



## PROJECT

*“THEMatic Tourism founded on Innovation”*  
(Acronym: **THEMATIC**)

### T1.1.2 Joint Strategy & Action Plan

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<b>Activity:</b>	T 1.1. Networking and design of Joint strategy and action plan
<b>Activity Leader:</b>	Region of Epirus - Regional Unit of Thesprotia
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# Interreg



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## THEMATIC



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## IDENTIFICATION SHEET

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## Activity Introduction

The aim of the activity T1.1. is the establishment of a permanent network for the development of innovation capacities in the field of Thematic tourism. Furthermore, the development of a joint strategy and action plan for sustainable and accessible tourism in the ADRION region will take place, as well as an exchange of good practices and special skills in the network.

The Joint Strategy and Action Plan were designed by the partners, in permanent consultation with the local communities and stakeholders. The working group for the design of the action plan identified targets, resources, and stage actions for the achievement of the planned objectives the development of sustainable and accessible tourism in the THEMATIC network and ADRION Region.

The strategy and action plan will span the project implementation period and beyond, offering a long-term instrument to partners for the capitalization of the results of the THEMATIC project. Long term targets will be identified for the sustainable growth of cultural and naturalistic tourism, whilst joint actions will be designed with the identification of the technical, financial and policy frameworks for the implementation during and beyond the project. According to the THEMATIC Network Agreement which was signed by the majority of THEMATIC Partners, the members of the network will continue their work and collaboration for at least 2027, hence the Joint Strategy and Action Plan would be a their compass towards moving forward and taking the next steps.

The Joint Strategy and Action Plan follows the elements of the ADRION Implementation Manual in order to be formalized as a structured document. In details, the Strategy and Action Plan follows the elements of:

1. Strategy vision in relation to the initial contribution provided by the project in relation to the affected geographical area through the involvement of partners, how it is intended to review it in relation to the endogenous and exogenous situations to ensure its alignment with the original goal;
2. The state of play according to which your strategy is based on: it can be, e.g.: the result of one of the outcomes of the funded project or an ad hoc swot analysis, or any other analysis able to support the strategy vision and related action plan;
3. Identification and definition of long-term goals that the strategy intends to achieve; they are related to the duration of the strategy (from 3 to 5 years);

4. Strategy duration: it is expected that the strategy lasts from at least 3 to 5 years in order to ensure time enough for achieving the set goals. Set goals should be further disentangled according to sub year/ shorter goals;
5. Goals definition: the SMART approach (Specific, Measurable, Achievable, Realistic, and Time-based) is to be adopted;
6. Publicly available.

Finally, the Joint Strategy and Action Plan is drafted applying realistic actions in relation to each objective to be reached and the related timeline envisaged. The Situation Analysis, the SWOT Analysis , the THEMATIC Common Strategic goals and measures and Joint Activities include an integrated approach ensuring the logical sequence of actions, link and achieve of the planned strategic goals. The resources for the implementation of the Action Plan are presented in detail. The Strategy and Action Plan is an open and public document.

## 1. Introduction

This document outlines the action plan for the development of a “thematic” tourism experience in the THEMATIC Region within the context of the ADRION THEMATIC project. The current report articulates a vision for the development of a thematic tourism concept based on the capitalization and exploitation of local naturalistic and cultural elements, which can be summarised in the following statement:

***The THEMATIC Region providing aspects such as history, folklore, culture, but also a “package” deals consisting of a variety of activities in an authentic environment of natural beauty unspoiled by human influence, to become a welcoming region for lovers of outdoor experiences, landscape immersion, historical routes and cultural contamination.***

After presenting the vision, the document explains the key strategic aims of the action plan, i.e., the following:

1. Establishing a network and implementing a strategy and an action plan for capacity building for sustainable and accessible tourism
2. Developing and transferring innovative methodologies for sustainable and accessible tourism with pilot actions
3. Promotion of a sustainable and “thematic” identity for the region
4. Defining the main model of spatial development for tourism in the area

According to the Network agreement subscribed by the partners, the network is supposed to last until February 2027, where the agreement specifies the tools and methodologies it will rely upon, in particular:

1. The THEMATIC Joint Strategy and Action Plan (the present document)
2. The Atlas of cultural and naturalistic destinations for sustainable and accessible thematic tourism in the THEMATIC Network
3. The Repertoire of good practices in sustainable and accessible tourism
4. The Guidelines for feasibility studies of investments in innovative sustainable and accessible tourism”;
5. The Pilot Projects of Innovative Tourism Services,

The document continues with the presentation of specific actions that are designed to help achieve each of these aims and concludes with the evaluation and monitoring procedures that will ensure the successful implementation of the action plan.

It must be pointed out that the contributions of PP2- Regional agency for territorial promotion of Basilicata and PP4- Union of Chambers of Commerce and Industry of Albania have not been included in the Joint Strategy and Action Plan, as both partners have not drafted their Regional Action Plans based on which the Joint Strategy and Action plan was formulated. It is very unfortunate that due to unforeseen challenges, the Joint Strategy and Action plan does not have all Partners contributions, however, both partners (PP2 and PP4) have participated in the three workshops hosted by the Lead Partner - University of Basilicata and PP6 - Region of Epirus, Regional Unit of Thesprotia. The aim of the three workshops was to capture all Partners' views and ideas, and to help the Partners to actually work on the Joint Strategy and Action plan altogether. All Partners had been actively involved in the three workshops and provided their feedback and point of view, their fruitful discussions led to identifying the COVID19 pandemic and health crisis of 2020 as a tourism industry existential crisis, which was the inspiration for the White Paper - Policy Paper that the Lead Partner has drafted regarding the Covid-19 recovery.

Finally, PP8- BSC, Business support centre Ltd., Kranj contributed to the Joint Strategy and Action Plan providing only the SWOT Analysis and PP9- Zlatibor Regional Development Agency provided only the "Table of Strategic Goals - Measures - Activities".

## 2. Tools used for the design of the strategy and action plan

The design of the strategy and of the action plan passed through different steps, that included:

- a. The development of an analysis of the different territorial contexts where the strategy is supposed to be declined;
- b. A SWOT analysis of each context, aimed at identifying the topics related to tourism that could become a real field of intervention;
- c. The realization of three participatory workshops, aimed at sharing the key elements of the context analysis and of the SWOT as well, in view to find out common points of interest for the common strategy to be designed.

From the second workshop on, it has been promoted also the participation of each partner's main stakeholders, in view to widen the participatory approach and the sharing of the choices that had to be done.

The choice of such type of work process was due to the need of avoiding the risk of having a Joint Strategy as the result of the gathering of each PP's local strategy, without achieving any added value in terms of transnational cooperation.

In concrete, with the aim of a real sharing of the SWOT and priority topics, starting from the territorial analysis they performed, partners were to select core 3 strengths and 3 weaknesses and 1 key-opportunity and 1 strategic threat as well, also indicating 3 topics to be addressed jointly with the partnership within the strategy and the action plan.

The cycle of workshops led to the final one, held at the premises of the LP - the Basilicata University, where the draft Joint Strategy and Action Plan draft, elaborated by the WP leader, were debated and proposed for amendments and integration. A work process that led to the present final version.

### 3. Situational Analysis

The Analysis of the destinations in the Adrion region included a comprehensive analysis of each partner region based on the Geographical and other characteristics of the region (spatial connection, modes of transportation and arrival, climate); Demographics - brief description of the demographic situation in the region as well as the Economic characteristics (characteristics of the labor market, key economic sectors, main sources of revenue). The Analysis is being provided for each partner country.

#### 3.1 Analysis of the destination

##### LP - University of Basilicata

Basilicata, as a touristic destination, is the second smallest region in the South of Italy. Compared to the larger regions like Sicily or Campania, it has a much smaller set of Historical and Naturalistic resources that can be exploited for tourism. The Tourism industry is even smaller, and a significant growth has happened only in the last decade.

The historical and archeological heritage, however minor compared to those of Campania, and Sicily, is as rich and complex as the natural landscape. It includes heritages from the Ancient Magna Grecia to the Medieval Age.

The geographical position and structure give to Basilicata a slightly better position in the scenario of touristic destination, due to the extension of the territory, and the strong variety of the natural landscape, that includes high mountains of Apennine, rocky costs on the Tirrenian sea, large sand beaches on the Ionian Sea.

Basilicata is well connected for international tourism, mainly because of the short distance to two main airports in the South of Italy: Napoli and Bari, and the short distance via highway from the northern region, compared to the closest competing regions for similar tourism activities, Calabria and Puglia.

##### PP3 - ENTERPRISE GREECE S.A.

###### **Geography - Geomorphology**

Greece is a country located in Southeast Europe. Athens is its largest and capital city, followed by Thessaloniki. Situated on the southern tip of the Balkans, Greece is located at the crossroads of Europe, Asia, and Africa. It shares land borders with Albania to the northwest, North Macedonia and Bulgaria to the north, and Turkey to the northeast. The Aegean Sea lies

to the east of the mainland, the Ionian Sea to the west, the Cretan Sea and the Mediterranean Sea to the south.

Image 1: Map of Greece (in contrast with the rest of Europe)



Source: <https://www.britannica.com/place/Greece>, 2021

Greece has the longest coastline on the Mediterranean Basin and the 11th longest coastline in the world at 13,676 km (8,498 mi) in length, featuring many islands, of which 227 are inhabited. Eighty percent of Greece is mountainous, with Mount Olympus being the highest peak at 2,918 metres (9,573 ft). Located in Southern and Southeast Europe, the country consists of a mountainous, peninsular mainland jutting out into the sea at the southern end of the Balkans, ending at the Peloponnese peninsula (separated from the mainland by the

canal of the Isthmus of Corinth) and strategically located at the crossroads of Europe, Asia, and Africa.

Northeastern Greece features another high-altitude mountain range, the Rhodope range, spreading across the region of East Macedonia and Thrace; this area is covered with vast, thick, ancient forests, including the famous Dadia Forest in the Evros regional unit, in the far northeast of the country.

Extensive plains are primarily located in the regions of Thessaly, Central Macedonia and Thrace. They constitute key economic regions as they are among the few arable places in the country. Rare marine species such as the pinniped seals and the loggerhead sea turtle live in the seas surrounding mainland Greece, while its dense forests are home to the endangered brown bear, the Eurasian lynx, the roe deer and the wild goat.

Greece features a vast number of islands - between 1,200 and 6,000, depending on the definition, 227 of which are inhabited - and is considered a non-contiguous transcontinental country. Crete is the largest and most populous island; Euboea, separated from the mainland by the 60 m-wide Euripus Strait, is the second largest, followed by Lesbos and Rhodes.

The Greek islands are traditionally grouped into the following clusters: the Argo-Saronic Islands in the Saronic gulf near Athens, the Cyclades, a large but dense collection occupying the central part of the Aegean Sea, the North Aegean islands, a loose grouping off the west coast of Turkey, the Dodecanese, another loose collection in the southeast between Crete and Turkey, the Sporades, a small tight group off the coast of northeast Euboea, and the Ionian Islands, located to the west of the mainland in the Ionian Sea.

### Population Dynamics

According to the data announced by ELSTAT, the estimated population of Greece in the period 2014-2019 decreased by -2% (from 10.9 million in 2014 to 10.7 million in 2019). In particular, all Regions showed a decrease during the period 2014-2019, with the exception of the Regions of Crete (+1%, from 631 thousand) in 2014 to 635 thousand in 2019), South Aegean (+3%, from 335 thousand in 2014 to 344 thousand in 2019) and North Aegean (+11%, from 199 thousand in 2014 to 221 thousand in 2019).

*Table 1: Population dynamic of Greece per Region*

Region	2014	2019	% Dif 2014-2019
Attica	3.863.763	3.742.235	-3%
Central Macedonia	1.903.360	1.873.777	-2%
Thessaly	737.686	718.640	-3%
Western Greece	677.727	655.189	-3%
Crete	630.889	634.930	1%
Eastern Macedonia and Thrace	608.214	599.723	-1%
Peloponnese	585.155	574.447	-2%
Central Greece	559.214	555.960	-1%
Southern Aegean	334.802	344.027	3%
Epirus	341.046	333.696	-2%
Western Macedonia	278.706	267.008	-4%
North Aegean	198.581	221.098	11%
Ionian Islands	207.664	203.869	-2%
<b>Greece</b>	<b>10.926.807</b>	<b>10.724.599</b>	<b>-2%</b>

Source: INSETE, 2020

### Economy

Greece is a developed country with a high standard of living and a high ranking in the Human Development Index. Its economy mainly comprises the service sector (85.0%) and industry (12.0%), while agriculture makes up 3.0% of the national economic output. Important Greek industries include tourism and merchant shipping (at 16.2% of the world's total capacity, the Greek merchant marine is the largest in the world), while the country is also a considerable agricultural producer (including fisheries) within the union.

- **GDP of Greece per Region**

According to the latest data available from ELSTAT on Greece's Gross Domestic Product, we note that in 2012-2017 the country's GDP fell by -6% (from €191,204 million in 2012-2017). in 2012 to €180,218 million in 2017), while in 2017 gdp growth (+2.1% is recorded for the first time in the last 6 years, from €176,488 in 2016 to €180,218 in 2017), signalling the shift of the Greek economy to positive growth rates. In particular, in 2012-2017 all regions recorded a decrease in their GDP, with the exception of the Regions of Crete (+3%, from €8.8 billion in 2012 to €9.1 billion in 2017) and South Aegean (+1%, from €6.1 billion in 2012 to €6.1 billion in 2017).

*Table 2: GDP of Greece's Regions, 2014-2017 (in million €, current prices)*

Region	2014	2015	2016	2017	% Dif 2014-2017
Attica	86.047	84.515	83.872	85.782	-7%
Central Macedonia	23.771	23.918	24.237	24.739	-4%
Thessaly	9.114	9.154	9.214	9.347	-2%
Western Greece	8.196	8.156	8.032	8.083	-10%
Crete	8.781	8.880	8.732	9.095	3%
Eastern Macedonia and Thrace	6.878	6.831	6.901	6.946	-8%
Peloponnese	7.766	7.830	7.878	8.036	-3%
Central Greece	7.912	7.960	8.185	8.454	-2%
Southern Aegean	6.042	6.121	5.981	6.144	1%
Epirus	3.955	3.925	3.960	3.977	-5%
Western Macedonia	4.530	4.337	3.916	3.964	-16%
North Aegean	2.553	2.504	2.455	2.480	-7%
Ionian Islands	3.112	3.129	3.124	3.170	-3%
<b>Greece</b>	<b>178.656</b>	<b>177.258</b>	<b>176.488</b>	<b>180.218</b>	<b>-6%</b>

Source: INSETE, 2020

- **GDP of Greece per capita**

Greece's GDP per capita in 2012-2017 fell by -3% (from €17,311 in 2012 to €16,757 in 2017). Individually, all Regions recorded a decrease in GDP per capita, with the exception of the

Regions of Crete (+2%, from €14,046 in 2012 to €14,366 in 2017) and Thessaly (+1%, from €12,796 in 2012 to €12,911 in 2017).

*Table 3: GDP of Greece's Regions per capita, 2014-2017 (in million €, current prices)*

Region	2014	2015	2016	2017	% Dif 2014-2017
Attica	22.389	22.229	22.204	22.784	-3%
Central Macedonia	12.520	12.664	12.880	13.172	-2%
Thessaly	12.389	12.513	12.662	12.911	1%
Western Greece	12.133	12.159	12.058	12.216	-7%
Crete	13.912	14.058	13.811	14.366	2%
Eastern Macedonia and Thrace	11.324	11.281	11.432	11.539	-7%
Peloponnese	13.291	13.449	13.579	13.903	-1%
Central Greece	14.167	14.296	14.727	15.214	-1%
Southern Aegean	18.045	18.280	17.769	18.091	0%
Epirus	11.630	11.613	11.785	11.879	-2%
Western Macedonia	16.320	15.761	14.361	14.663	-12%
North Aegean	12.883	12.700	12.266	11.955	-11%
Ionian Islands	15.007	15.143	15.182	15.464	-1%
<b>Greece</b>	<b>16.402</b>	<b>16.381</b>	<b>16.378</b>	<b>16.757</b>	<b>-3%</b>

Source: INSETE, 2020

- **Regional distribution and contribution of tourism by Region**

Tourism's direct contribution to the country's GDP in 2019 was 12.5% or €23.4 billion. Due to the approachable nature of the elements of the table, the overall picture it highlights is primarily indicative. However, the contribution of tourism to the GDP of the Regions of the South Aegean, the Ionian Islands and Crete is impressive.

Table 4: Contribution of tourism per Region for 2019

Region	% Distribution of inbound tourism revenue 2019	Proportion of direct tourist expenditure 2019 in million €	GDP of the Regions 2019* in million €	Direct contribution of tourism to the REGION's GDP with 2019 data	GDP per capita 2017 in €
Attica	15%	3.437	89.228	4%	22.784
Central Macedonia	13%	2.983	25.732	12%	13.172
Thessaly	2%	471	9.723	5%	12.911
Western Greece	1%	341	8.408	4%	12.216
Crete	20%	4.775	9.460	50%	14.366
Eastern Macedonia and Thrace	2%	583	7.225	8%	11.539
Peloponnese	2%	553	8.359	7%	13.903
Central Greece	1%	239	8.794	3%	15.214
Southern Aegean	29%	6.861	6.391	107%	18.091
Epirus	1%	347	4.137	8%	11.879
Western Macedonia	0%	100	4.124	2%	14.663
North Aegean	1%	219	2.579	8%	11.955
Ionian Islands	11%	2.534	3.297	77%	15.464
<b>Greece</b>	<b>100%</b>	<b>23.442</b>	<b>187.456</b>	<b>13%</b>	<b>16.757</b>

Source: INSETE, 2020

### Sector Activities

There may be a perception that tourism is the locomotive of the Greek economy, but the reality is that it belongs to the six sectors that produce 40% of the gross added value of the Greek economy, employing about 41% of the workers in the country. So the reason for the agricultural sector, industry, construction, logistics, tourism and communications, which have a strong influence on the domestic economy.

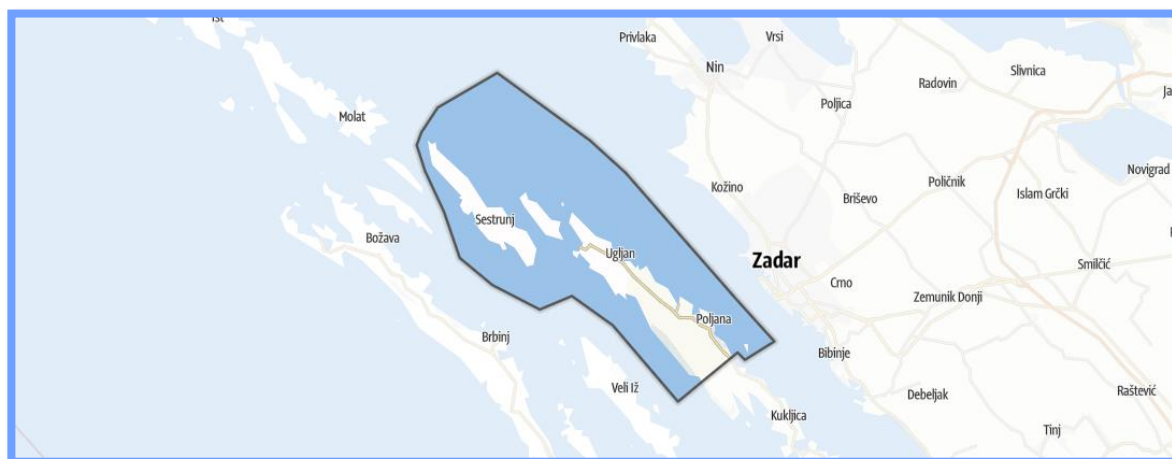
## PP5 - Municipality of Preko

The municipality of Preko was founded in 1993, and covers about two thirds of the northwestern part of the island of Ugljan, 4 other inhabited islands - Galevac (Školjić), Ošljak, Rivanj and Sestrunj and the uninhabited islands of Tri Sestrice, Mali and Veliki Paranak and Idula. The municipality consists of 5 settlements on the island of Ugljan: Preko, Poljana, Sutomišćica, Lukoran and Ugljan, as well as Ošljak, Rivanj and Sestrunj.

Figure 1. Position of the Municipality of Preko.



Figure 2. Position of the Municipality of Preko.



Preko is the traffic and administrative center of the island of Ugljan with old parts of typical Dalmatian architecture and many country houses of patrician families. It is known for its attractive beaches, of which Jaz beach stands out, which has been bearing the Blue Flag quality label for more than 10 years.

In the municipality there are numerous monuments from early antiquity, such as Villa Rustica, late ancient mausoleum, the remains of an early Christian basilica and the ancient olive press from the first century for processing olive oil in Muline, which is an example of Roman architectural skill and innovation. It represents a unique locality in the entire Mediterranean, and thus one of the attractive bases that should be systematically valorized.

### ***Climate***

The island of Ugljan belongs to the type of Mediterranean climate, moderately warm rainy climate with dry summers and mild winters. The climate of such characteristics has been given the symbolic name of the olive climate, after the main plant species of olives that thrive in such areas. The average annual temperature is 15°C, the average summer temperature is 24°C. The sunshine is about 2500 hours a year, and the sea is pleasant for swimming from the beginning of June to the middle of October. Winters are rainier and windier. The average annual rainfall is 900 mm, and the most rain falls in autumn, October and November. The bora mainly blows in winter, while the south wind is more characteristic in autumn and spring. Of the other winds characteristic of this area, the typical winds of Adriatic Croatia stand out; mistral, tramuntana, burin and levant.

### ***Landscape***

The landscape of the Municipality of Preko has similar characteristics as the rest of the islands of the Zadar archipelago, with the island of Ugljan as a larger island having slightly more

fertile land, mostly olive groves, than smaller fragmented islands. Forests, maquis and other uncultivated soils cover about 64.5% of the municipality's area, arable land, mainly olive groves and fields in the middle of the island, cover about 29%, and built-up areas about 6.5%.

### ***Agriculture***

Of the agricultural crops grown in the municipality, in addition to olives and vines, figs, citrus and almonds are also grown to a greater extent, and to a lesser extent apples, pears, apricots and hazelnuts.

The main island product olive oil has been produced on the island continuously for over 2000 years. Proof of this is the ancient olive press in Muline.

Figure 3. Replica of an ancient olive press at the original site.



In antiquity, the island of Ugljan was known for its high-quality olive oil called "Oleum liburnicum", and Apicius even mentions a recipe for making fake Liburnian oil - which speaks of its popularity and price.

### **Population**

According to estimates from 2019, the Municipality of Preko had 4,005 inhabitants, which is a significant increase of 5.26% or 200 inhabitants compared to the 2011 census, when the Municipality had 3,805 inhabitants.

### **Traffic connection**

- **Road traffic**

The backbone of the road traffic of the Municipality of Preko is the state island road that runs along the entire length of the island of Ugljan and continues across the bridge along the island of Pašman. This road is connected by a branch to the ferry port Preko, through which it is connected to the road network of the county and the state. Settlements and hamlets of the Municipality of Preko on the island of Ugljan are located mainly along the state road, or are connected to it by local roads.

- **Sea traffic**

The main traffic movements of the municipality take place through the ferry port Preko in the settlement of the same name, with which the municipality is connected by a ferry line with the Zadar City Port. The ferry line Zadar-Ošljak-Preko has been one of the busiest lines in maritime passenger traffic for decades. Since 2015, after the construction of the new port of Gaženica in Zadar, Zadar and Preko are connected by a new ferry line intended exclusively for passengers. The line Preko - Ošljak - Zadar / Gaženica and vice versa is in second place in Croatia in terms of the number of transported passengers.

- **Air traffic**

The island of Ugljan is not connected by a direct flight. The nearest airport is located in Zemunik near Zadar.

### **Economy**

According to the areas of activity (NKD 2007), according to the 2011 Census, the municipality had the highest levels in health and social work, agriculture, forestry and fishing, transport and storage, wholesale and retail trade, provision of accommodation services, and food preparation and serving. Other activities, such as construction, manufacturing, mining, electricity supply energy and water and finances are underrepresented.

The Municipality of Preko has recognized the need and is planning projects in the field of culture and tourism, which have significant potential for improving the economy in this area.

### **Tourism**

Pleasant Mediterranean climate, untouched nature and cultural heritage have always attracted foreign and domestic tourists to the island of Ugljan. Although these are the main

tourist assets of both the Republic of Croatia and the municipality of Preko, in order to develop the economy, it is necessary to move away from this traditional tourist offer. In the field of tourism, the municipality offers tourists specific forms of tourism whose development is based mainly on natural, cultural and social resources.

Due to the many smaller and larger bays, the municipality of Preko is ideal for nautical tourism. Sailing, surfing and diving are also one of the sports and recreational activities that the municipality offers.

Due to geographical features, tourists can enjoy a variety of recreational facilities on land. Numerous walking trails, bike routes, and free climbing. With its characteristics, the municipality leaves more opportunities for additional development of sports and recreational facilities, especially the development of health tourism due to its climatic characteristics.

The municipality offers a diverse type of accommodation for tourists. Tourists mostly spend the night in households (tourist apartments), followed by accommodation in marinas, camps, and finally accommodation in hotels.

### **PP6 - Region of Epirus - Regional Unit of Thesprotia**

#### ***Geography - Geomorphology***

RU Thesprotia occurs as the northwest unity of the mainland Greece. It borders to the north with Albania, to the east with the RU Ioannina, to the south with the Preveza Section and to the west it is neighbored with the Ionian Sea.

**Image 2:** Position of RU Thesprotia (red) in Region of Epirus (light orange) and the rest of Greece



Source: Wikipedia, 2021

The distribution of its soils is 70.0% mountainous, 24.7% semi-mountainous and only 5.3% lowland. Its total area reaches up to 1,515km<sup>2</sup>, corresponding to 16.5% of the total area of the Region of Epirus.

The Region of Epirus (ROE) is a traditional geographic and administrative region in north-western Greece. It borders the regions of West Macedonia and Thessaly to the east, West Greece to the south, the Ionian Sea and Ionian Islands to the west and Albania to the north. The region's highest spot is on Mount Smolikas (2.637m). In the east, the Pindus Mountains that form the spine of mainland Greece separate Epirus from Macedonia and Thessaly. The Vikos-Aoos and Pindus National Parks are situated in the Ioannina Prefecture of the region.

### ***Population Dynamics***

Despite the fact that the total population of the region itself shows a significant decrease - following the trend of the rest of the country - RU Thesprotia stands as a positive exemption witnessing a merely 0.2% population growth in the past five years.

**Table 5:** Population of RU of Thesprotia, in contrast with the rest of RUs of Regional Unit Epirus

Regional Unit	2014	2019	% Dif 2014-2019
Ioannina	170.236	167.696	-1%
Arta	67.489	62.973	-7%
Preveza	58.338	57.963	-1%
<b>Thesprotia</b>	<b>44.983</b>	<b>45.064</b>	<b>0.2%</b>
<b>Epirus (total)</b>	<b>341.046</b>	<b>333.696</b>	<b>-2%</b>

Source: INSETE, 2020

**Economy**

The evolution of the **GDP** of the Region of Epirus shows a similar picture to that of the country as a whole. In particular, in 2012-2017 the Region saw a decrease in its GDP of -5% (from €4,187 million in 2012 to €3,977 million in 2017).

**Table 6:** GDP (in millions) of Thesprotia, in contrast with the rest of RUs of Regional Unit Epirus

Regional Unit	2012	2013	2014	2015	2016	2017	% Dif 2012-2017
Ioannina	2.068	1.908	1.967	1.946	2.013	1.984	-4%
Arta	785	770	732	720	715	735	-6%
Preveza	712	747	697	705	700	690	-3%
<b>Thesprotia</b>	<b>622</b>	<b>564</b>	<b>558</b>	<b>555</b>	<b>532</b>	<b>569</b>	<b>-9%</b>
<b>Epirus (total)</b>	<b>4.187</b>	<b>3.989</b>	<b>3.955</b>	<b>3.925</b>	<b>3.960</b>	<b>3.977</b>	<b>-5%</b>

Source: INSETE, 2020

As it is depicted in the above table, each one of the Regional Units showed a general decrease in their GDP in the period 2012-2017. Specifically: Ioannina (-4%, from €2.068 million in 2012 to €1.984 million in 2017), Arta (-6%, from €785 million in 2012 to €735 million in 2017), Preveza (-3%, from €712 million in 2012 to €690 million in 2017) and Thesprotia (-9%, from €622 million in 2012 to €569 million in 2017).

Regarding the evolution of the **GDP per capita** of the Region of Epirus shows a similar picture to that of the country as a whole. Specifically, in 2012-2017 the Region decreased by -2% (from €12,162 in 2012 to €11,879 in 2017).

**Table 7:** GDP (in millions) of Thesprotia, in contrast with the rest of RUs of Regional Unit Epirus

Regional Unit	2012	2013	2014	2015	2016	2017	% Dif 2012-2017
Ioannina	12.140	12.783	11.972	12.145	12.089	11.924	-2%
Arta	12.038	11.175	11.588	11.532	11.999	11.847	-2%
Preveza	13.872	12.551	12.397	12.291	11.792	12.602	-9%
<b>Thesprotia</b>	<b>11.377</b>	<b>11.331</b>	<b>10.923</b>	<b>10.892</b>	<b>10.958</b>	<b>11.415</b>	<b>0%</b>
Epirus (total)	12.162	11.662	11.630	11.613	11.785	11.879	-2%

Source: INSETE, 2020

Individually, all Regional Units recorded a decrease, with the exception of the Arta Unit (+0.3%, from €11,377 in 2012 to €11,415 in 2017). Indicatively the other Modules: Preveza (-2%, from €12,140 in 2012 to €11,924 in 2017), Ioannina (-2%, from €12,038 in €11,847 in 2017) and Thesprotia (-9%, from €13,872 in 2012 to €12,602 in 2017). Noteworthy is the fact that RU Thesprotia illustrates the highest reduction for the period considered.

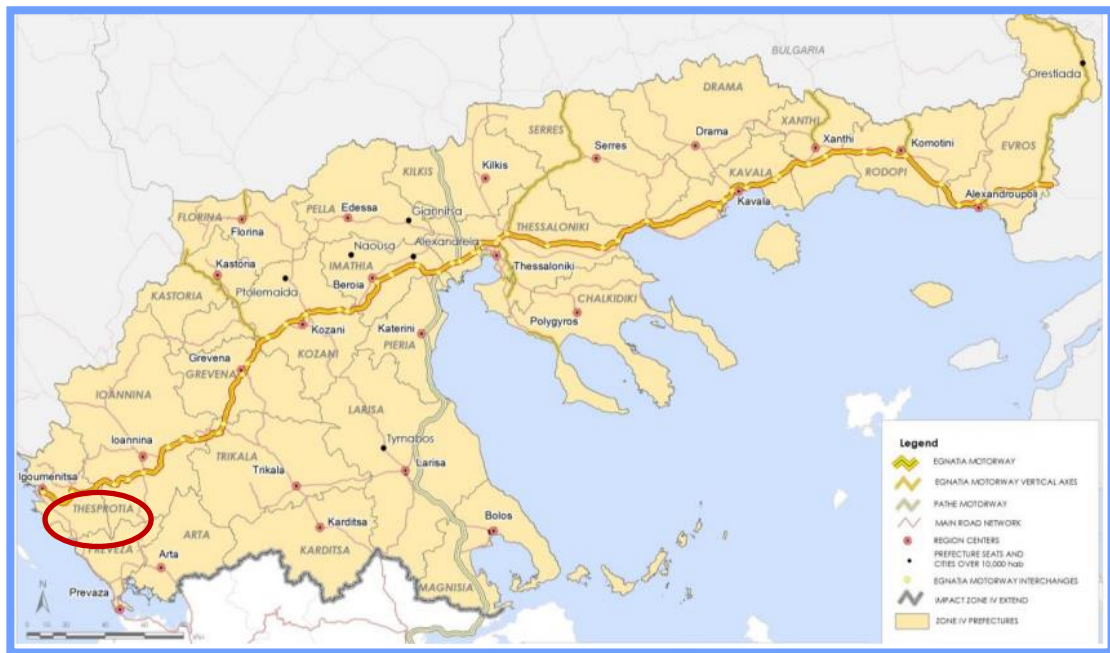
### **Sector Activities**

In the Region of Epirus, the main industries, in terms of labor market, are the industries of retail sales & tourism, the public administration and the agricultural and fisheries. The region has also significant capital of professional, scientific & technical workers. Public administration includes employees of educational institutes, like the University of Ioannina.

In Thesprotia, the city-port of Igoumenitsa stands as the seat and administrative center of the RU with regional level services (community social equipment of local and hyperlocal importance, higher education services). The tertiary sector is the dominant sector of production and is more concerned with transport and tourism activities that focus on the port Igoumenitsa and the connection to Egnatia Road.

The emergence of Igoumenitsa in the west gate of the country gives it an interregional and transnational role; in parallel and complementary operation with the Ioannina. At the same time, it presents increased growth opportunities in relation to transit and maritime transport, but also tourism, as well as it remains in close approach with the EU's external borders on the Adriatic Sea Axis.

Image 3: Position of Igoumenitsa (red circle) in Egnatia Road



Source: ec.europa.eu, 2012

## PP7 - City Municipality Mediana - City of Nis

### Geography - Geomorphology

Nisava District is an administrative-territorial unit in southern Serbia with its headquarters in Nis. It includes one city and six municipalities with a total population of 373,304 (2011), making it the largest district in southern and eastern Serbia. It covers a total area of 2,729 km. It borders the Zajecar District in the north, the Pirot District in the east, the Jablanica District in the south, the Pčinja District in the southwest, and the Rasina District in the west. The name of the district comes from the river Nisava, which flows through the east of the district.

**Image 4: Position of Nisava District and the rest of Serbia**

Source: Wikipedia, 2021

Nisava district lies on the geotectonic border of the crystalline, Rhodope mass and limestone mountains of eastern Serbia and the junction of large valleys of the Balkan Peninsula in a wide and shallow valley of irregular shape with a longer axis of about 44 km and shorter of about 22 km. surface (about 620 km<sup>2</sup>), transversely imprinted on the meridian direction of the South Moravian valley. The valley of the South Morava divides it into two unequal parts; the western part, known as Dobrich, which is wide open towards the Toplica valley, and the eastern (larger) one, which represents the Nis valley in a narrower sense, intersected by the Nisava river, near its confluence with the South Morava.

The Nis valley is surrounded by the limestone massifs of Kalafat (837 m), Batalovac (707 m), Crni vrh (683 m) and the crystalline mass of Pop's head (534 m). From Popova glava, the northern border of the town descends to the Mezgraj barrier, and from there it enters the

ridge of Mali Jastrebac. The eastern rim is on the limestone ridge of the Svrljig mountains, and then on the dry mountain branches. The southern rim consists of the limestone ridge of Suva planina and the crystalline ridge of Selicevica mountain. The western rim is the crystalline ridge of Mali Jastrebac from Kupinjak to Batinšćički vis.

The lowest part is the bottom of the valley, which Nisava cuts lengthwise, on which lies the city of Nis. The second unit is the rim of the valley in the form of low hills, very suitable for growing fruit crops and vines, and for the development of tourism, primarily excursion and spa. The city center is located at 194 m above sea level (near the Monument in the center). The highest point of the city territory (according to GUP Nis from 2011), is Trigonometer 702 in the southeastern part of the area "Koritnjak-Suva planina hill", with an altitude of 702 m, and the lowest Trigonometer 175 near the river South Morava, in the northwestern part "Ada – Mezgraja", with an altitude of 175 m.

As natural predispositions of relief, the valleys oriented the tracing of the railway-road artery of the Balkan Peninsula, ie the Moravian-Vardar railway and the road leading from the north from the direction of Belgrade through the Moravian valley to Nis, where it forks south, towards Thessaloniki and Athens, and east. towards Sofia and Istanbul through the Sićevačka gorge (or the Nišava-Marička highway). The Zaplanje-Lužnica road leads to Zaplanje through the Kutina gorge south of Niš. There are no valley cuts on the northern edge of Nis, so the Svrljig-Timok railway, ie the Trans-Balkan diagonal highway, was built over the relatively low Gramada pass.

The area of the municipality of Nis covers an area of 596.71 km<sup>2</sup>, which includes Nis, Niska Banja and suburban and rural settlements, which over time were associated with the city so that already in 1970 the silhouette of the city was outlined space from the exit from Sićevačka gorge (in the east), to Južna Morava in the settlement of Deveti maj (in the south), on the length of 18.5 km.

### ***Population Dynamics***

According to the last census from 2011, the number of inhabitants of the city of Nis is 260,237 inhabitants. The estimated number of inhabitants for 2019 on the territory of the city of Nis is 255,901. The population density is 429, the average age of the inhabitants is 43 years. The average number of household members is 2.88. Population changes from 2011 to 2019. The percentage of adult population for the period 2011-2019 did not change significantly. In 2019, the percentage of the adult population was 83.1%, which is more than at the beginning of the measurement. The percentage of the population of high school age from 15 to 18 years, in

2019 is 3.8%. The percentage of primary school age is 7.4%. In 2019, the highest percentage of the preschool population was recorded, 6.7%.

The largest percentage of the population is between the ages of 15 and 64 (65.5%), followed by the elderly population with 20.5%, and finally the number of young people, aged 15-29, is 16.5%. It is noticeable that the population aged 15 to 29 is decreasing, while the population over 65 and older is increasing. The average age of the population of the city of Nis is 43 years.

The population aging index is the percentage share of people over the age of 64 in the population over the age of 15. This index has a tendency to grow in 10 years. In 2019, it was 145.1. These data do not differ from the average of the Republic. The average age at the RS level is 43 years, and the population aging index is 144.

The birth rate did not have major oscillations for the period from 2011 to 2019, while the mortality rate increased by almost one per thousand. The rate of natural increase for the period from 2011 to 2019 was the lowest in 2013. In 2019, it was -3.79. According to the statistical yearbook of the city of Nis from 2018, the natural increase was -974.

### ***Economy***

Regional competitiveness is the region's ability to attract, accelerate and support economic activity, so that the region's economy has dynamic economic growth. Especially important are the so-called. micro – indicators of regional competitiveness, such as business results of the economy of a particular region, efficiency and effectiveness of business.

The Regional Chamber of Commerce in Nis monitors data on the activities of economic entities in three regions: Nisava, Pirot and Toplica, which enables a comparative overview, as well as an overview of the competitiveness of the wider part of southeastern Serbia, not only the City of Nis in relation to other regions and Serbia as a whole.

The amount of labor costs per employee, as well as the share of labor costs in total operating costs is, along with labor productivity, a very important indicator of economic competitiveness, both from the point of view of investors and from the point of view of attracting foreign direct investment. In that sense, the three regions covered by the Regional Chamber of Commerce of Nis have lower hourly labor costs, compared to Serbia as a whole, and especially the City of Belgrade and the regions in Vojvodina. When the share of labor costs in the total operating costs is observed, the situation is more unfavorable. Labor costs in the Nisava district participate with about 15%, and in Pirot and Toplica above 20%, so these

regions are less competitive in relation to Serbia as a whole (about 13%) and especially some regions in Vojvodina.

The balance of payments is a basic element for analyzing the competitiveness of a country or region. The negative sign of the balance of goods and, thanks to that, the overall current balance, is one of the biggest macroeconomic problems of the Serbian economy as a whole and of individual regions. The chronic and growing deficit and the declining coverage of imports by exports, also cause huge external borrowing, around the servicing of which major problems are accumulating. With the arrival and start of work of foreign investors in Nis in the last four years, the total value of exports has increased, because the annual exports of Yura Corporation, Benetton and Johnson electric exceed 100 million euros, with a tendency to further growth.

The number of companies in 2019 decreased compared to previous years, but the number of entrepreneurs is increasing. That the work on improving the conditions for opening MESP is an important issue is shown by the fact that the total business income of companies is 205,684,636,000 dinars, while the total income of entrepreneurs is 37,942,108,000 thousand.

According to the data from the statistical yearbook for 2018, the index of industrial production for 2017/16. The year was 103.1. This index is significantly lower than in 2002/03. year, when it was 121.7. After that, the index was in decline until 2015/16. when it was 126.1. After that, it decreases in 2016/17. was 107.4. Compared to 2017/16. year the index fell by 4.3.

### ***Sector Activities***

Nis is the largest city in southeastern Serbia and the seat of the Nisava administrative district. According to the 2011 census, the city of Nis had a population of 278,867, making Nis the third largest city in Serbia (after Belgrade and Novi Sad). The Nis agglomeration is estimated to have over 400,000 inhabitants.

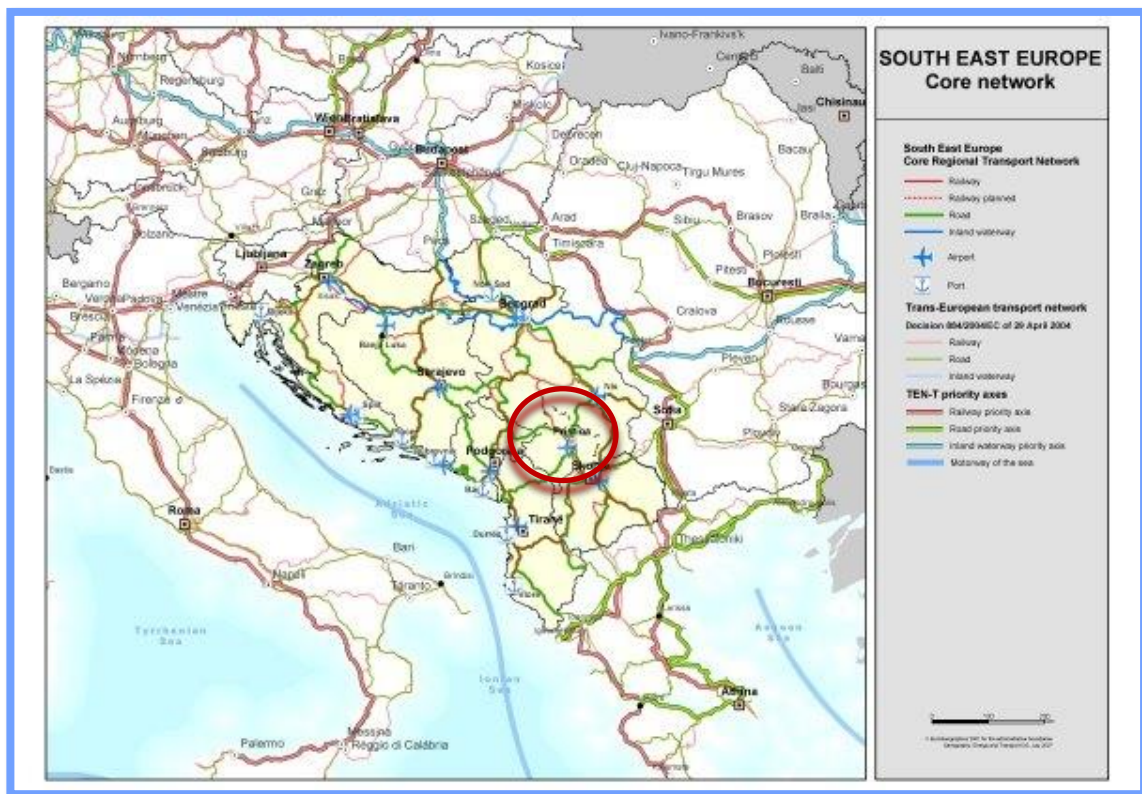
It is located 237 kilometers southeast of Belgrade on the Nisava River, not far from its confluence with the South Morava. The city of Nis covers an area of about 596.73 km<sup>2</sup>, including Niska Banja and 68 suburbs.

Nis was the administrative, military and trade center of various states and empires to which, during its long history, it belonged. In the area of today's Nis, in the ancient city of Nais, the Roman emperors Constantine the Great and Constantius III were born. The geographical position of Nis made it a strategically important and thus attractive city for many conquerors. Throughout history, the Dardanians, Thracians, Illyrians, Celts, Romans, Huns, Avars, and then the Byzantines, Serbs, Bulgarians and Ottomans passed through the territory where today's

city is located. The city was repeatedly occupied by Hungarians and Austrians. It was liberated from the Turks in 1878 and since then it has been part of Serbia again, with short interruptions during the First and Second World Wars, when it was under occupation. The influence of different peoples who lived on the territory of today's city of Nis is noticed in the cultural heritage of the city, primarily in its architectural diversity.

The traffic infrastructure on the territory of Nis makes it a crossroads of land and air traffic in the Balkans (especially due to intensive traffic to Turkey and Greece) and because the territory of Nis has the international airport Constantine the Great, which bears the international designation INI. It is an important economic, university, cultural, religious and political center of Serbia. The University of Nis, founded in 1965, has 13 faculties and about 30,000 students, and the city is also the seat of the Nis Diocese of the Serbian Orthodox Church.

Image 5: Position of Nis



Source: ec.europa.eu, 2012

## 3.2 Resource Analysis

In this section there will be an overview of key natural and cultural resources in each region. Although each region has an extraordinary resource, both natural and cultural, only the most significant ones were presented and listed in this Strategy and Action Plan.

### LP - University of Basilicata

Main Natural resources can be identified in the large National Park of Pollino, in the south west of the region, the Parco of Appennino Lucano, and many regional parks like that of Murgia Materana, Gallipoli Cognato, etc. Many other territories of the region offer scenic landscapes, like the Calanchi of Aliano, on the Ionian coast, the Forest of Policoro, etc.

Main Cultural resources can be identified in the historical centers of most of the 120 villages among which is spread the scarce population, with the outstanding case of Matera's Sassi, and tens of ancient villages.


Other resources worth mentioning, are the Medieval Castles, best examples those built by Frederick the second of Svevia. Very small if compared to main destinations like Pompei in Campania, nevertheless worth mentioning, are the archeological sites spread all over the region, from the Magna Grecia sites on the Ionian coast, to the paleolithic settlements spread on the Appennine Mountains.


### PP3 - ENTERPRISE GREECE S.A.

#### *Historical Assets*




Greece is considered the cradle of Western civilization, being the birthplace of democracy, Western philosophy, Western literature, historiography, political science, major scientific and mathematical principles, theatre and the Olympic Games. The country's rich historical legacy is reflected in part by its 18 UNESCO World Heritage Sites:

*Table 8: List of UNESCO World Heritage Sites in Greece*

Site	Image	Location (Region)	Year listed
Temple of Apollo Epicurius at Bassae		Peloponnese	1986

<b>Archaeological site of Delphi</b>		Central Greece	1987
<b>Acropolis</b>		Attica	1987
<b>Mount Athos</b>		Monastic Republic of Athos	1988
<b>Meteora</b>		Thessaly	1988
<b>Paleochristian and Byzantine monuments of Thessaloniki</b>		Central Macedonia	1988
<b>Sanctuary of Asklepios at Epidaurus</b>		Peloponnese	1988
<b>Medieval City of Rhodes</b>		South Aegean	1988

<p><b>Archaeological site of Mystras</b></p>		<p>Peloponnese</p>	<p>1989</p>
<p><b>Archaeological site of Olympia</b></p>		<p>Western Greece</p>	<p>1989</p>
<p><b>Delos</b></p>		<p>Southern Aegean</p>	<p>1990</p>
<p><b>Monasteries of Daphni/Osios Loukas/Nea Moni of Chios</b></p>		<p>Central Greece/Attica/Northern Aegean</p>	<p>1990</p>
<p><b>Pythagoreion and Heraion of Samos</b></p>		<p>Northern Aegean</p>	<p>1992</p>
<p><b>Archaeological Site of Aigai (modern name Vergina)</b></p>		<p>Central Macedonia</p>	<p>1996</p>
<p><b>Archaeological site of Mycenae and Tiryns</b></p>		<p>Peloponnese</p>	<p>1999</p>








<p><b>The Historic Centre (Chorá) with the Monastery of Saint-John the Theologian and the Cave of the Apocalypse on the Island of Pátmos</b></p>		<p>Southern Aegean</p>	<p>1999</p>
<p><b>Old Town of Corfu</b></p>		<p>Ionian Islands</p>	<p>2007</p>
<p><b>Archaeological Site of Philippi</b></p>		<p>Eastern Macedonia and Thrace</p>	<p>2016</p>



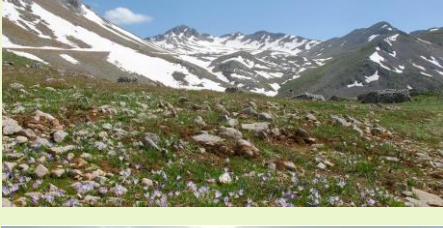
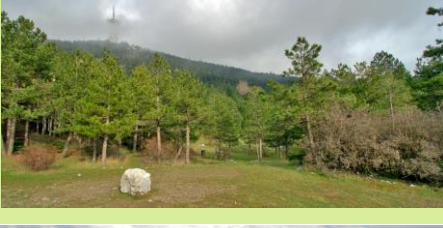



Source: [https://en.wikipedia.org/wiki/List\\_of\\_World\\_Heritage\\_Sites\\_in\\_Greece](https://en.wikipedia.org/wiki/List_of_World_Heritage_Sites_in_Greece) , 2021

### **Natural Assets**

The territory of Greece is predominantly mountainous or hilly. Much of it is dry and rocky, while only 20.45% of its soil being arable. Greece has several lakes, most of which are located in its continental part. Many rivers flow through the country, none of which are cruising. In some of the largest, the deltas that form in their outflow to the sea are considered to be important wetlands, such as those of Aliakmon and Evros. Rivers such as Pinies in Thessaly, supply large agricultural land with the help of canals, while in others artificial lakes have been created for the operation of hydroelectric plants. The following list of Greece's natural parks, commemorates the country's outstanding natural beauty and landscape diversity:

Table 9: List of National Parks of Greece

Name	Image	Location
National Sea-park of Zakynthos		Ionian Islands
National Park of Eastern Macedonia-Thrace		Eastern Macedonia-Thrace
National Park of Vikos-Aoos		Epirus
National Park of Axios-Loudias-Aliakmonas Delta		Central Macedonia
National Park of Evros Delta		Eastern Macedonia-Thrace
National Park of lake Kerkini		Central Macedonia
National Park of mountain Oiti		Central Greece

National Park of mountain Olympus		Central Macedonia
National Park of Rodopi's mountain range		Eastern Macedonia- Thrace
National Park of mountain Parnassos		Central Greece
National Park of mountain Parnitha		Attica
National Park of Pindos mountain range (Valia Kalda)		Epirus
National Park of Prespes lake complex		Western Macedonia
National Park of Samaria and Leuka Oroi		Crete

National Park of Sounio		Attica
National Park of Sxinia-Marathon		Attica
National Park of Tzoumerka, Peristeriou and Arachthos Gorge		Epirus & Thessaly
National Park of North Karpathos and Saria		Southern Aegean

Source: [https://en.wikipedia.org/wiki/National\\_parks\\_of\\_Greece](https://en.wikipedia.org/wiki/National_parks_of_Greece) , 2021

- **Islands**

Greece features a vast number of islands - between 1,200 and 6,000, depending on the definition, 227 of which are inhabited - and is considered a non-contiguous transcontinental country. Crete is the largest and most populous island; Euboea, separated from the mainland by the 60 m-wide Euripus Strait, is the second largest, followed by Lesbos and Rhodes.

The Greek islands are traditionally grouped into the following clusters: the Argo-Saronic Islands in the Saronic gulf near Athens, the Cyclades, a large but dense collection occupying the central part of the Aegean Sea, the North Aegean islands, a loose grouping off the west coast of Turkey, the Dodecanese, another loose collection in the southeast between Crete and Turkey, the Sporades, a small tight group off the coast of northeast Euboea, and the Ionian Islands, located to the west of the mainland in the Ionian Sea.

- **Biodiversity**

Phytogeographically, Greece belongs to the Boreal Kingdom and is shared between the East Mediterranean province of the Mediterranean Region and the Illyrian province of the

Circumboreal Region. According to the WorldWide Fund for Nature and the European Environment Agency, the territory of Greece can be subdivided into six ecoregions: the Illyrian deciduous forests, Pindus Mountains mixed forests, Balkan mixed forests, Rhodope montane mixed forests, Aegean and Western Turkey sclerophyllous and mixed forests, and Crete Mediterranean forests. It had a 2018 Forest Landscape Integrity Index mean score of 6.6/10, ranking it 70th globally out of 172 countries.

### PP5 - Municipality of Preko

#### ***Natural Resources***

The greatest potential is the highly developed coast of the Municipality of Preko, with a total length of about 97 km, with many bays, islets, bays, sea passages, suitable for the development of nautical and stationary tourism.

Picturesque hamlets in the central part of the island of Ugljan offer opportunities for the development of rural tourism throughout the year.

The northeastern and northwestern coast of the island of Ugljan has a milder slope, accessible, shores suitable for swimming with many bays.

The southwest coast is steep and inaccessible, an attractive area with dominant peaks 177 to 286 m above sea level, bare rocks suitable for sport climbing. The highest peaks are Šćah 286.1 m, St. Michael 263 m and Vela Glava 235 m. The lookout point on the hill of St. Michael with the remains of a medieval Venetian fortress. The interior of the island is particularly attractive for hiking and biking and other forms of active tourism.

Figure 4. Panoramic view of the Municipality of Preko



The islands of Sestrunj and the much smaller Rivanj are of a similar character, with one old settlement each dominating the top of the island. The small wooded island of Ošljak across from Preko, with one settlement on its southwest coast, and the picturesque island of Galevac with a Franciscan monastery, which belong to particularly valuable areas and parts of nature of Zadar County, as well as other smaller uninhabited islands, contribute to the attractiveness of the Municipality.

The Municipality of Preko has numerous natural beaches, while the sea archipelago that surrounds the Municipality is a very attractive destination for nautical tourism.

### ***Cultural resources***

- **Cultural and historical heritage**

The islands have always been special and specific environments whose way and conditions of life from the past are best evidenced by cultural and historical heritage.

The municipality abounds in diverse cultural and historical heritage. The most prominent archeological site from the 1st century, villa rustica with stone presses for olive processing in Muline, as the oldest site from Roman times on the island of Ugljan. Then, the late antique

mausoleum from the 4th-5th century, and the early Christian memory also from the 4th and 5th centuries. Under the protected material heritage, in the category of rural-urban whole, the monastery complex of St. Paul the Hermit from 1439 on the islet of Galevac. Glagolitic texts can also be found in the rich monastery archives. Part of the settlement Rivanj, is also protected as a historical cultural heritage in the same category. Numerous sacral buildings and fortresses stand out among the protected cultural monuments. Fortress of St. Michael, a 13th-century Venetian fortress built in the 6th century and rebuilt in the 13th century, with its panoramic views, is today perhaps the most famous picnic spot on the island. Some of the most famous sacral buildings in the municipality are certainly; church of St. John the Baptist from the 11th century in the settlement of Preko, the church of St. Lawrence in Lukoran, then in the settlement of Ugljan; churches of St. Cosmas and Damian from 1372, the church and monastery of St. Jerome from 1430, the church of the Assumption of the Blessed Virgin Mary from 1346, the church of All Saints from 1390, the church of St. Hippolytus and Cassian in 1350 are just some of the rich ecclesiastical heritage that the island abounds in.

Figure 5. Monastery complex of St. Paul the Hermit from 1439 on the islet of Galevac



Table 1 Cultural and historical heritage of the Municipality of Preko

Municipality / settlement	Monument of construction
Preko	Parish Church of Our Lady of the Rosary
	Church of St. John the Baptist
	House Felicinović
	Franciscan monastery of St. Paul
Ugljan	Parish Church of the Assumption of the Blessed Virgin Mary
	Church of St. Cosmas and Damian
	Church of St. Hippolytus and Cassian
	Church of All Saints
	Church of St. Peter
	Francis. monastery and church of st. Jerome
	Lipeus mansion
	Stocco mansion
	Califfi family mansion
	Hospital building
House Vrgada	
Lukoran	Parish Church of St. Lawrence
	Church of St. Lawrence at the cemetery
	Church of St. Trinity
	House of Ponte
	Villa Salghetti-Driolli
	Villa Danilo
Ošljak	Church of the Assumption of the Blessed Virgin Mary
	Windmills
Poljana	Church of St. Peter the Apostle
	Fortress of St. Michael
Rivanj	Parish Church of St. Peter and Paul
	Chapel of the Presentation of the Blessed Virgin Mary
	The Three Sisters Lighthouse

Sutomišćica	Parish Church of St. Euphemia
	Church of St. Gregory the Pope
	Church of St. Peter the Apostle
	Lantana family mansion
	Mansion de Ponte

### PP6 - Region of Epirus - Regional Unit of Thesprotia

The Region of Epirus has three National Parks (Vikos Aaos, Pindus Valia-Calda, Tzoumerka Peristeri & Arachthos Gorge), Protected Areas including Natura 2000 network, Geoparks, Ramsar sites, 34 Wildlife Sanctuaries. Its mountainous areas host a surprising number of local (Greek) endemic flora.

What we must pay attention in this case, is the undoubtedly marvelous location of the region itself. Known from the ancient times as the far across corner of the known world, it was considered as the gateway to the world of the dead. In ancient Greek mythology, Acheron river (located inside the geographical borders of the RU) was known as the "river of woe", and was one of the five rivers of the Greek underworld. On the banks of the river, near the river delta, there is the Nekromanteion (the "Oracle of the Dead"), where the faithful went to talk with their dead ancestors.

At the neighboring city of Ioannina, there is the Dodoni Sanctuary & Theatre. The ancient theater of Dodoni is one of the largest and best preserved ancient Greek theaters and was constructed in the 3rd century B.C Dodoni was the worship center of Zeus and served as an oracle in antiquity.

At the same time, there is also a large number of religious sites in the Region of Epirus such as the Monastery of Molivoskepasti, Monastery of Kipina and Fethiye Mosque.

### PP7 - City Municipality Mediana - City of Nis

Nis district is located at the crossroads of Balkan and European roads. The territory of the city is intersected by three important routes of international roads and railways - several road routes that connect the Balkans with Central and Western Europe, the Wallachian lowlands and Pomoravlje with the Adriatic, Aegean and Black Seas pass through the territory of Nis.

Nis is a multimodal hub of the highest rank in Serbia. The intersection of several types of traffic is performed in this area: highway corridor, railways, airport and planned high-speed lines E – 85 and E – 70, railway hub, freight – transshipment center, optical cables, transit exchanges, TV and CT transmitters, 400 kV power line.

The road network is 340 km long, and its structure consists of: main roads (9%), regional roads (23%) and local roads (68%). All roads have a modern surface, and the standard meets 91.7% of local and 88.8% of regional roads.

The main road comes from the direction of Belgrade to the northern edge of Nis, from where it forks south along the valley of South Morava and Vardar and leads to Thessaloniki and Athens (E – 75) and east through the valley of Nisava and Marica to Sofia, Istanbul and further to the Middle East ( E – 80).

The route leading from Nis to the west towards Toplica (border with Montenegro) connects the future highways Belgrade - South Adriatic and Djerdap - Zajecar - Nis.

The total length of all roads in the territory of the City of Nis is 340 km. The length of modern roads is 336 km, the length of local roads is 246 km.

The length of bicycle paths in the city of Nis is only 10 km. In addition to the fact that there are very few bicycle paths in the city of Nis, they are poorly marked and inaccessible.

Cultural activities in Nis take place mainly in cultural institutions founded by the city. These are: the National Theater, the Puppet Theater, the Nis Cultural Center, the Nis Symphony Orchestra, the Gallery of Contemporary Fine Arts, the National Library, the National Museum, the Historical Archive, the Institute for the Protection of Cultural Monuments and the Children's Cultural Center. The city also has a Student Cultural Center, Dom omladine, Nis – film, a number of cultural – artistic societies, art associations, private production companies, non-governmental organizations dealing with culture and informal art groups. In recent years, foreign cultural centers (American, French, Italian, Russian) have been opening in Nis, which are playing an increasingly important role in the cultural life of the city.

The most important city cultural events are: Festival of Acting Achievements "Film Encounters" Nis, International Choir Festivals (both events used to have the attribute "Yugoslav" and represented an important cultural event for the entire former Yugoslavia), Art Colony Sićevo, Literary Colony Sićevo, NIMUS ( Nis Music Festival - program of concerts of classical music), Nisville Jazz Festival, Nisomnia (music festival) and May song (children's music festival).

There are 66 archeological sites and 265 registered cultural assets on the territory of the city of Nis. The most important are:

- Archaeological complex "Mediana" on about 60 ha (summer residence of Emperor Constantine, 4th century and the remains of a late antique imperial residence with preserved natural mosaic and 16 marble statues);

- Nis Fortress from the Roman, early Byzantine and medieval periods;
- central zone of the old part of the city of Nis (protected ambient unit);
- prehistoric sites (Toponica, Vrtišće, Bubanj, Hum ...), and the objects are in the National Museum in Niš;
- Naissus - excavations of the city from 2–6. century (the remains are today in the area of the Nis Fortress);
- Byzantine church from the 11th century (near the village of Matejevac);
- early Byzantine tomb with frescoes in Jagodina – small (early Christian monument);
- Church of St. Panteleimon of the 12th century;
- Church of St. Nicholas of the 14th century;
- Ćele - kula - the only monument in the world built from the skulls of killed Serbian heroes;
- Monument on Čegra from the 19th century dedicated to Stevan Sindelić;
- Monument on Bubnja from the 20th century (memorial to 10,000 executed Niš residents in the Second World War)

Monuments of nature are natural assets of general interest and enjoy special protection. Of the protected areas, on the territory of the city of Nis, there is the Nature Park (PP) Sićevačka Klisura, which covers over 7,000 ha and is partly located on the territory of the municipality of Bela Palanka and on the territory of the City of Niš. The Sićevačka gorge is under the jurisdiction of the PE "Serbia Forests" New Belgrade.

The Jelasnica gorge has been declared a Special Nature Reserve since 1995 and is under the supervision of the PE "Serbia Forests" New Belgrade and is located on the territory of the city of Nis on 115 ha.

In 2015, Suva Planina was declared a Special Nature Reserve. It is located on the territory of Bela Palanka, Gadžin Han and the city of Niš, it covers over 18,000 ha and is under the jurisdiction of the PE "Serbia Forest" New Belgrade.

Cerjan Cave has been a Monument of Nature since 1988 and is under the jurisdiction of the PE "Directorate for Construction of the City of Nis" Nis, and it covers the territory of the city of Nis with 63 ha.

Lalinacka slatina has been a Monument of Nature since 2015 and is under the jurisdiction of the PE "Directorate for Construction of the City of Nis" Nis, and is located on the territory of the city of Nis and Merošina and covers 251 ha.

Monuments of nature of botanical character "Elm tree" are under the jurisdiction of natural persons, it is located on the territory of the city of Nis and has been a protected area since 1960.

Kamenicki vis I, is located on the territory of the city of Nis, and has been a protected area since 1990, belongs to the group Forest Park (PS) under the jurisdiction of PE "Serbia Forests" Forest Farm "Nis" Nis, and covers 19 ha.

Since 2003, Nis has received the following Monuments of Nature (SP) - "Novoselski brest", "Dud zapis in Medoševac", "Rajkovićev Hrast", "Hrast zapis near Banjičko Lake", "Cer zapis in Leskovik", "Beli dud in Niška Banja" and "Hrast Lužnjak" in Donja Trnavi" and all of them are under the jurisdiction of JKP "Gorica" Niš. The natural monument "Record in Leskovik" became a protected area in 2006 and is under the jurisdiction of natural persons.

In 2019, Nis received another natural monument "Two large-leaved medunca trees in Čukljenik" and it is under the jurisdiction of JKP Mediana Niš.

The memorial complex "Old Cemetery" is located in the southern part of the city, administratively belongs to the City Municipality of Palilula and is located in the settlement of the same name, which was named after him. The cemetery covers an area of 17 hectares, where there are more than 3,000 tombstones. The entire Old Cemetery complex was placed under state protection in 1987. Burial in the Old Cemetery was suspended in 1971. By the decision of the Municipal Assembly of Nis in 1983, 8 graves were placed under protection. Among them are the graves of Teacher Tasha - a famous teacher and fighter from Nis; Koleta Rasic - warrior against the Turks and organizer of the revolt; Stanko Vlasotinčanin - merchant and leader of the Niš revolt in 1841; Todora P. Stankovic - organizer of the uprising in Nis and southern Serbia against the Turks; Serdar Jola Piletić - Montenegrin hero, military leader and statesman of the 19th century; Milovan Nedić - Colonel, Commander of the Moravian Division since 1912; Pavle Stojković - leader and organizer of the labor movement in Serbia before the First World War; Proke Jovkić - Nestor Žučni, a working-class poet.

### 3.3 Visitors Analysis

At this section a brief analysis of the tourism in each of the partners region, alongside its key characteristics will be illustrated. Likewise, aspects such as accommodation capacities and arrivals/overnight stays /income.

#### LP - University of Basilicata

Tourism in Basilicata is a small fraction of the quantity of tourism in the South of Italy.

Main type of tourism is that of summer vacation on the Ionian coast and in small part on the Tirrenian region, mostly made by Italian tourists. In the last 10 years Matera has attracted a fast-growing number of visitors aiming to the historical center (Matera Sassi).

The naturalistic areas, specially the national and regional parks, have always attracted small number of tourists. The recent construction of special infrastructures for amusement activities (e.g., The “Volo dell’angelo”, the Tibetan bridge “Ponte alla luna”) have attracted a growing number of visitors, marginal in absolute terms, compared to the regional touristic flows, but relevant for the local communities, and the small villages where these attractors are located.

In the last years, the growth of Matera has generated a positive traction on the indicators of tourism of the whole region.

#### ***Analysis of accommodation capacities***

The capacities of the tourism system in Basilicata are small in absolute and relative terms if compared to the neighboring regions

Most of the Hotels are concentrated in the medium level of ranking. On the Ionian Coasts there are a limited number of resorts and holiday villages for the summer vacations. In parallel with the growing numbers of arrivals in Matera, a growth of the hospitality industry has been observed, both at the level of luxury hotels and basic services micro hotels and B&B.

#### ***Analysis of arrivals and overnight stays***

The analysis of tourist flows until 2018 shows that Basilicata is a touristic region lagging behind the other Italian region for the economic productivity of the tourist industry. This image can be proved by one indicator: the occupancy rate, however in modest trend of growth, is still far below the 40%, in all Hotels categories.

#### ***Analysis of hotel occupancy***

In the last decade, the arrivals have been growing slightly, but the average number of nights has been steady or even slightly declining below the number of 3.

The reason is easily identifiable, as Basilicata is a minor touristic destination, therefore tourists, Italians or foreigner, at best consider one or two nights in Basilicata, concentrating most of their time in the major destinations.

### PP3 - ENTERPRISE GREECE S.A.

Greece can be considered as an all-inclusive destination, satisfying the needs of every touristic need. Potentially, it can be divided into two parts; the coastal areas with the “Sun & Sea” tourism model and the mountainous and rural areas with natural & cultural resources. The accessibility in the mountainous areas creates several problems in transportation. In general, the vast coastline and all the island complexes of Greece are characterized primarily by seasonal tourism with an ever-expanding summer period, as well as some mountainous areas that are famous winter destinations.

Famous tourist areas of Greece are considered Athens, Olympia, Delphi, Mycenae and other areas of archaeological interest, cities such as Nafplio and Thessaloniki, Halkidiki, Lesbos (Mytilene), the Ionian islands such as Corfu and Zakynthos, the Cyclades, such as Mykonos, Santorini and Paros as well as other Aegean islands such as Rhodes and Crete. Destinations that are popular mainly for winter holidays are Metsovo, Zagori, Karpenisi, Trikala Corinthia, Arachova, Kalavryta and areas of Arcadia etc. Greece has 19 ski resorts, all on the mainland. In Greece there is also religious tourism and some of its famous destinations are Mount Athos, Tinos, Patmos, Meteora and Agia Theodora Vasta which combine religious interest with the natural environment.

### Accommodation Capacities

Table 10: Hotel dynamic of Greece

Classification	5*	4*	3*	2*	1*	Total
Units	610	1.664	2.729	3.651	1.317	9.971
Rooms	89.852	120.542	100.634	97.510	25.151	433.689
Beds	186.190	240.386	196.021	184.366	49.384	856.347

Source: INSETE, 2020

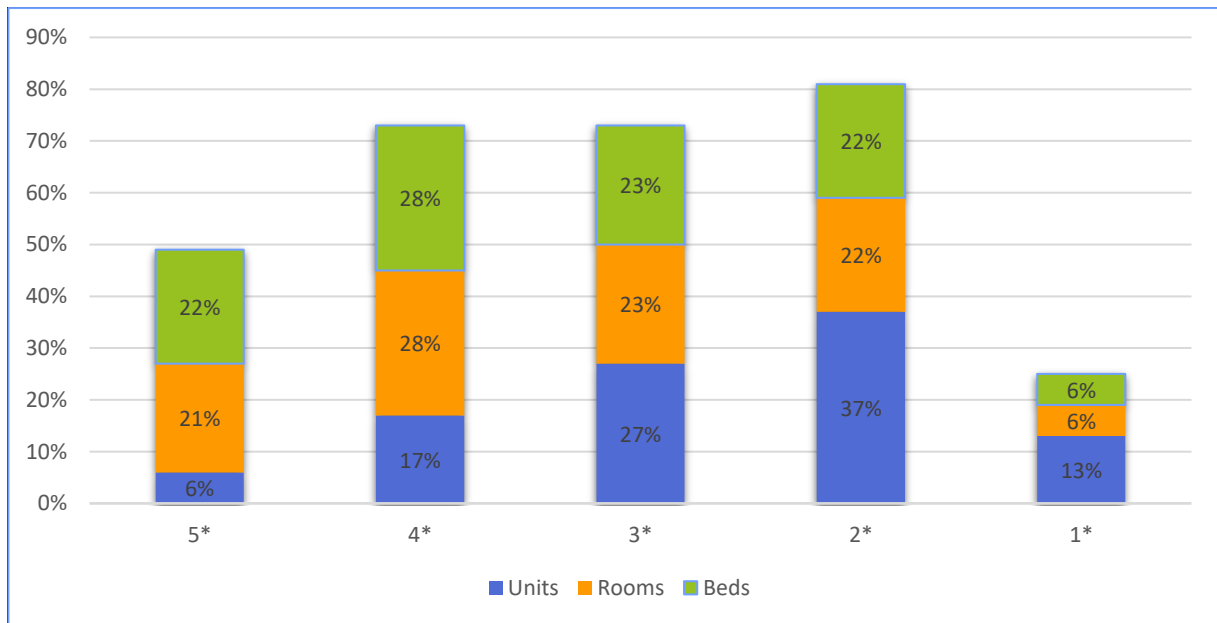
In 2019, Greece had 9,971 hotel units with 433,689 rooms and 856,347 beds. The Regions of the South Aegean, Crete, the Ionian Islands, Central Macedonia and Attica, which also receive the largest number of tourists, account for 66% of the country's hotel capacity (6,603 hotel units).

In the individual star categories, we see a high concentration of 2\* (37%) and 3\* (27%) hotels and low at 5\* (6%). and 1\* (13%).

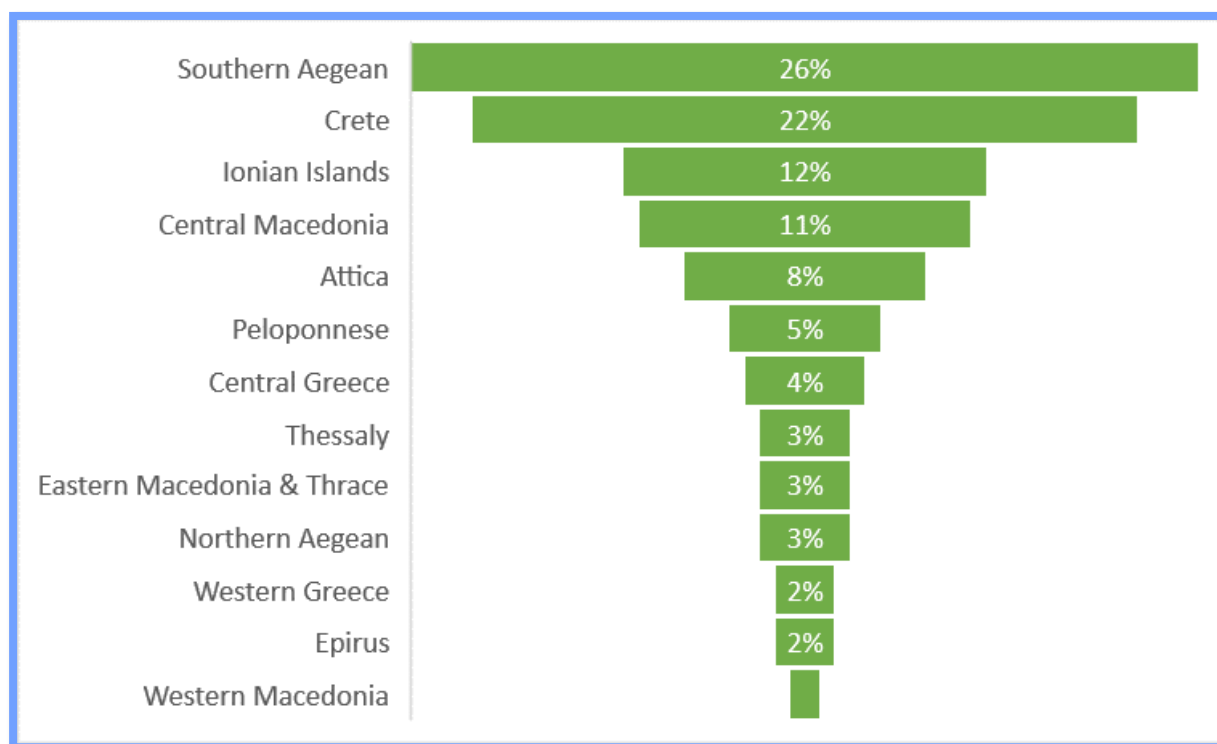
The picture in the hotel rooms is more evenly distributed, with the exception of 1\*. Specifically: 5\* 21%, 4\* 28%, 3\* 23%, 2\* 22% and 1\* just 6%. Similar picture in beds 5\* 22%, 4\* 28%, 3\* 23%, 2\* 22% and 1\* 6%.

In conclusion, it can be said that 5\* although they represent only 6% of the hotel units however they own 21% of the rooms and 22% of the beds.

*Chart 1: Distribution of units, rooms and beds per star rating in Greece*



*Source: INSETE, 2020*

*Chart 2: Percentage distribution of hotel rooms per Region of Greece*

Source: INSETE, 2020

### **Arrivals and Overnight Stays**

With the term “visits” is defined the visits made by a tourist to the individual Regions of the country. For example, a tourist who travels to Greece and visits two Regions (e.g., Attica and South Aegean) in the Border Survey is recorded as one arrival and two visits.

- **Visits**

Visits to Greece in 2017-2019 increased by +18% (from 31,021 thousand in 2017 to 36,643 thousand in 2019). With regard to the individual Regions, the picture is positive, with the exception of the Regions of Central Macedonia (-7%, from 7,262 thousand in 2017 to 6,761 thousand in 2019) and North Aegean (-1%, from 364 thousand in 2017 to 359 thousand in 2019).

*Table 11: Visits in Greece per Region (in thousands)*

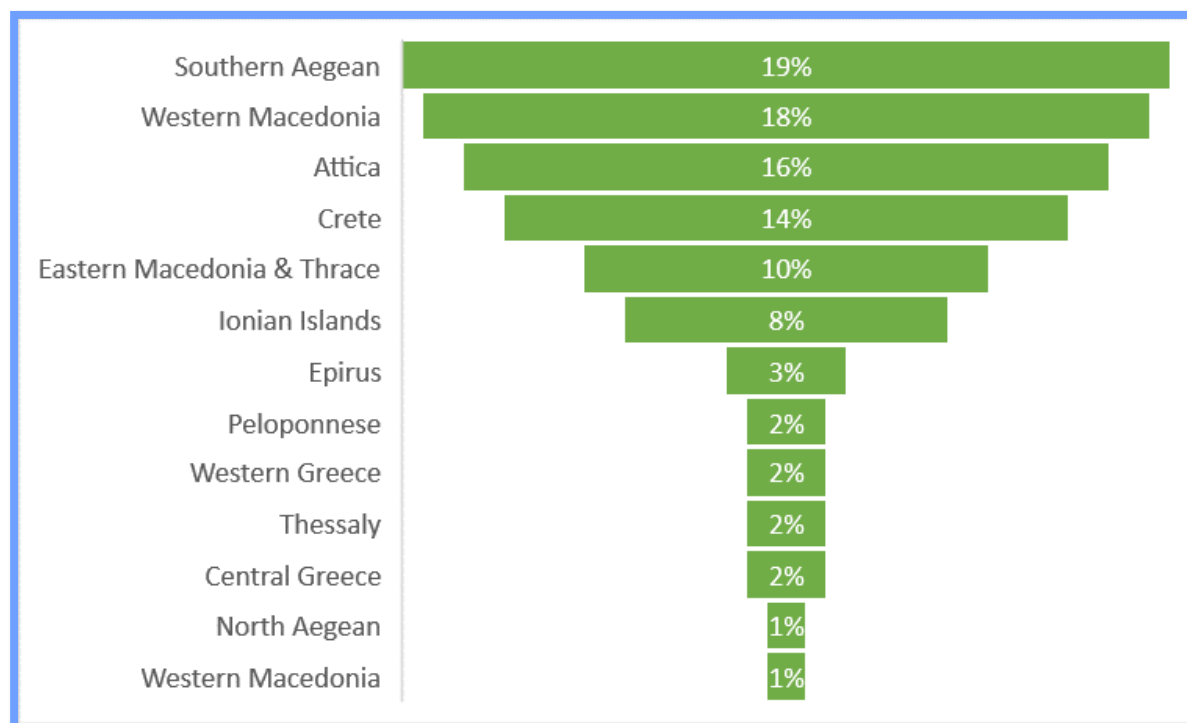
Region	2017	2018	2019	% Dif 2017-2019
Attica	5.137	5.681	5.923	15%
Central Macedonia	7.262	7.830	6.761	-7%
Thessaly	694	675	806	16%
Western Greece	563	699	817	45%
Crete	4.806	5.228	5.288	10%

Eastern Macedonia and Thrace	1.349	1.930	3.833	184%
Peloponnese	727	886	899	24%
Central Greece	376	549	679	81%
Southern Aegean	5.841	6.629	6.893	18%
Epirus	713	823	1.033	45%
Western Macedonia	222	349	304	37%
Northern Aegean	364	389	359	-1%
Ionian Islands	2.966	3.162	3.048	3%
<b>Greece</b>	<b>31.021</b>	<b>34.831</b>	<b>36.643</b>	<b>18%</b>

Source: INSETE, 2020

With regards to the percentage distribution of visits to the individual Regions, we note that the South Aegean (19%), Central Macedonia (18%), Attica (16%), Crete (14%) and Eastern Macedonia & Thrace (10%) receive the highest proportion of visitors, representing for 2019 the 78% of all visits to Greece.

Chart 3: Percentage distribution of visits in Greece per Region



Source: INSETE, 2020

- **Overnight Stays**

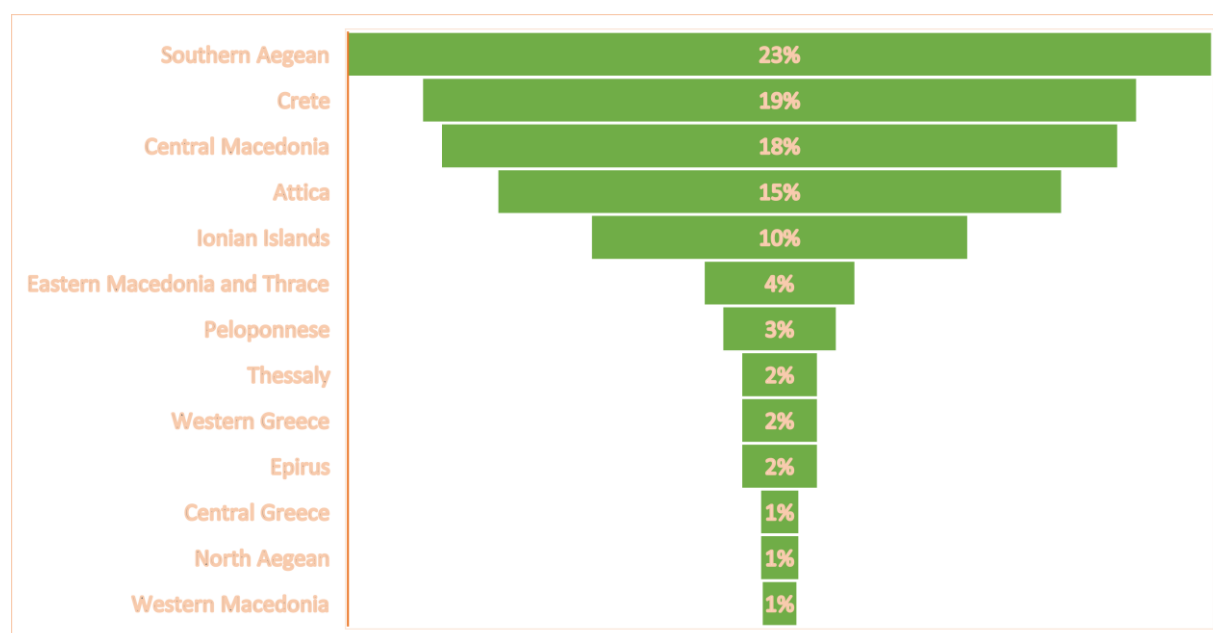
Overnight stays in Greece in 2017-2019 increased by +11% (from 209,855 thousand in 2017 to 232,464 thousand in 2019). In particular, the picture is positive, with the exception of the Ionian Islands Regions (-5%, from EUR 24.9 million to EUR 23.7 million in 2019), Thessaly (-3%, from 5.0 million in 2017 to 4.9 million in 2019) and North Aegean (-10%, from 3.2 million in 2017 to 2.9 million in 2019).

*Table 12: Overnight stays in Greece per Region*

Region	2017	2018	2019	% Dif 2017-2019
Attica	29.437	31.386	34.028	16%
Central Macedonia	40.782	44.690	40.808	0%
Thessaly	5.027	4.217	4.889	-3%
Western Greece	2.819	3.184	4.530	61%
Crete	40.271	43.819	43.256	7%
Eastern Macedonia and Thrace	5.421	6.467	10.171	88%
Peloponnese	5.214	6.614	6.466	24%
Central Greece	2.013	2.998	2.978	48%
Southern Aegean	46.210	51.084	53.169	15%
Epirus	3.643	3.362	4.003	10%
Western Macedonia	859	1.316	1.520	77%
Northern Aegean	3.217	3.113	2.902	-10%
Ionian Islands	24.944	24.762	23.744	-5%
<b>Greece</b>	<b>209.855</b>	<b>227.012</b>	<b>232.464</b>	<b>11%</b>

*Source: INSETE, 2020*

With regard to the percentage distribution of overnight stays in the individual Regions, we note that the highest rates are recorded in the South Aegean (23%), Crete (19%), Central Macedonia (18%), Attica (15%) and The South Aegean (15%). i.e., these 5 Regions account for 84% of the nights recorded in Greece in 2019.

*Chart 4: Percentage distribution of overnights stays in Greece per Region*

Source: INSETE, 2020

### Hotel Occupancy

The occupancy of Greece's hotel accommodations in 2014-2019 improved (from 47% in 2014 to 49% in 2019). Individually, all Regions showed an improvement in their occupancy rate, with the exception of Crete (from 62% in 2014 to 57% in 2019), the North Aegean (from 36% in 2014 to 35% in 2019) and Western Macedonia (from 18% in 2014 to 15% in 2019).

*Table 13: Hotel Occupancy in Greece per Region (2014-2019)*

Region	2014	2015	2016	2017	2018	2019
Attica	45%	47%	47%	51%	50%	49%
Central Macedonia	44%	46%	46%	49%	44%	44%
Thessaly	30%	30%	30%	32%	32%	32%
Western Greece	32%	34%	35%	36%	34%	33%
Crete	62%	62%	65%	67%	62%	57%
Eastern Macedonia and Thrace	34%	36%	36%	37%	35%	34%
Peloponnese	27%	27%	31%	32%	34%	32%
Central Greece	22%	23%	26%	28%	28%	27%
Southern Aegean	55%	59%	58%	62%	59%	58%
Epirus	27%	26%	28%	31%	30%	30%

Western Macedonia	18%	17%	16%	17%	17%	15%
Northern Aegean	36%	39%	33%	37%	36%	35%
Ionian Islands	54%	60%	62%	64%	60%	57%
<b>Greece</b>	<b>47%</b>	<b>49%</b>	<b>50%</b>	<b>53%</b>	<b>51%</b>	<b>49%</b>

Source: INSETE, 2020

## PP5 - Municipality of Preko

### ***Brief analysis of the tourism in the region***

Preko Municipality is a destination of family tourism based on natural and cultural resources. The dominant tourist product is still the sun and the sea and it needs to be improved by creating an additional offer of various facilities. In recent years, nautical tourism and active tourism based on experience and return to nature have been developing more and more.

### ***Analysis of accommodation capacities***

Tourists mostly spend the nights in households (tourist apartments), followed by accommodation in marinas, camps, and finally accommodation in hotels.

### ***Analysis of arrivals and overnight stays***

Before COVID-19 there were around 13.000 tourist (average number for season 2017, 2018 and 2019) annually in Preko. Breakdown is represented in Table 2.

Month	Arrival domestic	Arrivals Foreign	TOTAL	No. domestic	No foreign	TOTAL
01	1	8	9	1	8	9
02	2	2	4	3	10	13
03	8	6	14	8	9	17
04	0	114	114	2	117	119
05	25	131	156	25	177	202
06	328	1.126	1.454	343	1.173	1.516
07	945	3.479	4.424	1.136	3.944	5.080
08	670	3.047	3.717	1.118	4.060	5.178
09	67	597	664	136	1.164	1.300

10	65	76	141	81	141	222
11	0	5	5	7	7	14
12	0	4	4	2	5	7
<b>total:</b>	<b>2.111</b>	<b>8.595</b>	<b>10.706</b>	<b>2.862</b>	<b>10.815</b>	<b>13.677</b>

As per destinations tourist are coming from Croatia, Slovenia, Austria, Hungary, Germany and Italy.

### PP6 - Region of Epirus - Regional Unit of Thesprotia

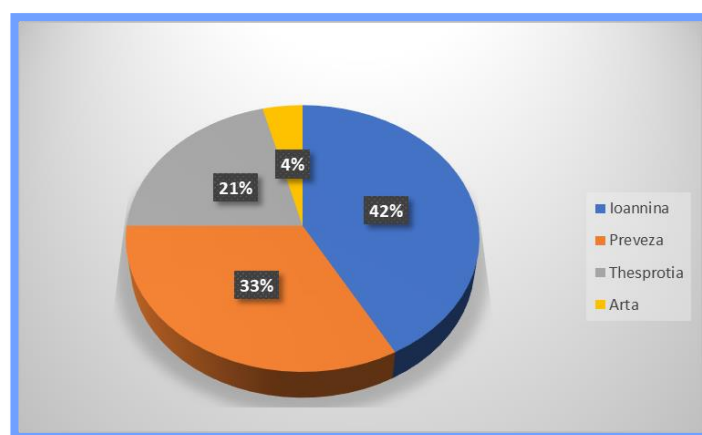
The RU itself has two parts; the coastal areas with the “Sun & Sea” tourism model and the mountainous and rural areas with natural & cultural resources. The accessibility in the mountainous areas creates several problems in transportation. In general, the coastline of the RU is characterized by seasonal tourism with its mountainous areas possessing famous winter destinations.

#### Accommodation Capacities (RU Thesprotia)

Classification	5*	4*	3*	2*	1*	Total
Units	2	16	24	18	8	68
Rooms	184	598	629	306	156	1.873
Beds	358	1.171	1.225	557	300	3.611

Source: INSETE, 2020

**Image 1:** Percentage breakdown of hotel capacity in rooms of the Region of Epirus by Regional Unit, 2019



Source: INSETE, 2020

### Arrivals and Overnight Stays

**Table 14:** Arrivals of tourists in hotels at RU Thesprotia, in contrast with ROE in total

Type of visitor	2014	2015	2016	2017	2018	2019	%Dif 2014 - 2019
Foreign	18.347	15.708	16.040	21.515	44.853	45.509	148%
Domestic	32.783	28.285	23.633	20.922	33.795	35.468	8%
Total (in ROE)	390.806	385.687	406.791	457.581	620.253	611.459	56%

Source: INSETE, 2020

**Table 15:** Overnight stays of tourists in hotels at RU Thesprotia, in contrast with ROE in total

Type of visitor	2014	2015	2016	2017	2018	2019	%Dif 2014 - 2019
Foreign	56.207	49.465	63.904	89.627	211.309	219.377	290%
Domestic	83.488	61.573	47.475	43.706	73.320	80.642	-3%
Total (in ROE)	937.854	892.226	956.624	1.099.202	1.550.470	1.558.985	66%

Source: INSETE, 2020

### Hotel Occupancy

The occupancy of the hotel accommodations of the Region of Epirus in the period 2014-2019 improved (from 27% in 2014 to 30% in 2019). Individually, all Regional Units showed improvement, with the exception of Preveza Module (from 31% in 2014 to 30% in 2019). Indicatively the other Units: Thesprotia (from 23% in 2014 to 37% in 2019), Ioannina (from 28% in 2014 to 29% in 2019) and Arta (from 20% in 2014 to 21% in 2019).

Regional Unit	2014	2015	2016	2017	2018	2019
Thesprotia	23%	25%	28%	32%	38%	37%
Preveza	31%	29%	31%	34%	30%	30%
Ioannina	28%	26%	27%	30%	30%	29%
Arta	20%	23%	24%	23%	20%	21%
Epirus (in total)	27%	26%	28%	31%	30%	30%

Source: INSETE, 2020

### PP7 - City Municipality Mediana - City of Nis

The number of tourist arrivals on the territory of the City of Nis in 2018 was higher than in previous years. The number of tourist nights was 211,914. The percentage of overnight stays of foreign tourists in 2017 was 1.6%. The average number of nights spent by foreign tourists is 1.5 days, while the percentage of nights spent by domestic tourists is 2 days, in 2018.

On the territory of the City of Nis, 5 4-star hotels with 460 beds, 8 3-star hotels and 350 beds, 5 2-star hotels and 384 beds and 4 1-star hotels and 236 beds are categorized. The hotel "Ambassador" and the hotel "Naiss" were reconstructed, and the hotel "Park" is in the final phase of reconstruction. On the territory of the City of Nis, other registered accommodation capacities without an established category include 11 hostels with 270 beds and 25 hostels with 645 beds (from the records of the Tourist Organization of Nis). On the territory of the City of Nis and Niska Banja are categorized 3 apartments (12 beds) with 4 stars, 25 apartments (53 rooms, 159 beds) with 3 stars, 21 apartments (35 rooms, 146 beds) with 2 stars and 8 apartments , 156 beds) with 1 star.

The city of Nis has a total of 25 hotels, 12 apartments, 26 hostels, 12 hostels and 15 rooms. The total number of beds is 3,819 (data taken from the Statistical Yearbook of the City of Nis for 2018).

### 3.4 Services and attractions related to cultural and natural heritage

This section provides analysis of different tourist services and attractions related to both cultural and natural resources, as well as integrated tourist services and products/attractions in each region with a specific focus on multisensory experience

#### LP - University of Basilicata

The main attraction, and the only one that is producing most of the growth of the regional tourism sector is Matera. The regional and local authorities have been investing in promotional campaigns to spread the impact of Matera to the neighboring areas and to the whole region, with limited results.

Other attractors worth mentioning are the amusement attractors built in recent years, like the most famous, the Volo dell' Angelo. These attractors are producing some positive impact in the neighboring areas that include very valuable naturalistic resources.

The long Ionian coast, that due to its extension could host a much larger summer tourism economy, is still stagnant, mainly due to lack of investments.

#### PP3 - ENTERPRISE GREECE S.A.

With more than 16,000 kilometers of coastline, more than 6,000 islands and islets, and a well-established tourism industry, Greece presents a tourism haven for all. The country is one of the top global tourism destinations for sun and beach holidays and provides attractive propositions for year-round themed holidays. The competitive advantages of Greece, such as rich cultural heritage, natural beauty and geographical variety, have been attracting

significant tourism investments in recent years, thus further strengthening Greece's image as an ideal destination both for holidays and tourism-related services.

Greece can serve both sea & sun tourism as well as thematic/alternative tourism activities. More than four millennia of recorded history and an abundance of sites, museums and locations where one can see history unfold before one's eyes. Likewise, regarding landscape and natural environment, from the multitude of sunny islands and beaches to the snowy peaks and forests, Greece offers an unlimited variety of attractive destinations for year-round holidays. The transportation network has been significantly modernized over the last 20 years and remain in excellent quality. Due to its highly regulated environment (mainly due to the NATURA 2000 areas), Greece needs to work very closely with site managing authorities and their stakeholders, in order to develop a sustainable touristic product.

Ultimately, Greece has the capacity for several different tourism products and activities. Sun & Se, Environmental/Nature Tourism , Culture & Religion and Culinary Tourism in every single Region comprising it.

In Greece, the people seem to blend in with the land. You'll meet a different approach for life at this crossroads of civilizations and landscapes among three continents.

### PP5 - Municipality of Preko

#### ***Relevant products and services related to cultural and natural resources***

Current assets are natural attractions combined with rural, active tourism. One of them is a landscaping project called *Adventure island* involving the olive roads, cycling routes, rest stops and viewpoints in the most attractive areas in the hinterland of the Ugljan island. The main attraction of rest stops are the smart solar benches with wi-fi signal and connectors for charging of mobile phones. The rest stops are equipped with arbors, rest benches, trash cans, bicycle racks and educational info boards with description of locations, sights and interesting facts about the island. The project includes a cycling map that can be found in tourist offices of the Ugljan island and on their websites.

There is also historical heritage that dates from Roman times, as island of Ugljan was known for its production of high-quality olive oil, and it has unique archeological site - roman olive oil port with olive mill that has been replicated "in situ" (on actual location).

Cultural heritage is rich but not enough exploited and valorised and as such not enough included in tourist offer. Coastal natural resources are very rich but not enough developed and suitable for modern tourists who want more than sea and sun at their vacation.

***Relevant attractions***

The municipality abounds in diverse cultural and historical heritage. The most prominent archeological site from the 1st century, villa rustica with stone presses for olive processing in Muline, as the oldest site from Roman times on the island of Ugljan. Then, the late antique mausoleum from the 4th-5th century, and the early Christian memory also from the 4th and 5th centuries. Under the protected material heritage, in the category of rural-urban whole, the monastery complex of St. Paul the Hermit from 1439 on the islet of Galevac. Glagolitic texts can also be found in the rich monastery archives. Part of the settlement Rivanj, is also protected as a historical cultural heritage in the same category. Numerous sacral buildings and fortresses stand out among the protected cultural monuments. Fortress of St. Michael, a 13th-century Venetian fortress built in the 6th century and rebuilt in the 13th century, with its panoramic views, is today perhaps the most famous picnic spot on the island. Some of the most famous sacral buildings in the municipality are certainly; church of St. John the Baptist from the 11th century in the settlement of Preko, the church of St. Lawrence in Lukoran, then in the settlement of Ugljan; churches of St. Cosmas and Damian from 1372, the church and monastery of St. Jerome from 1430, the church of the Assumption of the Blessed Virgin Mary from 1346, the church of All Saints from 1390, the church of St. Hippolytus and Cassian in 1350 are just some of the rich ecclesiastical heritage that the island abounds in.

The municipality offers tourists specific forms of tourism whose development is based mainly on natural, cultural and social resources.

Due to the many smaller and larger bays, the municipality of Preko is ideal for nautical tourism. Sailing, surfing and diving are also one of the sports and recreational activities that the municipality offers.

Due to geographical features, tourists can enjoy a variety of recreational facilities on land. Numerous walking trails, bike routes, and free climbing. With its characteristics, the municipality leaves more opportunities for additional development of sports and recreational facilities, especially the development of health tourism due to its climatic characteristics.

Figure 6. Fortress of St. Michael



### PP6 - Region of Epirus - Regional Unit of Thesprotia

Thesprotia can serve both as sea & sun as well as a thematic/alternative tourism destination. The 28% of ITS land is part of NATURA 2000 areas, offering a unique and important natural asset. At the same time ROE has important cultural and architectural heritage to show and capitalize upon. The transportation network is in good quality (two highways connect the region with the north-east and the south-east part of Greece, the Ioannina Airport and the Igoumenitsa Port). Due to its highly regulated environment (mainly due to the NATURA 2000 areas), RU needs to work very closely with site managing authorities and their stakeholders, in order to develop a sustainable and holistic tourism product.

It remains a hidden story from the ancient times that in the land of Thesprotia the people seem to blend in with their place. Here, at the far corner of Greece and at this crossroad of civilizations and landscapes, the visitor will meet a different “aroma” of destinations, secluded deep between the Pindos mountain range and the Ionian Sea. The most sublime and transcendent attractions of the RU can be “assembled” within the following categories:

#### *Culture and Heritage*

- ❖ Archaeological place of ancient Gitani
- ❖ Archaeological place of ancient Fanoti
- ❖ Archaeological place of ancient Elea

- ❖ The historical village of Souli
- ❖ The imposing castle of Kougki in Souli area
- ❖ The mills of Souli
- ❖ The Dimokastro castle (twin castle in Greek) in Perdika area
- ❖ Saint Donatus castle in Paramythia area
- ❖ The tower of Koulias in Paramythia area
- ❖ The abandoned village of Old Sagiada in the homonymous area
- ❖ The Holy Monastery of Giromerion
- ❖ The Holy Monastery of Saint Minas

### ***Natural Environment***

- ❖ The renowned Syvota beach
- ❖ Plataria
- ❖ Perdika
- ❖ Igoumenitsa
- ❖ The Natural Recreational Park, near Saint Athanasios Monastery
- ❖ Acheron River

### **PP7 - City Municipality Mediana - City of Nis**

Based on archeological excavations, it can be concluded that the territory where the city of Nis is located today has been inhabited by human communities since the Middle Paleolithic period (100,000-30,000 BC). Remains from the Paleolithic, found at the Kremenac site, are kept in the archeological collection of the National Museum in Nis. Tombs from Medoševac and a large settlement, located next to the ancient site of Mediana, were found from the Bronze Age. There is a legend about the origin of Nis that it was built by the prince of Nis with stone from the nearby Hum hammer. According to the most frequently cited thesis about the etymological origin of the name of the city, Nis was named by the Celts with the meaning of the Fairy Town. Naissos was a Greek colony. Nis is one of the possible places where the Greek mythological Nisa was located, inhabited by nymphs, where Dionysus grew up and after whom he got his name. During the Roman Empire, the city had the name Naissus, which is the Romanized name of the Greek name Naissos.

The Romans conquered Nis during the Dardanian wars in the 1st century BC and the city developed as a strategic crossroads, military and trade center in the province of Upper Moesia. In the 2nd century AD, Nis was already a sufficiently famous city for Ptolemy to mention it in his "Geography" as one of the four largest cities in Dardania. In September 268, the Roman army led by Emperor Gallienus and two future emperors: Commander-in-Chief Marcus Aurelius Claudius and Cavalry Commander Aurelian clashed with the Goths near Nis in the bloodiest

battle of the 3rd century, known as the Battle of Naissus. On that occasion, between 30,000 and 50,000 Goths were killed. The Battle of Naissus ensured the existence of the Western Empire for the next two centuries. On February 27, 272, the son of the military commander Constantius Chlorus and the innkeeper's daughter Flavia Julia Helena, the future emperor Constantine the Great, was born in Nis. In his hometown, Emperor Constantine I built the imperial villa Mediana, which is today an important archaeological site. Mosaic floors and other remnants of imperial luxury are kept in a museum on Mediana. Aristocratic villas are in the vicinity of the imperial palace. In the year 284, when the emperor Diocletian separated Dardania from Upper Moesia and taught it a separate area, the city of Nis became the capital of this Roman province. During the 4th century, a diocese was founded in Nis, making Nis one of the important religious centers. The basilica from the 4th century in Nis is one of the oldest Christian monuments in the world.

The excellent strategic position and wealth of Nis made it a frequent target of attacks by many peoples. Although Emperor Julian the Apostate strengthened the walls around Nis to make it invincible, Nis was often conquered, burned and destroyed. Attila conquered him first with a violent attack. On that occasion, the Huns massacred the city's population. Years later, the banks of the river were still covered with human bones, as remnants of Hun destruction. Another 448. Prisk described Nis as a city that seems deserted, with a couple of sick people lying on churches and riverbanks full of human bones. The partially rebuilt city was again destroyed by barbarians in 480.

### ***Culture and Heritage***

- ❖ Niš Fortress - Turkish fortification, 17th century ,
- ❖ Median - archeological site from Roman times ( 3rd - 4th century ),
- ❖ Red Cross concentration camp - one of the rarely preserved World War II camps,
- ❖ Bubanj - a memorial park on the site of the victims of citizens in World War II,
- ❖ Scull tower - a unique 19th century monument with the skulls of Serbian uprisings from the Battle of Cegar, built into the tower,
- ❖ Cegar - the hill on which the battlefield at Cegar was located, May 10, 1809 . years,
- ❖ Nis Liberation Monument - A monument dedicated to the liberation of Nis from the Turks and patriots of World War I ,
- ❖ Monument to Alexander - a monument dedicated to King Alexander Karadjordjevic ,
- ❖ Kazandžijsko sokace - the old urban part of the city in what is now Kopitareva Street, built in the mid-18th century,
- ❖ Ancient Christian Basilica with Martyrium in Jagodin-mala, 4th Century,
- ❖ Early Christian tomb with frescoes from the end of the 6th century ,

- ❖ Memorial Chapel - erected to victims of the 1999 NATO bombing,
- ❖ Prehistoric site Bubanj - archeological site from the Neolithic period .

### ***Natural Environment***

- ❖ Sićevo Gorge
- ❖ Niska Banja - spa resort, 10 km away from the city center, at the foot of Koritnjak, a branch of Suva planina
- ❖ Cair - a city park with a swimming pool and sports fields
- ❖ Sveti Sava Park - a city park
- ❖ Kamenicki vis - an excursion site and ski resort near Nis, at an altitude of 805-814 m
- ❖ Sićevo Gorge - a narrow part of the Nisava Valley between the villages of Prosek and Dolac , 14 km upstream of Nis
- ❖ Oblacinsko Lake - natural lake 20 km from Nis, near Oblacina , at the foot of Mali Jastrepac
- ❖ Banja Topilo - a small spa 25 km from Nis, in the area of the village of Vele Polje , towards Aleksinac and Sokobanja
- ❖ Cerjan Cave - 14 km from Nis, and ataru Cerja village
- ❖ Jelasnica Gorge - in the valley of Jelasnicka River, near the village of Jelasnica , near Niska Banja
- ❖ Bojanine waters , on the branch of Suva planina, above the village Jelašnica
- ❖ Dry mountain

### Analysis of market and competition

This section provides a brief analysis of the market and competition for each of the regions in the area of tourist products and services based on the natural and cultural resources.

### **LP - University of Basilicata**

The scenario of competitors for the systems of Cultural and Naturalistic tourism is very heterogeneous.

Matera enjoys a condition of substantial unicity in the panorama of historical towns. Some similarities can be identified in Italy in very few cases, like that of Ragusa Ibla.

At international level similar examples of Historical towns can be identified, in Greece, Turkey, etc. However, distances in terms of national cultures, naturalistic scenarios, are so wide that the direct competition is very limited. These are the grounding characteristics of

the extraordinary growth of Matera in the international market for cultural tourism destinations.

Other cultural attractions, like for examples the Svevian Castles in the north east of the region, are exposed to much e stronger competition, due to their locations, too dispersed in anonymous surroundings, and to their cultural and historical features, that make them easily comparable to other much richer destinations like Naples and Palermo.

The same weaknesses can be mentioned for the naturalistic areas that are in direct competition with other equally or even richer destinations, in the Neighboring regions.

Just one example can be well representative: the Vulture mountain, a beautiful volcanic mountain, loses much of its attractiveness in comparison to the Vesuvius, or not really far for international tourism, the Etna.

### **PP3 - ENTERPRISE GREECE S.A.**

In European markets, although there are some differences between countries, overall the picture is very similar in terms of preference for leisure products with the first places occupied by Visit to cities and Relaxation on the coast - on the beach near the sea. Of particular interest to the potential for tourism development in mainland Greece is the very high preference for visiting small towns/villages, especially for some of the main markets, as well as the importance of gastronomy for the whole country. It is also noteworthy that although travel - whether short or long- with cultural content constitutes a small percentage of the total (see if.), visiting museums and getting to know other cultures are important activities during travel. This suggests that travelers are interested in a multidimensional product/ a multidimensional experience, even if the main goal of their trip is recreation with either 'Sun and Sea' or City Break. In non-European markets, the most important differentiation from European markets is the increased interest in visiting places in nature, particularly the Asian markets, as well as increased interest in museums, monuments and other cultural activities.

According to a study made by INSETE<sup>1</sup> in 2020, the five main European markets in Greece are considered to be Germany, United Kingdom, Bulgaria, France and Italy.

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<sup>1</sup> Greek Tourism Confederation

Table 16: Arrivals per country 2014-2020 (in thousands)

Country of Origin	2014	2015	2016	2017	2018	2019	2020
<b>Eurozone countries</b>	<b>7,457</b>	<b>8,189</b>	<b>8,935</b>	<b>9,863</b>	<b>11,436</b>	<b>11,071</b>	<b>3,447</b>
Austria	285	327	359	396	521	583	161
Belgium	409	483	467	527	587	588	136
France	1,463	1,522	1,314	1,420	1,524	1,542	469
Germany	2,459	2,810	3,139	3,706	4,381	4,026	1,526
Spain	136	94	203	164	226	283	75
Italy	1,118	1,355	1,387	1,441	1,667	1,553	373
Cyprus	448	470	652	632	698	801	291
Holland	657	639	771	947	1,015	818	257
Other	480	489	644	631	818	878	159
<b>Outside Eurozone countries</b>	<b>3,703</b>	<b>4,388</b>	<b>5,387</b>	<b>5,718</b>	<b>7,018</b>	<b>7,482</b>	<b>1,442</b>
Denmark	240	238	242	279	385	308	88
Romania	543	540	1,026	1,149	1,389	1,378	205
Sweden	338	352	413	493	509	412	48
Czech Republic	348	437	280	339	368	402	103
Other	2,234	2,822	3,426	3,457	4,368	4,982	998
<b>Other countries</b>	<b>10,874</b>	<b>11,022</b>	<b>10,477</b>	<b>11,613</b>	<b>11,668</b>	<b>12,795</b>	<b>2,485</b>
Albania	488	491	722	829	987	944	266
Australia	183	183	169	324	322	339	29
Switzerland	377	391	438	449	521	540	176
United Kingdom	2,090	2,397	2,895	3,002	2,943	3,499	1,069
USA	592	750	779	865	1,097	1,179	107
Canada	146	182	153	198	346	321	33
Russia	1,250	513	595	589	520	583	26
Other	5,748	6,114	4,726	5,358	4,932	5,389	781
<b>Total</b>	<b>22,033</b>	<b>23,599</b>	<b>24,799</b>	<b>27,194</b>	<b>30,123</b>	<b>31,348</b>	<b>7,374</b>

Source: INSETE, 2020

Table 17: Overnight stays per country 2014-2020 (in thousands)

Country of Origin	2014	2015	2016	2017	2018	2019	2020
<b>Eurozone countries</b>	<b>78,801</b>	<b>82,221</b>	<b>84,650</b>	<b>92,051</b>	<b>103,278</b>	<b>97,573</b>	<b>36,132</b>
Austria	2,874	3,152	3,267	3,506	4,547	5,132	1,445
Belgium	3,748	4,597	4,306	4,704	5,309	5,136	1,484
France	14,501	14,411	11,573	12,268	13,747	12,946	4,580
Germany	30,302	31,366	32,989	37,637	42,596	37,313	17,181
Spain	1,080	766	1,869	1,447	1,890	2,435	673
Italy	10,248	11,966	11,598	12,042	13,944	12,609	3,453
Cyprus	4,973	4,998	6,379	6,682	5,473	7,230	3,184
Holland	6,853	6,727	7,430	8,517	9,111	7,573	2,608
Other	4,221	4,238	5,241	5,248	6,660	7,199	1,522
<b>Outside Eurozone countries</b>	<b>24,008</b>	<b>26,849</b>	<b>29,435</b>	<b>30,524</b>	<b>35,225</b>	<b>35,190</b>	<b>7,449</b>
Denmark	2,018	2,126	1,984	2,559	3,155	2,561	780
Romania	3,890	4,133	6,835	7,571	8,506	8,873	1,249
Sweden	3,153	3,195	3,472	4,340	4,095	3,675	614
Czech Republic	2,922	3,555	2,328	2,791	2,839	3,238	822
Other	12,025	13,840	14,815	13,263	16,630	16,843	3,984

<b>Other countries</b>	<b>81,980</b>	<b>75,957</b>	<b>76,317</b>	<b>87,280</b>	<b>88,509</b>	<b>99,700</b>	<b>20,472</b>
Albania	1,841	1,915	2,978	3,235	3,429	3,311	1,460
Australia	2,319	2,047	2,093	4,148	4,300	4,582	428
Switzerland	3,602	3,876	3,865	3,961	4,697	4,851	1,745
United Kingdom	20,448	23,773	26,583	26,552	25,716	30,349	10,447
USA	6,816	8,560	8,178	9,549	11,669	12,457	1,396
Canada	2,002	2,376	1,881	2,454	4,853	4,048	791
Russia	13,119	5,466	6,049	5,885	5,164	6,087	239
Other	31,832	27,945	24,689	31,496	28,681	34,015	3,968
<b>Total</b>	<b>184,789</b>	<b>185,027</b>	<b>190,402</b>	<b>209,855</b>	<b>227,012</b>	<b>232,464</b>	<b>64,053</b>

Source: INSETE, 2020

Table 18: Expenditure per country 2014 -2020 (in million euros)

<b>Country of Origin</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Eurozone countries</b>	<b>5,451</b>	<b>6,009</b>	<b>5,580</b>	<b>6,296</b>	<b>7,102</b>	<b>7,732</b>	<b>2,405</b>
Austria	245	300	251	257	364	462	112
Belgium	312	373	318	341	399	453	92
France	1,129	1,194	889	994	954	1,090	367
Germany	1,995	2,245	2,128	2,553	2,962	2,959	1,134
Spain	78	66	129	88	123	203	45
Italy	704	833	722	753	939	1,009	218
Cyprus	255	249	310	334	361	465	169
Holland	435	439	481	640	615	534	169
Other	299	309	352	336	385	558	98
<b>Outside Eurozone countries</b>	<b>1,239</b>	<b>1,375</b>	<b>1,573</b>	<b>1,511</b>	<b>1,969</b>	<b>1,999</b>	<b>453</b>
Denmark	147	142	133	147	213	191	58
Romania	188	179	391	374	450	483	80
Sweden	201	221	221	272	279	258	28
Czech Republic	157	202	123	132	162	186	48
Other	547	632	704	586	866	880	239
<b>Other countries</b>	<b>6,315</b>	<b>6,295</b>	<b>5,596</b>	<b>6,395</b>	<b>6,582</b>	<b>7,949</b>	<b>1,452</b>
Albania	143	147	170	190	236	212	90
Australia	239	237	182	395	362	371	20
Switzerland	338	375	336	341	399	462	148
United Kingdom	1,553	2,019	1,944	2,065	1,937	2,564	756
USA	655	943	728	814	1,040	1,189	86
Canada	164	223	141	179	365	343	40
Russia	1,157	421	436	418	341	433	14
Other	2,066	1,930	1,658	1,993	1,901	2,375	297
<b>Total</b>	<b>13,005</b>	<b>13,679</b>	<b>12,749</b>	<b>14,202</b>	<b>15,653</b>	<b>17,680</b>	<b>4,310</b>

Source: INSETE, 2020

With regards to competitors, Greece is facing competition from traditional and emerging destinations, active in the global tourism arena and aiming at market shares. The following

Table illustrates the performance of Greece in specific indicators/elements, in compare with its Mediterranean adversaries.

*Table 19: Competitiveness ranking matrix*

Main elements	T&T Competitiveness Index, Overall Rank	Enabling Environment	Travel & Tourism Policy and Enabling Conditions	Infrastructure	Natural and Cultural Resources
<b>GREECE</b>					
Rank (out of 140)	25	58	26	26	25
Score (1-7)	4.5	5.2	4.8	4.8	3.4
<b>ITALY</b>					
Rank (out of 140)	8	57	75	17	4
Score (1-7)	5.1	5.2	4.4	5.0	5.7
<b>TURKEY</b>					
Rank (out of 140)	43	82	56	38	27
Score (1-7)	4.2	4.6	4.5	4.4	3.3
<b>CROATIA</b>					
Rank (out of 140)	27	62	22	31	23
Score (1-7)	4.5	5.1	4.8	4.7	3.6
<b>EGYPT</b>					
Rank (out of 140)	65	86	45	76	33
Score (1-7)	3.9	4.5	4.6	3.3	3.1

Source: WEF, 2019

## PP5 - Municipality of Preko

### *Structure and types of visitors in the region*

The municipality of Preko is visited by families with children who recognize us as a safe and peaceful destination. We are also visited by active tourists who like to stay in nature, clean sea and air and engage in various activities such as hiking, biking, sailing and the like.

### *Analysis of the selective types of tourism relevant for the region*

An important part of the tourist offer is the natural and cultural heritage as a basis for the development of active, rural and cultural tourism.

**Competition analysis - brief analysis of the key tourist attractions, products and services that directly compete with the region's offering (in the area of cultural and/or natural resources).**

The key market of Municipality of Preko are Croatia, Slovenia, Austria, Hungary, Germany and Italy. Neighbouring regions that have similar offer are all coastal regions of Croatia, as well as Greece and Italy.

### PP6 - Region of Epirus - Regional Unit of Thesprotia

The key markets of the ROE are Albania, Germany, UK and Italy. Research implemented by SETE (Association of Greek Tourism Companies) in 2020, shows that visitors in the ROE prefer alternative tourism products, require year-around access via air flight as well as a variety of accommodation options.

**Table 20: Overnight stays in ROE per country**

Country of Origin	2017	2018	2019	%Dif 2017-2019
Germany	830	896	687	-17%
UK	437	265	382	-13%
Italy	316	319	342	8%
Albania	324	316	265	-18%
Others	1.736	1.567	2.327	34%
<b>Total</b>	<b>3.643</b>	<b>3.362</b>	<b>4.003</b>	<b>10%</b>

Source: INSETE, 2020

**Table 21: Income by country of origin in the ROE (in million €)**

Country of Origin	2017	2018	2019	%Dif 2017-2019
Germany	42	53	38	-10%
UK	33	40	31	-8%
Italy	30	14	29	-5%
Albania	18	19	22	24%
Others	93	96	141	53%
<b>Total</b>	<b>216</b>	<b>222</b>	<b>261</b>	<b>21%</b>

Source: INSETE, 2020

Neighboring Regions and Countries are Region of Central Greece (Sterea Ellada), Region of Thessalia, Region of Western Greece, Region of Western Macedonia and Italy.

### PP7 - City Municipality Mediana - City of Nis

According to the data of the Tourist Organization of Serbia, which it received from the Statistical Office, in the period January-November 2019, a total of 3,420,561 tourists stayed in the Republic of Serbia, which is 7% more than in the period January-November 2018. There were 1,712,925 domestic tourists (7% more than in the period January-November 2018) or 50% of the total number of guests, and foreign 1,707,636 (+ 7%), or 50% of the total number of guests. These data do not include data for the territory of AP Kosovo and Metohija.

Number of foreign tourists by types of tourist places:

- ❖ Republic of Serbia 3,420,561 (+ 7%) 1,712,925 (+ 7%) 1,707,636 (+ 7%)
- ❖ Belgrade-city settlements 1,107,694 (+8) 164,414 (+5%) 943,280 (+ 8%)
- ❖ Novi Sad-urban settlements 189,585 (+ 4%) 64,153 (+ 3%) 125,432 (+ 4%)
- ❖ Spas 628,565 (+ 12%) 515,188 (+12%) 113,377 (+11%)
- ❖ Mountain resorts 586,907 (+ 6%) 463,676 (+ 5%) 123,231 (+10%)
- ❖ Other tourist destinations 745,213 (+ 4%) 422,153 (+3%) 323,060 (+ 5%)
- ❖ Other Places 162,597 (+8%) 83,341 (+ 11%) 79,256 (+ 5%)

In the period January-November 2019, a total of 9,387,488 overnight stays were realized (which is 7% more than in the period January-November 2018), of which 5,691,295 overnight stays were realized by domestic tourists (6% more than last year), which makes 61% of the total number of realized overnight stays, and foreign 3,696,193 (+ 8%) or 39% of the total number of realized overnight stays.

Measured by the number of overnight stays, domestic guests mostly stayed in spas (41%), followed by mountain resorts (31%). Foreign guests mostly stayed in Belgrade (53%), followed by other tourist destinations (18%), etc.

Overnight stays of Foreign tourists by types of tourist places:

Republic of Serbia 9,387,488 (+ 7%) 5,691,295 (+ 6%) 3,696,193 (+ 9%)

- ❖ Belgrade-city settlements 2,279,987 (+8%) 338,350 (+11%) 1,941,637 (+ 7%)
- ❖ Novi Sad- city settlements 366,539 (-6%) 119,748 (-9%) 246,791 (-5%)
- ❖ Spas 2,647,837 (+ 9%) 2,319,881 (+ 8%) 327,956 (+10%)
- ❖ Mountain resorts 2,121,857 (+ 5%) 1,778,292 (+ 4%) 343,565 (+9%)
- ❖ Other tourist destinations 1,591,502 (+ 10%) 920,008 (+6%) 671,494 (+ 18)%
- ❖ Other Places 379,766 (+7%) 215,016 (+ 4%) 164,750 (+ 12%)

Of the foreign countries, the largest number of overnight stays in the period January-November 2019 were realized by tourists from BiH (275,087 overnight stays, which is 13% more

compared to the period January-November 2018), followed by tourists from China, Montenegro, Turkey, Russia, etc. Foreign tourist in Nisava district by country-of-origin year 2019 in comparison to 2018 are:

- ❖ Bosnia and Herzegovina 275,087 (+ 13%)
- ❖ China 250,593 (+ 48%)
- ❖ Montenegro 218,863 (+ 12%)
- ❖ Turkey 211,701 (+ 29%)
- ❖ Russia 204,348 (+ 56%)
- ❖ Germany 192,541 (+ 19%)
- ❖ Croatia 179,104 (+ 13%)
- ❖ Romania 172,342 (+ 8%)
- ❖ Slovenia 144,549 (+ 3%)
- ❖ Bulgaria 139,393 (0%)

#### 4. Stakeholder Engagement

Any individuals, groups of people, institutions, organizations or firms that may have a significant interest in the success or failure of the THEMATIC project (either as implementers, facilitators, beneficiaries or adversaries) are defined as stakeholders. Based on the objectives of the project itself, stakeholder groups that will be targeted by the communication strategy concern the following target groups:

- ✓ local public authority
- ✓ infrastructure and (public) service provider
- ✓ interest groups including NGOs
- ✓ higher education and research
- ✓ education/training centre and school
- ✓ SME
- ✓ business support organisation

The THEMATIC partnership will use a bottom-up approach in the development of all main outputs, Consultations of stakeholders' groups and general public will be carried out all over the project implementation, with local meetings and innovative survey instruments, like internet survey apps. The repertoire of THEMATIC cultural and naturalistic destination will be

built promoting the participation of local communities, that will be invited to share their knowledge of natural and cultural heritage.

The strategy and action plans will be presented in public consultations that will be organized in all partner regions, with the general public, local administrations, business representatives. Study visits will be used also as opportunities for the promotion of participation of local communities. The Network agreement will be signed among local administrations and stakeholder associations, creating a permanent basis for cooperation and transfer of innovative capacities.

Likewise, the main focus of the project (sustainability and accessibility), will lead to the direct involvement of interest groups, NGOs, local administrations, and educational institutions, active in the field of environmental protection, social inclusion and cultural integration.

### **LP - University of Basilicata**

The thematic partnership has signed a Network agreement, involving more than 30 stakeholders, these include, also for Basilicata, entrepreneurship development agencies, associations of Tourist services companies, local administrations

The core stakeholders for UNIBAS are:

a. the Municipality of Matera, 2019 European Cultural Capital, bringing its extraordinary experience of the design, proposal and successful competition for that role as well as its unique experience and in organizing cultural events. On the other hand, sharing the experience of a town almost overwhelmed by its own success, with a skyrocketing number of visitors, that are posing enormous questions of sustainability, accessibility, preservation of the same historical resources that led to its success.

Matera offers to partners a unique opportunity to observe and analyze the challenges of cultural and naturalistic tourism, in a location characterized by very fragile and complex urban and rural structure.

b. the yet mentioned UNESCO Chair on “Mediterranean Cultural Landscapes and Community knowledge, aiming at deepening knowledge exchange in the Adriatic Ionian cultural heritage, acquiring invaluable information and feedback for its applied research and educational services.

### **PP3 - ENTERPRISE GREECE S.A.**

Any individuals, groups of people, institutions, organizations or firms that may have a significant interest in the success or failure of the THEMATIC project (either as implementers,

facilitators, beneficiaries or adversaries) are defined as stakeholders. Based on the objectives of the project itself, stakeholder groups that will be targeted by the communication strategy concern twelve (12) target groups. Local Public Authorities, Regional Public Authorities, National Public Authorities, Sectoral Agencies Infrastructure and (public) service providers, Interest groups including NGOs, Higher education and research Education/ training centers and schools, Enterprises and SMEs, Business support organizations, General public.

First category of the Stakeholders should be representatives from each of the 13 Regions, in order to promote local tourism and local tourism resources and implement and support initiatives for the promotion of tourism. Second, every Regional Unit that could implement policies in RU level, participate in relevant bodies and groups and specialize the Regional policies (incl. tourism). In national level the Ministries of Tourism, Foreign Affairs, Education, Research & Religion, Culture & Sports and the Greek National Tourism Organization have the political influence, the decision-making power and the financial resources.

Sectoral Agencies and Infrastructure and (public) Service Providers could have been affected positively through regional development. Enterprises and SMEs have indirect benefits from the development of tourism including thematic tourism and economic interest to the project. The Business Support Organizations, such as Chamber of Commerce and Hoteliers Associations, have the key role to promote the ADRION brand, the ADRION THEMATIC project as well as their economic interest within the project.

#### **PP5 - Municipality of Preko**

Any individuals, groups of people, institutions, organizations or firms that may have an interest or connection to innovative and sustainable tourism. Stakeholders include representatives of local self-government units (representatives of administrative departments) and public institutions such as tourist boards and communal firms, and if possible, the representatives of civil society organizations and representatives of the private sector (associations, individual entrepreneurs).

#### **PP7 - City Municipality Mediana - City of Nis**

Any individuals, groups of people, institutions, organizations or firms that may have a significant interest in the success or failure of the THEMATIC project (either as implementers, facilitators, beneficiaries or adversaries) are defined as stakeholders. Based on the objectives of the project itself, stakeholder groups that will be targeted by the communication strategy concern the following target groups:

- ✓ local public authority

- ✓ infrastructure and (public) service provider
- ✓ interest groups including NGOs
- ✓ higher education and research
- ✓ education/training centre and school
- ✓ SME
- ✓ business support organisation

The THEMATIC partnership will use a bottom-up approach in the development of all main outputs, Consultations of stakeholders' groups and general public will be carried out all over the project implementation, with local meetings and innovative survey instruments, like internet survey apps. The repertoire of THEMATIC cultural and naturalistic destination will be built promoting the participation of local communities, that will be invited to share their knowledge of natural and cultural heritage.

The strategy and action plans will be presented in public consultations that will be organized in all partner regions, with the general public, local administrations, business representatives. Study visits will be used also as opportunities for the promotion of participation of local communities. The Network agreement will be signed among local administrations and stakeholder associations, creating a permanent basis for cooperation and transfer of innovative capacities.

Likewise, the main focus of the project (sustainability and accessibility), will lead to the direct involvement of interest groups, NGO, local administrations, educational institutions, active in the field of environmental protection, social inclusion and cultural integration.

## 5. Global Trends

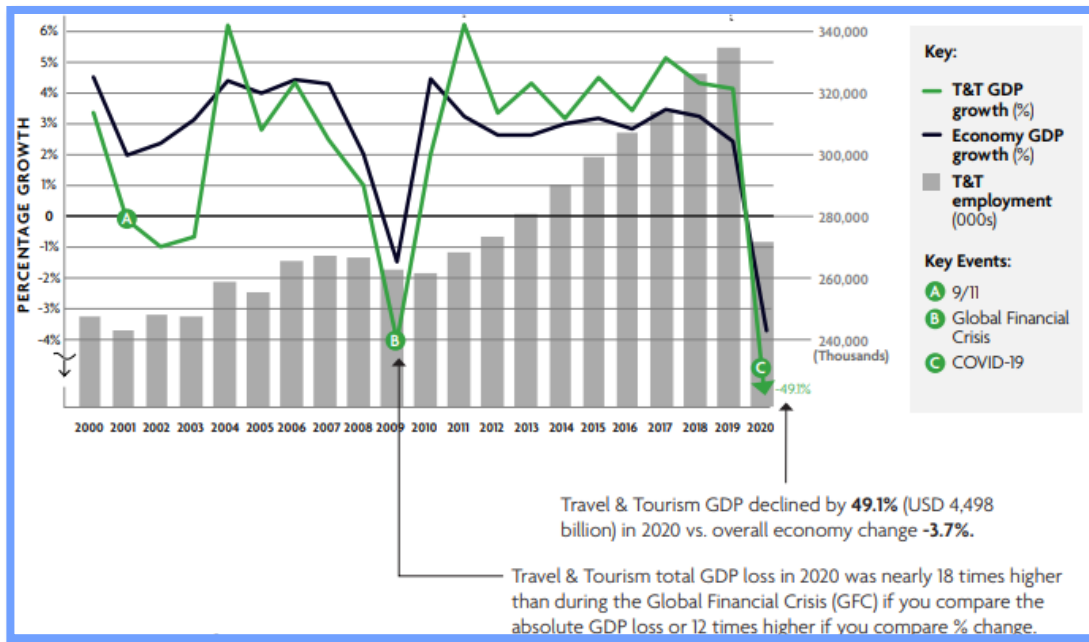
### 5.1 Covid-19 implications on Tourism

#### Globally

The COVID-19 pandemic has taken a significant toll on communities across the world and has had a devastating effect on Travel & Tourism. For 30 years, the World Travel & Tourism Council (WTTC) has been quantifying the economic impact of Travel & Tourism, highlighting the importance of the sector to the global economy. The 2021 annual research which covers 185 countries and economies, and 25 regions of the world, reveals the full extent and significance of the COVID-19 crisis to the sector in 2020. The effect of COVID-19 has emphasized the tremendous importance and positive contribution of Travel & Tourism. It enables socio-economic development, job creation, poverty reduction, driving prosperity and significant positive social impact, including providing unique opportunities to women, minorities, and youth.

The benefits of Travel & Tourism spread far beyond its direct impacts in terms of GDP and employment; with indirect gains spreading through the entire ecosystem and the supply chain linkages to other sectors. In 2019, Travel & Tourism was one of the world's largest sectors, accounting for 10.4% of global GDP (USD 9.2 trillion), 10.6% of all jobs (334 million), and was responsible for creating 1 in 4 of all new jobs across the world. Moreover, international visitor spending amounted to USD 1.7 trillion in 2019 (6.8% of total exports, 27.4% of global services exports).

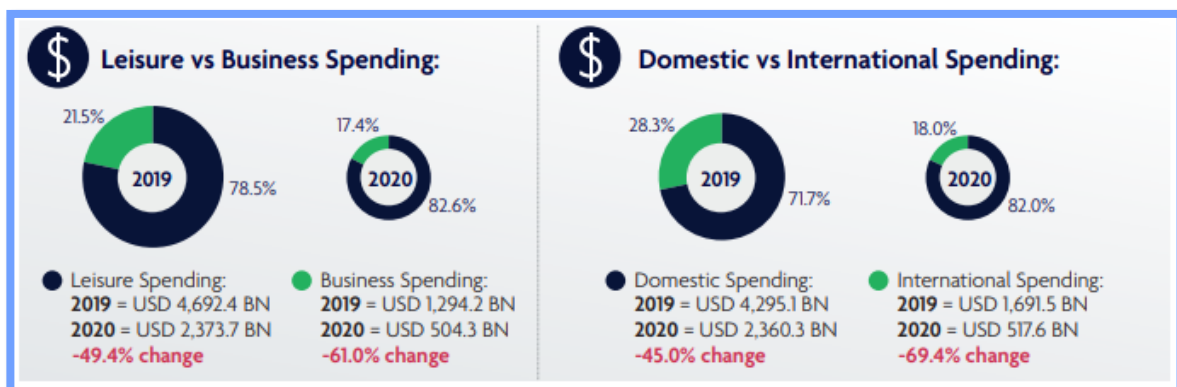
Figure 1: Economic Impact Timeline 2000-2020



Source: WTTC-Global Economic Impact and Trends, 2021

As a result of COVID-19 and the ongoing restrictions to international mobility, the Travel & Tourism sector suffered losses of almost USD 4.5 trillion, with its global contribution to GDP declining by 49.1% compared to 2019 to reach only USD 4.7 trillion in 2020; relative to a 3.7% GDP decline of the global economy. Domestic visitor spending decreased by 45%, whilst international visitor spending fell by an unprecedented 69.4%. In 2020, 62 million jobs were lost, leaving just 272 million employed across the sector globally. This 18.5% decrease was felt across the entire Travel & Tourism ecosystem, with Small and Medium Sized Enterprises (SMEs), which make up 80% all global businesses in the sector, being particularly affected.

Figure 2: Sector Characteristics



Source: WTTC-Global Economic Impact and Trends, 2021

## Europe

Travel & Tourism GDP declined by 51.4% in 2020 due to ongoing mobility restrictions linked to COVID-19. While domestic spending declined by 48.4%, international spending fell at a sharper rate of 63.8%. The fall in international receipts, however, was below the average global decline of 69.4% - driven in part by some intra-European travel. As a result, **Europe remained the top region globally in terms of international visitor receipts.**

As in other regions, certain European governments helped minimise the decline in domestic spending through stimulus initiatives. Italy, for instance, implemented the ‘Italy Cure’ rescue plan in May 2020, which included a ‘holiday bonus’ of up to EUR 500 that low-income families could spend on tourism accommodation. Further support announced in August included grants for tourist activities open to the public in the historic centres of art cities, and EUR 15 million for tourism promotion. Visit Sicily launched the ‘See Sicily’ voucher scheme, offering tourists to the island a discount on flights, a free night’s stay, a free tour, and entry to a cultural attraction.

Travel & Tourism employment fell by 9.3%, equating to 3.6 million jobs; however, the situation could have been far worse if it were not for the government’s prompt action, which introduced job retention schemes to save millions of jobs under threat. In fact, job protection schemes were introduced in many European countries, including the largest Travel & Tourism economies such as France, Germany, Italy, Spain, and the United Kingdom, with different levels of support. The UK’s Job Retention Scheme brought significant relief to millions of employees across the UK whose jobs have been sustained. The furlough scheme, as it is also known, has been in place since March 2020 and ended in September 2021. For most of this period, the grant covered 80% of wages up to GBP 2,500 (USD 3,500) for employees kept on payroll but with no work, as well as national insurance and pension contributions. Between March 2020 and mid-February 2021, 11.2 million jobs were furloughed across the UK, with GBP 53.8 billion paid out across the country. A similar scheme was also set up for the self-employed.

## 5.2 3 Key themes in a post-covid era<sup>2</sup>

### 1. To Recovery and Beyond: The Trends Ahead

From a demand perspective, COVID-19 is transforming traveller inclinations and behaviours toward the familiar, predictable, trusted, and even low risk. **Domestic and regional vacations, extensive research and planning, and the outdoors will reign in the short-term,**

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<sup>2</sup> Based on *Travel & Tourism Economic Impact and Trends 2021*, by World Travel and Tourism Council

with tourism businesses and destinations already adapting accordingly. Proactive communication will be key to spur demand. Though the longevity of these shifts is still unknown, the Travel & Tourism sector has a unique opportunity to rethink and refresh prevailing business models, in partnership with local communities.

**Health & safety are paramount** in this new era. Personal experiences, the fear of changing entry regulations, concerns for physical distancing and having flexible cancellation policies will guide consumer behaviour in the short- to mid-term. Businesses will have to collaborate even more closely with their extended value chains, especially employees and suppliers, to ensure readiness and the implementation of likeminded protocols. In this context, trust, between travelers and employees, businesses and suppliers, and visitors and local communities, will be a leading engine in the recovery of the Travel & Tourism sector.

Ultimately, **greater cooperation and international coordination is essential for the sector's survival**. Multistakeholder collaboration will be needed to ease the burden on the traveler, with public-private-community partnerships as a key to success. Through this transition, individual competitive advantage should take a backseat to restoring travelers' overall sense of safety and comfort in Travel & Tourism.

In this new context, transparency in communications will become even more important. Although the recovery of Travel & Tourism has started domestically and regionally, **it is essential to re-open international travel as swiftly as possible to ensure the sector's recovery**. As the sector moves to full recovery, an international framework for testing and digital health passes will be key in the short to medium term.

## 2. Be United & Clear In The Midst Of Chaos

As we start seeing the light at the end of the tunnel and work to accelerate the resumption of international travel, it is **essential to rebuild trust**. While the pent-up demand is significant, **changing restrictions have affected consumer confidence to book**. A significant challenge in the last year for travelers has been the ever-changing and patchwork approach to travel policies. This has led to significant confusion for travelers who feel lost in a sea of information and misinformation.

To support the sector's recovery, there is a need for a coordinated, consistent, and transparent approach to enable safe travel. The Safe Travels protocols highlight the importance of taking a risk-based approach to policies which should be re-evaluated and adapted to protect staff and travellers alike. Moreover, when more effective, suitable, less

disruptive, and scientifically supported measures become available, these should be implemented at the earliest opportunity, with defunct measures being removed.

### 3. Building Back Better: Sustainably and Inclusively

There has been **growing awareness around climate, environmental and social issues**, from sustainable destination development to waste management, climate neutrality, inclusivity, and mental wellbeing across the world. It is increasingly clear that we should respond with the same urgency and vigour to the climate crisis as we are to COVID-19, not only on ethical grounds, but also because **the travellers of tomorrow will demand it**.

## 6. SWOT Analysis

Under the framework of the aforementioned analysis, this chapter will illustrate the combined SWOT Analysis for the partnership, presenting the THEMATIC region as a single entity - destination.

Common Strengths, weakness, opportunities and threats for a thematic tourism development identified in the Thematic Network and ADRIAN Region	
Strengths	Weakness
<ul style="list-style-type: none"> <li>• Relevant Natural and Cultural Heritage</li> <li>• Good level of tourism product development</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of awareness of the importance of tourism as an economic branch at local level</li> <li>• Lack of widespread support from national policy level</li> <li>• Low level of innovation and product valorization</li> <li>• Financial constraints</li> </ul>
Opportunities	Threats
No common opportunities were identified	<ul style="list-style-type: none"> <li>• Competitive tourism destinations in regional and foreign tourism market</li> <li>• Lack of priority on policy level regarding covid-19 - strategic priorities might be different</li> </ul>

## 7. Vision

### 7.1 Partners Contribution

#### LP - University of Basilicata

Following the information and considerations expressed above, and taking into account the outcomes of the analysis produced by the THEMATIC Project on the restart of cultural tourism after the COVID Pandemic<sup>3</sup>, can be summarized as follow:

**Basilicata is a region for sustainable cultural tourism, based on cultural and naturalistic heritage. It should become a welcoming region for lovers of outdoor experiences, landscape immersion, historical routes, cultural contamination. Its offers should ensure safe, accessible and environmentally friendly services,**

The aim is thus to reinforce the outdoor offer, addressing sport practitioners as well as those people more interested in cultural experiences and landscape appreciation. Obviously, the Covid-19 pandemic calls for working out a new approach to safety management, addressing in particular innovations in safety standards, ensuring an all-seasons safe destination.

A project that implies the involvement of operators and stakeholders within a local development participated project, with the scope of promoting a sustainable and quality tourism, for people and small groups in search of itineraries deeply inspired by the genius loci, re-discovering the identity and traditions of Basilicata's culture.

At the base of this idea is the belief that the natural and cultural landscape represent the key-element for individual and social wellness.

#### PP3 - ENTERPRISE GREECE S.A.

The multilevel approach of this project could be the solution for an efficient branding and tourism development. The scope of the marketing seems to match the multifaceted possibilities and the heterogeneous characteristics of Greece.

#### *Promote Greece as a film-friendly destination*

The camera lens can capture more shades of blue in Greece than anywhere else in the world. With its stunning locations and backdrops, and its amazing Mediterranean climate with plenty of sunshine throughout the entire year, Greece offers far more than a unique and physical

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<sup>3</sup> THEMATIC Partnership (2020) Restarting cultural tourism, in the ADRION Region.  
<https://thematic.adrioninterreg.eu/library/thematic-report-restarting-cultural-tourism>

décor; versatile both in terms of landscapes as well as historical periods within short distances.

From classical Athens and the mountainous hinterland to its 6000 islands, the whole of Greece offers tailor-made stage sets which can accommodate a huge range of visual projects, from modern to period, commercial to fiction: picturesque traditional villages, unique islands, amazing beaches, forests, snow-capped mountains, baths, gorges, volcanoes and barren expanses.

An infinity of choice for location managers. Greece's architecture spans the millennia with examples from different eras, from historical landmarks with ancient temples and ancient theatres, fortified Byzantine cities, monasteries and medieval fortresses to the island homes of wealthy seafarers, neoclassical mansions and sophisticated lofts in cosmopolitan Athens. Greece can ultimately offer a vast number of experiences.

The unknown urban life, the traditional lifestyle and tastes, the myths and the arts. To strengthen its "thematic" branding, Greece, through the collaboration with ADRION partners, will identify niche markets for cultural and naturalistic tourism that offer a competitive advantage, and efficiently allocate marketing efforts towards strategic profiles that afford greater attraction to the destination, using new types of technology (AR guiding and safety applications).

During the last three years approximately 30 foreign film and TV productions (from USA, South Korea, China and Europe), experienced all the good reasons of what it means to film in Greece: one of the safest, most stable and extrovert countries in the region with English-speaking Greek crews who have the expertise to collaborate flawlessly with international productions. From outstanding drone operators and post-production facilities equipped with high-end industry technologies to world-class production service companies, the Greek Industry Guide provides dream teams of "dedicated maniacs".

### **PP5 - Municipality of Preko**

Services and offer must be of high quality and based on local offer in order to give tourists the opportunity to get to know the indigenous customs, cultural heritage, local products and natural beauty.

Preservation of natural and cultural resources is the basis for the future development of tourism and also affects the quality of living local population, as well as the tourist experience itself.

***Vision: Municipality of Preko as an area recognizable for its preserved cultural and natural heritage, developed selective forms of tourism, combined in an innovative, accessible and sustainable way.***

### **PP6 - Region of Epirus - Regional Unit of Thesprotia**

The multilevel approach of this project could be the solution for an efficient branding and tourism development. The scope of the marketing seems to match the multifaceted possibilities and the heterogeneous characteristics of the area.

***Thesprotia providing aspects such as history, folklore, culture, but also a "package" deals consisting of a variety of activities in an authentic environment of natural beauty unspoiled by human influence, to become a "thematic" destination of 4 seasons, creating unique experiences in a holistic and sustainable way.***

The uniqueness of Thesprotian land and its diversification of landscapes, drives the strategic plan to be designed according to the needs and the capacities of the area. The aim of destination marketing is to promote the values and the image of the place, so that the potential users are fully aware of its unique offering and thus distinguish the destination among others.

Thesprotia can offer a vast number of experiences. The unknown urban life, the traditional lifestyle and tastes, the myths and the arts. To strengthen its "thematic" branding Thesprotia, through the collaboration with ADRION partners, will identify niche markets for cultural and naturalistic tourism that offer a competitive advantage, and efficiently allocate marketing efforts towards strategic profiles that afford greater attraction to the destination, using new types of technology (AR guiding and safety applications).

The strategic proposal is to organize the touristic offering based on "thematic" oriented guidelines, in order to show that Thesprotia is worth visiting all around year. The goal is not to attract mass tourism, rather than alternative tourists that would feel, understand, preserve and respect the environment and appreciate the local culture.

The area has significant cultural and natural heritage, one of its greatest comparative advantages over other areas, and if handled properly, it will attract high quality tourism. Traditional architecture, traditional settlements and historic city centers are key elements of the region's cultural heritage and physiognomy. At the same time, the Natura 2020 sites, the biodiversity, the "wild beauty" of the mountainous regions and the mountain peaks are the "hidden jewels" that usually attract visitors and explorers of nature.

### PP7 - City Municipality Mediana - City of Nis

The multilevel approach of this project could be the solution for an efficient branding and tourism development. The scope of the marketing seems to match the multifaceted possibilities and the heterogeneous characteristics of the area.

*Nisava district providing aspects such as history, folklore, culture, but also a "package" deals consisting of a variety of activities in an authentic environment of natural beauty unspoiled by human influence, to become a "thematic" destination of 4 seasons, creating unique experiences in a holistic and sustainable way.*

The uniqueness of Nisava district land and its diversification of landscapes, drives the strategic plan to be designed according to the needs and the capacities of the area. The aim of destination marketing is to promote the values and the image of the place, so that the potential users are fully aware of its unique offering and thus distinguish the destination among others.

Nisava district can offer a vast number of experiences. The unknown urban life, the traditional lifestyle and tastes, the myths and the arts. To strengthen its "thematic" branding Nisava district, through the collaboration with ADRION partners, will identify niche markets for cultural and naturalistic tourism that offer a competitive advantage, and efficiently allocate marketing efforts towards strategic profiles that afford greater attraction to the destination, using new types of technology (AR guiding and safety applications).

The strategic proposal is to organize the touristic offering based on "thematic" oriented guidelines, to show that Nisava district is worth visiting all around year. The goal is not to attract mass tourism, rather than alternative tourists that would feel, understand, preserve and respect the environment and appreciate the local culture.

The area has significant cultural and natural heritage, one of its greatest comparative advantages over other areas, and if handled properly, it will attract high quality tourism. Traditional architecture, traditional settlements and historic city centers are key elements of the region's cultural heritage and physiognomy. At the same time, the Jelasnicka gorge, the biodiversity, the "wild beauty" of the mountainous regions and the mountain peaks are the "hidden jewels" that usually attract visitors and explorers of nature.

### PP8 - BSC, Business support center Ltd., Kranj

*Gorenjska is a region of green sustainable tourism, where natural and cultural heritage represents a unique combination of attractions, which combine diverse outdoor and*

***indoor green sustainable attractions (including variety and diversity of programs for diverse goal groups).***

Gorenjska has a vivid and diverse natural and cultural heritage. They both need to be developed and marketed as a joint attraction of the region. The region already started to offer walking trails that include part of the region and include a variety of natural and cultural attractions. Further development of such a combination of assets is needed, especially in the areas - destinations that are less touristic developed. Combination of walking in nature, visiting cultural attractions offer individuals and small groups the possibility to enjoy safe, user-friendly ways of getting to know the landscape, its people, its identity, and rich natural and cultural heritage.

## **7.2 THEMATIC Common Vision**

***The THEMATIC Region provides aspects such as history, folklore, culture, but also a "package" deals consisting of a variety of activities in an authentic environment of natural beauty unspoiled by human influence, to become a welcoming region for lovers of outdoor experiences, landscape immersion, historical routes, and cultural heritage.***

## 8. Strategic Goals and Measures

### 8.1 Partners' contribution

#### LP - University of Basilicata

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##### Strategic Goal 1: Improve the level of knowledge and access to up-to-data and industry information

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The diffusion of the pandemic and the uncertainties arising from the unpredictability of market developments have made clear the need for operators to have easier access to up-to-date information and data on the tourism industry. This is essentially valid on three domains:

- consistency and analysis of the sector and its "economy" (businesses, attractors, tourist offer);
- tourist behavior and preferences (propensity to spend, preferences, etc.);
- market analysis and evolution of demand (industry forecasts, e.g., flights, etc.)

##### Measures:

1. creation of the partners' network
2. sharing trend information for well-tailored, more effective local tourism policies
3. establishment of stable communication channels with operators and stakeholders

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##### Strategic Goal 2: Valuing existing products by creating a more aggregated and innovative offer

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A territory like Basilicata offers a vast and widespread landscape-environmental and historical-cultural heritage. A heritage which, however, often cannot be communicated as a "tourist product" tout court, due to lack of services or difficulty in access. Hence there is a need to identify interventions of rapid construction - sometimes also infrastructural - that allows strengthening and to network the offer, creating services for the use and accompaniment of the travel experience.

Experiences of a grouping of supply (on the model of *product clubs*) allow improving the competitiveness of the territories and their recognition on the market, with identifiable products generating economies of scale and encouraging the multiplication of social and economic benefits from a supply chain perspective.

Among the investments to be considered, we highlight also those that allow a better connection between the "strong" areas and the internal areas, that is, those where there is a

product that responds more easily to expectations of low crowding and the main travel preferences for this season.

**Measures:**

1. Assessment of the present tourism offer from the point of view of safety management and identification of innovations for improvement
2. Creation of a programme of events at regional level
3. Creation of itineraries of international naturalistic and cultural relevance (e.g. based upon the networking of the rupestrian churches along the Murgia materana as well as of the rural architectures for the control of the transhumance path, including fortified sites)

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**Strategic Goal 3: Increase financial envelope for product development in a new and "resilient" way**

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The suspension of the tourism economy, due to the pandemic, allows to some particular areas to rethink the tourism system from its roots. This means working on tourism development models that foster resilience and that address the long-standing problem of the balance between tourism development and the protection of identity/ respect for places (in other words, the search for a median way between overtourism and undertourism).

To allow a recovery that is not the re-proposal of models revealed outdated and fragile, it is necessary to intervene with investments dedicated to the development of a product capable of presenting itself as a tourism model on a global level. The elements have to be found in a balance between diffuse heritage (often concentrated in the so-called internal areas) and consolidated heritage concentrated in the main tourism centers (beaches, cities of art).

Territorial distribution of flows and territories connection means in other words to operate for the strengthening and diversification of the offer, with many benefits including: distribution of anthropic pressure, distribution of tourism opportunities, product diversification, support for seasonal adjustment, etc.

**Measures:**

1. System actions aimed at strengthening the relations between the rural space and the regional and national urban poles
2. A survey on financial resources for tourism development, available e.g., on the ERDF/EFARD 2021 - 2027 programmes, special funds for naturalistic and cultural tourism development at the Ministry of Culture, etc.

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**Strategic Goal 4: Improve digital promo-marketing supporting product commercialization**

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Basilicata suffers from a deficit of national and international visibility. The sector will therefore be able to restart as quickly as it will be able to promote its knowledge and recognition as a unique product on the national and international market. To do this, in the face of very fierce competitors due to the exit from the pandemic, it is necessary to have investments dedicated to communication and marketing in consolidated markets and in markets potentially interested in our product type.

One of the main lessons learned from the global health emergency is the importance of digital tools to enable the connection of people, organizations, markets, etc. Tourism companies, and the destinations as a whole, must invest in "digital" promo-marketing in a world that, at the end of the pandemic, will be much more accustomed to using the tools offered by the web, and precisely on digital channels it will consume the usual rites of preference formation, choice, purchase and, in some cases, even the consumption of tourism goods and products. Those who are able to innovate with convincing and credible tools will have better chances of repositioning themselves on the national and international market.

**Measures:**

1. Creation of an integrated regional plan for promo-commercialization, based upon dedicated financial resources
2. Activation of a digital activities plan for site / event promotion of the innovative aggregated offer (detailed at goal #2)

**PP3 - ENTERPRISE GREECE S.A.**

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**Strategic Goal 1: Establishing a network and implementing a strategy and an action plan for capacity building for sustainable and accessible tourism**

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The 1<sup>st</sup> strategic goal of the Action Plan will be to engage and increase the capacity building of tourism stakeholders in order to understand the holistic and multisensory approach of the thematic tourism model. Tourism development and building the capacity for tourism stakeholders need to progress hand in hand. Capacity-building measures will include two aspects:

1. Establish a network agreement among all partners of the project
2. Design and implement a strategy and action plan for sustainable and accessible tourism
3. Establish proper mechanisms of re-evaluation and monitoring within a 5 years depth.

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**Strategic Goal 2: Developing and transferring innovative methodologies for sustainable and accessible tourism with pilot actions**

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The project will produce innovative actions and pilot demonstrative projects in the field of sustainable and accessible tourism, with a visible and transferable outcome of economic activities for the development of tourism based on cultural and naturalistic heritage. To achieve this renewal, the following measures should be taken:

1. Creation of a repertoire of good practices in the fields of sustainable and accessible tourism.
2. Organize regional exchanges and tours in the Adriatic region for key stakeholders. Exchange tours will help local stakeholders understand the available solutions and methods used by similar destinations (and potentially competitors), in order to advance their own offering.

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### Strategic Goal 3: Promotion of a sustainable and “thematic” identity for Greece

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To ensure the significant impact of the “thematic” approach that this project proposes, the country of Greece needs to improve the available marketing tools and promotion techniques to accommodate the relevant “thematic” offering. The proposed measures are the following:

1. Develop a “thematic” marketing campaign and communication plan
2. Improve communication tools
3. Increase the capacity of key stakeholders in relevant marketing strategies, having as the main aim the promotion of the “thematic” characteristics of the area

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### Strategic Goal 4: Development and promotion of film tourism in Greece, thus promoting it as a film-friendly destination

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The audio-visual industry is considered one of the fastest-growing in the world, with the total revenues of the audiovisual market in the 27 EU markets estimated to have amounted up to EUR 90.8 billion in 2019<sup>1</sup>, excluding “other revenues” generated by selected end-market players. The important role but also the potential for further development of the audio-visual industry in the European economy becomes even more apparent when the amount of public investment in this sector is taken into account: 22% of EU turnover is public funding, while in the US public funding is only 0.5% of the market (187 billion Euros turnover)<sup>2</sup>.

Audio-visual productions (mainly film and television) in one area bring multiplier benefits, directly and indirectly. The direct benefits relate to short-term production costs incurred locally (equipment, staff, accommodation, food, travel, etc.) and mainly strengthen local economies. Indirect benefits, however, have a longer-term impact on the economy, as they offer multiplier effects, creating new and expanded value chains. A typical indirect benefit of an audio-visual production is the promotion of the place and the increase of its recognizability,

as a result of which is the increase in tourist traffic. Often the sites that host successful productions are experiencing rapid growth, even at levels that cause management problems (e.g Dubrovnic, Croatia - location of Game of Thrones set, New Zealand - Lord of the Rings Trilogy, island of Kefalonia, Greece - Captain's Corelli's mandolin).

Therefore, in order to transform Greece into a cinematic-friendly destination, it is deemed necessary to establish and implement proper "thematic" measures towards this direction.

### **PP5 - Municipality of Preko**

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#### **Strategic Goal 1: Implementing a strategy and an action plan for capacity building for sustainable and accessible tourism**

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##### **Measures:**

1. Design and implement a strategy and action plan for sustainable and accessible tourism

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#### **Strategic Goal 2: Developing and transferring innovative methodologies for sustainable and accessible tourism with pilot actions**

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##### **Measures:**

1. Creation of a repertoire of good practices in the fields of sustainable and accessible tourism.
2. Organize regional exchanges and tours in the Adriatic region for key stakeholders. Exchange tours will help local stakeholders understand the available solutions and methods used by similar destinations (and potentially competitors), in order to advance their own offering.

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#### **Strategic Goal 3: Promotion of a sustainable and "thematic" identity of Municipality of Preko**

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##### **Measures:**

1. Improve communication tools

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## PP6 - Region of Epirus - Regional Unit of Thesprotia

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### Strategic Goal 1: Establishing a network and implementing a strategy and an action plan for capacity building for sustainable and accessible tourism

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The 1<sup>st</sup> strategic goal of the Action Plan for the RU Thesprotia will be to engage and increase capacity building of tourism stakeholders in order to understand the holistic and authentic approach of the thematic tourism model. Tourism development and building capacity for tourism stakeholders needs to progress hand in hand. Capacity building measures possess the following three aspects:

1. Establish a network agreement among all partners of the project
2. Design and implement a strategy and action plan for sustainable and accessible tourism
3. Establish proper mechanisms of re-evaluation and monitoring within a 5 years depth.

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### Strategic Goal 2: Developing and transferring innovative methodologies for sustainable and accessible tourism with pilot actions

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The project will produce innovative actions and pilot demonstrative projects in the field of sustainable and accessible tourism, with a visible and transferable outcome of economic activities for the development of tourism based on cultural and naturalistic heritage. To achieve this renewal, the following measures should be taken:

1. Creation of a repertoire of good practices in the fields of sustainable and accessible tourism.
2. Organize regional exchanges and tours in the Adriatic region for key stakeholders. Exchange tours will help local stakeholders understand the available solutions and methods used by similar destinations (and potentially competitors), in order to advance their own offering.

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### Strategic Goal 3: Promotion of a sustainable and “thematic” identity for RU Thesprotia

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To ensure the significant impact of the “thematic” approach that this project proposes, RU of Thesprotia needs to improve the available marketing tools and promotion techniques to accommodate the multisensory offering. The proposed measures are the following:

1. Develop a “thematic” marketing campaign and communication plan
2. Improve communication tools
3. Increase the capacity of key stakeholders in relevant marketing strategies, having as a main aim the promotion of the “thematic” characteristics of the area

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#### Strategic Goal 4: Defining the main model of spatial development for tourism in Thesprotia

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There are many local municipalities and villages in Thesprotia, that are not currently enjoying the profits of tourism. Apparently, that is because there has not been a proper diffusion of tourism development outside the main tourist destinations in the region.

Therefore, the following described spatial structure model will try to eradicate this phenomenon as much as possible, giving guidelines as to which areas will play an active tourist role within the Regional Unit of Thesprotia, having a horizontal approach in each one of them the “thematic” concept of the project.

On the other hand, these guidelines will ensure the offering of a long-term instrument to partners for the capitalization of results of the THEMATIC project, even after the project ends.

1. **Primary pole** for sustainable tourism development of the RU Thesprotia is the suggested settlement:

##### Igoumenitsa

The port of Igoumenitsa is recognized by the General Framework as the country's main international maritime gateway. The role of Igoumenitsa is redefined by the existence of the port and the need to use it not only as a commercial hub but also as a port of support and other activities (cruise). Therefore, it possesses:

- ❖ Development opportunities in relation to transit, maritime transport, and Tourism.
- ❖ Promoting the extroversion of partnerships with, Southern Albania, the Ionian and Adriatic-sea

The functional area of Igoumenitsa extends and incorporates Plataria, Sivota, Perdika and Margariti regions

2. **Secondary poles** for sustainable tourism development are the proposed following areas:

**Paramythia** is a traditional centre with a large influence in the past, but which has weakened with the development of Igoumenitsa. It serves a relatively limited area which

apart from the settlements of the Municipality of Paramythia, brings gardiki and its settlements of Acheron and Souli.

### 3. Individual poles of sustainable tourism development:

**Filiates** is a center with an important social structure, which was reinforced by the upgrading of the General Hospital - Health Centre serving the total RU of Thesprotia. It serves all settlements of the D.E. Filiates and Asproklisi and the settlements of Sagiada, with which it is a clearly identified residential unit along the region of the RU Thesprotia.

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#### **Strategic Goal 5: Development and promotion of film tourism in RU Thesprotia, thus transforming it into a cinematic destination**

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The audio-visual industry is considered one of the fastest-growing in the world, with the total revenues of the audiovisual market in the 27 EU markets estimated to have amounted up to EUR 90.8 billion in 2019<sup>4</sup>, excluding “other revenues” generated by selected end-market players. The important role but also the potential for further development of the audio-visual industry in the European economy becomes even more apparent when the amount of public investment in this sector is taken into account: 22% of EU turnover is public funding, while in the US public funding is only 0.5% of the market (187 billion Euros turnover)<sup>5</sup>.

Audio-visual productions (mainly film and television) in one area bring multiplier benefits, directly and indirectly. The direct benefits relate to short-term production costs incurred locally (equipment, staff, accommodation, food, travel, etc.) and mainly strengthen local economies. Indirect benefits, however, have a longer-term impact on the economy, as they offer multiplier effects, creating new and expanded value chains. A typical indirect benefit of an audio-visual production is the promotion of the place and the increase of its recognizability, as a result of which is the increase of the tourist traffic. Often the sites that host successful productions are experiencing rapid growth, even at levels that cause management problems (e.g Dubrovnic, Croatia - location of Game of Thrones set, New Zealand - Lord of the Rings Trilogy, island of Kefalonia, Greece - Captain’s Corelli’s mandolin).

Therefore, in order to transform RU Thesprotia into a cinematic-friendly destination, it is deemed necessary to establish and implement a thematic film tourism route in the region of Thesprotia.

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<sup>4</sup> European Audiovisual Observatory, 2020

<sup>5</sup> Yearbook - Key Trends 2018-2019, European Audio-visual Observatory

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## PP7 - City Municipality Mediana - City of Nis

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### Strategic Goal 1: Establishing a network and implementing a strategy and an action plan for capacity building for sustainable and accessible tourism

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The 1<sup>st</sup> strategic goal of the Action Plan for the Nisava District will be to engage and increase capacity building of tourism stakeholders in order to understand the holistic and authentic approach of the thematic tourism model. Tourism development and building capacity for tourism stakeholders needs to progress hand in hand. Capacity building measures possess the following three aspects:

1. Establish a network agreement among all partners of the project
2. Design and implement a strategy and action plan for sustainable and accessible tourism
3. Establish proper mechanisms of re-evaluation and monitoring within a 5 years depth.

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### Strategic Goal 2: Developing and transferring innovative methodologies for sustainable and accessible tourism with pilot actions

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The project will produce innovative actions and pilot demonstrative projects in the field of sustainable and accessible tourism, with a visible and transferable outcome of economic activities for the development of tourism based on cultural and naturalistic heritage. To achieve this renewal, the following measures should be taken:

1. Creation of a repertoire of good practices in the fields of sustainable and accessible tourism.
2. Organize regional exchanges and tours in the Adriatic region for key stakeholders. Exchange tours will help local stakeholders understand the available solutions and methods used by similar destinations (and potentially competitors), in order to advance their own offering.

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### Strategic Goal 3: Promotion of a sustainable and “thematic” identity for Nisava District

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To ensure significant impact of the “thematic” approach that this project proposes, Nisava district needs to improve the available marketing tools and promotion techniques to accommodate the multisensory offering. The proposed measures are the following:

1. Develop a “thematic” marketing campaign and communication plan
2. Improve communication tools
3. Increase capacity of key stakeholders in relevant marketing strategies, having as a main aim the promotion of the “thematic” characteristics of the area

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## Strategic Goal 4: Defining the main model of spatial development for tourism in Nisava district

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There are many local municipalities and villages in Nisava district, that are not currently enjoying the profits of tourism. Apparently, that is because there has not been a proper diffusion of tourism development outside the main tourist destinations in the region.

Therefore, the following described spatial structure model will try to eradicate this phenomenon as much as possible, giving guidelines as to which areas will play an active tourist role within the Nisava district, having as a horizontal approach in each one of them the “thematic” concept of the project.

On the other hand, these guidelines will ensure the offering of a long-term instrument to partners for the capitalization of results of THEMATIC project, even after the project ends.

1. **Primary pole** for sustainable tourism development of the Nisava District is the suggested settlement:

### Nis- Mediana

Median is a luxury suburb of the ancient city of Naisuss (present-day Nis), which was built in the late 3rd and early 4th centuries during the reign of Roman Emperor Constantine the Great and his successors. Today, Mediana is one of the most important archeological parks in Serbia, where on the surface of 40 hectares one can see the remains of a magnificent villa with peristyle, the remains of two early Christian churches, parts of a granary, military barracks and water towers. Visitors can also see more than 1,000 square feet of floor mosaics, which evoke part of the splendor of this unique Imperial residence.

The median was built on the left bank of the Nisava River, next to one of the most important Via militaris routes. It was located between the urban Naisus and the thermal springs of Niska Banja and occupied an area of over 40 hectares.

During the 4th century, the overpopulated Naisus, surrounded by walls and towers, ceased to be an attractive place to live for its wealthier citizens, so they spent more and more time on their properties on the Median. There they built new or renovated old villas, which were used for their rest and enjoyment. Over time, the villas change their purpose from temporary places to become places for luxurious out-of-town living.

Central to the Median is a villa with peristyle, the most luxurious residential building. The villa was probably built at the behest of Roman Emperor Constantine the Great, in order to create for himself, his family members and numerous high imperial servants the conditions for a visit during a visit to Naisus.

The entire complex of the villa was enclosed by a high wall, occupying an area of 4.7 hectares, and one seventh of the total area was paved with mosaics. Most mosaics had decorative, geometric motifs, and some of them can still be seen on the Median today. The two best-preserved mosaics that attract particular attention are mosaics with figural representations of the mythological, word-deity Fluvius and the head of Medusa.

Life and temporary stay in a villa offered a number of options - from the fact that its guests here can perform stately affairs, to able to relax, enjoy and participate in the rich social life. The lifestyles of the villa are vividly evocative of the remains of the objects found on the Median: the auditorium, which was a room intended for government affairs; porches and lavishly decorated gardens with fountains and pavilions; two smaller dining rooms that are supposed to have served the emperors for more intimate receptions and feasts; the spa, a Roman bath, was part of a villa used by Mediana residents for body care and relaxation. The spa used warm, healing water, which was supplied with lead pipes from Niska Banja.

### Pirot

The surroundings of Pirot provide numerous opportunities for excursions, nature tours, waterfalls, rivers, lakes, gorges, caves, and not only in the Stara Planina area, but also the Jerma Special Nature Reserve (SRP). The largest number of excursions on the Stara Planina, intended for locals, excursionists and tourists, is located in the territory of Pirot (Vrelo, Temac, Zavojsko jezero ...), and there are others, including the Mountain Lodge, the Jerma Valley, Dag Banjica, etc. Some excursion sites are not accessible by buses, only by car or bicycle. The table is original and represents the tradition of this region. The hospitable hosts among the numerous culinary specialties of the mountain range also offer cravat, cicvar, lard, chutney, kachamak, iron sausage, dried, litter, sheep cheese, manure, lime leaf sarma, mutton, beans, etc.

Lake Zavoj, 17 km from Pirot, in the Stara Planina Nature Park, is a Urvino lake. It was created by plunging the land from the slopes into the Visocica River, creating a natural dam and a reservoir that flooded the village of Zavoj. Namely, due to heavy rainfall and sudden melting of snow in 1963, landslides prevented the flow of the river and created a dam over 40 meters high. The water level soon began to rise, and the lake expanded and flooded the village of

Zavoj. People saved themselves and their livestock but all the houses were flooded. Later, an artificial dam and HPP Pirot were built in order to preserve the lake as it has great hydrological significance for this area. The lake is about 17 km long, up to 70 m deep and up to 300 m wide and is characterized by quality clean and clear water and the preservation of its natural environment. In summer, it is most often visited by excursionists and tourists from southeastern Serbia for swimming, rafting, water sports, walking, hunting and fishing for pike, carp, catfish, woodpecker, perch, chub and whitefish, while brown trout and brook barrels are caught in tributaries of the lake. The most visited beach is near the former village of Mala Lukanja and Belski most. Lake Zavoj has great potential for organizing regattas, water jumps and the like.

There are several cottages, camping sites and categorized rural households in the surrounding area offering accommodation. Should more recreational, sporting and entertaining facilities be introduced and the beach mobilizers (deck chairs, tables, umbrellas ...) improved, a children's park with swings, seesaws, slide and kinetic sand would be set up, cafes, restaurants, shops and more would be opened at that part of the lake might be charged a daily ticket.

The Pirot Diving Club, which has its premises here, organizes dives. School and diving competitions could begin in the coming years. During 2009, several illegally constructed facilities and camps were removed, which should have enabled the development of various forms of tourism that could contribute to the improvement of the overall tourist traffic and income of the area. Around the lake are excursion sites (Mala Lukanja, Velika Lukanja (with a weekend village), Dam, Pakleštic, Belski most, etc. Between Pirot and Zavoj Lake there is a hunting ground known for wild pigs.

Krupacko Lake near Pirot is located between the village of Krupac and Veliki selo. This only natural lake in this part of Serbia at about 400 m above sea level is 1.5 km long and 50 to 60 m wide. The maximum measured depth of about four meters is along the dam. Hydrophilic vegetation and fish stocks have been declining in recent years and care should be taken to conserve this resource. When swimming in the lake and walking on the shore, there is a great deal of sludge. Pike fishing with a special pattern is an attraction for anglers. There are about 250 species of plants registered in the surrounding area of the lake, some of which are under protection because of their rarity and threat. The lake is visited by the swans in the coldest months because the water does not freeze due to a thermal spring on the shore of the lake.

In the next two to three years, the lake should be cleared of silt and equipped with a beach mobil for swimming and recreation on the water and shore.

The bell tower in the municipality of Babusnica, about 40 km from Pirot, on the slopes of Mount Vlacha, at 670 m above sea level, is characterized by a climate place, due to the wind rose and the large amount of negative ions in the air. The spa was used in ancient and medieval times. The mineral water springs at 28 ° C belong to the group of oligomineral, slightly sulfide hypotherms used for bathing and drinking. Two unsuccessful privatizations have led to the devastation of this spa, the Mir Hotel and the slew of visitors and total tourism revenue. Not far away is the gorge of the river Jerma, one of the most picturesque in Serbia, 74 km long and an excursion site for rest, recreation and fishing. The Poganovo and Sukovo monasteries are also close by.

Above the River Jerma on the Wallachian Mountains, there is the Vetrena dupka Cave, with canals about four kilometers long. In 2017, the cave was cleaned and marked and access marked, which allowed visits to organized groups, during the "Outdoor" festival of Jerma. The Pirot Tourist Organization, in cooperation with JP Srbijašume, plans to continue with the arrangement of the cave, the organization of the festival, the training of rock climbing, cycling, hiking and hiking within the SRP Jerma. The cave is divided into five halls with cave jewelry and a small lake, named after the very cold air (wind) blowing from it. (The legend of the name of the cave says that a Turkish beg (leader), stared at a girl named Vetrena, who did not want him, and he vowed to buy or abduct her. He offered her father several bags of ducats, but was refused. Knowing that the escape would hijack her, Vetrena hid in the cave. The Turks searched for her with lanterns until the lanterns went off. However, the escape did not give up and remained in the cave to look for a girl. In the dark, he lost himself and never left the cave, just like Vetrena, which people say still lives there). Such and similar legends and stories of this region need to be collected and the most interesting "come to life" in practice through simulation of animators, amateur actors, etc., all in the function of development tourism.

Otherwise, there are several caves, sinkholes and bays near Pirot. The largest cave "Vladikine plates" has a length of 660 m, and there are Mišja, Vosena, Toplica, Lipa, Velika cave near the village of Držina and others. At the Smilov Lakes, about 12 km north of Pirot, on the southern periphery of the Karst Odrovačko Polje, there is a Pertlaška Cave with exceptional cave jewelry, terraces and passages that make up the cave system of this valuable speleological but under-explored natural resource.

Dag-banjica, with three different thermal-karst sources of radioactive water in the Dobrodolska River valley, is located near the village of Gradašnica, five kilometers from Pirot. The main source of medicinal water has a temperature of 30 degrees. According to the analyzes of the Balneological Institute in Belgrade, the waters of Stari banjica contain uranium and strontium and are radioactive. The springs were used as spas in Roman times, and are now partially decorated with two summer swimming pools. However, a large number of patients from Serbia, the region and nearby countries still come here with faith in healing. The name of the source comes from the Turkish period. According to legend, the beautiful Daga from Istanbul found a cure for her serious illness here, and in gratitude she called the name her name. Thermal waters of Dag-banjica should be used for heating of greenhouses and apartments, with additional heating of water, except for the needs of health and Spa & Wellness tourism. Instead of building a complete spa, which is financially and timely demanding, it is proposed to arrange this space and to build a smaller, modern, profitable Spa & Wellness Center with several different therapies, massages, etc.

2. **Secondary poles** for sustainable tourism development are the proposed following areas:

**Dimitrovgrad.** Traces of the first settlements in the territory of Dimitrovgrad municipality date back to the Eneolithic period (3300-2200 BC), a transition period from the Stone to the Metal Age. This is evidenced by numerous archeological finds such as stone and copper axes, ceramic vessels, jars and cult objects. There were also settlements in the Bronze and Iron Age (2200 BC) that can be deduced from numerous archeological finds, metal axes, arrows and bronze jewelry. Due to its geographical location, this territory has been an important point in the connection of East and West since ancient times. Here, as early as the 1st century AD, the military road passed, with numerous rest and change stations for horses. Based on an ancient 4th-century itinerary, one of these cells is a *mutatio translitus*, which could be located in or around the city. In the immediate vicinity of the station is also mentioned Balanstra as an ancient settlement located along the road. The existence of settlements in antiquity is evidenced by findings such as the ceramic spot and votive reliefs of the ancient deities of Jupiter, Hecate and Miter. During the five centuries of Turkish rule it was called "Tekvi Binari" (Imperial well). In it, Suleiman had a magnificent residence on his first military march to the northwest in 1521. Under the Slovenian name "Zarinbrod" or "Imperial Ship". Dimitrovgrad is mentioned as a settlement on the Constantinople Road in the Middle Ages. The river was bridged here on the previously mentioned "via militaris" road, from which the name of the town was derived. Until 1950, the name of the city was Caribrod and it was mentioned under this name by several travelers in the Middle Ages. Od 1433 to 1877 these lands were under

Turkish slavery. By the end of World War I, Caribrod was part of Bulgaria, and since 1920 it has been part of Serbia.

**Bela Palanka** - a place with a soul, a small municipality in southeastern Serbia at 42km from Niš and 27km from Pirot, a place worth visiting primarily because of its preserved and untouched nature, rich cultural and historical heritage, numerous events, sports facilities and delicious traditional food. Bela Palanka - the former Remessiana, a place where emperors, kings and travel writers resided. The urban settlement in the area of today's municipality has existed continuously since 2300, so that Bela Palanka is the oldest settlement in Serbia next to Cuprija and Nis.

There is also a well-preserved mileage, a kilometer reader that dates from the beginning of the third century of a new era. The stone pillar is 2.4m high and well preserved. The milestone is the rarest archaeological discovery since they were relatively small and were usually placed at intersections or at places where travelers used to replace tired horses. It was erected in 230 AD on Rome's main military road Via Militaris during the reign of Emperor Alexander Severus, the last emperor from the Northern Dynasty to rule Rome for 42 years. The milestone shows the distance from Nis to 22 miles, or 35km, which coincides with the present distance of the place from Nis.

### 3. **Individual poles** of sustainable tourism development:

**Devil's Town** tall stone formation that are actually a group of petrified wedding guests, or at least that is what a legend tells, were nominated for one of the New seven wonders of nature. Whether petrified wedding guests who, on devil's orders wanted to marry a brother and sister, or people petrified by the witch as they didn't fulfill their promise; high stone formations on mount Radan in the south of Serbia won't leave you indifferent. A rare natural phenomenon, Džavolja Varoš was a nominee in the New Seven Wonders of Nature campaign.

It is located in Southern Serbia, on mount Radan not far from the town of Kuršumlija. It comprises of more than 200 stone formations, 2 to 15 meters high and up to 3 meters wide, with strange stone caps.

The Džavolja Varoš Natural Landmark belongs to the village of a strange name - Djake, which comes from the Albanian word "gjak" that means blood. The village is located at 660 to 700 meters above sea level. This unusual and mystic place, which very name will chill your bones, comprises of two ravines with ominous names - Džavolja (Devil's) and Paklena (Hell's).

The nearby springs - Žito vrele (Wheat spring) and Djavolja voda (Devil's water), with extremely acid water have well known miraculous properties. A path leads to the stone sculptures and viewpoints offering a spectacular view to the surrounding nature.

### Strategic Goal 5: Development and promotion of film tourism in Nisava District, thus transforming it into a cinematic destination

The audio-visual industry is considered one of the fastest growing in the world, with the total revenues of the audiovisual market in the 27 EU markets estimated to have amounted up to EUR 90.8 billion in 2019<sup>6</sup>, excluding “other revenues” generated by selected end-market players. The important role but also the potential for further development of the audio-visual industry in the European economy becomes even more apparent when the amount of public investment in this sector is taken into account: 22% of EU turnover is public funding, while in the US public funding is only 0.5% of the market (187 billion Euros turnover)<sup>7</sup>.

Audio-visual productions (mainly film and television) in one area bring multiplier benefits, directly and indirectly. The direct benefits relate to short-term production costs incurred locally (equipment, staff, accommodation, food, travel, etc.) and mainly strengthen local economies. Indirect benefits, however, have a longer-term impact on the economy, as they offer multiplier effects, creating new and expanded value chains. A typical indirect benefit of an audio-visual production is the promotion of the place and the increase of its recognizability, as a result of which is the increase of the tourist traffic. Often the sites that host successful productions are experiencing rapid growth, even at levels that cause management problems (e.g Dubrovnic, Croatia - location of Game of Thrones set, New Zealand - Lord of the Rings Trilogy, island of Kefalonia, Greece - Captain's Corelli's mandolin).

Therefore, in order to transform Nisava District into a cinematic-friendly destination, it is deemed necessary to establish and implement a thematic film tourism route in the Nisava district.

### PP9 - Zlatibor Regional Development Agency

STRATEGIC GOAL	MEASURE	ACTIVITIES
SG1: Making more effective use of the comparative “thematic” advantages of the Region on the basis	M1.1 Ensure continuous education on creating authentic “thematic” experience for key tourism stakeholders	1.1.1 Map the existing skills and skills gap in the Western Serbia region
		1.1.2 Development of a comprehensive educational training programmes
		1.1.3 Implementation of the trainings
		1.2.1 Create a database of good practices

<sup>6</sup> European Audiovisual Observatory, 2020

<sup>7</sup> Yearbook - Key Trends 2018-2019, European Audio-visual Observatory

of improving local social and economic parameters on an extroverted development model	M1.2 Organize regional exchanges and tours in the Adriatic region for key stakeholders	1.2.2 Organize regular working visits to benchmark locations involving all tourism stakeholders
		1.2.3 Creation of a database with lessons learned reports from the exchanges
SG2: Promotion of a sustainable and “thematic” identity for Western Serbia	M2.1 Develop a “thematic” marketing campaign and communication plan	2.1.1 Developing a marketing and communication plan to raise awareness of the stakeholders
		2.1.2 Develop a recognition & promotion scheme for good local/regional practices
		2.1.3 Implement and operate the plan and the recognition scheme
	M2.2 Improving the communication tools	2.2.1 Developing marketing tools to promote tourism in Western Serbia
2.2.2 Design and implementation of a promotional campaign		
SG3: Improving tourism development of the river Djetinja gorge	M3.1 Improving the existing models of tourism development of the river Djetinja gorge	3.1.1 Analysis of relevant aspects of the management model of the Djetinja River Gorge
		3.1.2 Proposal of the optimal management model with the organizational structure
		3.1.3 Establishment of an adequate management model of protected area
	M3.2 Design of the multipurpose digital platform for promotion of the natural and cultural heritage of the Western Serbia focused on the river Djetinja gorge	3.2.1 Identifying a relevant stakeholders and establishment of informal stakeholders’ network
		3.2.2 Increase capacity of key stakeholders in management, networking and promotion of the “thematic” characteristics of the area
		3.2.3 Design of the multipurpose digital platform for promotion of the natural and cultural heritage

## 8.2 THEMATIC Common Strategic goals and measures

### Strategic Goal 1: Establishing a network and implementing a strategy and an action plan for capacity building for sustainable and accessible tourism

The 1<sup>st</sup> strategic goal of the Action Plan for the RU Thesprotia will be to engage and increase capacity building of tourism stakeholders in order to understand the holistic and authentic approach of the thematic tourism model. Tourism development and building capacity for tourism stakeholders needs to progress hand in hand. Capacity building measures possess the following three aspects:

1. Establish a network agreement among all partners of the project
2. Design and implement a strategy and action plan for sustainable and accessible tourism
3. Establish proper mechanisms of re-evaluation and monitoring within a 5 years depth.

### Strategic Goal 2: Developing and transferring innovative methodologies for sustainable and accessible tourism with pilot actions

The project will produce innovative actions and pilot demonstrative projects in the field of sustainable and accessible tourism, with a visible and transferable outcome of economic

activities for the development of tourism based on cultural and naturalistic heritage. To achieve this renewal, the following measures should be taken:

1. Creation of a repertoire of good practices in the fields of sustainable and accessible tourism.
2. Organize regional exchanges and tours in the Adriatic region for key stakeholders. Exchange tours will help local stakeholders understand the available solutions and methods used by similar destinations (and potentially competitors), in order to advance their own offering.

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### Strategic Goal 3: Improve digital promo-marketing supporting product commercialization

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Basilicata suffers from a deficit of national and international visibility. The sector will therefore be able to restart as quickly as it will be able to promote its knowledge and recognition as a unique product on the national and international market. To do this, in the face of very fierce competitors due to the exit from the pandemic, it is necessary to have investments dedicated to communication and marketing in consolidated markets and in markets potentially interested in our product type.

One of the main lessons learned from the global health emergency is the importance of digital tools to enable the connection of people, organizations, markets, etc. Tourism companies, and the destinations as a whole, must invest in "digital" promo-marketing in a world that, at the end of the pandemic, will be much more accustomed to using the tools offered by the web, and precisely on digital channels it will consume the usual rites of preference formation, choice, purchase and, in some cases, even the consumption of tourism goods and products. Those who are able to innovate with convincing and credible tools will have better chances of repositioning themselves on the national and international market.

#### **Measures:**

1. Creation of an integrated regional plan for promo-commercialization, based upon dedicated financial resources
2. Activation of a digital activities plan for site / event promotion of the pilot actions (detailed at goal #2)

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### Strategic Goal 4: Increase financial envelope for product development in a new and "resilient" way

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The suspension of the tourism economy, due to the pandemic, allows to some particular areas to rethink the tourism system from its roots. This means working on tourism development models that foster resilience and that address the long-standing problem of the balance between tourism development and the protection of identity/ respect for places (in other words, the search for a median way between overtourism and undertourism).

To allow a recovery that is not the re-proposal of models revealed outdated and fragile, it is necessary to intervene with investments dedicated to the development of a product capable of presenting itself as a tourism model on a global level. The elements have to be found in a balance between diffuse heritage (often concentrated in the so-called internal areas) and consolidated heritage concentrated in the main tourism centers (beaches, cities of art).

Territorial distribution of flows and territories connection means in other words to operate for the strengthening and diversification of the offer, with many benefits including: distribution of anthropic pressure, distribution of tourism opportunities, product diversification, support for seasonal adjustment, etc.

**Measures:**

1. Establish a Destination Management Organization (DMO)
2. Adoption & implementation of internationally certified programmes and standards of sustainable tourism policies and development.
3. Establish a tourism indicator system to monitor the destination

## 9. Action Plan

<b>Action Plan ADRION Region 2022 - 2027</b>						
<b>Strategic Goal 1. Establishing a network and implementing a strategy and an action plan for capacity building for sustainable and accessible tourism</b>						
<b>Measure 1.1. Establish a network agreement among all partners of the project</b>						
Activity	Priority level (1-3)	Time-frame (duration)	Lead partner/ other key partners	Expenses	Funding sources	Indicators (target)
1.1.1 Map the existing skills and skills gap in the region	1	May 2024 - June 2024 (2 months)	Region of Epirus University	40.000 €	Regional/ National/ local/ EU funds	No. of reports (1)
1.1.2 Development of a comprehensive educational program	1	July 2024 - September 2024 (3 months)	Organizations capable of developing training resources	20.000 €	Regional/ National/ local/ EU funds	No of curriculums developed (2)
1.1.3 Implementation of the educational program and assessment	1	October 2024 - December 2026 (27 months)	Region of Epirus DMO	50.000 €	a) Regional/ National/ local/ EU funds b) Fees	No of participants (500) No of training delivered (20) No of assessment reports produced (1)

**Strategic Goal 1. Establishing a network and implementing a strategy and an action plan for capacity building for sustainable and accessible tourism**

**Measure 1.2. Design and implement a strategy and action plan for sustainable and accessible tourism**

Activity	Priority level (1-3)	Time-frame (duration)	Lead partner/ other key partners	Expenses	Funding sources	Indicators (targets)
1.2.1 Create a database of good practices	2	September 2025 - November 2025 (2 months)	Region of Epirus	40.000 €	Regional/ National/ local/ EU funds	No of databases (1) No of entries (50)
1.2.2 Organize regular working visits to benchmark locations involving all tourism stakeholders	2	October 2025 - December 2027 (27 months)	Region of Epirus Chambers of Commerce DMO	50.000 €	Regional/ National/ local/ EU funds  Participants' contributions	No of exchanges organised (10)  No of participants (100)
1.2.3 Creation of a database with lessons learned reports from the exchanges	2	October 2025 - December 2027 (27 months)	ROE Chambers of Commerce DMO	30.000 €	Regional/ National/ local/ EU funds	No of database entries (10)

**Strategic Goal 1. Establishing a network and implementing a strategy and an action plan for capacity building for sustainable and accessible tourism**

**Measure 1.3. Establish proper mechanisms of re-evaluation and monitoring within a 5 years depth.**

Activity	Priority level (1-3)	Time-frame (duration)	Lead partner/ other key partners	Expenses	Funding sources	Indicators (targets)
1.2.1 Create a database of good practices	2	September 2025 - November 2025 (2 months)	Region of Epirus	40.000 €	Regional/ National/ local/ EU funds	No of databases (1) No of entries (50)
1.2.2 Organize regular working visits to benchmark locations involving all tourism stakeholders	2	October 2025 - December 2027 (27 months)	Region of Epirus Chambers of Commerce DMO	50.000 €	Regional/ National/ local/ EU funds  Participants' contributions	No of exchanges organized (10)  No of participants (100)
1.2.3 Creation of a database with lessons learned reports from the exchanges	2	October 2025 - December 2027 (27 months)	ROE Chambers of Commerce DMO	30.000 €	Regional/ National/ local/ EU funds	No of database entries (10)

<b>Strategic Goal 2. Developing and transferring innovative methodologies for sustainable and accessible tourism with pilot actions</b>						
<b>Measure 2.1. Creation of a repertoire of good practices in the fields of sustainable and accessible tourism.</b>						
<b>Activity</b>	<b>Priority level (1-3)</b>	<b>Time-frame (duration)</b>	<b>Lead partner/ other key partners</b>	<b>Expenses</b>	<b>Funding sources</b>	<b>Indicators (target)</b>
<b>2.1.1 Development of a methodology for thematic experiences research, including the categorization and technologies (mapping, AR, etc)</b>	1	June 2024 - September 2026 (4 months)	Region of Epirus Organisation developing and applying research activities	10.000 €	Regional/ National/ local/ EU funds	No of methodologies (1)
<b>2.1.2 Data collection, identification, recording and digital database creation</b>	1	October 2024 - December 2024 (3 months)	Region of Epirus Public and private tourism stakeholders DMO	20.000 €	Regional/ National/ local/ EU funds	No of databases (1) No of FOIS entries (300)
<b>2.1.3 Developing of an interactive map of thematic experiences of touristic interest (website and application)</b>	1	December 2025 - February 2025 (3 months)	Region of Epirus DMO	40.000 €	Regional/ National/ local/ EU funds	No of interactive electronic maps (1) No of applications (1)

**Strategic Goal 2. Developing and transferring innovative methodologies for sustainable and accessible tourism with pilot actions**

**Measure 2.2. Organize regional exchanges and tours in the Adriatic region for key stakeholders. Exchange tours will help local stakeholders understand the available solutions and methods used by similar destinations (and potentially competitors), in order to advance their own offering**

Activity	Priority level (1-3)	Time-frame (duration)	Lead partner/ other key partners	Expenses	Funding sources	Indicators (target)
2.2.1 Creation of a report highlighting common thematic threads and fields of interest in the region	2	September 2025 - December 2025 (4 months)	Region of Epirus Public and private tourism stakeholders	50.000 €	Regional/ National/ local/ EU funds	No of reports (1)
2.2.2 Organization of networking events to create synergies and collaborations among stakeholders	2	January 2025 - December 2025 (12 months)	Region of Epirus Public and private tourism stakeholders DMO	10.000 €	Regional/ National/ local/ EU funds	No of events (10) No of participants (400) No of collaborations initiated (50)
2.2.3 Support via seed-funding and other mechanisms the creation of the new tourism products/ services	2	January 2025 - December 2027 (24 months)	Region of Epirus Chambers of Commerce	2.000.000 €	Regional/National/EU funds	No of companites/inittiaves supported (80)

<b>Strategic Goal 3. Improve digital promo-marketing supporting product commercialization</b>						
<b>Measure 3.1. Creation of an integrated regional plan for promo-commercialization, based upon dedicated financial resources</b>						
<b>Activity</b>	<b>Priority level (1-3)</b>	<b>Time-frame (duration)</b>	<b>Lead partner/ other key partners</b>	<b>Expenses</b>	<b>Funding sources</b>	<b>Indicators (target)</b>
<b>3.1.1 Developing a marketing and communication plan to raise awareness of the stakeholders</b>	1	June 2024 - September 2024 (4 months)	Region of Epirus Organisations experts in communication & dissemination DMO	15.000 €	Regional/ National/ local/ EU funds	No of communication plans developed (1)
<b>3.1.2 Develop a recognition &amp; promotion scheme for good local/regional practices</b>	2	June 2025 - September 2025 (4 months)	Region of Epirus Chambers of Commerce DMO	10.000 €	Regional/ National/ local/ EU funds	No of schemes (1)
<b>3.1.3 Implement and operate the plan and the recognition scheme</b>	2	October 2025 - December 2026 (15 months)	Region of Epirus Chambers of Commerce DMO	30.000 €	Regional/ National/ local/ EU funds	No of stakeholders involvement (500) No of good practices promoted (30)

<b>Strategic Goal 3. Improve digital promo-marketing supporting product commercialization</b>						
<b>Measure 3.2. Activation of a digital activities plan for site / event promotion of the pilot actions</b>						
<b>Activity</b>	<b>Priority level (1-3)</b>	<b>Time-frame (duration)</b>	<b>Lead partner/ other key partners</b>	<b>Expenses</b>	<b>Funding sources</b>	<b>Indicators (target)</b>
<b>3.2.1 Developing a common brand for thematic tourism</b>	1	January 2024 - March 2024 (3 months)	Region of Epirus SETE DMO	20.000 €	Regional/ National/ local/ EU funds	No of brand manuals (1) No of brand applications (20)
<b>3.2.2 Developing marketing tools to promote thematic tourism</b>	1	April 2024 - June 2024 (3 months)	Region of Epirus SETE DMO	25.000 €	Regional/ National/ local/ EU funds	No of web platforms developed (1) No of social media chanel developed (5)
<b>3.2.3 Design and implementation of a promotional campaign for thematic tourism</b>	1	April 2024 - December 2026 (20 months)	Region of Epirus SETE DMO	100.000 €	Regional/ National/ local/ EU funds	No of audience reached (300.000)

**Strategic Goal 4. Increase financial envelope for product development in a new and "resilient" way**
**Measure 4.1. Establish a Destination Management Organization (DMO)**

Activity	Priority level (1-3)	Time-frame (duration)	Lead partner/ other key partners	Expenses	Funding sources	Indicators (target)
4.1.1 Create the Business Case and Business Model for the DMO	1	June 2024 - August 2024 (3 months)	Region of Epirus	50.000 €	Regional/ National/ local/ EU funds	No of reports (1)
4.1.2 Establish/Assign the DMO, including its governance operational procedures	1	September 2024 - November 2024 (3 months)	Region of Epirus	15.000 €	Regional/ National/ local/ EU funds	No of DMOs established (1)  No of operational guidelines issued (1)

**Strategic Goal 4. Increase financial envelope for product development in a new and "resilient" way**
**Measure 4.2. Adoption & implementation of internationally certified programmes and standards of sustainable tourism policies and development.**

Activity	Priority level (1-3)	Time-frame (duration)	Lead partner/ other key partners	Expenses	Funding sources	Indicators (target)
4.2.1 Mapping of certification systems, programmes and international standards & policies	2	December 2025 - February 2025 (3 months)	Region of Epirus DMO Chambers of Commerce	20.000 €	Regional/ National/ local/ EU funds	No of mapping reports(1)
4.2.2 Adoption, implementation & certification of key organisations	2	March 2025 - December 2025 (10 months)	Region of Epirus DMO Chambers of Commerce	10.000 €	Regional/ National/ local/ EU funds	No of certified organisations (4)
4.2.3 Promotion of standards and certifications available	3	March 2027 - December 2027 (10 months)	Region of Epirus DMO Chambers of Commerce	20.000 €	Regional/ National/ local/ EU funds	No of information events organised (4)
4.2.4 Adoption, implementation & certification of stakeholders	3	March 2025 - December 2027 (22 months)	Region of Epirus DMO Chambers of Commerce	50.000 €	Regional/ National/ local/ EU funds  Own contributions	No of stakeholders certified (25)

**Strategic Goal 4. Increase financial envelope for product development in a new and "resilient" way**
**Measure 4.3. Establish a tourism indicator system to monitor the destination**

<b>Activity</b>	<b>Priority level (1-3)</b>	<b>Time-frame (duration)</b>	<b>Lead partner/ other key partners</b>	<b>Expenses</b>	<b>Funding sources</b>	<b>Indicators (target)</b>
<b>4.3.1 Mapping, assessment and selection of adequate tourism indicator system</b>	1	December 2024 - February 2024 (3 months)	Region of Epirus DMO	20.000 €	Regional/ National/ local/ EU funds	No of reports (1)
<b>4.3.2 Implementation of system and regular reporting</b>	1	March 2024 - December 2026 (22 months)	Region of Epirus DMO	10.000€	Regional/ National/ local/ EU funds	No of periodical reports (3) No of events (2)

## 10. Evaluation And Monitoring

### 10.1 Monitoring on Partners Level

#### LP - University of Basilicata

The implementation of the Joint Strategy and the related Action Plan will need to comply with objectives of territorial development: this means the need of any initiative to be properly framed within the sectoral and territorial development policies, pursued in each context.

At this respect, it has to be considered that the evaluation of any development policy needs to consider some basic characteristics:

- openness of the process: strengthening of the tourism offer and reinforcing competitiveness are open processes, where we can previously identify objectives, type of actions, criteria for defining specific projects; but concrete solutions shall emerge through the confrontation with the characteristics of local contexts and the use that policy makers will make of the inputs and knowledge resources provided;

- recursiveness: successful policies depend upon the interaction of economic, social, physical and techno-cultural resources so as upon the capacity of the actors to collaborate and cooperate;

- unpredictability: key-actors (policy makers, project promoters, beneficiaries) of any development process (disregarding from the sector) operate upon the base of explicit objectives and expected results but also upon local/internal rules, organizational and social, that deeply influence their behaviours.

This makes that the implementation of a plan - in our case the Joint Strategy and Action Plan - is in no case a lineal process: this makes monitoring a key activity, focusing in particular the project generation modalities, the way policy makers and programme authorities make resources available, the way beneficiaries and final user utilize the outputs (strongly influencing the achievement of the final results, i.e. the real change in the context).

Following these considerations, the evaluation approach known as “process monitoring of impacts”, based upon the assumption that resources (inputs) and products (outputs) strongly need of any type of “use” on the side of a real “user”, to provoke some type of change (result) in the context. Once the Joint Strategy and the Action Plan will be agreed and detailed, for the programme as a whole as well as for each line of action that will be included, it will be possible to design a tailored monitoring and evaluation plan.

### PP3 - ENTERPRISE GREECE S.A.

In the monitor and evaluation committee of the project will participate a person from every regional body relevant to tourism and policy. The committee should be composed from 16 members that will represent the following:

- MARKETING GREECE (1 representative)
- INSETE (1 representative)
- Representatives from all film offices in Greece (one for every Region, 13 in total)
- The Chambers of Commerce (1 representative)
- The Hoteliers Associations (1 representative)

The committee will meet four times per year in order to set the targets for the next season and discuss important issues. Every year the committee will publish a report about last year's activities, statistics, achievements and industry status.

Finally, the committee will ensure that the action plan is agreed with the principles of the ADRION THEMATIC project, the sustainability is preserved, the national and EU laws are respected and the results and the action have the highest possible quality.

### PP5 - Municipality of Preko

The monitoring and evaluation process will be done by the working group which will consist of the representatives from relevant bodies connected to tourism in Municipality of Preko:

- Municipality of Preko
- Preko Tourism Board
- Ugljan Tourism Board
- Public Open University "Dom na žalu" Preko
- Communal firm "Obala i parkovi"
- Communal firm "Otok Ugljan"

The group will meet two times per year in order to set the targets for the next season and discuss important issues. Every year the group will publish a report about last year's activities, statistics, achievements and industry status.

Finally, they will ensure that the action plan is agreed with the principles of the ADRION THEMATIC project, the sustainability is preserved, the national and EU laws are respected and the results and the action have the highest possible quality.

### PP6 - Region of Epirus - Regional Unit of Thesprotia

In the monitor and evaluation committee of the project will participate a person from every regional body relevant to tourism and policy. The committee should be composed from 11 members that will represent the following:

- The Region of Epirus
- The Destination Management Organization of Epirus
- The four Regional Units of Epirus (Arta, Preveza, Ioannina, Thesprotia)
- The Municipalities of RU Thesprotia (1 representative)
- The Local Municipalities of RU Thesprotia
- Chambers of Commerce (1 representative)
- The Hoteliers Associations (1 representative)
- The stakeholders of local tourism industry (1 representative)

The committee will meet four times per year in order to set the targets for the next season and discuss important issues. Every year the committee will publish a report about last year's activities, statistics, achievements and industry status.

Finally, the committee will ensure that the action plan is agreed with the principles of the ADRION THEMATIC project, the sustainability is preserved, the national and EU laws are respected and the results and the action have the highest possible quality.

#### **PP7 - City Municipality Mediana - City of Nis**

In the monitor and evaluation committee of the project will participate a person from every regional body relevant to tourism and policy. The committee should be composed from 11 members that will represent the following:

- The Nisava administrative District
- The Destination Management Organization of Nisava District
- The four Regional Units of Nisava District (Nis, Pirot, Dimitrovgrad, Bela Palanka)
- The Municipalities of Nisava District (1 representative)
- The City of Nis representative
- Serbian Chamber of Commerce (1 representative)
- The Hoteliers Associations (1 representative)
- The stakeholders of local tourism industry (1 representative)

The committee will meet four times per year in order to set the targets for the next season and discuss important issues. Every year the committee will publish a report about last year's activities, statistics, achievements and industry status.

Finally, the committee will ensure that the action plan is agreed with the principles of the ADRION THEMATIC project, the sustainability is preserved, the national and EU laws are respected and the results and the action have the highest possible quality.

## 10.2 Joint Monitoring

In terms of monitoring and evaluation, there will be a monitoring and evaluation committee composed of different stakeholders from regional partners - a total of 9 members.

The Committee will be created on the basis of the network created as part of the project.

The Committee will meet semi-annually as well as periodically, as needed to evaluate the Action plan and the implemented activities.

The members of the committee will be renewed every two years to include other experts from the tourism, IT, business, culture, and other sectors. The aim of this action is to expand the network already established, involve as many stakeholders as possible, and consolidate the partnerships already established.

## Joint Activities

Three workshops have been held between July 2021 and November 2021 to discuss and contribute to the drafting of the Joint Strategy and Action Plan. All partners participated and addressed the common challenge of recovery from the COVID-19 results to tourism.

The COVID19 pandemic and health crisis of 2020, became very quickly a tourism industry existential crisis. The global tourism industry and related sectors (including travel, accommodation, F&B, services, etc.) suffered profound devastation, both in their financial results but also in their operations. Planes don't fly, hotels are closed, restaurants a no-go land, and city centers of global tourism destinations resemble more a post-apocalyptic scenario stage than the vibrant destinations of the illustrative brochures and video-enriched web banners.

A new approach and a new demand for safer, personalized destinations, and bespoke limited-capacity services are on the rise. Destinations like the ADRION region, need to step up, actively promote their unique tourism offering, and claim their share of the tourism market pie.

In this direction, the LP- University of Basilicata participated in the 2<sup>nd</sup> Generation Thematic Cluster towards Sustainability in Cultural and Natural Tourism Destinations launching a survey not only to the THEMATIC project partners but also to the partners of the cluster. The results of the survey concluded on the policy paper, “A Policy paper by the ADRION 3rd Thematic Sub-cluster ‘Innovation through new methodological approaches and models and ADRION branding’”. [Policy Paper](#)

The final comment, which was common to all partners of the Thematic project was the need for a recovery from the COVID\_19 plan and a new resilience strategy. Having this as a guideline for the discussion about the joint activities, partners formed each Strategic goal and Action Plan. Moreover, the joint activities proposed to be discussed in the future focus on this objective.

Activity	Goal	Proposed implementation vehicle (funding program or other)
Business Support	To familiarize key stakeholders with the existing tools. Further capacity-building activities will be implemented.	Local/regional/national/ EU funds
Promote agro and eco-tourism, creative economy	The aim is the diversification and customization of the outdoor activities	Local/regional/national/ EU funds

Activity	Goal	Proposed implementation vehicle (funding program or other)
Skills Development for the Tourism Sector	To upgrade the skills and capacity of the tourism professionals, especially of smaller businesses and niche markets	Local/regional/national/ EU funds
Train stakeholders to create and implement standards and protocols on health and hygiene	The goal is to ensure the safety and security of visitors	Local/regional/national/ EU funds
Identify and disseminate good practices on crisis management among tourist operators	Raised stakeholder awareness and improve the tourism services provided	Local/regional/national/ EU funds
Train workers in tourism on mandatory hygiene measures	The goal is to adapt to current and future risks as the COVID-19 pandemic	Local/regional/national/ EU funds
Study visits on new itineraries	Increase the attractiveness of rural tourism and lesser-known destinations	Local/regional/national/ EU funds
Virtual visits in urban and rural areas	Promote small groups or/and individual digital programs/visits	Local/regional/national/ EU funds
Expand the Network	Promote synergies to strengthen cultural tourism	Local/regional/national/ EU funds
Promote entrepreneurship and innovation to the Network	Promote entrepreneurship for the empowerment of women, youth, rural and small communities	Local/regional/national/ EU funds
Implementation of new multisensory tours and experiences.	To develop innovative, holistic, multisensory tourism products based on cultural and natural heritage.	Local/regional/national/ EU funds
Strategic Marketing and communication plan development	To implement innovative marketing approaches to ensure visibility of the region.	Local/regional/national/ EU funds
Develop an Environmental sustainability plan	To develop relevant infrastructure for digital and green transition in tourism.	Local/regional/national/ EU funds
Establishment of B2B meetings among tour operators and companies that provide touristic services	The goal is to establish communication among touristic operators and touristic companies which offer accommodation, different touristic services and to promote touristic destinations for interesting parties.	Local/regional/national/ EU funds
Train tourist workers	The aim is to transfer knowledge and experience in the education of	Local/regional/national/ EU

Activity	Goal	Proposed implementation vehicle (funding program or other)
	workers in the touristic sector to develop and improve digital skills and cultural heritage management	funds
Support in the development of new, digital tourist services	The aim would be to support companies who would like digital tools, online promotion, online booking, payment, entrance, etc.	Local/regional/national/ EU funds
Promote virtual cultural products	Supporting the creation of innovative products of virtual cultural tourism to facilitate access to the international tourism market of smaller destinations	Local/regional/national/ EU funds
Local Fests	Promoting the attractions And boost community's participation	Local/regional/national/ EU funds
Ensure economic and technical support to artists and professionals of cultural services and institutions	Preserving the human capital in the cultural services, to preserve their capacities and creative potentials	Local/regional/national/ EU funds

The above activities are proposals to be discussed among the project partners. The aim is to communicate them to the members of the Network. Their formulation is the result of the experience gained from the workshops that have been held and the consultation with the stakeholders.

The above actions have certain objectives. First of all, their purpose is to continue the project's work and legacy, making it timeless and of added value to each partner. Moreover, knowledge will be exchanged via study visits and working groups, they will enable entrepreneurship and innovation to promote sustainable practices and innovative products and services in the tourism sector. Stakeholders must ensure accessibility and inclusive tourism services and products. Diversifying and customizing cultural tourism offer to newly emerged needs. The activities focus on real partnership development and on how to address tourism issues under new strands. Due to the COVID-19 pandemic, the tourism sector must apply new methods and tools, such as virtual tours and digital services. Improving the safety and health measures in the tourism sector to address current and future needs. Making cultural tourism more attractive through structural investments and innovative service for economic sustainability. Enhancing protection and preservation of natural and cultural resources exploited for touristic activities.

Above all, Joint activates aim to improve and monitor local economic impact. They have been planned as tailored interventions to companies and workers of the cultural tourism systems. Their impact is to prevent permanent losses of capacity and jobs. Their goal is to support investments and capacity building for health standards. Assistance for innovative planning and reservation systems.

## CONCLUSIONS

The Joint strategy and action plan have been designed by all partners, after consultation with the local communities and stakeholders. The action plan identifies targets, resources, and stages of action for the achievement of the planned objectives of the development of sustainable and accessible tourism in the THEMATIC network and ADRION Region.

The strategy and action plan span the project implementation period and beyond, offering a long-term instrument to partners for the capitalization of results of the THEMATIC project. Long-term targets are identified leading to the sustainable growth of cultural and naturalistic tourism. Joint actions have been designed and presented with the identification of the technical, financial, and policy frameworks for the implementation during and beyond the project.

Due to the Covid-19 pandemic, the tourism sector has been affected to a very large extent. This strategy and action plan aim to be the tool that will boost the revitalization of tourism. Improve the monitoring of the local economic impact of the pandemic for tailored interventions to companies and workers of the cultural tourism systems, to prevent permanent losses of capacity and jobs. Support investments in innovative services and infrastructures for the restart of tourism in all areas and micro tourism destinations. Support for investments and capacity building for health standards. Assistance for innovative planning and reservation systems.

All the above can be implemented by encouraging the exploitation of complementarities and synergies for the design of new standards and new products of cultural tourism.

The Joint strategy and action plan aim to engage innovation centers, higher education institutions, policymaking, and business actors for a comprehensive innovation strategy, following the triple helix approach, to exploit new opportunities and mitigate risks.

Following the above objectives, the project partners have already signed an agreement with local administrations and stakeholder associations, creating a permanent basis for cooperation and transfer of innovative capacities. This agreement leads to the direct involvement of interest groups, NGOs, local administrations, and educational institutions, active in the field of environmental protection, social inclusion, and cultural integration.

The network that has been created is tasked to apply capacity-building strategies based on sharing experiences for the analysis of the feasibility of innovative approaches, the identification of good practices in the main areas of sustainability and accessibility.

Moreover, this strategy relies on the pilot projects that have been implemented. Pilot projects include accessibility services in archeological sites, multimedia products for historical and natural sites, special thematic experiences (major movie locations; migrant roots; ethnographic events; biodiversity sites), and systems for traffic congestion management in fragile historical sites.

All the above conclude w the implementation of the suggested joint activities making this project sustainable in the future.

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## ANNEX I - Table of Strategic Goals - Measures - Activities

STRATEGIC GOAL	MEASURE	ACTIVITIES
<b>SG1: Establishing a network and implementing a strategy and an action plan for capacity building for sustainable and accessible tourism</b>	M1.1 Establish a network agreement among all partners of the project	1.1.1 Map the existing skills and skills gap in the region
		1.1.2 Development of a comprehensive educational programme
		1.1.3 Implementation of the educational programme and assessment
	M1.2 Design and implement a strategy and action plan for sustainable and accessible tourism	1.2.1 Create a database of good practices
		1.2.2 Organise regular working visits to benchmark locations involving all tourism stakeholders
		1.2.3 Creation of a database with lessons learned reports from the exchanges
	M1.3 Establish proper mechanisms of re-evaluation and monitoring within a 5 years depth	1.3.1 Create a database of good practices
		1.3.2 Organise regular working visits to benchmark locations involving all tourism stakeholders
		1.3.3 Creation of a database with lessons learned reports from the exchanges
<b>SG2: To increase capacity of tourism stakeholders in creating a holistic, and authentic “thematic” experience</b>	M2.1 Developing a map of current tourism products based on different touristic thematic	2.1.1 Development of a methodology for sensory experiences research, including the categorization and technologies (mapping, AR, etc)
		2.1.2 Data collection, identification, recording and digital database creation
		2.1.3 Developing of an interactive map of sensory experiences of touristic interest (website and application)
	M2.2 Developing new tourism products building on the existing offering	2.2.1 Creation of a report highlighting common thematic threads and fields of interest in the region
		2.2.2 Organisation of networking events to create synergies and collaborations among stakeholders
		2.2.3 Support via seed-funding and other mechanisms the creation of the new tourism products/ services
<b>SG3: Improve digital promo-marketing supporting product commercialization</b>		3.1.1 Developing a marketing and communication plan to raise awareness of the stakeholders

STRATEGIC GOAL	MEASURE	ACTIVITIES
	M3.1 Creation of an integrated regional plan for promo-commercialization, based upon dedicated financial resources	3.1.2 Develop a recognition & promotion scheme for good local/regional practices
		3.1.3 Implement and operate the plan and the recognition scheme
	M3.2 Activation of a digital activities plan for site / event promotion of the pilot actions	3.2.1 Developing a common brand for thematic tourism
		3.2.2 Developing marketing tools to promote thematic tourism
		3.2.3 Design and implementation of a promotional campaign for thematic tourism
	<b>SG4: Increase financial envelope for product development in a new and "resilient" way</b>	M4.1 Establish a Destination Management Organisation (DMO)
4.1.2 Establish/Assign the DMO, including its governance operational procedures		
M4.2 Adoption & implementation of internationally certified programmes and standards of sustainable tourism policies and development		4.2.1 Mapping of certification systems, programmes and international standards & policies
		4.2.2 Adoption, implementation & certification of key organisations
		4.2.3 Promotion of standards and certifications available
		4.2.4 Adoption, implementation & certification of stakeholders
M4.3 Establish a tourism indicator system to monitor the destination		4.3.1 Mapping, assessment and selection of adequate tourism indicator system
		4.3.2 Implementation of system and regular reporting