



Programme co-funded by the  
EUROPEAN UNION



CIP – COMPETITIVENESS & INNOVATION FRAMEWORK PROGRAMME  
Support to transnational thematic tourism products as means of enhancing  
competitiveness and sustainability of European tourism  
43/G/ENT/CIP/12/B/No2S022

## Project

**Wine as “unaware ambassador” of four  
destinations and territories, their history  
and their future development**

**Plovdiv Wine area in Bulgaria, Goriska Wine area in Slovenia,  
Lower Piave Wine area in Italy, Valencia Wine area in Spain**

**Eastern Venice Territory  
2012-2013**



## DESCRIPTION OF THE PROJECT AND EXPECTED RESULTS

### OBJECTIVES

The overall objective of the project is to promote wine as "unaware ambassador" of four destinations, their history and their future development: Plovdiv area in Bulgaria, Goriska area in Slovenia, Lower Piave area in Italy, and Valencia province. The transnational nature of the proposal aims to:

- Ensure the sharing of best practices and experiences,
- Create a system of mutual promotion and a transnational cultural tourism network based on wine production and rural landscapes,
- Safeguard and enhance the cultural assets linked to the wine culture of the partner areas, making sure that visiting the partner areas becomes a really "memorable" and qualified experience, what shall make these destinations - in the long run - more competitive and allow a better economic performance.

Wine is part of the European identity and it is an enduring cultural symbol of European living. Romans were the promoters of the wine and vineyards across almost the whole European continent : their centurions held in the hand a vine-branch as "sign" of territorial "marking and branding"<sup>1</sup>.

Europeans' cultural appreciation of wine reflects the diversity of the European experience, *savoir-vivre* and culinary habits. Moreover, the socio-economic dimension of vine cultivation extends beyond the agricultural activity in the vineyards and indirect economic activities linked to wine production, such as wine tourism, are gaining significant market shares. Actually, in the last decade new tourism trends (short weekend breaks, niche tourism, forms of seasonal adjustments, etc.) as well as motivations and choices have emerged: environmentalist and naturalist vocation; innovative context experiences; original mix of events and meetings, eco-tourism and responsible tourism. In this scenario wine tourism has been developing with a range of increasingly large and branched subjects. For these reasons, this proposal considers both the supply side (cities, wine routes, companies providing services, large and small events) and the demand side (targets, volumes of expenditure, factors of choice, communication, etc.) :

The four areas involved in the project denote a lack of an adequate local development strategy that has led them to suffer, more than other areas, of the world crisis currently underway. Investing in assets that are not yet fully appreciated, such as wine culture and rural landscapes, is an actual need for the revitalisation of these territories in economic, occupational, social, environmental, and cultural terms. Actually, a process of local regeneration (discovery and improvement of rural environment and society) will create long-term economic prosperity, social equity and cohesion, environmental and cultural protection, through the co-development of an integrated cultural and landscape tourism strategy. In particular, beneficiaries intend to work effectively to:

- Increase local communities' sense of belonging and awareness of the wide set of opportunities of the destinations where they live, and the attractiveness of all areas involved;
- Balance the development of cultural-tourism related products and environmental protection (specifically, vineyards and rural areas), on the one hand, and the development of competitive business, on the other;
- Achieve sustainable and integrated local development through the co-participation of all stakeholders responsible for defining and planning a long-term local strategy (both public and private entities);
- Qualify the human capital, give value to local cultures combining tradition and innovation, and promote training opportunities for local authorities and operators (e.g. territorial marketing and management, tourism promotion), and workshops for all stakeholders (eg. tourism planning and innovative territorial marketing), studying successful heritage management models;
- Link "quality places to quality products" in an integrated offer, which will give a recognisable identity to the destinations themselves (promotion, brand design, ...);
- Optimise efforts and resources through coordination and networking to promote organised destinations and products, using new digital technologies and web languages, within a strategic framework (DI-VINE Memorandum and Hospitality Charter). In particular, heritage (history, archaeology, architecture, arts, and landscape), places and tastes (food and wine, rural landscapes), and popular culture will be promoted;

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<sup>1</sup> G.Negri & Elisabetta Petrini, *Roma caput vini, Mondadori 201: the historians and scientists discovered that all the types of wine in Europe derived from the original vine-branches introduced by Romans. Therefore, wines are one of the basic elements of the European identity, shaped by the Roman Empire in many other (more important of course) cultural and juridical components.*

- Create a more favourable entrepreneurial environment, specifically for agro-tourism SMEs, for a better integrated territorial cooperation and a strategic planning, for a faster European integration process.

## JUSTIFICATION

Wine tourism comprises a complex network of stakeholders and their support, commitment and cooperation is essential for the long-term sustainability of the industry. This allows for more successful tourism planning, management, marketing, product development, training and education.

The situation in the areas covered by this project can be summarised by the following tables:

CONSTRAINTS	NEEDS
The actual fragmentation is an obstacle to tourism strategy development and leads to a lack of a clear overall vision for the development of the virtual image of rural areas as tourist destinations	Local development should be guided by greater dialogue, co-operation and partnerships between the public and private sectors. There is a demand for a holistic outlook, especially at local levels.
Local authorities have lately identified wine tourism as economically and politically important. There is a lack of financial provision for tourism development from all levels of government.	Public-private partnership could <ul style="list-style-type: none"> <li>- provide a policy and planning framework for environmental protection and heritage management</li> <li>- set strategies to encourage an integrated approach to tourism management</li> </ul>
The private sector is mainly characterised by SMEs (local family businesses rivalling with nearby corporations -hotel chains- and mass products –e.g. Prosecco in Venetian area)	<ul style="list-style-type: none"> <li>- keep an economic and social, as well as environmental balance</li> <li>- coordinate tourism strategies with other activities (trade, public transports and urban mobility, culture and folklore, etc.)</li> </ul>
There are <ul style="list-style-type: none"> <li>- an absence of coordinated development policies</li> <li>- poor interconnection of tourism with other sectors of the economy</li> <li>- a marked individualism within the different municipalities hinders the ability to network</li> </ul>	
ICT and transnational networking opportunities are not fully exploited, as well as the availability of educational institutions, specialised companies, and specialists in the fields of ICT, marketing, etc.	The development of innovative models could grow into replicable and scalable self-development tools by creating an ecosystem in favour of a new entrepreneurship
Traditional division between the responsibilities of business and those of governments and civil society	Local communities should be involved and participate in the development of a new local development strategy, thanks to a bottom-up approach and the creation of “shared value” (set of policies and practices that enhance private enterprises' competitiveness and simultaneously improve social and economic conditions of the communities where they operate)
<ul style="list-style-type: none"> <li>- Tourism offer is fragmented and products (natural, cultural, and historic resources) are not fully responsibly exploited;</li> <li>- Poor and random visibility of minor destinations/new entries leads to an excessive imbalance in favour of few overcrowded destinations, due to</li> </ul>	Strong territorial identity with strong local characterisation of oenological agri-food products could enhance “off course” tourism, to the search and discovery of historical and cultural sights or innovative not-well-trodden paths (sensory discovery, cultural enrichment, edu-tainment process, meeting with local people and culture)
Overexposure of certain products results in a downward standardisation of wine quality and of trend tastes, even when it comes to wines.	Progressive refinement of t The demand is progressively refining and the ability to distinguish and ask for quality products is growing (also as a reaction to taste miseducation, implicit in daily industrialised diet)
Large companies already present on the international market threaten the development and market penetration of SMEs	SMEs could exploit and proudly show off their know-how: the long tradition and knowledge of wine production processes could become an integral part of wine tourism offer (grape picking, harvest, vintage, ...)
The global financial crisis is added to that of the agricultural sector - severely damaged by climate change	Wine and rural areas are a tourism product available and enjoyable all year round: thanks to seasonal adjustments, tourism could improve the socio-economic situation of destinations.

Experts from the tourism and environment management field will work on a transnational tourism strategy and a land ecological connectivity plan, they will deliver a capacity building programme to all stakeholders and afterwards a “sharing table” will elaborate the Memorandum and the Hospitality Charter in order to set standards and best practices that will be spread at European levels.

The following chart will identify target groups, reason for choosing them, and activities foreseen by the project.

Target group	Rationale for choosing the target group	Activities
<p>Private sector:</p> <ul style="list-style-type: none"> <li>- Resource owners – SMEs operating in the agro-food field, vineyards owners, etc.</li> <li>- Deliverers of tourism product – owners of restaurants, bars, catering agencies, farmhouses, wineries, hotels, guest houses, travel agencies, houseboats, etc.</li> </ul> <p>(about n. 50 in each participating country will be involved)</p>	<ul style="list-style-type: none"> <li>- Improvement of qualification of entrepreneurs (as key decision makers) is a pivotal factor for the development of the tourism industry.</li> <li>- There is a shared need of improving enterprises' environmental, cultural, social and economic profile.</li> <li>- Entrepreneurs are co-responsible for education and training of staff and can create incentive schemes to promote local destinations.</li> </ul>	<p>This TG will be directly involved by project partners in the development of a common tourism strategy and in the definition of the Memorandum and the Hospitality Charter. As direct beneficiaries, they will be invited to local events and to the capacity building programme.</p> <p>The aim is to encourage</p> <ul style="list-style-type: none"> <li>- a participatory approach to planning and strategy development,</li> <li>- innovation of process and management.</li> </ul>
<p>Public sector:</p> <ul style="list-style-type: none"> <li>- Planners, resource managers, development controllers: local government authorities (LA) will be directly involved in all areas covered by the project (50 municipalities or other public authorities)</li> <li>- national government authorities: Italian Ministry of Environment (as partner)</li> </ul>	<ul style="list-style-type: none"> <li>- LAs provide the 'on-the-ground' interface where most government policies are implemented.</li> <li>- LAs influence the direction of local tourism development.</li> <li>- LAs are facilitators amongst diverse interest groups within a community. They define community interests as a shared vision and guide actions consistent with that vision.</li> <li>- The need for a coordinating and supporting subject calls for an integrated approach as a crucial instrument for intervention.</li> </ul>	<p>An effective plan for entrepreneurship and marketing actions at a local level will be developed through a public/private partnership. Representatives from LAs will be part of the capacity building programme and will cooperate in the elaboration of the Memorandum.</p> <p>Public/private partnerships are essential in order to launch a dialogue process on tourism between all stakeholders and identify mechanisms and action plans to achieve sustainable development goals in tourism.</p> <p>Exchanges of good practices and the creation of a transnational discussion network will improve the quality of the tourism offer.</p>
<p>NGOs - Local institutions, national or transnational organisations (e.g. Strada dei Vini del Piave, etc.). The goal is to reach at least n. 10 organisations in each participating country.</p>	<ul style="list-style-type: none"> <li>- NGOs play a key role in representing and acting for the community.</li> <li>- NGOs promote consensus on the need for action and influence decision makers.</li> <li>- NGOs play an important role in advocating bottom-up approach in tourism planning, development and management.</li> <li>- NGOs promote consultation processes in respect of local community self-determination.</li> </ul>	<p>The project will be promoted among NGOs, especially those who work for local development and promotion, and they will be directly involved in discussing areas of common interest or concern together with key players and decision makers.</p> <p>Their researches and monitoring activities will be useful to the dialogue on community involvement in tourism development.</p>
<p>Employed persons in tourism sector (about 500 people in all participating country)</p>	<ul style="list-style-type: none"> <li>- Staff is in direct contact with tourists.</li> <li>- As part of the local community, staff is bearer of local traditions and customs, thus contributes to the promotion and communication of the tourism product.</li> </ul>	<p>As indirect beneficiaries, they will be affected by the elaboration of the Memorandum. Private entrepreneurs will share results and milestones of the tourism strategy and will motivate their staff to cooperate in the fulfilment of its goals.</p> <p>The accomplishment of this project will lead to an improvement of employment opportunities from associated activities, especially for women and young people.</p>
<p>Providers of infrastructure – transports, building, water supply, waste disposal. The goal is to reach at least 3 providers in each pilot area.</p>	<ul style="list-style-type: none"> <li>- Infrastructure and facilities are crucial for tourism development.</li> <li>- Design of infrastructure and landscaping is essential to ensure harmony in tourism development.</li> </ul>	<p>Thanks to stronger public/private partnerships, infrastructure will be planned and developed with a more 'holistic' view, to ensure that the necessary infrastructure is in place for companies to operate in a favourable environment. Governments should support performance related incentives for responsible development and operation of tourism facilities.</p>

The project will create a basis for a sustainable development of an economic sector with great potential in the involved areas, and it will positively influence on overall local economic situation, aiming to achieve long-term sustainability through the integration of agriculture, trade, and tourism.

## DETAILED DESCRIPTION OF ACTIVITIES

Five work packages (WP) have been identified:

1. project management and coordination,
2. mapping the territories,
3. capacity building programme,
4. elaboration of the DI-VINE Memorandum and Hospitality Charter,
5. and project dissemination.

WP1 will last all the project lifetime, whereas WP2 will be preparatory to WP3 and WP4, that indeed will be the result of all previous WPs. WP5 will be made up of different cross-actions from the first phase of the project to its conclusion.

### **WP1. Project management and coordination**

Management and coordination includes technical coordination and working management. It represents the supporting system for all the others activities. The action aims at assuring the correct development of the activities, obtaining the expected results and the project timetable. Forcoop Cora Venezia, as project coordinator, will monitor the project implementation on all local European sides. Moreover the coordinator will assure an efficient information-flow among the partners and will be the only responsible, managing the monitoring of the project implementation, the qualitative evaluation and following the administrative and financial procedures. During the project, at least 2 coordination meetings (kick off meeting and final conference) will be held, in which one representative per each local partner will participate. Moreover, every three month a virtual meeting will take place to monitor the project implementation. The project coordinator will contact all partners via Skype. Noventa di Piave Municipality, as administrative coordinator, will keep the financial report up-to-date with the help of all partners. At the end of each WP, a report will be produced to report activities, constraints, outputs and the financial flow. After nine month, a comprehensive mid-term report will be elaborated. An external commission will be set up for the overall evaluation of the project: it will be made up of an external consultant, prof. Romano Toppan, and two partners (Forcoop Cora Venezia and Confesercenti Bulgaria) – chosen for their experience in European project management.

### **WP2. Mapping the territories and branding strategy**

Starting from the situation described in the previous chapter, the phase concerning the mapping of the territories is composed of two parallel actions. One is the study and the analysis of the target destinations, whereas the other concerns the activation of the so-called Local guide groups.

#### *A. Mapping*

During the initial phase of the project each partner will be mapping its territory. Some partners will have problems with collecting the relevant data due to small and not coherent pilot areas and data consistency. Through mapping and later analysing collected data, partners will get basic information about their pilot areas (socio-economic profile, definition of territory's type, tourism natural and cultural resources, governance models) and they will also focus on both positive and negative aspects and different challenges of pilot areas. To do so, researchers will be hosted by each partner for a study visit to get practical information about implementation, results, achievements, governance model of different tourism products.

Mapping the territory will include the definition-assessment and implementation of tourism carrying capacity (TCC), so this activity will involve indicators that will refer to:

- *Socio-economic profile of target territories: physical characteristics and socio-economic profile.*
- *Tourism Resources Audit - a structured and systematic two-stage process of inventory and evaluation.*

Stage 1 involves a listing of all resources which have some connection with tourism;

Stage 2 is about a critical evaluation of those resources in terms of their quality, uniqueness and tourist appeal.

## IL TOURISM RESOURCE AUDIT - 1



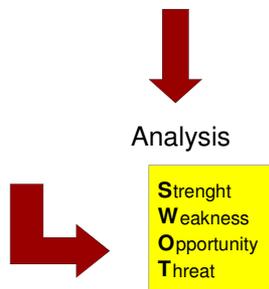
## THE TOURISM RESOURCE AUDIT - 2

RESOURCES SHOULD BE EVALUATED FOR

**QUALITY**

**UNIQUENESS**

**RESOURCE  
APPEAL**



Analysis of governance system: how and by whom is managed the tourism system. This information is predominantly qualitative and will involve local stakeholders - considering that a high knowledge of the territory is required. During this process it will be defined the most effective and efficient public-private tools of governance for sustainable tourism development in areas within explored potential. Governance should:

- make residents of pilot areas aware of all advantages and different opportunities of their territories;
- maintain and increase attractiveness of pilot areas for local residents and tourists;
- raise the quality of life in pilot areas on long term through a strong cooperation between different stakeholders and local communities.

So, as a result of mapping the territory, the analysis of existing governance systems in pilot areas will suggest improved governance system for all project partners' destinations.

A model with selected indicators for a sustainable tourism development will be designed and then tested on the different territories and the indicators will be later used in the project monitoring and as a tool for a continuous decision making process after the project conclusion. The model will also provide some useful answers for the territories at the starting point of tourism development as some of the pilot areas have little experiences in innovative tourism approach; they are also not recognisable on tourism market, governance structure is weak and there is not much support from local stakeholders and local authorities. Model also will help partners to improve different existing strategies and tourism products in their pilot areas. All different indicators involved in the model have to be monitored constantly and support different management

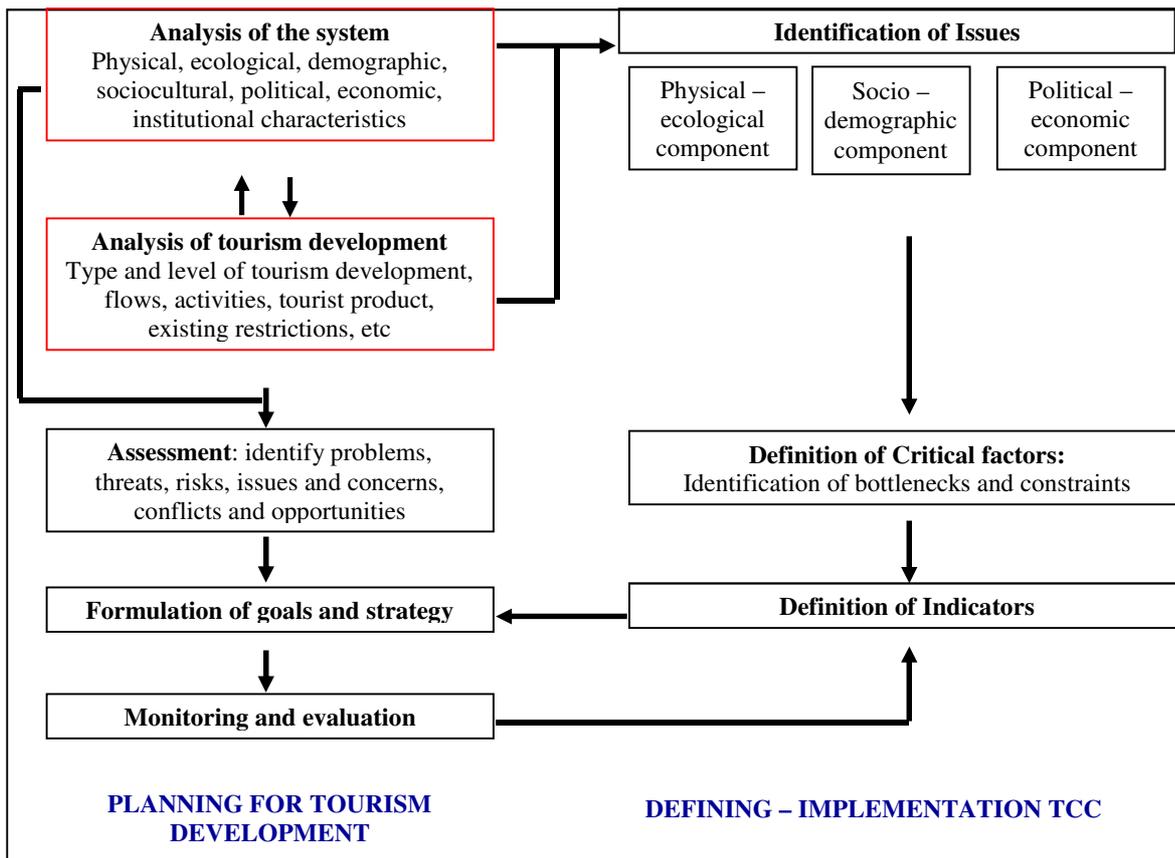
strategies. During the initial phase of the project every partner will choose different sustainable indicators for their pilot area and they will provide data and information about management of their territories related to sustainable development.

Moreover, chapter 40 (Information for Decision-Making) in Agenda 21 called national, international governmental and non-governmental organizations to develop SDIs (sustainable development index) to improve information for decision-making, based on the approach that you can only manage what you can measure. Since then, a boom of initiatives of indicator frameworks has taken place. The Compendium of Indicator Initiatives by the International Institute for Sustainable Development (IISD, 2008) lists over 800 initiatives from around the world concerned with the development of Sustainable Development Indicators (SDIs)<sup>2</sup>. Indicators are now at the heart of the debate of most issues involving SD, from local to global issues.

Table 1 summarises the 1996 and 2004 STI frameworks of the World Tourism Organization (WTO),

<p><u>Core Indicators</u></p> <ol style="list-style-type: none"> <li>1. Site protection</li> <li>2. Stress</li> <li>3. Use intensity</li> <li>4. Social impact</li> <li>5. Development control</li> <li>6. Waste management</li> <li>7. Planning process</li> <li>8. Critical ecosystems</li> <li>9. Consumer satisfaction</li> <li>10. Local satisfaction</li> <li>11. Tourism contribution to local economy</li> </ol> <p><u>Composite Indices</u></p> <ul style="list-style-type: none"> <li>Carrying capacity</li> <li>Site stress</li> <li>Attractiveness</li> </ul> <p><u>Supplementary issues for Managed Wildlife Parks:</u></p> <ul style="list-style-type: none"> <li>Poor species help (is this correct?)</li> <li>Overcrowding</li> <li>Human encroachment</li> <li>Poaching</li> <li>Lack of safety</li> </ul> <p><u>Supplementary issues for Unique Ecological Sites:</u></p> <ul style="list-style-type: none"> <li>Ecosystem degradation</li> </ul>	<p><u>Baseline issues and indicators</u></p> <ul style="list-style-type: none"> <li>Local satisfaction with tourism</li> <li>Effects of tourism on communities</li> <li>Sustaining tourist satisfaction</li> <li>Tourism seasonality</li> <li>Economic benefits of tourism</li> <li>Energy management</li> <li>Water availability and conservation</li> <li>Drinking water quality</li> <li>Sewage treatment</li> <li>Solid waste management</li> <li>Development control</li> <li>Controlling use intensity</li> </ul> <p><u>Specific issues and indicators for Parks and Protected Areas</u></p> <ul style="list-style-type: none"> <li>Visitor numbers</li> <li>Integrity of key protected systems</li> <li>Damage attributable to visitor activity</li> <li>Level of visitor control and monitoring</li> <li>Marketing</li> <li>Management</li> </ul> <p><u>Specific issues and indicators for Communities within or adjacent to protected areas</u></p> <ul style="list-style-type: none"> <li>Impacts of the community activity on the park - its management and protection</li> <li>Impacts of the park on the residents of the community</li> <li>Degree to which co-planning and management is done</li> <li>Level of cooperation between the protected area and the gateway or park community</li> </ul>	<p><u>Core indicators:</u></p> <ul style="list-style-type: none"> <li>Total visitor arrivals or bednights per month</li> <li>Total day visitor estimate per annum or per month</li> <li>Number of bedspaces (by accommodation type)</li> <li>Annual average % bedspace and bedroom occupancy of accommodation</li> <li>Average spending per head</li> <li>Percentage of bedspaces available all year</li> <li>Ratio of average occupancy (or total bednights) between busiest and least busy 3 months</li> <li>Number of bedspaces per 1000 local population</li> <li>Ratio of number of tourists to local population</li> <li>Average length of stay</li> <li>Percentage of visitors arriving by means other than car or plane</li> <li>Percentage of tourism jobs that are seasonal only</li> <li>Average hourly earnings in tourism as ratio of all industry hourly earnings</li> <li>Percentage residents indicating that they are satisfied with local impact of tourism</li> <li>Percentage of enterprises with recognised environmental certification</li> <li>Water consumption (Total or sum from tourism) – total and at busiest period</li> <li>Water quality (sea and freshwater areas)</li> <li>Quantity of strewn litter at selected sites</li> <li>Environmental state of selected sites</li> <li>Percentage of selected types of precious landscape area (e.g. length of coastline) that is built upon</li> <li>Percentage tourism enterprises participating in quality certification scheme</li> <li>Percentage visitors indicating that they are satisfied with overall experience</li> <li>Percentage tourism enterprises meeting specified accessibility standards</li> <li>Presence of a destination management organisation that involves different stakeholders</li> <li>Percentage of businesses that belong to local tourism association</li> <li>Existence of an agreed and monitored sustainable tourism strategy and action plan</li> </ul>
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<sup>2</sup> 840 in November 2008 ( [www.iisd.org/measure/compendium](http://www.iisd.org/measure/compendium) ).



The Carrying Capacity in Tourism. Source: Trentino School of Management elaboration on University of the Aegean (2000), "Defining, measuring and evaluating carrying capacity in European Tourism Destinations", Athens, Report Material for a Document, b4-3040/2000/294577/mar/d2.

### B. Local guide groups

At the beginning of the project it will be important to create "Local guide groups" (LGG) in each territory made of the most relevant stakeholders from pilot areas (see Target group list). LGG will be made up of members different by profession, interest, knowledge and in the end this may lead to better project results. LGG members will be also involved in different workshops and vocational training sessions carried out in the project.

Their commitment is functional to get professional skills for a better development of different tourism products in pilot areas in strong cooperation with the local community, which also plays a very important role in implementation of pilot project and governance system and will also benefit from the project results and new relations among stakeholders.

LFF will form stable sharing tables in their territories and will discuss issues concerning local development and cultural tourism. These moments can be highly functional to the creation of a stable partnership that continues to operate in synergy even after the end of the project. The purpose of these workshops is also to organise local public events, conferences and workshops to disseminate results achieved by being confronted together at local level.

Project partners will get in touch with potential members, explain to them the purpose of this project and the planned activities and they will actively involve them in the project to stimulate a bottom-up approach as much as possible.

### WP3. Capacity building programme

The activity of mapping the territories will produce the contents of the capacity building programme and LGG will be its direct beneficiaries.

The capacity building programme (CBP) will be conceived and designed taking into account the difficulties to work in some environments. In any case all the partners, more or less successful in the implementation, will benefit with new skills, tools for a sustainable planning and possibly better relations between the members of the communities and the local authorities. This new relations and connections will provide energy and ideas even after the project conclusion and the transnational knowledge exchange will encourage partners in implementation of their pilot projects and give an important chance to understand useful advice for their territories.

The CBP will consist of two sessions: the first will be addressed to "local leaders" and will take place in Italy, the second will instead be addressed to LGG and interested stakeholders, will be carried out by "local leaders" and will take place in all participating countries.

At end of these two training phases, all partners will collect reports and materials produced during the training sessions and, in the later phase of the project, they will develop the new cultural tourism product and strategy.

Generally speaking, this training programme is aimed at enhancing and strengthening participants' skills and it is focused on the following topics:

- a) Promotion and creation of an integrated system of the offer, starting from the data collected in WP2 to the identification of existing constraints and opportunities;
- b) Methods and instruments for working out development solutions with regard to identified product clubs;
- c) Acknowledgement with marketing tools and on-line instruments for promoting and marketing the destination;
- d) Promotion of networks and alliances between companies operating in a specific target market through product clubs.

Special emphasis will be placed on co-ordinating individual initiatives of the participants in order to guarantee that coherent and synergic attitudes are taken.

The training programme will be organised on the basis of the action-research approach as the activities will aim at creating the condition to develop the tourism product. The method will include work groups and workshops, in order to give the participants a practical approach to the subject, and allow them to use these tools on their own.

There follow a list of the main topics that will be faced during the training sessions.

#### *1. Destination management*

After defining what a tourism destination is, various aspects concerning resource and attraction management will be examined. The key concepts will also be explained through the discussion of case studies.

- a) Definition of a tourist destination and its components.
- b) The destination seen by the local community and by its guest: analysis of the different perspectives.
- c) Analysis of two models (namely corporate and community), their strengths and weaknesses, and focus on the community based model.
- d) The resource management and the decisional process in community destination.

#### *2. The creation of a tourism product*

- a) The strategic importance of resources and their exploitation in the tourism industry. Focus on the steps from resources to attractions and the evolution of the relationship between tourism and environment.
- b) The resources of the tourism industry
- c) The role of the immaterial capital (folklore, culture, traditions etc.)
- d) The creation of a tourism product

#### *3. Impacts of tourism*

The tourism industry generates impacts on the land, on local communities and on the economy of a region. It puts under pressure the assets of the destinations. After a focus on these impacts (on the economy, on the society and on the environment), a few examples will be given of both positive and negative impacts generated by tourism.

- a) Indicators: how to measure the impacts of tourism.
- b) The creation of a model for a specific territory.

#### *4. Networking and Product clubs*

Through the discussion with the participants, the goal is to understand how to develop and improve a tourism product connecting different services and the main characteristics of a territory. The participants will receive useful notions in order to check out how their own products compare with the global tourism market and how to build up relationships and networks useful to increase the quality of their product and to optimise the investments in services and resources.

- a) Networking processes: opportunities, difficulties, crucial points.
- b) Constraints and opportunities in the creation process of "product clubs".
- c) The Italian experience of product clubs.

"Product Clubs" are organisations, on regional or national level, established by a group of enterprises joined together with a common goal such as:

1. to gain visibility on the market place through a strategy of promotion and the creation of a brand identity;
2. to increment revenues targeting new segments of the tourist demand;
3. to market new potential targets through the definition of an offer tailored for a specific target;

4. to increase individual resources in order to better compete on the market place, promote every accommodation and their offer to specific targets more efficiently.

Product Clubs are an effective way of organising destinations' offer creating clusters of accommodation facilities that tailor their offer on the needs of a specific segment of the tourism demand. By joining a Product Club, members have the chance of positioning their hotel on a specific market, tailoring the offer, and enhancing the quality of services in order to meet the compulsory requirements of the club's policy. One of the key elements is that the creation of a Product Club can provide the destination with an added value creating a strong link between the destination's name and its peculiar aspect object of the Product Club. Moreover, this specialisation involves specific and ongoing training for employees and investments in facilities. The fundamental characteristics that can guarantee the success of a Product Club are:

1. Identity and uniqueness: the product club is a way to evaluate a distinctive characteristic of the destination; therefore it has to be coherent with what the destination can offer and, possibly, add an additional value to it.
2. Quality: product club means quality and this is what it is expected from customers; high quality services and facilities to enjoy the holiday at its best,
3. Involvement: in the process of defining the criteria that will set the standard of quality for the club there must be direct involvement of all the interested stakeholder.

#### *5. Destination marketing in the "social era"*

In order to become a tourist destination, using all available tools for communication and selling is necessary. Main on-line tools will be part of the lesson plan, identifying, with a strategic vision, the ones that are more suitable for the destination and companies' goals:

- a) information & communication technology and tourism
- b) the positioning of a "Tourism Destination" on the market
- c) destination marketing and the importance of a "brand"
- d) web 2.0: the "social era".

#### *On-line tutorship – Development*

Along with the modules there will be an on-line tutorship regarding the standards for product clubs. During this session all the participants will be helped to focus on their company development in relation to the standard of product clubs:

1. evaluation of expectations and of ongoing tourism projects
2. teaching materials
3. support to participants.

"Local leaders" will be trained on the issues described above and will be provided with a "Teaching Kit" that will be used in the second phase of the CBP. In fact, in this second phase, "local animators" from "trainees" become "trainers" and they will be the promoters of the CBP in their territories.

3-day classroom training will be held for "Local leaders", whereas training sessions provided for LGGs (about 10 days) will be more "dynamic" and "interactive": a first moment of classroom training will be followed by work groups. During workgroups, trainees will investigate the themes treated in the classroom (destination management; tourism product; tourism sustainability; networking; and marketing). This method allows participants to compare opinions and experiences, interact with trainers, ask for deeper or clearer contents, test knowledge, etc.

The discussion of each topic in a work group will lead to the development of the content of the DI-VINE Memorandum and of the characteristics of the tourist product. Then, the task of the "local leaders" will be to collect these ideas in order to draft the DI-VINE Memorandum.

### **WP4. "Cultural assets" in wine growing areas and enhancement of the "experiences and emotions" in the WIDEST sense possible (ordered by senses and social functions) :**

#### **To see:**

- Wine landscape: wine terraces, wine cultivating system, combination of vineyards and other natural and landscape elements, different types of wine growing
- Traditional "wine" buildings; like vineyard houses, press houses and wine cellars, Wine bar / Restaurant & Hotel architecture, etc.
- Architecture as urban/landscape elements & topical/highlighted sites
- Sculptures, Figurative arts, Painting, Theatre, Photography and Film representing local life, wine issues and history
- Wine literature: recipes, archives and old wine land register books
- Typical/traditional costumes / dresses

**To taste:**

- Wines
- Autochthonous grape varieties
- Typical/endemic agriculture and food products (cheeses, sausages/other meat products, jams/marmalades, pastas, vegetables, fruits, herbs, spices/flavours, bread, other dairy products...)
- Local 'cuisine' (combined with wine...)
- Other typical drinks (spirits, grappa, coffee, tea, fruit juices, liqueurs)

**To hear:**

- Folk / traditional / religious music, songs of vintage
- Oral tradition: story tales about local life and history
- Language, dialects & accents

**To feel / to experiment:**

- Hospitality and welcome
- Habits and uses
- Special festivals / traditional events linked to wine culture (carnival, local saints)
- Predominant way of life in the area (calm, relax, activity, social gatherings)
- Wine and micro-climate: wind, sun, cold, warmth, humidity, temperature, temperature excursion night-day, seasons, etc.
- Geographical position in landscape, political borders and near special natural elements (rivers, lakes, mountains, coast, island, etc.)
- Soil/Water: consistency/geology of the ground and hydrology

**To do:**

- Handicrafts in general (e.g. the skills of the cooper and quality of the barrels by oak)
- Traditional or locally typical wine growing, wine harvesting and wine making techniques
- Traditional or typical dances.

**WP5. Elaboration of the DI-VINE Memorandum and the Hospitality Charter**

The development of two documents, the DI-VINE Memorandum and the Hospitality Charter, shared among all partners and stakeholders is the final result of the creation of a model for the development of a tourism strategy.

As it has stated before, the focus of the project and all its actions is on the local resources and attractions that differentiate project destinations from others and make them appealing European tourist destinations. However, there is the need to provide the destinations with an added value and adequately spread the potential of these pilot areas.

In order to reach these goals, the Memorandum and the Charter will be the basis for a dissemination campaign that will focus on the model developed in the four destinations. These charters summarising the tourism product development strategy will be disseminated as a good practice in the European Union, thanks to TandemPlus network, and could be further used as a successful model of local development and transnational networking.

The Memorandum and the Charter will be the results of the work done by researchers, trainers and LGG in the early stages of the project (WP2 and WP3) and they summarise the analysis of the potential of pilot areas, good practices, orientations received from various stakeholders during workshops and training activities, and the strategy developed together with local authorities.

The team that will work to develop the Memorandum and Hospitality Charter will be composed of representatives of the five participating countries with the support of external researchers.

Their work starts from the assumption that destination management deals with:

1. *how to create incoming tourism*: strategy and tools to reach, attract and manage the flows of tourism needed in the destination to support local economic activities while preserving the environment from the risks of exploitation and of an excessive carrying capacity;
2. *managing the brand and the symbolic values of the destination*: promotion and communication with the aim to reach the target market (highlighting attractions, activities and experiences you may do during your holiday);
3. *managing the relations with the stakeholders*: the integration between local actors, both private and public, to establish a network configuration of the destination tourism offer;

4. *evaluation of tourism impacts on the local system*: the implementation of a tourism development strategy has to consider the involvement of local population in the tourism exchanges and the consumption of natural resources involved in tourism development in order to achieve a right balance of factors and a long-lasting opportunity for the destination.

Activities will include the analysis of all information and recommendations collected in the early stages of the project in the various participating countries and the drafting of a common and shared framework that defines:

- wine routes as a cultural tourism product in the four destinations involved;
- the brand of this new tourism product, its logo and the rules to use it;
- the transnational network that has established in these areas;
- standards of quality and excellence of sustainable tourism and tourism-related services;
- guidelines for a common European communication campaign.

Summing up, the DI-VINE Memorandum and the Hospitality Charter will be:

- The tangible result of a tourism development strategy developed by five different European areas with a joint and co-participated approach;
- The means by which the model for the creation of a transnational network of cultural wine tourism will be spread and disseminated;
- The starting point for the future development of the tourism strategy and network implemented thanks to this project.

#### **WP5. Promotion and dissemination of the results**

Communication and dissemination includes preparation of Communication and Dissemination Strategy in order to reach the target groups properly. Development of specific tools and actions are necessary in order to inform the target groups on project activities, its objectives and results.

All project partners contribute to the implementation of the Communication and Dissemination Strategy. In fact, each partner is responsible for activating all channels of communication considered most appropriate for their context to inform stakeholders in their area about the project and its activities. Partners will work to invite and encourage the participation of as many stakeholders (see target groups) as possible in events and in the Capacity Building Programme.

In addition, partners, as local leaders, will also provide a digital support specifically developed for this project: a digital multi-stakeholder platform. This platform will not be a simple website dedicated to the project, but it will be configured as a virtual meeting and exchange place between all parties involved in the project. The use of this platform has several advantages:

- It allows the partners and target groups to discuss and develop the tourism product in near real time and, above all, to do so on a transnational level. In fact, forums of the local guide groups are held separately in the different countries, but the digital platform allows them to share the progress of their work with others LGGs. In this way, the local discussion will be contaminated and constantly enriched by the contributions from all project partners.
- It is the business card of the project and partner network that will have been set up thanks to it: the platform will be designed to be easily accessible and dynamic, multimedia content will make it attractive for both "natural" users (tourists) and for the specialised media industry (magazines, online magazines, and newspapers)
- It will be the meeting place for producers of quality wine, qualified and trained tourism operators, alert government authorities prepared to face the challenges of the future. Then, the platform will highlight and enhance the characteristics of the network that enlivens it, making it a showcase for all of them. In the long run, it could also be enhanced with an e-commerce tool: a European digital farmer market.

The digital platform will be also promoted using social networks such as, Facebook – where a Fan Page will be created in order to make the DI-VINE network easily accessible.

Traditional dissemination tools will also be part of the strategy:

- local events and a final transnational conference will be organised by project promoters and LGGs. In particular, the DI-VINE Memorandum and Hospitality Charter will be illustrated during the final conference, that will be held in Lower Piave area, with the presence of local and national authorities, European experts, and all project partners. The aim of these public events is to disseminate and exchange the best practices and to discuss the opportunities of future transnational co-operation initiatives for the integrated management of cultural tourism policies related to wine at European level. All events and the final conference in particular will be promoted through a specific mass media campaign in all countries involved in the project, in order to raise awareness about the project itself.
- partners will have the task of organising their participation in a national tourism fair, especially in order to spread the DI-VINE model implemented in this project (the commercial purpose will not be a priority at this stage).

- partners will build a network with hotel-management and oenology schools in order to adjust school education to skills required by the tourism network. Moreover, the model tested in the DI-VINE network could be studied and be hold up as an example, thus developing new school tourism routes in five destinations involved in this project.
  - agreements with local public transport companies will allow to spread the transnational network on public transports and their platforms, with small posters and billboards with QR-Code (link to the multi-stakeholder digital platform).
  - a promotional video of all five destinations will be produced, posted on the digital platform and widespread both on-line and off-line during public events and tourism exhibitions.
- Other communication and dissemination tools will be designed and implemented during the project lifetime thanks to the contributions of all involved parties. Actually, a bottom-up approach will be promoted during the dissemination activities, too.

## METHODOLOGY

The composition of the team implementing the project must be properly described. Team staff should be singled out by function (E.g. project managers, administrator, secretary, external consultant, expert, technical assistant).

For each member of the staff, it should be indicated whether they are "internal staff" or "external staff". "Internal staff" are individuals working for the applicant or partner organisation(s). "External staff" are external consultants, experts, etc. For external staff, indication should be given on the way of their selection (e.g. through a call for tender). The specific tasks which will be allocated to each function should be listed.

### **1. Lead partner: Noventa di Piave Municipality (NOV) - local authority (project coordinator)**

Internal staff: Lia Margherita Fregonese ("Manufacturing, trade, environment" Unit Manager): project manager.

Rationale for choosing the partner:

- Strong willingness to carry out this project;
- its involvement as a decision maker is pivotal for the success of the project at least al local level;
- strategic importance of the area: presence of vineyards, wineries and accommodation facilities; active cultural life.

### **2. San Donà di Piave Municipality (SDP) - local authority (Local leader)**

Internal staff: Danilo Gerotto ("Manufacturing, trade, environment" Unit Manager): project manager.

Rationale for choosing the partner:

- Strong willingness to carry out this project;
- its involvement as a decision maker is pivotal for the success of the project at least al local level;
- strategic importance of the area: leading role in the Lower Piave area as the most densely populated town; "bridge"-town to/from other popular destinations (Venice, Jesolo); presence of national and international cultural networks.

### **3. Forcoop Cora Venezia Sc (FCV) – SME, responsible for project & training management**

Internal Staff:

- a) Patrizia Loiola: project manager and trainer.
- b) Francesca Zottis: project engineer.
- c) Serena Boldrin: training tutor and project assistant.
- d) Quattrococchi Roberta: project administration.

External Staff:

- a) Romano Toppa: consultant in WP2, WP3, WP4, and overall project quality evaluation

Rationale for choosing the partner: Forcoop designs and manages training and guidance activities for the development of human resources for the young, women, unemployed workers, owners or employees of SMEs and cooperatives in various sectors. Most of its initiatives fall into ESF operational programmes, but many training activities have also been designed and implemented in partnership with other organisation in local, national and European projects.

### **4. Setin srl (STI) – SME responsible for Environmental research**

Internal staff: Alessandro Piazzini: researcher and trainer

Rationale for choosing the partner: Setin works in the environment field and handles the entire process of study, planning, design and execution of works in this area. In particular, Setin carries out activities such as: Strategic environmental assessment, Environmental impact studies, Environmental assessment and environmental monitoring plans, Study of the impact assessment of Sites of UE importance (Natura 2000

Network), Management plans in Protected Areas and Natura 2000 sites, Wide planning systems, Inserting landscape studies, Environmental design, etc.

**5. Italian Ministry of Environment and Land and Sea Protection (MinAMB)** – National government authority

Internal staff: .....

Rationale for choosing the partner: Ministry's support to the project is of strategic importance as it allows to give visibility to the project results on a national scale. Also the support of officials will raise the level and quality of the discussion about the strategy development by providing a more comprehensive and complex framework.

**6. Impresa Verde Venezia (IVV)** – business association (Local leader)

Internal Staff: Francesca Gambaro (Special project assistant): project manager

External Staff: Chiara Bille: research and training assistant

Rationale for choosing the partner:

- Impresa Verde is the service company of Coldiretti Venice, an organization representing people and companies working in agriculture and related activities. Coldiretti, a not-for-profit organisation, aims to: Represent the organization in front of political and administrative institutions, and other private entities supporting the interests of the group; support the development of agricultural and farming businesses in all its expressions and articulations; encourage entrepreneurship in agriculture; provide vocational training in agriculture.

- Strong willingness to strengthen the relationships and networking activities with other local partners and to develop a transnational network, but lack of experience in this field.

**7. SAI Srl (SAI)** - business association (Local leader)

Internal staff:

a) Luana Moras (director): project manager

b) Perissinotto Fiorella (secretary): project assistant

Rationale for choosing the partner:

- SAI is the service company of the Confederation of Agricultural Producers (COPAGRI), a professional agriculture organisation. It organizes all types of agricultural enterprises in Italy, agriculture self-employed individuals and single or associated farmers, with the primary objective of protecting their economic, business and social life and to enhance the sector through various profiles. Economic structures, associations and service engaged in different sectors adhere to it. In addition to these tools the federal organisation has set up ad hoc tools for technical assistance, agricultural dissemination, training, tax and administrative services.

- Strong willingness to strengthen the relationships and networking activities with other local partners and to develop a transnational network, but lack of experience in this field.

**8. Strada dei Vini del Piave (SVP)** - No profit association

Internal Staff: Emanuela Bincoletto (association president): project manager

Rationale for choosing the partner: Strada dei Vini del Piave is an association made up of public and private institutions and its aims are to promote and protect the area close to Venice. This area is characterised by large and fertile agricultural land bordering the river Piave where the Piave DOC wines are produced. SVP is an about 170 km long route, appropriately marked by directional signs, divided into three thematic itineraries guiding the tourist to discover the history, culture, tradition and high quality products of this area area.

SVP's networking experience is worth being passed on to other areas. Its president, a female entrepreneur in the wine-growing field, will be a testimonial in the Capacity building programme.

**8. Confesercenti Bulgaria (CONFBG)** – tourism training institution (Local leader)

Internal Staff:

a) Silvia Tochieva: project assistant

b) Marco Serraglio: project manager

Rationale for choosing the partner: Confesercenti Bulgaria's main purpose is to promote and transfer the Italian experience in tourism, hotel and restaurant and related services management in Bulgaria. CONBG is also a Vocational Training Centre. It has carried out several European and national projects in the field of tourism and tourism training and it has strong networking capacities in the territory of Plovdiv.

**9. RRA Severne Primorske d.o.o. Nova Gorica (RRA)** - Regional development agency (Local leader)

Internal Staff:

a) Ctomir Spacapan (director): project manager

b) Greti Manfreda Todorovic (project manager): project assistant

External Staff: Paolo Grigolli: research and training activities (consultant in WP2, WP3, WP4)

Rationale for choosing the partner: RRA's main aim is to unite all local, regional and national potentials and realise development projects financed with national and international resources. Its task is to identify the needs in economic and social environment and to stimulate regional development of Goriška. It has carried

out several European and national projects in the field of local development, strengthening its relationships and contacts within the Goriška statistical region.

**10. Federaci3n Valenciana de Municipios y Provincias (FVMP)** - Association of local authorities (Local leader)

Internal staff:

a) Juan Carlos Niembo: project assistant

b) Ana Urcullu: project assistant

c) Yolanda Nicolau: project manager

Rationale for choosing the partner: FVMP is a non-for-profit association of municipalities, provinces and other local entities that voluntarily decide to valorise and promote local autonomy and local interests. Among its main goals, there are the development and consolidation of the European spirit in the local area, the cooperation and technical assistance to the development of local interests, and the promotion and implementation of programs and training activities about local topics. FVMP has been partner and lead partner in European projects and has strong relationships within its territory.

**11. Tandemplus (TP)** – European network

Internal staff: Stephanie Abis (project manager): project manager responsible for DI-VINE dissemination among TP's network.

Rationale for choosing the partner: Tandemplus is a European network consisting of partner structures from multiple disciplines which work together towards finding solutions to contemporary problems by pooling their human, technical and financial resources. The network's partner structures have chosen to coordinate their actions in view of designing, developing and implementing new scenarios and new pathways to trans-national co-operation. It will provide the project with experience in European project management and the breadth of its network.

WP	PARTNER	ACTIVITY
1	NOV	project management and administration (information flow, reports, financial reports, ...)
1	FCV	Support to Noventa di Piave Municipality in all project management activities
1	ALL	support to project management and administration
1	FCV, CONFBBG, External consultant	Project evaluation
1	NOV, FCV	Organisation of kick-off meeting in Noventa di Piave
1	ALL	Participation in kick-off meeting in Noventa di Piave
2	ALL	support to data collection
2	STI	Research about environment quality
2	External consultants	Research about tourism product development and management
2	NOV, FCV, RRA, CONFBBG, FVMP, FR	Local Guide Groups activation and animation (organisation of local meetings with project partners and stakeholders to develop a common framework for a local development and tourism strategy)
2	SAI, IVV, SVP	Participation in LLG meetings and promotion/organisation of local events
3	FCV, RRA, CONFBBG, FVMP, FR	Participation in capacity building programme as "local leaders" and, in the second phase, as trainers
3	STI	Preparation of the "Local Leader's Teaching kit"; Training activities about...
3	FCV	Preparation of the "Local Leader's Teaching kit"; Training activities about...
3	External consultants	Preparation of the "Local Leader's Teaching kit"; Training activities about tourism management and tourism strategy development
3	SVP	Preparation of the "Local Leader's Teaching kit"; Training session about Ca' Tessere case study
3	SAI, IVV, SVP	Participation in capacity building programme with other stakeholders
3	RRA, CONFBBG, FVMP	Preparation of the "Local Leader's Teaching kit" (in mother tongues) and promotion of the Capacity Building Programme among LGGs and stakeholders
3	FCV, RRA, CONFBBG, FVMP, FR, SVP, STI,	Collection of all information, suggestions, project works

	External Consultant	
4	External consultants, FCV, FVMP, RRA, CONFBG, FR	Elaboration of the DI-VINE Memorandum and Hospitality Charter
4	NOV, SD, FVMP	elaboration of policies about local and environmental planning consistent with the DI-VINE Memorandum
5	NOV, SD, FVMP, RRA, CONFBG, FR	Organisation of local events to disseminate the results of the project at different stages
5	FCV, FVMP, RRA, CONFBG, FR	organisation of the capacity building programme
5	SAI, IVV, SVP	Participation in local dissemination events
5	SD, NOV, FVMP, RRA	project promotion and dissemination among upper levels of government
5	SAI, IVV, SVP, RRA, CONFBG, FVMP	promotion and dissemination of the project, the capacity building programme in particular, among their associates
5	FCV, RRA, CONFBG, FVMP, FR	Organisation of the participation in national tourism exhibitions
5	ALL	Participation in national tourism exhibitions
5	CONFBG	creation of a promotional video (external assistance)
5	NOV	Development of a digital stakeholders' platform (external assistance)
5	FVMP	support to communication campaign: website contents management and Facebook project fan page management
5	RRA	networking activities in the Goriska area: contact with local authorities, stakeholders and target groups in the field of wine tourism and related activities, to create Local Guide Groups and disseminate and promote the project (the capacity building programme in particular)
5	FVMP	networking activities in the Valencia area: see above
5	CONFBG	networking activities in the Plovdiv area: see above
5	FR	Networking activities in the ?? area: see above
5	NOV/SD/FCV, RRA, CONFBG, FVMP, FR	Dissemination into tourism-related schools in the pilot areas
5	TP	Dissemination into TP's network

## DURATION AND PLAN OF ACTION

The indicative plan of action should not mention actual dates, but should start with “month 1”, “month 2”, etc. Applicants are advised to foresee a security margin in the proposed plan of action.

The plan of action should not contain detailed descriptions of activities, but only their titles (please ensure that these match the titles listed in relevant section above).

## ESTIMATED IMPACT ON TARGET GROUPS

- a) the situation of the target groups and
- b) the managerial and technical capacities of the target groups or the participants (where applicable)

This proposal is designed in such a way that its implementation does not just involve the project partners, but - on the contrary - it is largely directed towards all interest groups of the territories involved. The reason for this is that partners are convinced that a bottom-up approach is preferable when dealing with the design of local development models that will have an impact on the whole population and not on a category in particular. In this way, the sharing of objectives and of the overall vision with all stakeholders will bring benefits not only in terms of local planning, but also in economic, social, cultural and environmental terms. Summing up, the more shared a strategy is, the greater will be the chance to effectively implement it.

The final output of this project, the DI-VINE Memorandum and Hospitality Charter, will also be an instrument for measuring the quality of the training programme and the process of mutual comparison implemented during the project lifetime.

The high quality of the Memorandum will be the result of a joint and shared effort made by partners, external consultants and all the target groups directly involved in the project through the local guide groups' forums and the capacity building programme.

In particular, thanks to this project, target groups will develop:

- a public-private partnership that, at the end of the project implementation, will have all technical and managerial capacities to carry on the tourism strategy in a holistic way.
- a new trans-national network based not only on common economic interests, but on an overall vision that is the result of 18 months of joint work and efforts.
- technical and managerial skills, but also a way to face the challenges related to the development of their territories: a new approach based on co-participation and the ability to network - that is, to address problems and find appropriate solutions jointly, protecting not only their own interests, but also those of the whole community in which they operate.

As it was previously stated, both local guide groups' forums and training sessions are aimed at enhancing the dialogue among different interest groups and at strengthening trans-national relationships, also thanks to the multi-stakeholders' digital platform. However, if this work is not carried out after at the end of the project too, we could hardly state that the project has successfully been implemented. For this reason, partners' role, and especially local authorities' role, will consist in supporting and stimulating, if necessary, local guide groups' meetings even at the end of the project. Actually, local authorities are responsible for developing local development strategies and this proposal provides them with tools (both material and immaterial) to strengthen relationships within their territories

## **MULTIPLIER EFFECTS**

The possibilities for replication and extension of project outcomes are real: the extension of the partnership (11 members), is already a lever for a multiplier effect in their relevant milieu. Some of them are "Association" of many associates: a dissemination will be facilitated. Moreover, the transnational impact is ensured through Organisations that are working as "Public Territorial Agencies for Development": their mission and action is just to promote such forms of cooperation and local dissemination of good practices.