



INTERACTIVE LEARNING SPACE FOR DEVELOPING ENTREPRENEURIAL SKILLS IN CULTURAL
AND ASSETS AND HERITAGE

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REPORT of the ANALYSIS of BEST PRACTICES



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PP0 - Fondazione Flaminia's analysis of best practice

Fondazione Flaminia is glad to present the *Enterprise University Cultural Heritage* project as a best practice in Ravenna for what concerns self-employment in Cultural Heritage.

Fondazione Flaminia has been promoting this project for 3 years and, together with local partners, has developed a format to improve over time and which can serve as a basis for future projects in the above-mentioned field.

Description

EUCH is a training program for the spread of self-employment culture in the field of Cultural Assets and Heritage, in order to give participants the opportunity to **increase their skills** and become more **competitive in the job market** with a **self-employment mindset**. The project is active during the academic year and, since 2012, Fondazione Flaminia together with the Department of Cultural Heritage of Ravenna Campus of the University of Bologna, CNA and ECIPAR Ltd Ravenna have organized it. Therefore, it is an extremely territorialized project, but also easily transferable to other situations. During this year of activity the participants create a team to develop the business plan of their own business idea.

The project was conceived and developed to ease and enable the **participation** of only students and recent graduates (within 12 months from the graduation date) in one of the degree courses promoted by the Department of Cultural Heritage Campus of Ravenna (titles of degree courses updated to 2013/2014): Bachelor's Degree in Cultural Heritage; Master's Degree in Archaeological, Artistic and Landscape Heritage: history, protection and enhancement; Master's Degree in International Cooperation, protection of human rights and Ethno-cultural heritage and Master's Degree in Sciences of the book, document and digital archives.

Objectives

The main **objectives** of the project can be summarized in a few but very clear points:

- Provide knowledge, skills, tools, and inspiration for self-employment in the field of Cultural Assets and Heritage;
- Increase the link between soft and hard skills acquired by participants during their years of study;
- Give an added value to the personal and professional goals of the participants;
- Make participants, coming from a humanistic field of study such as Cultural Heritage, more competitive in the job market by providing them with specific technical and managerial skills.

The project can be seen as a real opportunity for the **development of an business mindset** which is useful to put into practice the soft skills acquired over years of study, targeting them to a start up in the field of Cultural Heritage and similar. In particular we can summarize the **technical skills** that are complementary and can be integrated with the university's studies:

- Know how to develop a business plan in all its components;
- Know the legal aspects and a steps necessary to start businesses;
- Be able to conceive the development of a competitive business idea;
- Create the conditions for business start-ups with the support of a group of experts and technicians.

During the training participants have the opportunity to work with businessmen who can bring their **real experience** to the group for what concerns the job, values and principles that are the basis to work in a Creative and Cultural firm.

Moreover, EUCH enables participants to think about themselves as workers, letting them recognize and understand their attitudes, knowledge and the training deficiencies to be addressed.

Thematic areas of development of the business idea

To ensure the development of business ideas which is pertinent to the field of cultural heritage, the scientific committee defined **5 thematic areas** within which the idea can be "categorized". They are the same research areas of the Department of Cultural Heritage:

1. The historical research, the history of cultures and traditions;
2. Methods of recovery, protection, restoration and communication of cultural heritage;
3. Documentation, the science of book and archive and digital collections;
4. Cultures and human development, the shapes of law and international cooperation;
5. The historical city, the landscape and the territory.

Team work

Participants will be **led by a team work** formed by professors of the Department of Cultural Heritage and a network of private and public institutions of the CAN/ECIPAR system that will support them in the definition of the business idea, business plan and finally, in the future start-up business. This is the specific division of tasks which are integrated with each other:

1. CNA/ECIPAR has the know-how needed for the start-up business;
2. The professors have the competences and scientific and theoretical knowledge about the conservation, management and enhancement of Cultural Heritage;
3. Fondazione Flaminia is the coordinator and facilitator for the implementation of the project.

Closing of the training

All business ideas developed during the academic year are presented in a public event to a **technical jury**, which will nominate the best project. The jury will be formed by representatives of the project partners and by experts/entrepreneurs from the world of business and start-ups. The jury will have the parameters agreed by the project partners through which they will evaluate and define the best business plan. After the conclusion of the academic year, all participants will have the opportunity to **continue the development of their business idea**, as a business start-up, through the services and free consultations made available by the CNA, as, for example, meetings with young businessmen and technical advice to improve the business idea and start the cultural firm.

The Department of Cultural Heritage, acknowledging the high educational value that the project has and the required amount of hours and effort, it gives 6 ECTS to enrolled students who complete the EUCH training.

Since the first edition, 46 participants have been involved and 12 business ideas have been developed.

PP1 - ECIPAR's analysis of best practice

ECIPAR introduces two best practices: the first is regarding to FAB LAB, new laboratories for digital makers; the second one is Enterprise Business Game, that aims to spread the self-enterprise culture among youngsters; it was born 20 years ago in Ravenna.

Best practice n° 1 - FAB LAB for digital makers

A best practice linked to the development of enterprise in cultural heritage is the fab-lab: a space dedicated to "digital artisans" or maker, able to conceptualize, design and develop ideas and projects.

Digital artisans or makers - advanced techniques for the implementation of products Made in Italy

The digital craftsman (or maker) is a professions able to use innovative technologies and practices to enable production processes aimed at the realization of innovative products related to Made in Italy.

Specifically, this pattern is typical of a new idea of small-scale production , personalized and based on the figure of the "technological-craftsman". "Craftsman" to indicate the centrality of man in the production process , but now "technological", or able to govern and use new computer-based tools and rapid prototyping techniques to accelerate innovation processes, reducing costs.

The maker is also able to design, prototype , manufacture products using new technologies and production methods shared based on teamwork and the exchange of knowledge , in turn, based on the use of new media and Internet.

Starting from the identification of own "areas of work" (conceive, design, implement, manage, promote), five Units of Competency have been identified:

- Representation and potential intervention;
- The design of the intervention;
- Development of the project; project management;
- Promotion of the project.

The craftsman works in the digital fab –lab, a lab space with 3D printers and innovative technologies for the conception, design and development of projects.

Best Practice n° 2 - Enterprise Business Game: project.start-app.eu MyHome/Cultural Framework/Management

PP4 - FLE's analysis of best practice

Fle shows 3 different multimedia tools with it's easier create new contents, or only new layout, in order to make lessons more interactive and productive. You can find them on project.start-app.eu:

Best Practice n° 1 - Design to Improve Life: MyHome/Roadmap to enterprise/Introduction

Best Practice n° 2 - Explain everything iOs APP – how to use it? MyHome/Cultural Framework/Innovation

Best Practice n° 3 - AppShed – How to build an APP? MyHome/Cultural Framework/Management

PP5 – Highlands Opportunity’s analysis of best practice

Highlands Opportunity decided to share with the partners the important role of the Creative sector in the economy of Scotland in order to promote its improvement in partners’ countries. You can find it on [project.start-app.eu:MyHome/Cultural framework/Framework analysis](http://project.start-app.eu:MyHome/Cultural%20framework/Framework%20analysis)

PP6 – University of Evora’s analysis of best practice

Since its creation, the **HERCULES Laboratory** has endeavored interdisciplinary collaboration with national and international partners bringing together the broad academic expertise of the institutions to explore new areas in analysis, policy and Programs in the field of cultural heritage conservation and research.

In the end of 2012, three grants from the European Structural and Cohesion Funds enabled the upgrade of the analytical infrastructure, and also provided the means to hire temporary researchers until the end of 2014. Over the last 4 years, Laboratory HERCULES researchers have a un secured research funds From Portuguese Science and Technology Foundation, FCT, through the coordination and Participation on research projects. Nowadays, the analytical infrastructure of HERCULES Laboratory comprises 300 m² of laboratory facilities integrating three laboratories, namely, the Microscopy and Microanalysis Laboratory, the Mass spectrometry Laboratory and the Biodegradation Laboratory. An important component of the HERCULES Laboratory is the mobile unit, the HERCULES mobile, with equipment for in.

The dedicated state-of-unique among the Portuguese Research infrastructures and one of the few in Europe with analytical equipment to perform in resolution chemical analysis of both organic and inorganic compounds present in cultural heritage artefacts.

The main objectives of the HERCULES Laboratory are:

- optimization, application and development of analytical techniques to the study of cultural heritage materials;
- development of novel materials and tools for heritage conservation and diagnosis coordination and development of research projects and advanced training;
- survey and study of cultural heritage, investigating their conservation and degradation status and development of integrated conservation methodologies;
- scientific support, counselling and services to heritage stakeholders;
- support scientific research on other areas of knowledge through its unique analytical infrastructure.

To pursue this goals HERCULES laboratory operates in a particular and unique way:

multidisciplinary teams are assembled for each individual project, with researchers showing an attitude for cooperative work which facilitates the trans disciplinary approach between humanities, social and physical sciences. This has been one of the most differentiating aspects of the HERCULES laboratory and likely one of the reasons for the success in terms of gathering financing and be able to gather partners and projects. In fact, this work process leads to an effective and productive cooperation between HERCULES researchers and members of several research centers in different regions of the country, both from the humanities and scientific areas, like the Art History Institute (IHA-UNL, Lisbon), the Archaeology, Arts and Heritage Sciences Center (CEAACP, ex- CEAUCP, Coimbra and Oporto) and the Art Sciences and Technology Research Center (CITAR-).

These strong partnerships lead to the creation of the “ARCH.net consortium - national network for Advanced Research in Cultural Heritage” which, in the near future, will apply in a concerted manner for national and international funding. Also important in this respect, was the recently created Joint Research Unit (JRU) IPERION- coordinated by HERCULES, with the National Laboratory for Civil Engineering (LNEC) and the General Directorate for Cultural Heritage (DGPC), which already applied for the National Roadmap of Research Infrastructures with Strategic Relevance. IPERION -aims to join the Europe- Infrastructure Consortium (ERIC), with the same objectives, an aim already acknowledged and welcomed by the leader of the Italian JRU. The IPERION-been evaluated by the Portuguese FCT agency with there commendation to be integrated into the National Roadmap of Research Infrastructures. The creation of these

infrastructures is important to pursue the objectives of the HERCULES lab to become a unique analytical infrastructure able to provide the analytical support for academic and industry alike. During the last years, the HERCULES laboratory became an important service provider to heritage stakeholders, which include SME's of conservation-becoming a major reference in the scientific studies of cultural heritage. Researchers at the HERCULES laboratory are deeply committed with research and development. Nowadays, the laboratory researchers are engaged in the material and historical study of different cultural heritage artefacts, namely, archaeological artefacts (ceramics, glass, metals, organic materials), art objects (easel paintings and polychrome sculpture, metals, historical textiles, ancient manuscripts), and built heritage (mortars, stone, mural painting and glazed tiles). The study of the biodegradation processes of the materials used to produce artistic artefacts led to the development of novel biotechnology based products used for identification of biocontaminants and for materials conservation. Since the foundation of HERCULES Laboratory, researchers published over 100 articles in international (74) and national (27) peer-reviewed literature.

HERCULES Lab is also deeply involved in conservation and restoration activities, throughout associated institutions. Currently the Laboratory has the scientific coordination of the José de Figueiredo Laboratory from DGPC (the central government conservation restoration laboratory in Portugal), the Ammaia Foundation conservation laboratory (mainly working with archaeological artefacts), the Archaeological Center of Caetano Melo Beirão (located in Ourique, Alentejo, and belonging to the Alentejo Regional Directorate of Culture) and the Évora Museum Conservation Laboratory. HERCULES lab is also deeply involved with the major SME working in Restoration in Portugal, providing the scientific support needed in their interventions.

In terms of advanced training, the HERCULES researchers are involved in the organization and coordination of post-University in the fields of history, archaeology and Heritage Sciences. Promoting advanced training has been a major effort since the beginning of the laboratory, with its members sponsoring 10 Post- in collaboration with other institutions in Portugal. HERCULES laboratory, currently coordinates an Erasmus Mundus MSc in archaeometry (ARCHMAT), participates in the Erasmus Mundus Master Course "TPTI -

History, Valorisation, Didactic" coordinated by the Sorbonne University (Paris) and is part of the team of the HERITAGE STUDIES Doctoral Training Programme, which was recently awarded by FCT with total of 36 Investigation grants and 24 Doctoral grants for four editions of the program.

Lab researchers have also had experience in the organization of scientific meetings even before the fully establishment of the analytical infrastructure in 2009. Alone, and in partnership with centers from other universities, we have been involved in the organization of several national (3) and international scientific conferences and workshops(3). Particularly relevant has been the organization in 2013 of the international conference INART'13 (see ref. 8 – book of abstracts) that brought leading experts in the field. Members of the HERCULES lab have also been invited for the scientific committees of various national and international conferences.

Promoting cultural heritage studies has been an important aspect of the HERCULES laboratory activities since its beginning and these have included the cooperation with local high schools for the inclusion on the curricula of science and cultural heritage topics. The outreach activities for the general public have played a major role in the HERCULES activities since its beginning, with the coordination of several projects funded through out Ciência Viva agency. The project with most impact, "Olhar de perto o Património" enabled the making of a documental series, "Time Machine, a detective story" (19 episodes,) co- Currently, HERCULES coordinates the regional educational networks EURECA and DESCARTES to promote science and cultural heritage among high school students. HERCULES researchers have been involved in the setup of several temporary exhibitions of different thematic (archaeology, paintings, science history), in the National Museum of Ancient Arts in Lisbon and in Évora Museum. The researchers have been organizing regular workshops for the general public, together with the local community agents and are regular invited speakers in workshops organized by various institutions all over the country.

PP8 – ISES's analysis of best practice

The **Táncház** ('dance-house') model of teaching folk dance and music combines traditional forms of acquisition with modern pedagogical and academic methods. Participants acquire dance knowledge from experienced members or tradition bearers by direct observation and imitation, to the accompaniment of live music, while using their own individual level of creativity to develop their competence and dancing ability. The dancing is complemented by singing instruction, handicraft activities and ethnographic presentations. Anyone regardless of age, competence or prior

exposure can become an active participant. The aim is to establish a value-based, community-building, entertaining yet educational form of recreational activity through the practice and transmission of intangible cultural heritage. Táncház methods are also utilized in art schools and all levels of education, and influence folk dance and music performance. An annual National Táncház Festival and Fair constitutes the largest meeting of bearers, mediators and enthusiasts, yet age or content-specific Táncház-es have developed, as well as workshops, camps, playhouses and handicraft clubs. Increasing numbers of publications popularize Táncház and assist in refining and transmitting its methodology, while folk dance and music resource centres enable the public to access archival recordings. The model is easily adaptable for the safeguarding and transmission of any community's intangible cultural heritage through hands-on acquisition, thereby sustaining its diversity.

Documents

Consent of communities - [Film: Hungarian \(subtitled in English\)](#)

Decision 6.COM 9.8 - **The Committee (...) decides that, from the information provided in the proposal, [this Programme] responds as follows to the criteria for selection in Paragraph 7 of the Operational Directives:**

P.1: The Táncház method for teaching folk music and dance is an effective way to maintain, transmit and hence safeguard intangible cultural heritage and involves a wide range of organizations and communities across places and generations;

P.2: The flexibility of the Táncház method has made it possible for it to operate at the national, regional and international levels, albeit until now largely within Europe, Japan and the United States; it also has the potential of promoting North-South cooperation because its framework is readily adaptable;

P.3: The method encourages creativity and revitalization in a model of transmission and innovation that is both flexible and participatory; supported with research and documentation, it aims to raise awareness and ensure the viability of traditional values of dance and music in modern society;

P.4: The programme employs effective methods of transmission and diffusion to keep traditions alive among the young within Hungary and beyond; its effectiveness and viability have been assessed by quantitative indicators;

P.5: Táncház involves people of all generations and backgrounds from rural community members to urban youth as well as researchers and mediators, and anyone who recognizes Táncház as places of practice of intangible cultural heritage and is committed to the transmission of the element;

P.6: The transmission method used by the programme is flexible and has the advantage of being readily adaptable to diverse lifestyles and for different publics;

P.7: The State Party, bearers and stakeholders have expressed their willingness and commitment to cooperate with the dissemination of the Táncház method, if selected;

P.8: Due to the trajectory and the extension of the programme, its results would be susceptible to assessment by qualitative and quantitative methods;

P.9: The programme can be a model for other countries, although the State Party has not specifically referred to developing countries in its proposal.

Selects the Táncház method: a Hungarian model for the transmission of intangible cultural heritage as a programme, project or activity best reflecting the principles and objectives of the Convention; Commends the State Party for submitting a well-presented proposal that may be taken as an example for other States Parties in the elaboration of future proposals.

PP9 – Maniatakeion Foundation’s analysis of best practice

The aim of the report is to show the experience of the Maniatakeion Foundation, based on the project idea proposed by Professor Andrea Nanetti to the Board of Directors and accepted as strategic asset since 2009: “Cultural Heritage for Economic Development”. It shows how culture drives economic and social development, increases social inclusion, shapes identity, provides social cohesion, drives innovation, creates jobs and enhances investment climate.

Culture is at the heart of a series of activities that have become increasingly important in modern economies. These activities build on heritage and arts; apply knowledge, skills and disciplines developed in cultural traditions and use aspects of culture as points of reference. The economy of culture entails respectively the cultural and creative sectors. The cultural and the creative sectors are growing sectors, developing at a higher pace than the rest of economy. In the “creative sector”, culture becomes a “creative” input:

1) The characteristics of cultural and creative assets are that they provide essentially for a local population, its language and culture. This makes it difficult for the production of cultural and creative assets and services to move to other continents.

2) Culture and innovation play a crucial role in helping regions attract investment and tourism.

3) Culture is the main driving force for tourism.

The above-mentioned are the three dimensions of culture: political, economic and social.

The Maniatakeion Foundation is a firm believer that Cultural Heritage is a primary source for Economic Development and can help guide strategic policy choices. In the search for new economic and life quality models, local provincial realities are the greatest future challenge that we have. Most of the world populations are increasingly concentrating in big cities to find a job, study, or simply to survive. Information technologies offer the chance to challenge this trend. Indeed, cultural heritage can be the most valuable source for economic and life quality developments in places like Koroni (town in Messinia), which can first be case study and then become showcase in the international landscape.

The Maniatakeion Foundation follows Professor Andrea Nanetti's vision in the definition of "Heritage Science as a state-of-the-art multidisciplinary domain which investigates and pioneers integrated action plans and solutions in response to, and in anticipation of, the challenges arising from cultural heritage issues in society: conservation, access, interpretation, and management. It takes into account knowledge and values acquired in all relevant disciplines; from arts and humanities (conservation, philosophy, ethics, history and art history), to fundamental sciences (chemistry, physics, mathematics, biology), and in addition economics, sociology, media studies, computer sciences and engineering" (see international conference on "Heritage Science as a Complex System" chaired by A. Nanetti and S.A. Cheong for Nanyang Technological University on January 6-7, 2014).

Southern Messenia is a rare mixture of natural and intercultural heritage, which provides a unique overview on the history of the Greeks from the Mycenaean period to the present day. Euripides, one of the three great tragedians of classical Athens, wrote about the magic of the landscape with its many streams, the wonderful climate and the abundance of castles in one word: "kallikarpos", which means the one with good products and fruits.

Koroni's cultural heritage is becoming a tool for the economic development of the region as well as a reference point for Cultural Europe. In this field, the activities of the Maniatakeion Foundation move from the historical researches carried out by Professor Andrea Nanetti in Italy and Greece between 1995 and 2010 with the financial support of the University of Bologna and the Onassis Foundation. The outstanding results of the researches are now tangible in his publications, culminated in the "Atlas of Venetian Messenia" (2011, EU, University of Bologna, State Archive of Venice, Italian Ministry of Culture and Ministry of Foreign Affairs, Greek Ministry of Culture, and others).

The geopolitical historical importance of Koroni through the centuries is evolving into a global cultural and economic showcase for the region as well as for the whole Greece. The aim is to transform Koroni into a branded tourist and cultural product, an internationally renowned sustainable tourist destination based on its cultural and natural beauties.

Indicatively: The Maniatakeion Foundation launched its **1st International Conference on "Historical Memory and Economic Development"** on June 2-5, 2009 (Athens and Koroni) under the auspices of the Greek Parliament and the Italian and French Embassies in Greece. The conference papers focused on the relationship between historical facts and monuments, their recollection, presentation, and re-interpretation on one hand, and, on the other, the influence of history in conscience and economic development. Among the many interesting papers was the one presented by Fabrizio Zappi (executive director in RAI television) with the title "A film is always the beginning of a journey... Film induces tourism and territorial marketing: a new tourism product to promote a country". In his paper he used statistics to point out films value as a "tool" to promote the image of a country.

Since then a lot of movie shooting has taken place in the Municipality of Pylos-Nestor (Koroni, Methoni, and Pylos) such as: "Before Midnight", "God Loves Caviar", "Oi ippeis tis Pylou" ("The horsemen of Pylos").

As part of its cultural and developmental activities, the Maniatakeion Foundation **announced an open competition on January 2010** for the preparation of a complete design relating to the **unification of the archaeological, historical, religious, and tourist sites of Koroni as part of a single Cultural Park**. This design competition comprised the Castle of Koroni, the Church of Panagia Eleistria and Zanga beach, and its main focus was to include the development of a brand for the Cultural Park, developing a communication and an advertising plan, preparing proposals for info-materials and signage as well as preparing financial data relating to project implementation. The purpose of the design competition was to safeguard the natural and cultural heritage of the area, and its archaeological, historical, religious and tourist sites, and to promote Koroni as a modern town, offering high living standards to its residents and as a destination point of considerable interest to visitors. The proposals for the design competition would highlight the historical

importance, the role of Koroni, and the beauty of the surrounding area, which are comparative advantages that the town has to offer and would include the monuments, the environment and the routes linking them in an integrated whole. The best project presented to the Foundation was the one developed by the Meduproject summer school team (University of Bologna).

On March 2010 the Maniatakeion Foundation in collaboration with Hay Group, ran the “**Future Leaders**” program. The program aimed to draw up a strategic and business plan, focusing on two priorities: i) highlighting Koroni’s cultural heritage and ii) utilizing that heritage to bolster the local community and economy. The business plan was presented to representatives of the Maniatakeion Foundation, the Municipality of Koroni and other relevant agencies. It was an exceptional endeavor whose slogan was the phrase: “Koroni in our hearts”. It envisioned Koroni as a castle-town that provides its residents with a high standard of living, and visitors with an exceptional experience, given Koroni’s strong identity. The strategic priorities on which the business plan was based, were to highlight the town’s cultural dimension, to ensure environmental protection, to improve living standards for its residents, to bolster tourism, to nurture strategic partnerships and last but not least, to develop its local economy. The business objectives were to improve the urban fabric, use renewable energy sources, develop cultural activities, improve social services, improve tourism services, develop new infrastructure and create communication and marketing services.

On November 2009, the Maniatakeion Foundation, in collaboration with the Ministry of Culture and Tourism and the Ministry of Rural Development and Food, strongly supported and contributed to both writing and editing all necessary data for the candidacy dossier on behalf of Koroni and furthermore coordinated all local bodies on the transnational application file for the **inscription of the Mediterranean Diet in the Representative List for the Safeguarding of the Intangible Cultural Heritage of Humanity of UNESCO**.

The Greek Ministries in collaboration with relevant ministries and other institutions in Spain, Italy and Morocco, have taken the initiative to highlight the cultural value of the Mediterranean Diet, in order to inscribe it in the representative list of UNESCO. Greece chose Koroni to support the Greek participation, because it combines the triangle local food-tradition-story. On November 16, 2010 the Mediterranean Diet was inscribed in the Representative List of UNESCO and Koroni, Chefchaouen (Morocco), Cilento (Italy) and Soria (Spain) were declared Emblematic Communities. In this context, the Maniatakeion Foundation is designed as the technical advisor of the Municipality of Pylos-Nestoros, taking initiatives as well as actions, in order to promote UNESCO’s decision. It collaborates with the Network of the Emblematic Communities of the Mediterranean Diet in order to safeguard and promote the cultural dimension of the Mediterranean Diet. After the initiative of Croatia, Cyprus and Portugal to participate in the nomination of the Mediterranean Diet in UNESCO, on December 4, 2013, the Intergovernmental Committee has decided to re-inscribe the element in the Representative List of Intangible Cultural Heritage and to declare Hvar and Brac (on behalf of Croatia), Agros (on behalf of Cyprus), Koroni (on behalf of Greece), Cilento (on behalf of Italy), Chefchaouen (on behalf of Morocco), Tavira (on behalf of Portugal) and Soria (on behalf from Spain) Emblematic Communities. It is significant to highlight that the Mediterranean Diet embraces all people living in the Mediterranean basin. Beyond states and regions, the most important thing that we must keep in mind is that this nutritional model is associated with history and tradition.

In an up-to-date international approach, cultural heritage management measures are more successful in protecting and promoting cultural heritage when they are successfully integrated into the social and economic life of the area, and consequently contribute to generating income which can be used to finance ongoing management of the cultural heritage. In this process, the Maniatakeion Foundation motivated by the 2002 Budapest Declaration on World Heritage Sites, which encourages equilibrium between conservation, sustainability and development at World Heritage Sites and follows these principles.

In conclusion, we strongly believe that a properly designed action plan with the following objectives will lead to large scale business activities and will make the local cultural heritage more competitive in the international market.

Namely:

- 1) Highlighting and protecting the natural and cultural environment.
- 2) Improving the lives of residents by creating conditions that will contribute to the retention of local populations.
- 3) Differentiating products and increasing the added value of local cultural heritage.
- 4) Developing entrepreneurialism.
- 5) Promoting actions that bolster employment.

Cultural Heritage for the Maniatakeion Foundation is seen and approached as the most valuable asset for sustainable economic and social development and as a case study in the region of Koroni.

PP10 - SEENORDA's analysis of best practice

The purpose of this report is to provide information of the main activities that the SEENORDA actually carries out in supporting the development of cultural policies and in improving capacities of its members for the protection, promotion and management of cultural assets.

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SEENORDA promotes systematic regional economic development approach to support regional competitiveness models across the SEE regions. It also provides support to the national, regional and local policies with disseminating EU standards, recommendations and policies related to regional and local development governance and SME competitiveness. The joint programmes and projects are designed to strengthen the capacities of members in the regional development process including in area of culture and entrepreneurship, and to boost the role of member's cultural identity and heritage in the promotion of the country's image abroad.

1. SEENORDA: BACKGROUND AND EXPERIENCE

Within the objectives for which SEENORDA was established, it specifically performs the following duties and activities:

1. Encouraging, monitoring, studying and promoting development and cooperation in the region of Southeast Europe
2. Development of technical and scientific projects and programs related to the development and cooperation between areas of region of Southeast Europe
3. Organizing and carrying out professional training concerning regional development expertise from different fields
4. Organizing trade fairs, conferences, lectures, seminars, conferences, forums and other conferences related to the promotion, advancements, research and connectivity of regional development agencies of Southeast Europe
5. Research and identifying the potentials of individual regions, valuable development resources and opportunities for their recovery and valorization
6. Performing inquiries for the purpose of recording and valorization of the current status of individual regions
7. Providing assistance and advice in overcoming analyzed weaknesses, through the project programming
8. Providing support to technology - based and innovative development concepts and entrepreneurship of certain regions
9. Establishing cooperation with international and foreign financial institutions to encourage technological entrepreneurship (eg institution of venture capital funds, guarantee funds and etc.) as well as institutions, associations and organizations engaged in similar activities
10. Providing technical and consultative assistance regarding programs of international and interregional collaboration focused on technology development and the development of innovative entrepreneurship of individual regions
11. Promotion of business cooperation, technology transfer and commercialization of research
12. Publication of books, magazines, brochures and improvement flyers, research and networking and development of the Southeast Europe regions
13. Cooperation with the media in area of public information and promotional activities related to networking and the development of the Southeast Europe region.

A successful regional development demands a coordinated and collaborative effort of many individuals and organizations. Accessing a wide network of professionals is essential if one wants to succeed in the field of regional economic development. A group of representatives of Regional Development Agencies and projects dealing with Regional Development realized that there is a lack of information on the work done and the results achieved by RDAs in South-Eastern Europe. Finding interested RDAs and receiving their commitment for a potential partnership involved a lot of search and has been time consuming. As a result, this group of people recognized the need for institutional and professional networking focused on this part of Europe. This group of professionals has therefore come up with an initiative to create a hub which will enable its members (be it organizations or individuals) to network with other

regional economic development professionals, learn about new trends and advances in the field, hear about the best practices and develop their professional skills.

SEENORDA's core membership should include the RDAs and other similar entities, working specifically on regional development, while the broad and varied membership base could incorporate: municipalities, towns, regions, businesses, regional economic development authorities, NGO's and other organizations as well as individuals who are either involved or interested in regional development in the SEE.

One of SEENORDA's main goals is also to create awareness and understanding for the entire spectrum of regional development issues. In order to do this, SEENORDA provides its members and key stakeholders with a range of valuable information, tools and resources on an on-going basis. This includes sharing of best practices, providing access to the established tools that help the members grow and maintain a strong, diverse economy, identifying emerging issues and trends in the field, distributing regular and timely information bulletins and delivering relevant content on the anticipated SEENORDA's website. In addition, SEENORDA's affiliations with other local, national and international groups would enable its members to access a wealth of other information, resources and professional contacts.

Cultural heritage is a group of resources inherited from the past which people identify, independently of ownership, as a reflection and expression of their constantly evolving values, beliefs, knowledge and traditions. It includes all aspects of the environment resulting from the interaction between people and places through time.¹

Consequently, two strands can be observed:

- a) cultural heritage as a sector of activities on its own, which provides jobs and generates growth (direct impact, mainly economic but which can include other dimensions of development as well);
- b) spill-over social and economic effects of cultural heritage in other fields, such as agriculture, regional development, environment, science and education, tourism, technology, innovation, social cohesion, intercultural dialogue, etc.

At a time when the European economy and society face multiple challenges, which have serious repercussions on essential elements of the European identity, cultural heritage may serve as a key factor in achieving goals of economic prosperity, social inclusion and cohesion. Preserving and promoting cultural heritage is directly linked to job creation and growth, through the positive externalities and spill-over effects in areas such as tourism, construction or real estate. Among other sub-sectors within the creative industries sector, cultural heritage is assessed not as an explicit sub-sector or branch but, rather, as a cross-cutting prerequisite for economic development, particularly for the tourism industry and job creation. Such evidence based on the interconnection between cultural heritage and the emerging research of the creative industries sector is a recent phenomenon.

Cultural heritage can be crucial in achieving smart, inclusive and sustainable growth, an aim set by the Europe 2020 strategy. Cultural heritage contributes to sustainable growth through merging modernity and tradition, and through a creative combination of the legacy of the past with innovative ideas aimed at shaping the future. It raises the profile of places making them more competitive in the contemporary world, and serves as a source of inspiration for the contemporary arts and creative industries. Cultural heritage contribute to the creation of jobs, businesses and economic growth through:

1. Work generated for local businesses by the labour-intensive repair.
2. Restored old buildings which provide special places for businesses (i.e. creative industry).

¹ The Social and Economic Value of Cultural Heritage: literature review by Cornelia Dümcke and Mikhail Gnedovsky EENC Paper, July 2013.

3. The improved location quality and image through the heritage environment and infrastructure for business activities, in particular for the creative, cultural, tourism and gastronomy industry, and as location factor for investment.

4. Attracting and binding highly-skilled workers, businesses, visitors and tourists through the attractiveness and uniqueness of the place (the cultural heritage helps to distinguish from other towns in the global competition; cultural heritage as “trade mark”).

5. Public investment in the cultural heritage as catalyst for the revitalization of the wider area, attracting local as well as external private investment and stimulating new development. Intangible effects are understood in terms of a plurality of qualitative effects, such as image production for the city or the region, network effects, educational effects, etc.

Direct and indirect economic effects have been calculated by several indicators, such as public expenditure, figures of visitors and tourists and their consumer behavior, turnover of tourist spending in the region etc.

SEENORDA strongly believes that cultural heritage can serve in purpose of economic development leading to large scale business activities that can make the local cultural heritage of its members more competitive in the international market. The networking of regional development agencies was launched through the initiative and first joint meeting held in Prizren, Kosovo, in October 2012. It was followed by two coordination meetings held in Zagreb, Croatia, and a joint Conference taking place from October 21st – 25th 2013, in Erzurum, Turkey. More than twenty regional development agencies from South-East Europe participated in total.

The topics of the meetings and conclusions of the Conference are as follows:

1. Presentation of the activities organized by SEENORDA in the period 2012 – 2013. One of the most important conclusions concerns the standardization of activities of regional development agencies as a bearer of regional development, where the aim is to achieve an organizational and operational synergy in the implementation of programs and projects in South-Eastern Europe.
2. Strengthening of cooperation and capacities through the transfer of best practices examples via the creation of web portals and other knowledge transfer tools.
3. Agreement on SEENORDA coordination.
4. Initiative for networking and experience exchange with regional development agencies on the basis of programs and projects, as common components of cooperation.
5. Development of joint projects with the aim of strengthening territorial cooperation, as one of the most important components of cooperation between RDAs which are members of SEENORDA; agreement on concrete initiatives and project ideas involving young people; strengthening of SMEs, cultural cooperation, innovation and new technologies; projects related to environmental protection and climate change.

Also, in line with requirements for entrepreneurship in cultural, members of SEENORDA, the RDA of South Kosovo and PREDa Plus from Macedonia implemented the “TourTaste Project”. The project provides promotion and protection of cultural heritage of South Economic Region of Kosovo through the appropriate appreciation of the culture, tradition and gastronomically typical products in the region.

Profit and added value and in this direction with regard to the local businesses, the project offers support for enterprises and a concrete answers to today's market crisis. The project promotes cultural heritage through

development of common roadmap of the culture heritage and typical gastronomic products in the region. Target Businesses benefiting from the project are:

- Agro-producers of typical products (AFP)
- Tourism sector (HORECA - hotels, restaurants, hospitality services and catering; and travel agencies, transport)
- Organizations of traditional festivals and other events

Project outputs – Best practical example

Regional gastronomic routes for traditional food & typical products of South Kosovo. Each of the proposed routes is designed as a guideline that would inspire visitors to plan their stay in South Kosovo, but also to motivate them in creating own route by extending and joining routes together.

_ Meat & fish route. There is no more delicious way to experience the soul of region south of Kosovo, culture, history and traditions than through its food. As you travel through South region, you will find numerous restaurants to taste the unique local products and dishes from meat and fish. Let's see what's on the table! This route encompasses traditional dishes from the South Kosovo region, mainly meat/fish based.

_ Shari Cheese route. This route encompasses dairy products (milk and its by-products) of the South region of Kosovo. A trip along the hills of Sharri Mountain is also a journey around a part of South world of ancient and current tastes. A product of ancient tradition is "Sharri" cheese a typical cheese made of sheep milk that is famous only in Prizren region. Tourists can taste and buy Sharri cheese and other dairy products that are made freshly every day.

_ Leisure & Art route. The Leisure & Art routes are also routes of taste, flavors and culinary traditions which help by-passers and tourists to see the cultural heritages in their entirety accompanied with pleasure and enjoyment in delicious tastes of world of dough, sweet and traditional non-alcoholic drinks that are still crowning this region by centuries. The gastronomy of this route is strongly linked to one philosophy: "getting to know Southerners of Kosovo and their culture" over a meal or while tasting local specialties which are an inherent part of exploring the route.

_ Wine route. Particular qualities of the local cuisine are strongly connected with the geographical location of the region. Thus, in the cuisine of region south dominates meat dishes and famous Rahovec/ Orahovec and Suvareka wines which make an integral part of every meal. The best vineyards are situated in those areas due to the climate and topography of the region that is favorable for optimal maturation of grapes. That is why the red, white wines and "Rakija" of Rahovec & Suhareka are well known all over Balkans.

_ Rural food route. The magic of the nature, culture and hospitality of the local people can be found in every hidden corner of the region South. In this tourist routes you will be able to see countries in different lights of spectrum that are still undiscovered and waiting to be found and explored. Along your visit you will have a possibility to enjoy in marvellous countryside and landscapes in one glorious mix of gently rippling of sunflowers and oak forests, corn fields, vegetable and fruit plantations, crowned with homemade breads, pickles, flija, domestic jams and ajvar...

SEENORDA will try to disseminate between its members the project outputs and results originated from this project and through the best practice example initiate similar projects with cultural thematic within its members in other countries. Following the main vision of the organization members, the SEENORDA continues to follow its road in direction of involving cultural heritage in economic development, implementing a new project named ST-ART APP in cooperation with 10 partners at European level. The project will help and contribute to target groups to develop entrepreneurial skills in Cultural Heritage field providing the project target groups with specifics skills in the field of enterprise startup. This project has an ambitious aim which could be an important and which will support youngest and adults interested to open a new business in cultural heritage activity.

CONCLUSION

Based on its policy, SEENORDA will develop initiatives which will lead to realization of its main and specific objectives and will contribute to better recognition of the local cultural heritage of its members in the international market.

Specifically, it is designed to following principles:

- 1) Preserve assets that have a social and economic value
- 2) Protecting the natural and cultural environment
- 3) Increase of importance of cultural tourism and improving the lives of residents by creating conditions that will contribute to entrepreneurship in culture
- 4) Promote of cultural diversity, different cultural products in local territory offers
- 5) Increase self-entrepreneurial and self-employed skills in the field of creative industry
- 6) Improve skills of different interested parties to start-up their enterprise in cultural field In line with above, the cultural heritage for the SEENORDA represent a “creative input, driving force and efficient mean for the policy of social inclusion, intercultural dialogue, conflict resolution and socio-economic development.



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