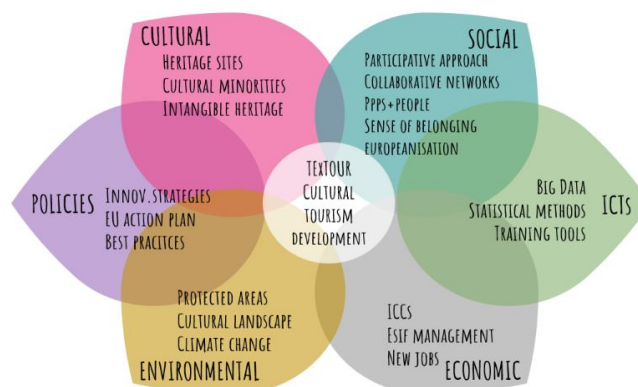
3.1 Mission

TExTOUR aims at assessing the potential of poorly known regions and sites, identifying categories of these potentials and elaborating models of their activation and promotion. This model will propose strengthening these regions through the customization of the offer and through the development of methods and tools as well as following a CT-Lab approach, based on the co-creation of solutions through the involvement of policy makers, practitioners and other concerned stakeholders (local enterprises, public organizations, neighbours, associations, etc.) since the initial phase of the project.

3.2 Vision

To test and validate replicable modular strategies and tools for the development of less known, remote or peripheral areas based on their cultural tourism potential. The design of the strategy applies social innovation criteria in all the co-creation processes, ensuring the engagement of all related cultural tourism stakeholders. TExTOUR identifies 8 Cultural Tourism Pilots as replicable challenged areas where Cultural Tourism Labs (CT-Labs) will be set up to test and validate the envisaged strategies and tools for cultural tourism development.

3.3 Values

4 TExTOUR Key Goals

Together with the Mission, Vision and Values, we should never lose sight of the following UN's Sustainable Development Goals to guide our Roadmap:

SDG 5. Gender equality. The involvement of male and female personnel contributes to the inclusion of men and women's needs, perspectives, behaviours and attitudes which can all help in a higher quality in produced knowledge, subsequent technologies and innovations. Hence, ensuring a gender balance and promoting the participation of women not only in all tasks of the project but, through the Gender Auditor (MRI, Hanna Szemzo), the effort will be assessed and evaluated in the "Equality and Diversity Plan".

SGD 8: Decent work and Economic growth. TExTOUR, innovation statistical methods, tools and indicators beside the qualitative concepts will be applied to measure and understand the impact of cultural tourism to encourage economic growth and employment.

SDG 9: Industry, innovation and infrastructure. With the help of state-of-the art technologies applicable to CT, the project will be able to deliver a high standard quality product that will enhance the experiences of connection to the environment, give a better perspective into the history of the places and improve the offerings locally.

SDG 10: Reduced inequality. Social Innovation focus on policies and practices for smartly distribution of tourisms in unconventional and well-known cultural destinations.

SDG 11: Sustainable cities and communities. By means of the information collected along the project tasks and specifically from the CTY-Labs, a holistic and multidisciplinary perspective will be put in place to engage local communities in the development of sustainable engagement plans which will help to address sustainable cultural tourism appropriately.

SGD 17: Partnership for the goals. The project is fully aware that nobody can deliver a product or an offer in an isolated way. Therefore, taking advantage of the multicultural, social, technological and human know-how with the project. It is important to seek for further local input to make strategic recommendations about

tourism policy at the local, regional and cross border level with the "person-centred approach" as guiding principle. This will allow to set up the new cultural tourism partnerships which will define innovative strategies and social methods to develop a sustainable local offer.

5 Theoretical Framework of the TExTOUR project

The scheme of elements that form the backbone of any strategic plan, no matter what the origin is, are:

- **Vision.** Definition of the main purpose of an organization.
- **Values.** Corporative behaviour shared and expected.
- **Focus Area.** High-level aspects on which to focus when striving towards the vision or goals.
- **Strategic Objectives.** Different organizational targets to achieve and deadline to comply with.
- **Projects.** Specific steps to achieve the strategic objectives.
- **KPIs**. Measurable values to monitor progress and achievements.

In the tourism industry, the main mission of a strategic plan (see the final steps of the iterative Lean-Start-Up method previously shown in Figure 1) should follow the directions of the UN's 2030 Agenda for Sustainable Development: promote prosperity while protecting the planet.

In particular, UN tourism body, the World Tourism Organization (UNWTO), defends that investments should be committed to maximize the impact creating new quality jobs (matching no poverty and decent work and economic growth goals); taking the necessary actions to combat climate change; facilitating women's economic empowerment; generating a wider impact in resource efficiency, inclusive and equitable quality education; and promoting inclusive and sustainable industrialization and foster innovation among other aspects.

Even if not always explicitly mentioned, though TExTOUR's main focus is to develop less-known areas through CT, the TExTOUR Consortium well understands and values the fact that this CT can only be developed on the basis of the existent cultural heritage at each of the Pilot sites no matter if tangible or intangible. It goes without saying that Pilots are very conscious of the importance of their cultural heritage and do their outmost to preserve, conserve and use it with extreme care. Hence, this Roadmap will display steps to implement actions related to CT while preserving the original cultural heritage.

That said, and specifically within TExTOUR, it is expected that every touristic strategic plan generates more impact than pure economic growth and minimum risk. In the

TExTOUR Pilots strategic plans, we have included aspects to help develop further the local cultural heritage (be it tangible or intangible), making it accessible to a wider audience while helping to wisely protect long-term. This should create a positive impact on the local communities and their environment.

In such less promoted, less know areas as the ones where our Pilots come from, TExTOUR should be the trigger to indeed generate and favour economic profitability, through the establishment of local partnerships that could benefit all social stakeholders. It seems, therefore, quite reasonable to link investments with it.

Based on the TExTOUR experiences, the intention is for this Roadmap to be provide guidelines on how to seek for alternative funding in order to assure long-term sustainability and positive economic return, not only for the TExTOUR Pilots but for any future replicators that would use the TExTOUR Framework. It is essential that the Pilots' strategic plans could show investors (public or private) that they are totally sustainable economically speaking.

Considering the limited resources of a project (people, time, money, etc.) it is of key importance to put in place long-term strategies, follow them up and analyse the results obtained. Hence, it is the project's responsibility to establish, define and provide the tools for the Pilot communities to continue the tasks launched.

6 TExTOUR´s Roadmap for CT Development

6.1 Detailed explanation

Given the knowledge developed so far in TExTOUR and through some of the Lean concepts (used hereby as a framework and which will be used loosely in different parts of the project), this should be – in a nutshell - our Roadmap:
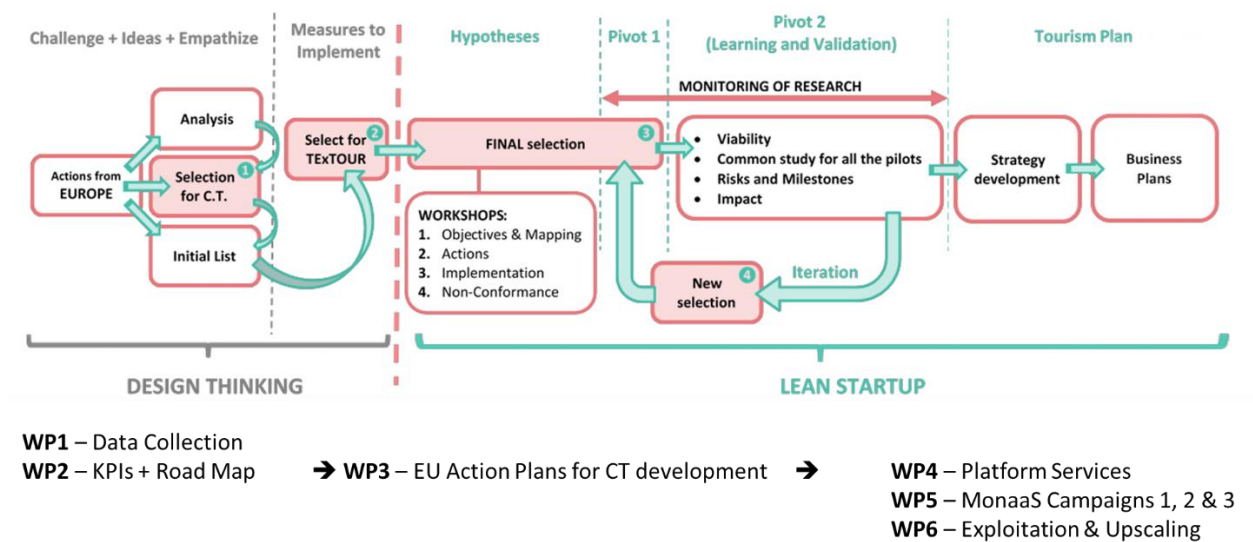

Figure 1 – Roadmap to CT development (image FSMLR)

Following the Lean Methodology, we have divided our Roadmap in two phases. These two phases were comprehended with the work packages mentioned at the side:

- **Design Thinking Process**   WP1 – WP2 – WP3
- **Lean Start-up Process**   WP3 – WP4 – WP5 – WP6

It must be understood that the relation to the TExTOUR WPs is only meaningful for TExTOUR. Nevertheless, any further opportunity of replicating this Roadmap can consider the two phases as main structure and sub-divide later according to their own requirements.

The **Design Thinking Process** phase comprehends two areas of research based on:

- **Data Collection**
  - Defining the Pilots challenges and ideas on developing their territory around their existing cultural or natural assets.

- o Collect existing procedures, tools or strategies developed in relation with CT, heritage resources and heritage-based tourism across Europe that could best apply to the Pilots' challenges and ideas.
  - o Define indicators that could be measured the potential efforts to be engaged on throughout the project.
  - o Analyse and select the more suitable strategies and measures.
- **Co-participatory Approach**
  - o Identify different local organizations and stakeholders (private or public) with interests in developing strategies with socioeconomic impact in the community based on CT.
  - o Develop bottom-up and participatory approaches for the methodology.
  - o Pursue a strong dialogue with the Pilot representatives and their related stakeholders in order to build identity, sense of belonging, social cohesion, pride and integration.

Figure 2 – The TExTOUR participatory Co-design process elements (image UNIBO)

As a clear break-through innovative approach, TExTOUR has considered local citizens not only considered users or receivers of the project's outcome but main drivers for the long-term sustainable deployment of its solutions and key engaged partners in the development and management of public policies for a certain territory, let alone, social and economic development in that territory. Nobody can help better their own community that the local people belonging to it. Hence our close work through the different Pilot cases.

This process of engaging local communities is of key importance in the collection of bottom-up data which help complement the top-down designed data both from a quantitative and qualitative (semi-structured interviews and focus groups) points of view.
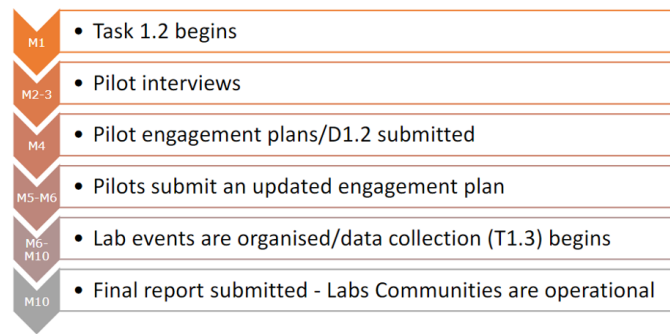
Figure 3 – Data Collection Process

With the thorough input provided during the co-participatory data collection workshops that took place as part of WP1, WP2 concentrated in defining those factors and features that strengthen potentials or constitute development barriers for CT and finally formulated the KPIs which were validated by all experts impacted (WP3 and WP5).

The **Lean Start-up Process** phase collects the outputs produced in the **Design Thinking Process** phase through a series of steps:

1. **Hypotheses**: involved the selection of CT-Labs Actions to be developed in the project. This covers most of the co-participatory approach.
2. **Pivot 1**: Once the CT-Labs Actions were selected an overall validation of the Actions against TExTOUR's domains and economic feasibility are performed to defined the ultimate list of Actions to be deployed. This step will be repeated if the different Monitoring Campaigns show deviations.
3. **Pivot 2:** Performs the series of Implementation monitoring campaigns (monitoring of research) to verify the validity and progress of the Actions against the KPIs defined.
4. **Tourism Plan:** Concurrently to steps 2 and 3 above, CT-Labs will be working on developing business plans for each of their Actions in order to ensure long-term sustainability. If changes occur during Pivot 1 or Pivot 2 steps, Tourism Plan activities will be also reviewed.

These four steps are thoroughly described in the following paragraphs. As shown in Figure 1, the transition body that helps connect both phases in the Roadmap. The next two Figures show how the **Hypotheses** step is conformed:
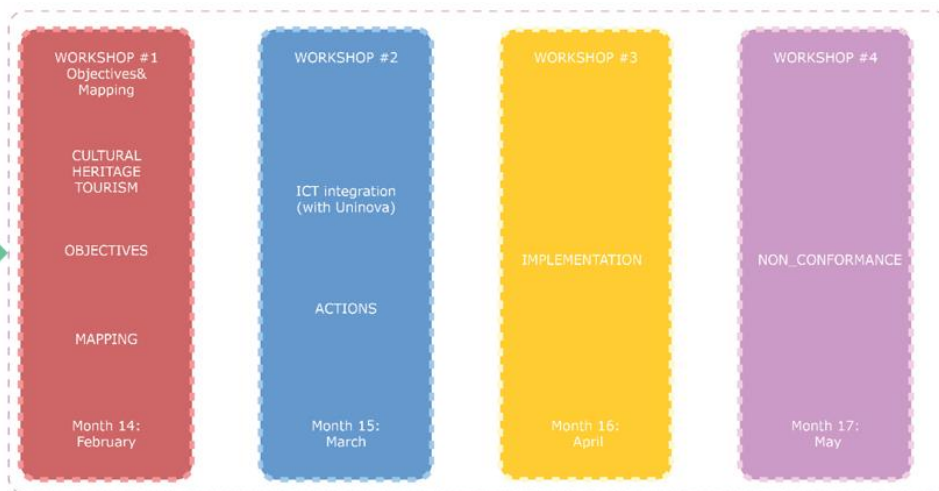
Figure 4 – EU Action Plans for CT Development Process (image UNIBO)

Figure 5 – Co-development process steps connecting the different components of the Participatory CT Development Strategies and Action Plans (image UNIBO)

Following a Business Model Canvas process, strategies will be defined and mapped to the Pilots potential list of Actions (Workshop #1). Once this is achieved, the process will concentrate on defining the services required to track progress and visibility of the Actions to be deployed. This will happen in close collaboration with WP4 (Workshop #2). Furthermore, implementation plans for the finally selected Actions will be developed (Workshop #3). Finally, Pilots and experts will sit together to define viability of the Actions taking into consideration budget and potential

alternative funding (Workshop #4). Thus, the final list of Actions to be deployed under TExTOUR will be put in place. This last Workshop is part of the **Pivot 1** step.

In parallel, the ICT TExTOUR Platform will be building services of interest for each of the Pilots (points of interests, maps, events, visitors surveys, etc.). All services developed in the TExTOUR Platform can be used long-term for similar replicators if so they choose.
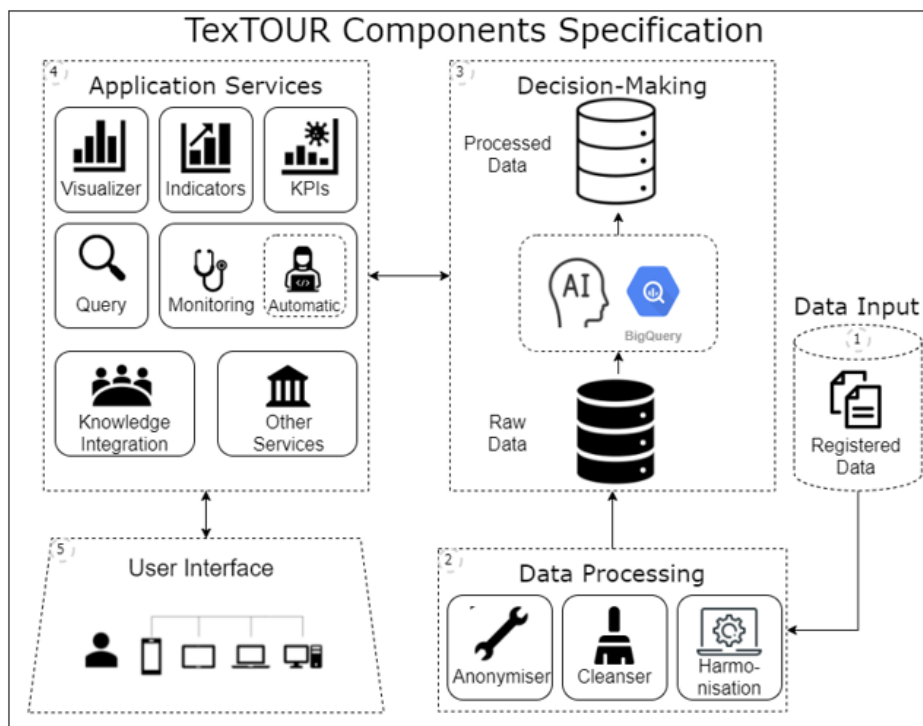
Figure 6 – TExTOUR ICT Platform (image UNINOVA)

Once the final set of Actions per Pilots is defined, their implementation process starts (**Pivot 1**, **Pivot 2** and **Tourism Plans** steps). At this stage of the process, Pilots will start to be called CT-Labs.

Pivot 2 step is all about monitoring the research by applying the methodology defined by the project (Measurements, Strategies, Actions) as part of WP1, WP2 and WP3 and will be the input to the **Tourism Plans** step which will be all about the exploitation and upscaling of the CT strategies.
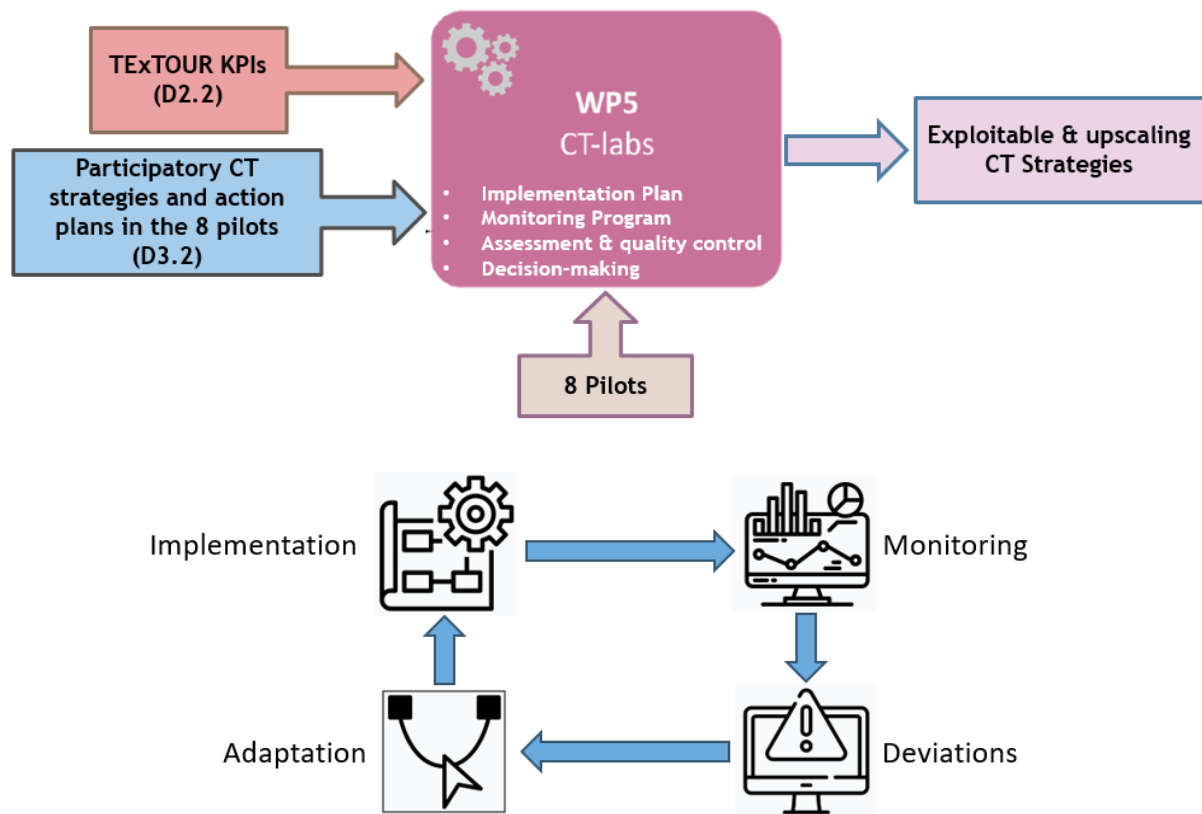
Figures 7 & 8 – CT-Labs Implementation Process (image CARTIF)

An Action-monitoring system will be put in place defining "campaigns" that will check on progress for the duration of the project (at least three of them).

The KPIs defined in Design Thinking Process phase will be the central pivot around which the monitoring of the implementation of the CT-Labs Actions will revolve. The results of the monitoring process will be made available through the TExTOUR ICT Platform. This monitoring process will consider baseline values, target values and EWIs (Early Warning Indicators) defined for each of the KPIs selected by each CT-Lab to track progress on their Actions' implementation. Data will be provided (when not available online) by the same CT-Labs. An application will be developed to track KPI and indicate deviations. During each "campaign" results will be analysed and measures taken to correct or improve results.

In parallel, experts and Pilots work on the Key Exploitable Results (KER). Finally, two more have been identified to the ones already appearing in the GA. All KERs will be

monitored by different Consortium partners. KERs play an important role in defining the products and services that will be part of TExTOUR's innovation plan.

KER1 - Framework for participatory co-design.
KER2 - Cultural Tourism Methodology for data collection & toolkit.
KER3 - Road map for CT development
KER4 - EU Action Plan for CT development.
KER5 – TExTOUR Platform.
KER6 – Business and Governance models for replication.
KER7 - Network of Pilot sites
KER8 - Vademecum for tourists and residents (Pilot 1-Crespi)

Figures 9 – TExTOUR KERs (image LINKS)

The CT strategies and Actions put in place by the CT-Labs are all accompanied (each) by their respective Business Plan, building thus the last part of the Figure 1 Tourism Plan. These Business Plans are important to keep focus on the economic side of the implementation but even more to help stakeholders, responsible for the sustainable long-term effort, keep the Actions alive, understand that – potentially – additional / alternative funding might be required so that they can already plan and work on these topics. An extensive chapter will develop further on the topic of building PPPPs (Public-Private People Partnerships).
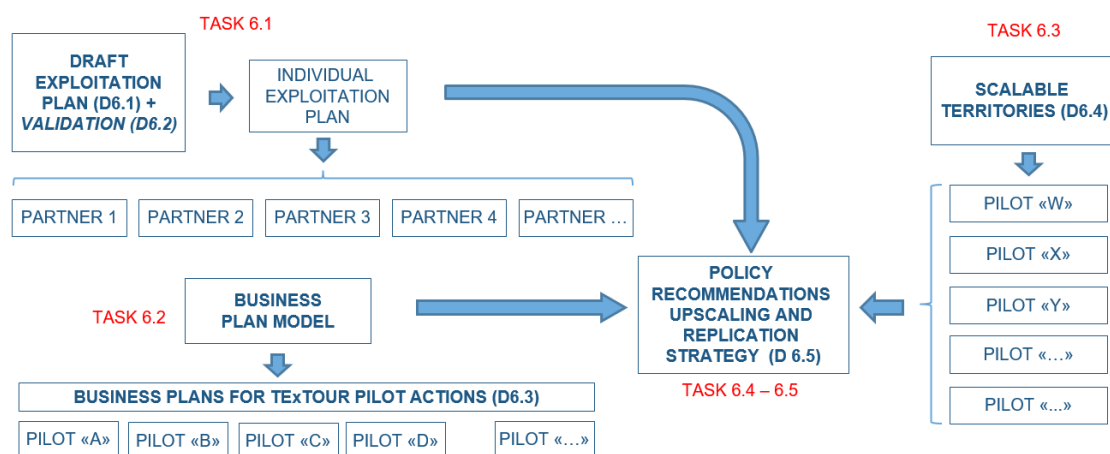
Figures 10 – Exploitation & Upscaling Process (image LINKS)

This overall experience will help establish the basis for the scalability and exploitation process for the TExTOUR's results.

Further explanation of the overall Exploitation and Upscaling process can be found in deliverable D6.4 which will be made available both in TExTOUR's website and in the CORDIS repository.

6.2 Innovative aspect of this Roadmap for CT development

It should have not gone underseen that this Roadmap is not mentioning specifically the Pilots involved in the project. The reason for this is that this Roadmap is built with the innovative idea to be able to be exploited and up scaled widely during and after the TExTOUR timeline, not only by the original Pilots but also by those replicators to be included as part of the Exploitation and Upscaling Process during the project.

The TExTOUR Project Framework has been developed in such a flexible way that it can be used – as created – by multiple different replicators (being either the Consortium Pilots or the new scalable territories to be engaged later in the project). This is one of our goals in innovation: adapt existing successful initiatives in such way that can be used in different scenarios.

Taking into consideration that the TExTOUR Pilots are based upon very diverse heritage resources: cultural and natural, urban and rural, tangible and intangible, European and non-European, the innovative challenge of the project is to come up with a holistic solution (methodology, processes, strategies and tools) able to fit most scenarios.

While in general terms, many of the processes used in the TExTOUR project might not be considered state-of-the-art per se, the innovation lies in the way the different components have been intertwined to:

- Use existing proven solutions deployed in well-known CT sites
- Adapt them to be implemented with the realities of less-known, less-developed areas
- Adapt them to be deployed in sites where CT is based on different types of Cultural Heritage
- Offer a flexible set of solutions (methodological and technological) that:
  - o can be deployed for different CT scenarios
  - o can be self-sustainable long-term

6.3 TExTOUR Pilots

As explained in the Grant Agreement, TExTOUR consists of 8 Pilots. It has to be understood that within TExTOUR we loosely use the denomination "Pilot" and "CT-Labs" indifferently. During the execution of the project, it became clear that monitoring the execution of Actions for 8 Pilots would only allow the deployment of (maximum) 3 Actions per Pilot.

This is what is explained in the figure below based also in the definitions of the Pilots in the Grant Agreement.

PILOT IDENTIFICATION		ACTIONS PERFORMED IN TExTOUR
PILOT 01. **UNESCO site** **Crespi d'Adda** Lombardy Region (Italy)	Crespi d'Adda is a genuine, ideal and picturesque village, built by the Crespi Family in the 1800s and 1900s for the employees (and their families) of the textile factory that stands right next to the village. **UNESCO World Heritage List in 1995.** The village is the perfect model of an architectural complex that illustrates a rather significant historical period: that of the birth of Italy's modern industry. The main objectives in the proposal are: a) Increase the visibility of the site and improve the experience for tourists. b) Preservation and stimulation of the local economy and tourism, through the production and marketing of new services. c) Preservation of the industrial and cultural landscape. d) Raising people's awareness of the initiative of the cultural landscape. e) Establishment of an integrated management with the other UNESCO sites of the Lombardy Region (i.e. integrated ticketing). f) Creation of the political framework and further EU programs (ERDF, cross-border program).	Action #1.1: Green and blue routes Action #1.2: Permanent consultation table on CT Action #1.3: Vademecum for developing consciousness of citizens and tourists Action #1.4: Digital services for CT
PILOT 02. **Narva** (Estonia, Rusia)	Narva focuses on the post-industrial Kreenholm district, and includes also its socio-cultural and economic effects on the city and cross-border scale. Located in north-east Estonia, Narva is a border-town to Russia. Narva Kreenholm is a remarkable textile industry complex from mid-19 th century, which did grow significantly during Soviet regime. The collapse of Soviet Union and global shift of textile industries generated a large share of vacant spaces of the Kreenholm district (about 30 ha), which is extensively part of high-value cultural heritage. More than 90% of Narva residents are Russian speaking, which brings cultural tourism together with minority dynamics and memory, entangled to sense of belonging and Europeanisation in shifting political regimes. The main objective is to pursue the revitalization with a cross-border approach by: a) carrying out of public engagements with different stakeholders to understand spectrum of heritage values and potentials entangled to cultural legacies and tourism services; b) generating living-labs events that combine diverse fields of creative industries (film, augmented reality, design) and Narva cultural settings in working out and up-scaling the existing cultural tourism services; c) advancing the up-scaling effects of cultural tourism through the concrete developments of Kreenholm infrastructure and related socio-cultural capacities; d) mapping and enrolling of Narva Kreenholm complex and Narva city as important post-industrial heritage and cultural tourism node in trans-regional and international platforms	Action #2.1: Light installation in the building of Joala factory Action #2.3: Thematic tours at the district of Kreenholm

PILOT IDENTIFICATION		ACTIONS PERFORMED IN TExTOUR
PILOT 03. Transnational cultural landscape of **Umgebindeland** (Germany, Poland, Czech Republic)	The "Umgebindeland" includes the Neißeland to the north, the **UNESCO European city of Görlitz / Zgorzelec**, Northern Bohemia and the Polish area of Bogatynia. Historically developed in the late Middle Ages and characterized by modern industrialization offers a strong yet underutilized potential for CT and the development of structurally weak border regions. There is no uniform and coordinated tourism concept to make effective use of the structural funds provided by the EU. This requires a heavier weighting of tourism as an economic potential based on its industrial past and a stronger protection of listed historical buildings and industrial monuments and the valuation of the cultural landscape. Networking with the neighboring regions in the state of Brandenburg, Poland and the Czech Republic also plays an important role.	
	The main needs are: a) Preservation and stimulation of the local economy and tourism through the production and marketing of regional and ecologically high-quality products (local textile industries) b) Inclusive economic perspectives for minorities by raising touristic offers c). Preservation of the "Umgebindehäuser" and the natural and cultural landscape. d). Raising people's awareness of the initiative of the cultural landscape e) Establishment of an effective tri- national management. f). Creation of the political framework and further EU programs (ERDF, cross-border program).	Action #3.1: Activities in and around the Umgebindehouse Action #3.3: Umgebindehouse database Action #3.2: Trinational Umgebindehäuser-road
PILOT 04. European Cultural Route of VIA REGIA : **RIVNE** (**Ukraine**, Belarus, Poland, Germany, France, Spain)	The VIA REGIA is the oldest and longest road link between the East and the West of Europe connecting 8 countries from Russia and Ukraine to the Atlantic coast of Spain. The VIA REGIA organization is centered in this project to help out RIVNE. Within the frame of the project smaller and less-known cultural heritage sites in the Rivnenska region of Ukraine and its connection with Belarus should be clustered into cultural touristic packages. These should be bound to more popular entry and exit points and should be addressed to individual motor tourists in the Ukraine, Belarus and the EU. We want to strengthen the trans-national and the regional and local cooperation on cultural tourism to promote less development territories as a means to foster the European feeling of belonging by a cultural initiative that crosses all of Europe. Needs identified: a) to upgrade poor public infrastructures, b) to enhance and create new tourism services, c) actors training to cope with poor knowledge of traveller needs, d) missing material (promotion, communication).	Action #4.1: Creating a holistic tourist offer 'Via Regia: Ostroh' Action #4.2: Dubno town: recovery of fair traditions Action #4.3: Creative Cluster in Derman-Ostroh National Nature Park to strength inclusion of internal refugees in local communities
PILOT 05. **TREBINJE** (Bosnia-Herzegovina, Montenegro, Croatia)	Since ancient times Trebinje has always been on the frontier between powers and intersection of trade routes, which has marked its urban structure, ethnics and co-living culture. In the inner part of the city there are archeological sites from roman period that have remained underground and undiscovered. The cultural diversity has not been recognized as a value that has been neither used in order to enhance tourist offer and bring people together. Two decades after the war of 90es, the conditions for reconciliations in common cultural heritage are created. Heritage is no longer reduced to national and religious symbols but it has become an element for tourist development and consequently for local community empowerment. Despite the efforts to promote the city as a tourist destination, which has resulted in the higher number of tourists, Trebinje is still significantly less developed in terms of cultural tourism compared to neighbours Dubrovnik or Kotor. TExTOUR will manage the triangle of the 3 cities in order to redirect tourist flows, boosting its CT development while decongesting overloads areas within a critical carrying capacity condition, in a collaborative symbiosis beyond borders and historical disagreements. Current situation: a) lack of understanding of common and universal values of cultural heritage (primarily being used as a tool for national identities construction), b) heritage fragmentation and its selective promotion undermining a joint tourism development, c) need to change of the mind-set on the level of general public and decision-makers and raise awareness on multiples roles that cultural heritage may play (long- term), local event in pilot site (short-term), e) lack of data, especially smart and open data, so to collect and generate more useful data and help local stakeholders, cultural and tourism managers in the decision processes is needed.	Action #5.1: Small School of Gastronomy Action #5.2: Magic of Trebinje Villages (STILL IN PROGRESS) Action #5.3: Start!Art Festival

PILOT IDENTIFICATION		ACTIONS PERFORMED IN TExTOUR
PILOT 06. **Tarnowskie Góry** Upper Silesia Region (Poland)	Tarnowskie Góry has been one of the most important industrial centers since the 16th century. It owes its establishment and fame to the silver, lead and zinc ore mining. Tarnowskie Góry started very early to use steam technology in underground drainage. The post-mining heritage of the Tarnowskie Góry and its surroundings belongs to the Industrial Monuments Route, based on the tangible and intangible industrial heritage of the region of Silesia. The **Tarnowskie Góry** Land Lovers Association managed in 2017 to get all this underground complex, including drainage system and water supply infrastructure, and numerous cultural landscapes **inscribed on the UNESCO World Heritage List**. Historic post-industrial facilities can be an important factor in strengthening regional cultural identity, the development of CT and a CT network. The needs identified in the area relate to: a) exchange of experience with other similar centres or areas, b) scientific research in the field of the impact of post-industrial cultural tourism on the quality of the environment and assessment of the cultural landscape as an identity impact factor, c) developing a model for managing cultural routes, d) integration of components of cultural routes with local development policy and strengthening of the involvement of entrepreneurs, e) improvement of mechanisms funds raising for revitalization, maintenance and promotion of facilities, f) creation of innovative tools and instruments to manage, promote and cooperation in the field of culture tourism within European dimension.	Action #6.1: Development of educational paths related to the cultural landscape in Tarnowskie Góry and communes covered by the UNESCO heritage (Tarnowskie Góry, Zbrosławice and Bytom) Action #6.2: Integration and information about open-air events and artistic events – the Historic Silver Mine in Tarnowskie Góry and communes covered by the UNESCO heritage (Tarnowskie Góry, Zbrosławice and Bytom) Action #6.3: Improving accessibility of tourism infrastructure by enhancing information on cultural attractions and tourism-related sites
PILOT 07. Cross border **UNESCO site of** **Vale do Coa - Siega Verde** (Portugal-Spain)	The two Prehistoric Rock Art Sites in the Côa Valley (Portugal) and Siega Verde (Spain) document continuous human occupation from the end of the Paleolithic Age, and constitute a single **UNESCO world heritage declaration**. Together they form a unique site of the prehistoric era, rich in material evidence of Upper Paleolithic occupation. The area is also integrated in the Natura 2000 protected areas network. However, the exploitation of the site does not match its great potential, and can be considered a less known peripheral resource of an inland territory. Within this common situation, the Spanish part is even less known and much less visited, with a markedly smaller development of services. We are facing a clear example in which cross-border synergy can be a great support for common CT development and take advantage of the attractions of international multiculturalism.	Action #7.1: The Stone Route- Meet Côa and Siega Verde Action #7.2: Ambassadors for Côa
PILOT 08. **Anfeh** (Lebanon) and **Fikardou** (Cyprus)	**ANFEH**, coastal town 70 km north of Beirut, includes agricultural land (olive trees), coastal activities (traditional fishing and remnants of salt production) and also archaeological remains, a small and important medieval chapel dedicated to the Lady of the Winds and a historic monastery (Deir al Natour), both Greek-Orthodox. In this area sea and sun Tourism is thriving and endangering its traditional trades (fishing, salt, olive and olive oil) by replacing them and providing the population with often higher revenues. The management authority of Anfeh (Hima Anfeh) has embarked in several actions aiming at relaunching the traditional salt production and at attempting to reach an adaptive tourism to the conditions of Anfeh. **FIKARDOU** is a quasi-abandoned mountain village in Cyprus. It is an excellent example of a traditional mountain settlement, which has preserved its 18th and 19th century physiognomy and architecture, as well as its natural environment. The main aesthetic quality is the integrity and authenticity of the village, which is in complete harmony with its environment. The cooperation of **Anfeh and Fikardou** through TExTOUR aims at adjusting cultural tourism through the use of modern technologies in a way that improves its contribution to the maintenance and development of places and surroundings in both villages. This cooperation will build links and will enable exchanges of experiences between the communities and authorities. Anfeh and Fikardou share important similarities: both are placed on the Tentative List of the UNESCO World Heritage which means both are aiming at a high-quality protection and management of their components that constitute their uniqueness, and both present a harmonious relationship between the built and the natural environment enabling a perspective of cultural landscape.	Action #8A.1: Label 'Made in Anfeh': Promotion of local products, digital-marketing and e-commerce Action #8A.2: Thematic visit paths through multimedia and digital storytelling Action #8A.3: Preparation for and first stages of implementation of an Art Residency Action #8B.1: Holistic Digitization and Virtual presentation of the village (tangible and intangible history): e-Fikardou Action #8B.2: Digitization of cycling and walking routes and experiences Action #8B.3: Development of a roadmap of a long-term sustainable cooperation between Fikardou and Anfeh

7 Achievements in deploying the Roadmap

According to the Grant Agreement, the main objective of the TExTOUR project is, based on the Cultural Tourism potential to:

- to assess and identify the potential of poorly known regions and sites, elaborating models for their activation and promotion in order to strengthen these regions through the customization of the offer and through the development of methods and tools based on the co-creation of solutions through the involvement of policy makers, practitioners and all concerned stakeholders.

- to co-design, validate and upscale to various levels, policies and strategies with positive impact on the socio-economic territorial development based on CT.

- to work with the CT-Labs to conceive and design collaborative work methodologies for the development of CT strategies (Actions) for their sites.

Following this compass, the TExTOUR Consortium has put in place a methodology, tools and processes to help the CT-Labs achieve improvement in their areas by deploying Cultural Tourism Actions. These Actions (also called "strategies") have been established in WP3 (as explained in Figure 5) and monitored during WP5 (as explained in Figures 7 and 8). Details of the Actions to be implemented by each CT-Lab are well documented and explained in deliverables D3.3 - TExTOUR smart strategies and ICT requirements v1 - and D3.5 - TExTOUR smart strategies and ICT requirements v2 -.

Furthermore, each of the three Monitoring Campaigns planned (September 2023, February 2024 and June 2024) will ensure that the compliance with social, environmental, technological and business objective where reached. A process was put in place in case of deviations in the initial goals and targets to reassess the achievement of the Actions. This process is performed and documented under D5.2 - Report on quality control and supervision of the implementations -.

In order to further prove the TExTOUR methodology, a call for Replicators (we name them New Scalable Territories – NSTs) was successfully completed out of which 5

NSTs have joined the project. Given that the project was half way underway, they were asked for one Action that they had in-hand that came from a collaboratory process. As the NSTs participate in the TExTOUR monthly meetings, each of them have presented their Action. Bi-weekly monitoring sessions are held with them to separately follow-up on issues with the methodology, the training material, etc. All detailed explanations are provided in deliverable D6.4 – Interactive map of scalable territories) and D6.5 – Policy recommendations, up-scaling and replication strategies-.

While engagement in the project is not similar by all NSTs (the main reason is that they get no financial support from TExTOUR), we are proud to say that some of them are actively engaging in the TExTOUR Platform and benefiting of our Communication & Dissemination process. Some of them even collaborating with each other, although results might only be fruitful after the project's finalization.

8 Useful principles and strategies

The overall objective of CT solutions and strategic plans is to **help build long-term sustainable tourism**. This is a continuous process requiring constant monitoring. Hence, they should help maintain essential ecological processes, natural resources and biodiversity while respecting host communities' sociocultural identities, existing tangible or intangible heritage; promoting intercultural understanding and tolerance; and, last but not least, ensuring that, from an economic point of view, they are really viable, bring socioeconomic fairly-distributed benefits to all stakeholders (either by potentiating stable employment or entrepreneurship opportunities) and improve social satisfaction for both host communities and visitors.

One of the most important elements in the TExTOUR Project is the **co-participatory process**. This idea of bringing together different stakeholders with different interest and points of view is nothing but enriching the overall results achieved in no matter which activity it is put in place. This is also valid within the project itself: have different colleagues validate candidly each other's work.

Another decision taken during the development of the project was to apply BOTH **top-down** and **bottom-up approaches** in decision making processes. It is surprising how academic points of view can be overruled by stakeholders' realities. For solutions to be sustainable long-term, they need to be embraced by the "end-user", if not they will fail.

Practitioners taking part in **projects** like TExTOUR are not always aware (or keep in mind) that **resources are limited**, until – unfortunately – they are confronted to the financial aspect and they need to level set their expectations. Initially, when building strategies or Action Plans, partners only focus on the cultural, social and environmental aspects of the Actions they plan to put in place. Nonetheless, the economic aspect DURING the project, but most importantly AFTER the project should be well developed and closely monitored. That's why close monitoring is performed also in the viability of the Pilots' Actions from the economic perspective making sure they understand the importance of starting to build PPPPs.

Common sense and keeping the feet on the ground is key. Being conscious of the budget assigned helps a lot when defining what can be achieved realistically during the project and what can be laid out for the future once the project is not there any longer. The Project Coordinator and the Project Manager work closely with the WP leaders and the Pilots in making sure that economic part of the project is well understood and monitored.

Pilots need to **understand** that they should use **the budget assigned** to each them it wisely taking into consideration what they can or cannot achieve:

- BEST CASE SCENARIO: all their Actions could be achieved within the budget assigned (not very realistic)
- WORST CASE SCENARIO: none of their Actions can be fully achieved within the budget assigned (also not always true)
- REAL SCENARIO: some Actions might be fully achieved within the budget assigned while other not

In that respect, the **development of Business Plans** for each of the Actions the Pilots will engage into is of key importance. Business Plans will show the viability of the Action and help the Pilots determine if they can fully deploy the Action within the Project's assigned budget or if they should use that budget to build a Concept Design and have it ready for the Action to be deployed later (when circumstances permit, other funding is available, etc.).

9 Building long-term relationships

The UNWTO's Affiliate Members Programme report about the development of tourism in emerging economies stated that PPPs play a key role as they bring together government agencies and the public sector with representatives of the whole tourism value chain under the same goals of promoting socio-economic development, sustainability, job creation and international competitiveness through tourism.

Partnerships are recognized as one of the key factors of infrastructure development and service efficiency. The nature of partnership is revealed when the public sector recognizes its dependence on other sectors and starts solving governance problems by decentralizing activity. Thus the principle of partnership is consolidated both vertically (by relating different levels of administration) and horizontally (inter-sectoral). These collaborative arrangements between government entities and private sector companies known as Public-private partnerships (PPPs) should combine the strengths of both sectors to achieve common goals while sharing risks and responsibilities.

Interventions of PPPs in CT include, among others, the offer of diverse tourism products (ex., clustering businesses together to develop touring routes, developing visit packages), marketing strategies (collaborative destination promotion, Destination management organizations), funding (ex., obtaining donor funding, crowd- funding, etc.), advertisement, human resources (ex., offer training), infrastructure (ex., new buildings), cultural heritage protection(ex. the responsible usage of heritage), governance or environmental protection.

Conscious of the limited resources a project provides to accomplish long-term strategies and actions, and the key role of long-term partnerships, TExTOUR is making its outmost to encourage Pilots to consider different alternative options to manage and fund their actions once the project is over. This should be achieved in a sustainable way by:

- keeping in mind that PPPs in the tourism sector should be drivers of the green and digital transition

- enabling and supporting greener practices, facilitating data sharing and digital innovation, and supporting R&I and skills development in all sectors and for all involved actors in the tourism ecosystem
- ensuring social commitment and engagement

The coming paragraphs are meant as a guideline into establishing PPPPs that could help Pilots and New Scalable Territories long-term.

One main take-away for the TExTOUR Pilots, is the importance of building and establishing long-term local and regional relationships that might not only finance a strategic plan but bring know-how and interesting ideas. These relationships will:

1. Help finalize implementation of not-fully-deployed TExTOUR strategies
2. Assure long-term sustainability of deployed TExTOUR strategies
3. Provide diverse resources, know-how or ideas
4. Act as a "reality-check" point in the community
5. Ensure the adherence of locals into the different efforts
6. Facilitate economic business growth

9.1 Advantages and challenges of engaging in PPPs

While PPPPs can bring many benefits, it should be noted that they should not be considered the sole means of incoming resources. Furthermore, attentive follow-up should be kept at all times to verify if the outcomes expected are being delivered. Among the advantages of establishing a PPPs, we can name:

- **Risk Transfer:** Risks associated with project financing, construction, and operation can be shared.
- **Innovation:** Private sector involvement can bring innovation in project design, technology, and management practices. Let alone ideas.
- **Lifecycle Approach:** PPPs often involve long-term contracts that cover the entire lifecycle of the project, ensuring its sustainability and maintenance.
- **Integration:** with ODS (sustainable development goals, the use of digital technologies (block chain and smart contracts), and the expansion to new sectors and regions.
- **Data Sharing:** can support better decision making and stakeholders' engagement, enhance the competitiveness and resilience of destinations and the tourism SMEs in the area. This requires creating data sharing practices and

agreement models that comply with the necessary privacy rules and respect the legitimate commercial interests of each partner.

On the other hand, when engaging in PPPs, a number of aspects should be considered:

- **Complex Contracts:** Negotiating and managing PPP contracts can be complex and time-consuming, leading to delays and cost overruns.
- **Affordability:** PPPs might result in higher costs for the public sector over the long term compared to traditional procurement methods.
- **Transparency and Accountability:** Some PPP arrangements lack transparency and accountability, raising concerns about public oversight and governance.
- **Social Equity:** PPPs may prioritize profit over public interest and exacerbate social inequalities.
- **Regulatory Framework and Policy Considerations:** vary from country to country (or even by region) and can add to the complexity of the PPP establishment.

9.2 Aspects to be considered when building PPPPs are:

Before engaging in the establishment of new PPPPs, the following aspects should be taken into consideration or define clearly:

1. Your type of organization (public or private). Depending on the type of organization there might be legal restrictions to the type of organization to assess.
2. The type of organization you will assess (public or private)
3. Your goals to engage in a certain PPPP recognizing that each sector might pursue not only common goals of the project (better quality services, development of infrastructure), but personal ones as well:
   a. Public sector laying its accounts on political and economic benefits, whereas the
   b. Private sector striving for recognition, profit, possibilities for development.
   c. Philanthropy from the private sector or government benevolence is not a reliable foundation for a partnership.

    d. Central governments decentralize some decision-making and financial power to local tiers or share them with community members and the private sector.

4. Common interests and ethics
5. The form that the PPPP will take
6. Common target results, strengths, constraints, barriers, etc.
7. Efficiency
   a. Optimal solutions required must be selected individually for a single case.
   b. Attention to deployment of limited resources (human, infrastructure, but especially financial), minimal organizational costs and efforts.
   c. Constituents that enable both the compatibility of natures of different sectors and development of partnership reaching ultimate synergy:
      i. **Needs:** for a correct preparation of plans and strategies of actions
      ii. **Political, legal, administrative environment:** to drive the possibilities of performance of the strategies of actions
      iii. **Communication:** in two directions: **between partners** (internal) and **towards the society** (external). Internal communication strengthens interrelation and trust whereas the external one enhances approval of the society for ongoing changes.
8. State-of-the-art solutions
9. Infrastructure development and service efficiency

9.3 Questions to be asked prior to engaging into PPPPs

- What are the new roles of local and regional authorities when it comes to supporting Cultural Tourism organisations and stakeholders?
- Are cities and regions currently organising participatory governance, community involvement and co-designing policies linked to Cultural Tourism? If so, how are they doing so?
- How are they addressing diversity and their needs and expectations?
- How are digital tools and opportunities integrated in the development and management of Cultural Tourism projects and initiatives?
- What are the alternative sources of funding and new business models implemented at local level to deliver Cultural Tourism activities?

9.4 Keeping PPPPs alive

When establishing a PPPP, the ultimate intent is to keep it alive as long as possible. Let's share some ideas on how best to do so:

- Do not close yourself up. Keep constant communication with your partners.
- Listen to their challenges or new ideas, and see how you can / cannot fit / help with them.
- Provide honest and candid feedback of your own experience with the PPPP. Make your challenges or new ideas known.
- Involve new stakeholders in your actions.
- Look for creative ways to solve issues
- Keep a communication line with local and regional authorities responsible of supporting CT
- Seek participation in local or regional governance, community efforts of policy making opportunities linked to CT.

9.5 Governance aspects to keep in mind

As per OECD recommendations, entities undertaking PPPs should also take in consideration its correct long-term management:

• Establishing a clear, predictable and legitimate institutional framework supported by competent and well-resourced authorities is essential for the good governance of PPPs. Regulations affecting the operation of PPPs should be clear, transparent and adaptable to changing conditions.

• The selection of PPPs should be grounded in **value for money** principles and based on a whole government perspective. The decision to choose the delivery mode should be separate from how to procure and finance the project to avoid institutional, procedural or accounting bias, either in favour or against PPPs.

• Transparency in the budgetary process is essential to minimise fiscal risks and ensure the integrity of the procurement process. This will help ensure the affordability and sustainability of the overall investment envelope.

10 Potential Risks

As in any other aspect of life, any venture we undertake is prone to be impacted by external or internal issues. Risks are always there, hence it is key to plan for them periodically.

As it goes, TExTOUR has been impacted by two major incidents:

- COVID-19 Pandemic
- Ukraine war with Russia

While the COVID-19 situation has been overcome, the project still faces the Ukraine one. Different accommodating actions have been put in place to help the Ukraine partner (RIVNE) keep up to speed with the processes and requirements from the project.:

- Meetings were recorded and uploaded in SharePoint allowing RIVNE to visualize the session at their convenience.
- Workshops were performed to accommodate their availability
- Few deliverables were delayed in include RIVNE's input.

Another potential risk worked upon relied in the possibility of NO New Scalable Territories could be interested in the project. Nevertheless, thanks to the efficient approach and process deployed as part of the Exploitation and Upscaling process, 24 different organizations have been contacted out of which five of them responded positively and they are currently participating in the project.

Social, economic/financial, personal and geopolitical aspects of the reality have been covered in the project's Risk Management Plan that can be found in the respective SharePoint folder.

11 Impacts

As mentioned in the Project GA, one of its outcomes is to develop detailed exploitation and business plans and a marketing concept for each Pilot which should, long-term, ensure widespread the project's market uptake. It will be in the best interest of partners to plan how to turn the results of the project into commercial products and business opportunities, enabling its long-term sustainability, upscaling and replication across the EU.

It is important to recognize that in order for a correct upscaling process to be put in place, business and economic plans should be developed in early stages of the project. The detailed outcome of the WP6 - Exploitation process should include such information. The Action Plans defined by each of the CT-Labs as part of WP3 will be key input to build:

1. Innovative capacity of partners on exploitation of technologies emerging from the project
2. Full scientific, social and economic potential of the project's key exploitable results
3. Viable roadmaps for the effective exploitation of Key Exploitable Results (KERs)
4. A draft of a business plan focused on the market take up of the TExTOUR open source platform
5. Envision potential possible ways of upscaling and replication of solutions offered by the project.

12 Scope of recommendations

It should be understood that – at the time of submitting this deliverable – there is a restrictive list of TExTOUR recommendations that could be provided but they can be summarized in the following topics:

- **Try to continue using the TExTOUR Framework for future Actions to be undertaken**
- **Build long-term partnerships and networks**
- **Entourage yourself with a diverse group of people:** all voices should be heard, from experts to volunteers. The wider the participation, the more fruitful the experience and acceptance of proposals long-term.
- **Engage in co-participatory processes:** avoid working in silos. The co-participation can be **internal** (project experts together with Pilot experts) or **external** (Pilots experts with local communities' organizations; Project experts with other sister projects or the different CT organizations; Project Consortium with the Advisory Board).
- **Top-down AND bottom-up approaches in decision making:** this will allow to validate the interest and feasibility of the solutions.
- **Ensure the solutions provided are flexible to cover different scenarios:** The more flexible your solutions are, the most cost effective they will be.
- **Ensure your Actions are in close relation with the needs of the community around**
- **Develop strong business plans**
- **Monitor closely both the Actions deployed and the feasibility of the Business Plans**

Further and more extensive set of recommendations will be made available as part of the following deliverables:

D3.4 – TExTOUR recommendation and guidelines for CT development (M40)

D6.5 – Policy recommendations, up-scaling and replication strategies (M45)

D7.12 – Policy Recommendations 2 (M44)

13 Changes introduced during the revision April 2024

PR2 Reviewers' commetns April 2024	TExTOUR Comments
The inclusion of the EU "Pathway to Tourism" brochure and the UNWTO brochure is not clear and the relationship between TExTOUR and the documents needs better description, e.g. at the very beginning of the document. These documents are not even mentioned in the revised deliverable, which is surprising (but accepted)	Document have been added again in Chapter 13. Content from the document has been added in Chapter 9.
The tourism strategic plans description on page 13 should at least mention heritage accessibility, enjoyment, and protection. These aspects have now been included.	
For this kind of project, it is not enough to rely only on the links to other institutions' documents to explain the aims and functioning of PPPP. The authors have to set up and explain their own application of these references. The TExTOUR approach to PPPP has been more carefully explained. However, the scarcity of references both about this kind of partnerships and concerning all the deliverable is a bit shocking . As a minimum the two previous reports from the UE and the UNWTO quoted above and the now missing links should be added to the three references quoted at the end of the document. Otherwise the credibility and scientific quality of the deliverable are debatable: o UNWTO Global Report on Public-Private Partnerships: Tourism Development. Affiliate Members Report: Volume eleven o European Commission's Transition Pathway to Tourism o https://www.oecd.org/gov/budgeting/oecd-principles-for-public-governance-of-public-private-partnerships.htm o https://www.oecd.org/gov/infrastructure-governance/public-private-partnerships/	All above-mentioned documents have been added in Chapter 13. References. Content from the documents have been added in Chapter 9
The roadmap needs clarification, especially in achieving the intended activities in terms of outcomes and schedules. These clarifications have not been provided. The achievement of activities and its outcomes must be explained in the next reporting period and will be carefully assessed by experts.	Chapter 7 has been created to cover this requirement
The roadmap has to be broken down into the eight pilot cases. This has been explained through several figures in the new deliverable. For the following reporting period it is expected to have an explanation for each of the pilots and not a general one for all of them	Sub-chapter 6.3 has been created to explain each of the Pilots and provide an explanation of the Actions undertaken by them
Explanation is needed on how the roadmap derived from the data extracted in D2.4 will be transferred to the pilot cases. This has been explained through several figures in the new deliverable.	
The final recommendations are too vague and need better explanations. They are now a little bit more detailed; their implementation and results will be assessed in the next reporting period.	Some more recommendations are added in the same chapter

14 References

Cf, O. D. D. S. (2015). Transforming our world: the 2030 Agenda for Sustainable Development. *United Nations: New York, NY, USA*. Source: https://sdgs.un.org/2030agenda

European Commission (2022). *Transition Pathway to Tourism*, DOI: https://ec.europa.eu/docsroom/documents/49498

Inter-American Development Bank, Arthur Smith (2011). Public-Private Partnerships (PPPs) for Sustainable Tourism, URL: Microsoft Word - Public-Private Partnerships PPPs for Sustainable Tourism 9 21 2.docx (oas.org)

Organisation for Economic Co-operation and Development (OECD) (nnnn). *Principles for Public Governance of Public-Private Partnerships.* URL: https://www.oecd.org/gov/budgeting/oecd-principles-for-public-governance-of-public-private-partnerships.htm

Organisation for Economic Co-operation and Development (OECD) (nnnn). Public-Private Partnerships (PPPs). URL: https://www.oecd.org/gov/infrastructure-governance/public-private-partnerships/

Solikhah, N., Tunjungsari, H. K., & Mulyawan, B. (2020). Exploration of Tarung Village, West Sumba as a Part of the Road Map for the Development of Cultural Tourism Based on Sustainable Tourism Approach. In *The 2nd Tarumanagara International Conference on the Applications of Social Sciences and Humanities (TICASH 2020)* (pp. 1066-1073). Atlantis Press. DOI: 10.2991/assehr.k.201209.170

United Nations World Tourism Organization (2015). Affiliate Members Global Report, Volume 11 – Public-Private Partnerships: Tourism Development. URL: https://www.researchgate.net/publication/313220310_UNWTO_Global_Report_on_Public-Private_Partnerships

World Bank Group. (2017). *Public-private partnerships reference guide* version 2.0.

World Tourism Organization (2023), Goa Roadmap for Tourism as a Vehicle for Achieving the Sustainable Development Goals, UNWTO, Madrid, DOI: https://doi.org/10.18111/9789284424443