Network of Emblematic Mediterranean Mountains 2

Project Code: 0030380875

Transferability Diagnostic Relying on Transfer Guide

A4.1 – Implementing the EMbleMatiC tools to the new mountain

A4.1.2 – Transferring process ToR check

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Executive summary

This document summarises the whole coaching process with ANESER towards the creation of an own *Eco-itinerary* (as a physical route) to be promoted as an *Ecojourney* (touristic product) in the future. The aim of this document is to convey a picture of the state of things in Lailias-Vrontou *Eco-itinerary*, portraying strengths and weaknesses, and projecting potentialities and future possible threats. Contents from this document should feed the last step foreseen in Activity 4.1, the so-called Local Implementation Action Plan (LIAP).

After an introduction about the context of the project and a brief description of the selected area, a process of coaching ANESER alongside the EMbleMatiC-2 project is described, including the assessment field visit. The core of this document is chapters 4 and 5, which offer a thorough analysis of the ANESER proposal for an *Eco-itinerary*, including a SWOT analysis (chapter 4) as well as a detailed description of the different characteristics according to the 30 attributes of the Terms of Reference (ToR) of the Transfer Guide. The description contains a series of recommendations that ANESER might take into consideration when developing its LIAP. A template for the LIAP is provided in the Appendix.

Contents

1. Introduction

This document summarises the whole coaching process with ANESER towards the creation of an own *Eco-itinerary* (as a physical route) to be promoted as an *Ecojourney*. This tourist product is expected to align with the EMM values, approach and previous experience, according to the [EMM Transfer Guide](#) from the EMbleMatiC project.

This document therefore follows a comprehensive approach through A4.1.2 ("Transferring process ToR check"), starting with the webinars previous to the field visit, and continuing with a follow-up process of the common criteria assessment (the "Terms of Reference" or "ToR"). The author of this document coordinated the coaching process. The rest of the project partners (Pieriki Development Agency, Development Agency of the Berguedà county, and AKOMM Psiloritis Developmental) also actively participated in this process, particularly in the preparation, execution and outcome of the assessment field visit, which took place in May 2023.

The **aim** of this document is two-fold: (i) to convey a picture of the state of things concerning the conception and execution of an *Eco-itinerary* in Lailias-Vrontou mountain, portraying strengths and weaknesses, and projecting potentialities and future possible threats; and (ii) to "translate" the results of the diagnosis into specific recommendations towards the last step foreseen in A4.1, i.e. a Local Implementation Action Plan (LIAP) by ANESER.

The context

[EMbleMatiC-2](#) is a local development project relying on a more than 10 years of transnational cooperation across the northern Mediterranean basin, from Spain to Greece. Everything began with the LEADER project entitled "NETWORK OF EMBLEMATIC MEDITERRANEAN MOUNTAINS", which was successfully implemented in the framework of the Leader local program of Pieria in 2007-2013. Then, through the Interreg MED program and the EMbleMatiC project, the corporate consortium was expanded to nine (9) mountains and the involved territories were offered the opportunity to design and promote alternative tourism products (eco-journeys), based on common values and sustainable development criteria. The [EMbleMatiC Plus](#) project followed and extended the first Interreg project results by transferring the accumulated know-how through the implementation of slow tourism products, and precisely the EMbleMatiC *Eco-itineraries*, to four new mountains.

The EMbleMatiC-2 project has identified and incorporated a new mountain to the network: **Lailias-Vrontou**, represented by the **Development Agency of Serres** (ANESER S.A.). This mountain is located in northern Greece, specifically in the region of Eastern Macedonia and Thrace. The mountain, which ranges around 1,600 to 2,000 meters above sea level, is part of the Rhodope range, which extends across Bulgaria and Greece. The mountain is known for its rich biodiversity, with diverse flora and fauna. It is covered with forests, including pine and beech trees, and is home to various wildlife species. Lailias-Vrontou attracts visitors for outdoor activities such as hiking, mountain biking, and nature exploration. The mountain offers stunning panoramic views of the surrounding landscape and opportunities for relaxation in a serene natural setting. As for its cultural significance, the area around Lailias-Vrontou counts with nearby villages and landmarks reflecting the traditional way of life in the region. Visitors can explore local customs, cuisine, and architecture while experiencing the mountain's natural beauty.

Figure 1: View of the Vrontou Mountain (l.) and its location within Greece (r.) (source: Wikipedia).

2. The coaching process with ANESER.

Following the previous experience in the projects developed by the EMM Network, the transferring strategy unfolded in **three phases** to adapt the steps described within the "Transfer Guide" into a "transfer process" adjusted according to ANESER's own context or transferability potential. Prior to the enumeration of these phases, it's important to remind that the Transfer Guide contains the core of such a transfer process: the Terms of Reference (ToR) for the creation of *Eco-Itineraries*. Essentially, the ToR consists of 30 attributes devoted to 5 core topics (1- itinerary basic characteristics; 2- associated services; 3 - sustainability and ethical aspects; 4 - managerial and governance-related issues; and 5 - marketing issues). The challenge for ANESER was to show to what extent they actually or potentially cope with all 30 attributes. The ToR has been included in Appendix 6.1.

Phase 1: Presentation of the Transfer Guide & pasts achievements to the new mountain.

The first phase took place in two 2-hour webinars presented by the external expert. The first one was on February 7, 2023, and was entitled "Welcome to EMM network". The EMM Network was presented, putting the emphasis on the past achievements, the Network's shared values and common criteria for admission of members. The second webinar was held two weeks later, on February 23, 2023, and was entitled "Getting to know the Transfer Guide". The document was presented, putting the emphasis on the 30 attributes first, and then on the steps towards the implementation of an *Eco-itinerary* on the ground. Not least, the design of the transfer process was presented and discussed with ANESER.

At this stage it's important to bear in mind that ANESER had the opportunity to get to know in person and on-site one of the existing Eco-itineraries of the Network, and precisely the one called "the 7 faces of Pedraforca mountain" in the Catalan Pyrenees. The visit took place prior to A4.1 during the first Transnational Meeting in November 2022. "The 7 faces of Pedraforca" is one of the Network's showcase examples of successful *Eco-itinerary*.

Phase 2: ANESER's transferability diagnostic relying on the Transfer Guide.

Attribute compliance process – state of things.

Right after the celebration of the webinars, the external expert presented to ANESER a Gantt chart with the calendarization of the entire Attribute compliance process. This time schedule proposal

strongly relied on the Network's past experience, particularly during the EMbleMatiC Plus project. Accordingly, ANESER was expected to complete three (3) reports until end of June 2023. In each report, ANESER was asked to provide evidence proving each attribute compliance. The whole process was conceived as an iterative exercise where both parties (the external expert and ANESER) were expected to communicate continuously in order to address all attributes as much as reliably as possible.

The original planning was very ambitions, bearing in mind the limited dedicated time and personnel resources. It aimed at completing Reports 1 and 2 (which roughly correspond to the attributes associated to topics 1 and 2 ("basic characteristics" and "associated services", respectively) prior to the assessment field visit already (see below); whereas the most complex attributes connected to sustainability, management & governance, and marketing were expected to be ready after the field visit. In practice, however, this plan did not succeed, and the whole process has been extended all along 2023 and early 2024. Correspondingly, the Gantt chart was rescheduled in February 2024 in order to adjust the plan with the state of things. To be able to execute this task, ANESER subcontracted the company "Engineers for Future" (E4F) to assist them when conceiving the routes of the future Eco-itinerary and when compiling materials as evidence for the attribute compliance. As this Transferability Diagnostic is being written by end March 2024, ANESER has provided some evidence for all attributes except for nos. 22 and 27. According to the external expert's own criterion, 17 out of 30 attributes can be considered as well covered with the submitted evidence. The rest need either slight improvement or small changes (n=6), substantial changes or lack substantial information (n=3), or contain incorrect data or just lack data (n=2). Further details about the attributes are available in chapters 4 and 5 below.

Assessment field visit.

An on-site assessment visit was scheduled as an essential step towards Activity 4 output. The field visit took place in the context of the third transnational meeting (TNM) of the project, held in Serres in May 10-13, 2023. The third TNM included the third European lab as well as one whole day visit to the mountain, in which all project partners participated. Further details in Chapter 3 below.

Phase 3: Local Implementation Action Plan (LIAP) for ANESER´s Eco-itinerary:

For the third and final stage of the transferring process, ANESER will be asked to use the insights and personalised recommendations from this diagnosis, to elaborate and write an individualised local implementation action plan for the future creation of their *Eco-itinerary* beyond the duration of this current project. This should ultimately provide ANESER with a roadmap to create a new and alternative tourism product offer for its visitors.

3. Assessment field visit to Lailias-Vrontou mountain.

Within the context of the coaching process (see Chapter 2), ANESER was asked to put together a proposal of a one-day excursion showing the main assets (choices of locations, activities, stakeholders and services) identified at that stage for the creation of their future *Eco-itinerary*. The external expert prepared a 24-page Field Visit Assessment Notebook for all participants in the excursion except for the

ANESER representatives. The Notebook was divided into 2 parts: one related to the ten criteria assessment that every mountain of the EMM Network should comply with. The second part showed the thirty attributes of the ToR the future Eco-itinerary in Lailias-Vrontou mountain should fulfil. Every participant was asked to fill in both sections. Figure 2 shows two examples from both sections; criterion no. 1 ("proud local people") on the left side; and attribute no. 1 ("located in the foothills") on the right side.

Figure 2: The Field Visit Assessment Notebook. On the left, one example from the first section on the assessment criteria; on the right, one example from the ToR attribute assessment.

Due to the circumstances by the celebration of the field visit (see chapter 2 above), only attributes 1 to 7 (related to the basic characteristics of the future Eco-itinerary) as well as attribute 23 (about stakeholder involvement) were previously documented by ANESER, whereas the rest of the attributes were not yet covered in the previous assessment reports. Certainly, this circumstance very much limited the extent to which both the external expert and the other project partners could execute their on-site assessment task. In spite of this, the Notebook foresaw some space to allow collecting ideas related to the rest of the attributes, as Figure 3 shows.

Figure 3: The Field Visit Assessment Notebook. The rest of the attributes (8 to 30, except for 23) were also included, but the individual space was clearly smaller than for attributes 1 to 7 + 23.

ANESER prepared a pretty ambitious excursion with a number of visits. Figure 4 shows which attractions we actually managed to visit (highlighted in yellow) as well as the external expert's graphic representations of the route we followed.

12th May 2023, European emblematic lab visit on site!

| Time	Activity
09:00 - 09:30	Visit to the Natural History Museum" of Serres. -1
09:30 - 10:30	Visit to the Monastery of "Timios Prodromos" - 2
10:30 - 11:00	Visit to the Olive Museum in the Eleonas Village of Serres
11.00 - 13:00	Visit to Alternative Tourism Activity Park, Ano Vrontou - 3
13:00 - 15:00	Taste of local flavors - local cuisine (Lunch break) - 4
15.00 - 16:00	Visit to Lailias ski centre (offer of a drink or coffee) - 5
16.00 - 16:30	Visit to "Sfagnonas" (a declared Natural Monument)
16:30 - 17:00	Short walk from the "Sfagononas" position, to the "Katigos Rock" view point
17:00 - 18:30	Return to Serres & Visit to the Museum of Contemporary Art – "XENAKIS Gallery" - 6
18:30 - 21:00	Leisure time
21.00	Farewell Dinner
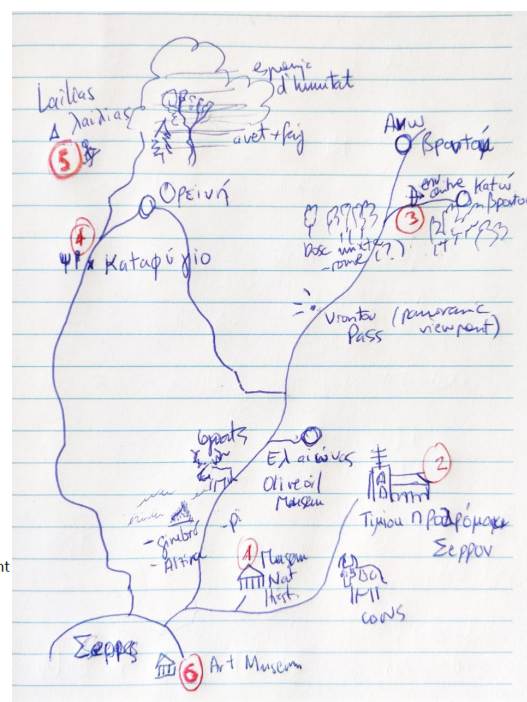
Figure 4: Assessment field visit schedule (l.) and own mental map with the actual visits (r.). Red numbers correspond between left and right.

After the field visit, the external expert analysed the outcome from the Notebook from all participants (n=6). A first quantitative glance shows a pretty uneven picture of the assessment criteria (Figure 5). All respondents could perceive five out of then criteria during the excursion; two of them (criteria no. 9 - "sustainability and anthropogenic environment" as well as no. 10 - "historic places") were perceived to a "high to very high degree". Four respondents (out of six) could perceive criterion no. 1 ("proud local people"). Three respondents could perceive criteria no. 2 ("institutional recognition") and no.3 ("reputation"), yet to a medium degree. Finally, only one respondent could perceive criteria no. 4 ("legends & myths") and no. 5 ("power of inspiration").
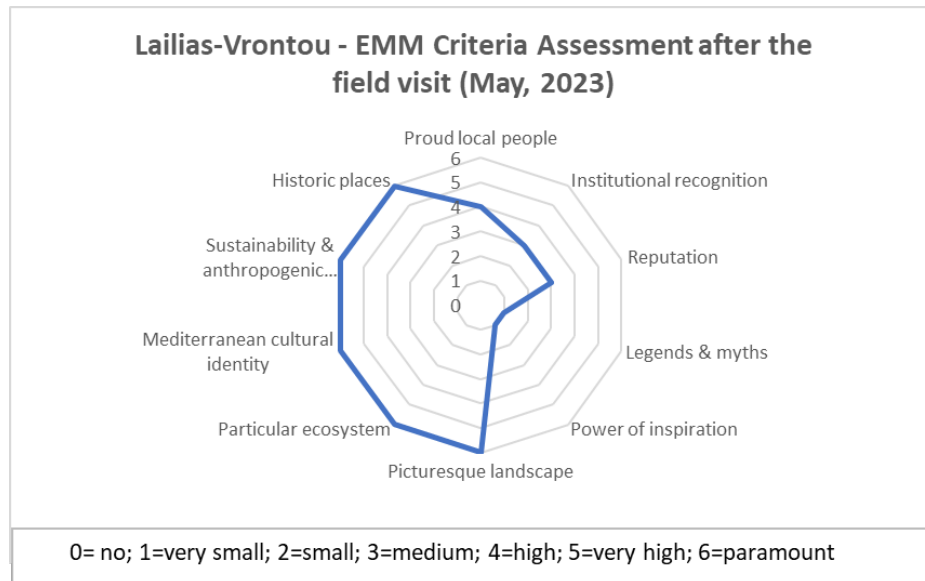

Figure 5: Degree of perception of the assessment criteria by the field trip participants. Source: own survey.

As for the 30 attributes, respondents mostly could perceive those ones related to topic 1 (basic characteristics) with the exception of attribute no. 4 ("properly signposted"). They could also perceive, to a large extent, attributes related to the itinerary associated services (topic 2), except for attribute no. 11 ("offering local guidance services"). Interestingly, they could also perceive attributes related to topic 5 (marketing) (except for no. 29 – "oriented to a common target group"). As expected, attributes related to topics 3 and 4 (sustainability & ethics as well as management & governance, respectively). Annex 6.2 shows all the details.

4. Diagnosis of the *Eco-itinerary* proposal.

This section consists of two parts. In the first one (4.1), the outcome from the assessment field visit is summarised in a series of bullets pointing out the main topics that will be resumed in section 5. The order of appearance of the topics is not indicative of any kind of hierarchy. In the second part of this section, a SWOT analysis (stands for Strengths, Weaknesses, Opportunities, and Threads) is provided in order to orient ANESER in the next steps towards the creation of its *Eco-itinerary*. The SWOT analysis was developed bearing in mind that the main issue is the *Ecojourney* as a future tourist product; however, important aspects related to the itinerary's physical territory were included for self-explanatory reasons. Not least, the routes are inserted in a given area and the ultimate reason for their creation is this area's development and its local population well-being.

4.1. ANESER proposal highlights

With no doubts, the process of conception and development of an Eco-itinerary in Lailias-Vrontou mountain has been deeply marked under the circumstances surrounding the project. They have provoked an unusually long lifetime for such a small project. This fact had a number negative effects, since it was difficult to maintain the spirit of collaboration within a context of fragmented workflow. These lines are being written almost one year after the field trip; and the fieldtrip happened one-and-a-half year after the first project (virtual) meeting in Fall 2021. And not least: content-related issues have been very often neglected in the communication flow between ANESER and the external expert. Everything run through the sub-contracted company, and only one online meeting of trilateral character has taken place during the project. Engineers for Future was not present during the field visit.

In spite of all hurdles, ANESER's *Eco-itinerary* proposal fits with the EMM Network philosophy, values and principles; and the provided pieces of evidence show a relatively high compliance degree with the majority of the ToR attributes. Yet, considering the entire proposal, there are at least three key issues still unsolved. First and foremost, the proposal suffers under a **lack of identity**. A factor/element that can hold together the network of routes was not identified; therefore, so far it is not possible to figure out how visitors can recognise this product in the market. During the assessment field visit, a number of attractions were presented; yet they showed no or very weak connection among them. In chapter 5, some ideas to overcome this issue are presented.

A further issue is that, whereas the area contains big potential for tourism development, it remains **underdeveloped in terms of touristic activity**. During the field visit, we could state the condition of the local natural history museum and the sports adventure resort. Certainly, they are far away from a minimum quality standard a visitor of an Eco-itinerary might expect.

Figure 6: The natural history museum (l.) and the alternative tourism activity park (r.). Picture by Alexis Sancho Reinoso, May 2023.

Last, but not least, what remains open is the shape of the **path network**; which plays a critical role for the Eco-itinerary for self-explanatory reasons. We did not have the opportunity to get to know any section of the proposed paths except for the route leading to the acropolis in Serres, which entirely runs within the urban fabric of the town. Whereas time constraints are a big limiting factor when

organising a one-day visit, ANESER could have explained us on a map the state of things regarding the path network; however, this never happened.

[maquis](#)) in the lowlands, where sheep, goat and beef literally shape the landforms and are decisive to preserve a dynamic and resilient land mosaic, to humid mixed or even deciduous forest (birch, fir) in the uplands. This landscape diversity is the mixture of natural and anthropic components, and is completed with the built heritage (notably, the stone bridges and the monasteries). This might sound unspectacular to local residents, but it can become one of the main attractions of Eco-itinerary for non-local visitors.

Figure 7: The foothills of the Lailias mountain at the outskirts of Serres.
Picture by Alexis Sancho Reinoso, May 2023.

During our field visit we couldn't see the peak of Lailias due to the foggy weather at the top of the mountain. Whereas visitors might be disappointed for skipping panoramic views, fog (and weather conditions in general) can be showed and explained as one more manifestation of the natural diversity this mountain offers. If fog episodes are frequent (probably in a certain time of the year), they might be considered as an asset for the Ecojourney creation, since fog is a feature that provides uniqueness to Lailias.

Figure 8: The Lailias ski centre. Picture by Alexis Sancho Reinoso, May 2023.

4.2. SWOT analysis

Strengths	Weaknesses
● Closeness between the urban centre (Serres) and the mountain foothills. ● Pre-existence of routes. ● Presence of material cultural heritage, notably monasteries and stone bridges. ● Extraordinary landscape diversity. ● Well-preserved cultural landscape. ● High quality of local gastronomy. ● Presence of well-organised mountaineering associations.	● Bad shape of paths. ● Low maintenance of paths and viewpoints. ● Lack of touristic infrastructure, especially outside the town of Serres. ● Weak links among local stakeholders. ● Lack of investors. ● Informal character of tourist activity. ● Lack of well-defined communication strategy among local producers. ● Weak public transportation system outside the urban area.
Opportunities	**Threats**
● Relatively unexploited area in touristic terms. ● Huge potential for development an own touristic brand. ● Huge potential for attracting local, regional and international visitors, particularly from the Balkan area (Bulgaria, North Macedonia). ● Region's "anonymity" as main attraction potential.	● Possible massification in winter time in the ski resort. ● Global warming will certainly make ski activities in Lailias impossible in a relatively short period of time. ● General political and social instability.

5. Recommendations for the Local Implementation Action Plan (LIAP)

The following lines streamline what it has been explained in detail in Reports 1, 2 and 3: namely, issues that were identified and which show improving potential that might be considered in the LIAP. One general recommendation is not to forget the strength of being part of a network of further 13 mountains across the Mediterranean basin. Don't hesitate to contact the members of the Network and establish an exchange of experiences, challenges, barriers, and chances.

5.1. Basic characteristics of the eco-itinerary

ANESER has done an extraordinary work of inventorying routes, and the network it proposes seems to keep the essential characteristics of an *Eco-itinerary*: they are manifold and heterogeneous, they put the emphasis in the foothills of the mountain, they connect the flat with the mountain, they are of easy to medium difficulty, and they are accessible all year round. What ANESER needs at this stage is to consolidate the physical infrastructure by ensuring proper signposting (att. 4) and reliable infrastructure, including well-equipped panoramic viewpoints (att. 5) and essential facilities and infrastructure (att. 7).

5.2. Associated services

A number of services has been identified and, with them, the area offers a basis than can certainly be expanded. Critical issues such as local guidance services have not yet been fully identified; likewise,

eco-friendly activities can take place only in a very limited manner, since the adventure centre is not in a good shape to host most of the activities it once offered to the public. Apart from this, picnic services are lacking, and this is one issue ANESER should consider when involving local gastronomy in the *Eco-itinerary*.

5.3. Ethics and sustainability

Formally speaking, ANESER provided evidence showing its commitment with sustainability-related topics (attributes 16 to 21). Yet, the whole bulk of work is still to be done, namely start working with local stakeholders to raise awareness about sustainability aspects. They are certainly the ones that will allow local companies to differentiate themselves from other areas. The lead, however, must be overtaken by an umbrella organisation such as the LAG, with governmental support (local, regional - prefecture- or national -ministry) and with other stakeholders (chamber of commerce, for instance). We recommend ANESER to prioritise and to internally hierarchise these issues in its LIAP.

5.4. Management and Governance

Undoubtedly, the most urgent task to be undertaken by ANESER is attribute 22 ("Implementing monitoring tools to improve the sustainable performance of the destination"), which should end up in a first draft of plan of action to feed the LIAP. Everything is explained in detail in this document (see Appendix 6.3). As these lines are being written, ANESER has not delivered any evidence for this attribute, yet. As for the rest of the attributes, one can never dedicate too much effort to involve local stakeholders. Provided evidence shows an interesting number of actors that certainly could play a critical role in boosting the *Eco-itinerary*. The first step is done; the rest is still open, and the *Transfer Guide* might help you on how to address the next steps.

5.5. Marketing

In the EMM Network, we differentiate between the *Eco-itineraries* and the *Ecojourney*. The former refers to the physical path or path network that make up the routes or itineraries, which are the foundations of the tourist product you strive to develop as a means for the local development of the Lailias mountain in the Serres municipality. This means that, eventually, the *routes* (*Eco-itinerary*) need to be design **to be promoted as a *tourist product* (the *Ecojourney*)**.

To do so, the first step is to find *something* that can become the **"glue" that binds everything the area can offer**. Something that allows you to promote this product as unique, something visitors may identify the whole area with. An **identity marker** that provide uniqueness to your *Eco-itinerary*. From the ToR First Report, and particularly from Attribute no. 6 ("favouring non-saturated spots"), it seems that the **stone bridges** can potentially play this role. Generally speaking, bridges are a very appropriate feature for such purpose, since they have a two-fold role as connectors (in both physical and symbolic sense). In the Lailias foothills, they seem to connect the manifold small valleys that run parallel from the top of the mountain to Serres and the flat. Or at least they used to fulfil this role until they were stopped to be used regularly. By so doing, these bridges connect and give cohesion to the area. My suggestion is to take advantage of the *Eco-itinerary* to

(i) physically restore and recover the existing bridges,

(ii) connect the villages scattered alongside the southern slope of Lailias, and

(iii) to strengthen the identity of the area in-between the city (Serres) and the peak (Lailias-Vrontou).

The second step in this process is to find a **name** for the *Ecojourney*. The name should reflect the narrative lying behind the product. You therefore need to develop a piece of **storytelling** around the mountain, the area and its components. Here, the selected identity marker should play a critical role, since it typically lies behind the name of your product. So, you might start making thoughts about a name, and this name might be related to certain landmarks such as the stone bridges, but also the Timos Prodromos monastery, or even the landscape diversity of the area (see comments above). A crucial issue in this regard is: How is the area ranging the southern slope of the Lailias-Vrontou mountain in the municipality of Serres known among locals? Has this area/region any specific name as a kind of sub-regional unit? Sometimes, historical names (that usually don't correspond to current political-administrative units) have been preserved among local people as a kind of toponymic heritage – is this a case in Lailias? If so, this can also play a crucial role in the branding process of the *Ecojourney*.

6. Appendix

Topic	#	Attribute
Basics	1	Located in the foothills
	2	Low to medium difficulty
	3	Accessible all year around (excepting extreme weather episodes)
	4	Properly signposted (either with posts or digital tools)
	5	Including properly indicated panoramic viewpoints
	6	Favouring non-saturated spots
	7	Optimising existing infrastructure
Associated Services	8	Including environmental & landscape interpretation services/facilities
	9	Including visits on cultural heritage sites & monuments
	10	Including contents related with intangible heritage
	11	Offering local guidance services
	12	Providing eco-friendly leisure activities (sport, health & wellness…)
	13	Offering local gastronomy
	14	Offering the possibility to meet local producers with option to buy their products in the area
	15	When offering picnic take-away, promote sustainable and eco-friendly services
Ethics & Sustainability	16	Option to reach the destination with public transport and encouraging visitors in voluntary carbon offsetting
	17	Promoting eco-friendly mobility within the eco-itinerary
	18	Promoting interaction between visitors and local people
	19	Prioritising locally owned accommodation (e.g. through local quality agreements)
	20	Providing visual & clear information about visitors' correct behaviour in the area
	21	Raise awareness among stakeholders about responsible tourism best practices
Management & Governance	22	Implementing monitoring tools to improve the sustainable performance of the destination
	23	Involving local stakeholders in the design of the itinerary
	24	Using indicators to monitor and manage the impact of the itinerary
	25	Sharing experiences with other partners of the network periodically
	26	Providing interpretation material in at least local languages & English
Marketing	27	Informing about local available services
	28	Oriented both to local and coastal visitors as an alternative complementary activity
	29	Oriented to a common target group
	30	Promoting the common brand & marketing strategy

Att. No.	Att. Name	Could you perceive this attribute during our visit?		
		yes	no	can't answer
1	Located in the foothills	6	0	0
2	Low to medium difficulty	2	0	4
3	Accessible all year around (excepting extreme weather conditions: snow, risk of fire)	4	0	1
4	Properly signposted (either with posts or digital tools)	1	2	3
5	Including properly indicated panoramic viewpoints	2	2	2
6	Favouring non-saturated spots	4	0	2
7	Optimising existing infrastructure	6	0	0
8	Including environmental & landscape interpretation services/facilities	4	1	0
9	Including visits on cultural heritage sites & monuments	6	0	0
10	Including contents related to intangible heritage	3	2	1
11	Offering local guidance services	1	4	1
12	Providing eco-friendly leisure activities (sportive activities, health & wellness, bird watching…)	4	2	0
13	Offering local gastronomy	6	0	0
14	Offering the possibility to meet local producers with option to buy their products in the area (cooperatives, markets…)	3	2	0
15	When offering picnic take-away, promote sustainable and eco-friendly services	3	2	0
16	Option to reach the destination with public transport and encouraging visitors in voluntary carbon offsetting.	1	3	1
17	Promoting eco-friendly mobility within the eco-itinerary	1	4	0
18	Promoting interaction between visitors and local peop	3	2	0
19	Prioritising locally owned accommodation (e.g. through local quality agreements)	0	5	0
20	Providing visitors with visual & clear information about correct behaviour in the area	0	5	0
21	Raise awareness among stakeholders about responsible tourism practices	1	4	0
22	Implementing monitoring tools to improve the sustainable performance of the destination	0	5	0
23	Involving local stakeholders participating in the itinerary (i.e. accommodation, restaurants, travel agencies, activities providers…)	2	1	3
24	Using indicators to monitor and manage the impact of the itinerary	0	5	0
25	Sharing experiences with other partners of the network periodically	4	0	1
26	Providing interpretation material in at least local languages & English	3	0	2
27	Informing about local available services	2	2	1
28	Oriented both local and coastal visitors as an alternative complementary activity	4	0	1
29	Oriented to a common target group	1	3	1
30	Promoting the common brand & marketing strategy	3	1	1

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6.3 Local Implementation Action Plan (LIAP) template

Attribute 22: *Implementing monitoring tools to improve the sustainable performance of the destination*

Suggested evidence: Plan of action

Template for a Plan of Action *(contents are just an example of possible ones)*

OBJECTIVE	PRIORITY	RESPONSIBLE	COST	ACTION	FOLLOW UP/DEADLINE	INDICATOR	ACHIEVEMENT Y/N
Have at least one eco-friendly means of transport in 2020	Low	Local administration	Local administration budget	Contact local administration to show its necessity and the benefits for the project and the community	Meetings with the responsible administration/December 2020	Number of eco-friendly transport units	
Obtain carbon offsets from visitors	middle	Project Partners	100 €	Raise awareness among stakeholders	Collect data from stakeholders / October 2020	Number of visitors who have used any carbon offsetting tool	
		Stakeholders		Communicate carbon offsetting tools to visitors	Collect data from visitors / October 2020		
Increase the number of restaurants with any kind of food certification	High	Project Partners	Partner budget	Stimulate and assess stakeholders about obtaining a certification	Follow actively the certification process / December 2021	Number of new certifications obtained	
		Restaurants	Certification cost	Applying and obtaining a certification	Meet the scheduled certification requirements and deadlines / December 2021		

What is the LIAP?

For the third and final stage of the transferring process, ANESER is asked to use the insights and personalised recommendations from this diagnosis, to design an individualised local implementation action plan for the future creation of an Eco-itinerary *beyond the duration of the current project. This should ultimately provide ANESER with a roadmap to create a new and alternative tourism product offer for its visitors.*

The LIAP is conceived to become a <u>developed version</u> *of Attribute 22. It consists of two documents and a synthesis table. This is the template of the* **synthesis table**:

OBJECTIVE 1	*Insert name of objective*
Action 1.1	*Insert name of action*
Action 1.2	*Insert name of action*
Action 1.3	*Insert name of action*
…	
OBJECTIVE 2	*Insert name of objective*
Action 2.1	*Insert name of action*
Action 2.2	*Insert name of action*
Action 2.3	*Insert name of action*
…	
OBJECTIVE 3	*Insert name of objective*
Action 3.1	*Insert name of action*
….	

Template 1 *is a worksheet containing a series of features associated with each individual objective of the LIAP. ANESER can reproduce this template for each objective it might establish. ANESER can also adjust the provided template to its needs. For instance, it can add or remove as many features as needed.*

TEMPLATE 1 - WORKSHEET

We suggest dedicating a **separate worksheet** for **each** of the objectives of the LIAP. In the worksheet, all aspects related to the objective will be presented and described in detail. The worksheet might follow this template:

Objective 1: [Name of the objective, should be the same as on the synthesis table]

Please indicate here the objective you pursue. Please try to announce it as simply and clearly as possible. You should explicitly differentiate between the objective and the action or actions that might be necessary to achieve the objective (see section "Action(s)" below).

Context

In order to understand the importance of your objective(s), you might include a previous section explaining the context, state of things, precedents etc.

Associated Attribute (ToR)

Specifying what attribute and topic from the ToR lies behind the objective will give more consistency to the LIAP. You may just include the name and number of the attribute as well as to which one of the five topics it belongs.

Degree of priority

How important is it for your organisation to reach this objective? As you might include more than one objective in your LIAP, you will need to establish a temporal hierarchy and, therefore, decide whether each objective has a high, medium, or low priority. You might decide this degree according to the field "deadline" as well as "follow-up" (see below).

Responsible

Please include the position within the company or institution and the contact (tel, email or postal address) of the person being responsible for the achievement and implementation of this objective. In order to avoid misunderstandings, it is highly recommended to indicate just one person.

Action(s)

Every one of the activities needed to reach the objective should be detailed described in this section. The number of actions may vary considerably. An objective might be achieved through the implementation of more than one action. You might particularly observe not to confuse an objective with an action, which is a means to reach the goal, i.e. the objective. Usually, an action is something that can be very well defined (both temporary and spatially).

Involved actors

The degree of execution of the actions very often relies on strong linkages with local/regional actors. You might indicate here which actors are relevant for your objective and actions, and in which way they should be involved.

Cost

You may indicate the total estimated costs of executing the actions. Obviously, this section will be much more informative if the numbers adjust to some realistic scenario, which is usually difficult to achieve. However, we consider that making an effort in this respect is crucial to make the objective feasible. Strong and precise data about cost will ease the following section.

Template 2 (provided as a separate document, here only as screenshot) is a spreadsheet ("Excel" file) that reproduces the same structure of the worksheet, i.e. objective no. (rows) and features (columns). ANESER can add all relevant information related to all objectives. The advantage of this spreadsheet is that it provides a main picture of all objectives and features; thus, comparisons are possible. For instance, several objectives might share common actions, responsible people, funding possibilities, involved actors, or time schedule.