

Transferring project for  
**E**mblematic **M**editerranean **M**ountains  
as **C**oastal destinations of excellence  
**(EMbleMatiC PLUS)**

Project Ref:Project Ref:8139 | 10MED21\_3.1\_M3\_009

## **D3.2.4. PP6 transferability diagnostic relying on Transfer Guide**

## Executive summary

This document summarises the whole coaching process with PP6 towards the creation of an own Eco-itinerary (as a physical route) to be promoted as an Ecojourney. This tourist product is expected to align with the EMM values, approach and previous experience, according to the [EMM Transfer Guide](#) from the EMbleMatic project. The aim of this document is to convey a picture of the state of things in PP6 Eco-itinerary, portraying strengths and weaknesses, and projecting potentialities and future possible threats. Contents from this document should feed the last step foreseen in A3, that is PP6's Local Implementation Action Plan (LIAP).

After an introduction about the context of the project and a brief description of the selected area, the process of coaching PP6 alongside the EMbleMatic Plus project is described, together with a short note about the assessment field visit. The core of this document are chapters 4 and 5, which offer a thorough analysis of the PP6 proposal for an Eco-itinerary, including a SWOT analysis (chapter 4) as well as a detailed description of the different characteristics according to the 30 attributes of the Terms of Reference (ToR) of the Transfer Guide. The description contains a series of recommendations that PP6 might take into consideration when developing its LIAP. Two templates for this deliverable are provided as an appendix and a separate document.

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## 1. Contextual introduction

This document summarises the whole coaching process with PP6 towards the creation of an own Eco-itinerary (as a physical route) to be promoted as an Ecojourney. This tourist product is expected to align with the EMM values, approach and previous experience, according to the [EMM Transfer Guide](#) from the EMbleMatIc project.

This document therefore follows a comprehensive approach through the entire activity A3 (“Transferring”), starting with the webinars previous to the TNM1 and continuing with the Activity 3.2 about a follow-up of the common criteria assessment. Authors of this document coordinated the coaching process. LP1, PP1 and PP2 (the so-called “Givers”) also actively participated in this process, particularly in the preparation, execution and outcome of the assessment field visit.

The **aim** of this document is two-fold: (i) to convey a picture of the state of things in PP6 Eco-itinerary, portraying strengths and weaknesses, and projecting potentialities and future possible threats; (ii) to “translate” the results of the diagnosis into specific recommendations towards the last step foreseen in A3, that is PP6’s Local Implementation Action Plan (LIAP).

### 1.1. A transferring project: *EMbleMatIc Plus*

**EMbleMatIc Plus** is the follow-up project of the EMbleMatIc project. Being funded by the Interreg MED program, both projects are just one part of the activities that the **Emblematic Mediterranean Mountains (EMM) Network** undertakes. The Network was born in 2013 thanks to the LEADER funds. Being 4 initial members, the Network has grown across successive projects.

EMbleMatIc Plus involves 3 givers’ partners from the previous EMbleMatIc project, 4 new receivers’ partners and 7 associated partners. These partners are members of the **EMM network**. They wish to adopt a more responsible and sustainable tourism development model located in their hinterland coastal areas with strong rural and island characteristics.

Thus, EMbleMatIc PLUS project aims to deepen and extend the first project results by transferring to new territories the “Transferability guide for the implementation of an eco-itinerary”. These previously created eco-itineraries contribute to geographically rebalancing the visitors flows, to extend the seasonality, to reduce environmental impact whilst generating economical return for these low-density areas.

More specifically, this project aims to:

1. Maximise the impact of what was accomplished & worked with the EMbleMatIc project to new territories.
2. Work together in adjusting the initially produced Transfer Guide to fit receivers’ local context and to obtain their best Eco-itinerary local implementation plan.
3. Reinforce the Emblematic Mediterranean Mountains network by gathering key local stakeholders & managing authorities sharing same values, visions & know-how.

In addition to the 3 “Givers” and 4 “Receivers”, the project includes seven associated partners, six of them representing mountains territories (Vidova Gora in Croatia, Ida/Psiloritis in Greece, Gran Sasso and Monte Grappa in Italy, Kapela Vrh in Slovenia, and Pico del Torreón in Spain). They could not be retained as receivers for this project but benefit from following its progress closely.

### **1.2. A Receiver territory: Kozjak represented by PI RERA Split-Dalmatia**

The **Public Institution for the Coordination and Development of Split-Dalmatia County (PI RERA SD)** was selected by LP1, PP1 and PP2 (so-called “Givers”) to participate in the EMbleMatiC Plus as a “Receiver”. The PI RERA SD selected the **Kozjak mountain** ([43°34'15"N 16°24'09"E](#)), a calcarean elevation running parallel to the Adriatic Sea at the Bay of Kaštela in Southern Dalmatia, as the EMbleMatiC mountain to develop a project of eco-itinerary. Kozjak constitutes an East-West long ridge between the town of Trogir and Split (Croatia's second largest city). The mountain is a truly balcony into the sea thanks to an altitude of almost 800 m.a.s.l. and due to its morphology (a succession of spectacular cliffs facing the sea side). The north face of the mountain has a completely different physiognomy: it is a gentle slope towards the hinterland, where no traces from the coastal urban agglomeration can be guessed.

Kozjak is therefore a mountain with two opposite faces. The south face acts as a border of an extremely dynamic coastal fringe, where a succession of seven small fortresses (“kaštel”) are testimonials of a rich ancient history, culminating at the Klis fortress and, of course, the old settlement of Salona (Solín). This fringe also suffers the trade-offs of having become the backyard of the Split agglomeration. Traditional agriculture has been almost swept away by roads, quarries and other infrastructures, as well as by the settlement area, which has been growing as an oil slick along the entire fringe. In contrast, the north face remains as a deep rural territory, where a number of hamlets are scattered between the typical Mediterranean scrubland landscape.

## 2. The coaching of the transferring process with PP6

### 2.1. The coaching of the transferring process

**The transferring strategy unfolds in three phases** to adapt the steps described within the “transfer guide” into a “transfer process” applied by each receiver and adjusted according to its own context or transferability potential. The chore know-how to transfer is the compliance of the 30 attributes from the previously applied TOR for the creation of eco-itineraries.

This document can be found in appendix 6.1

#### ***Phase 1 A 3.1 Givers’ dissemination to receivers of transfer guide & pasts achievements:***

During a first stage, the Coaching Team (CT; external experts Ramon Serrat and Alexis Sancho) presented to receivers the contents of the guide and related past achievements from givers through two webinars: the first one held on the 14/9/21 “Welcome to EMM network”, the second one held on the 21/09/21 “Getting to know the transfer guide”

The thematic workshop held during the first transnational meeting in October, provided receivers with the opportunity to have their own visiting experience of two existing eco-itineraries and to provide their own feedback relying on the 30 attributes that eco-itinerary must comply with.

#### ***Phase 2 A3.2 Receivers’ transferability diagnostic relying on transfer guide:***

##### *Step 1: Receivers worked with CT on attribute compliance process*

During TNM1 (October 5-7, 2022), the CT presented the coaching process along A3.2.0. The aim of this process was to assist Receivers during the conception phase of their Eco-itineraries, which had to comply with the Terms of Reference (ToR) of the Transfer Guide (TG). In preparation for the TNM1, all receivers answered a self-assessment online questionnaire in order to rate the degree of difficulty that Receivers presumably will experience while dealing with ToR 30 attributes. On this outcome, the CT established a time schedule in order to enable a gradual complying process of the attributes. According to this proposal, Receivers completed three (3) reports between October and the end of 2022. In each report, Receivers were asked to provide evidence proving each attribute compliance. The completion process of each report (with their corresponding delivery date) was scheduled in parallel with a series of bilateral meetings between the CT and all Receivers. The whole process was conceived as an iterative exercise where both actors (the CT and each Receiver) were expected to communicate continuously in order to address all attributes as much as reliably as possible.

##### *Step 2: Assessing team visited receiver for an on-site assessment visit*

This on-site assessment visit constitutes the base of the project output: “Receiver’s transferability diagnostic relying on transfer guide”. It consists of an on-site cross-analysis & peer review (3 givers & 1 assessor) on the first attempt of the receiver to propose their initial proposal of potential eco-itinerary by applying the transfer process to their own local receiver context.

#### ***Phase 3: A3.3 Receiver’ local implementation action plan for their eco-itinerary:***

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

## **2.2. PP6 engagement**

PP6 engagement along the whole process cannot be put into question. The coaching process has run according to the expected milestones. All reports were delivered more or less on time, and two online meetings with the coaching team have taken place so far. The minutes of the online meetings with the Coaching Team were shared in the project Dropbox folder. PP6 experienced some constraints due to limited human resources, but the problem was solved by hiring an external partner (from the University of Split, Dept. of Tourism) dealing with the ToR attribute completion process. Still, there are two key issues still pending: stakeholder involvement on the one hand, and future planning (plan of action - Attribute 22) on the other.

In spite of this, the global balance is certainly positive, particularly after PP6 provided improved versions of the first and the second report, where a comprehensive volume of information was compiled. The exception is the Plan of Action as an evidence for Attribute 22, which has been solved only partially. PP6 has not managed to provide a table with a series of objectives for the implementation of the eco-itinerary, which is vital for the success of the project. Anyhow, all documents are available in the corresponding project Dropbox folder. The assessment field visit showed how much engagement PP6 and, specifically, its representative Maja Vukan has in this project (see details in the next chapter).

As of stakeholder involvement, this is a weak point in the monitoring process. As of April 2022, no minutes from no meetings have been uploaded in the Dropbox folder. According to what PP6 reported during the online meetings with the coaching team, a first meeting took place in January, and a second one was scheduled. However, no further evidence has been shared. This is, of course, far away from an ideal scenario, due to the critical importance of this issue in a proper development of an eco-itinerary. The coaching team proposed three (3) stakeholder meetings during the EMbleMatiC Plus project.

### 3. On-site assessment field visit to Kozjak

During three months, each receiver worked at bringing local stakeholders together and at exploring all aspects of their future eco-itinerary whilst periodically reporting on gathered evidence to check with the coaching team that suggested choices were complying with the 30 attributes from the TOR.

To welcome the assessing team, receivers were asked to put together a proposal of a two-day on-site assessment field visit that will reflect the main assets (choices of locations, activities, stakeholders and services) identified at that stage for the creation of their future eco-itinerary.

They were asked to provide a title and brief description of their eco-itinerary, and to indicate for each spot included on their visit:

-List of the attributes covered by this spot/activity: the numbers showing under each spot corresponds to the attributes detailed on the appendix 6.1 TOR.

-List of the emblematic dimension pre-set criteria covered by this spot/activity:

The numbers showing under each spot refers to:

1. Proud local people - 2. Institutional recognition - 3. Reputation - 4. Legends and myths - 5. Power of inspiration - 6. Picturesquelandscape - 7. Particularecosystem - 8. Mediterranean cultural identity - 9. Sustainability and anthropogenic environment - 10. Historic places

The following minutes were written by the receiver and summarise the chronological unfolding of the on-site assessment. As such they are a practical and factual account of what took place and was experienced and assessed by the assessing team.

#### 3.1. Minutes from on-site-visit carried out based on receiver partner proposal

**Foreseen title for future eco-itinerary:** "Kozjak horizontal and verticals"

**Brief summary of future eco-itinerary:**

Kozjak has a famous route "The Cradle of Croatian Dynasty" which consists of spots which have historical value and tells a story about Croatian History. That route extends horizontally through Kozjak slopes, and it is about 17km long, and it is not beginner friendly. Plan is to develop vertical lines which connect most attractive spots on the existing horizontal route on Kozjak slopes with most attractive spots on the seaside (mainly 7 castles in 7 Kaštela). That vertical route will be beginner friendly and suitable for wider groups. It is planned to include Emblematic attributes especially in promoting the visits to small producers during the eco-journey and emphasising importance of responsible behaviours on mountain.

##### **Spot 1: Day1 – 14th Feb -09:00 – Benjamin hotel, Kaštela City (Kaštel Novi)**

PPs accommodation was located at the foothills on the coast. Hotel is chosen as an accommodation because it represents a good start point for the vertical lines and at the same time is an example of a historic place. It was opened in 2019 after reconstruction of a building from the 18th century, which belonged to a wealthy Dalmatian family Katalinić.

List of the attributes covered by this spot/activity: 1-3-7-8-16-27-23-29

List of the emblematic criteria covered by this spot/activity: 1-4-5-6-10



### Spot 2: Day1 – 14th Feb - 09:30AM-10:30AM - Klis Fortress – Municipality of Klis

The most eastern spot of Kozjak, Klis Fortress, was the first spot of on-site assessment, because Klis Fortress is the most eastern spot of the big most famous Kozjak route “The cradle of the Croatian Dynasty”. The local Guide led “Givers” around the more than 2000 years old fortress with amazing views on the UNESCO City - Split, explained the history value of the fortress and described how local people preserve tradition with various events.

List of the attributes covered by this spot/activity: 1-3-5-7-8-9-10-13-16-18-27-23-28-29

List of the emblematic criteria covered by this spot/activity: 1-2-3-4-5-6-7-8-9-10



### Spot 3: Day1 – 14<sup>th</sup> Feb - 10:30AM-11:30AM OPG Spara – Municipality of Klis

After Klis fortress, we moved to OPG Spara which produces healthy cakes rich in nutrition, jams, olive oil and liquors. During the tasting in a tasting room and kitchen with panoramic view, surrounded by white handmade lace curtains and pieces of antique furniture and filled with a collection of antique ceramics, and glasses, the owner, Dijana Miletić, shared the interesting facts about starting a business. Owner, with help of her junior partner Ivana Perić, wanted to produce products rich in nutrition because she was a handball player, and she recognized the importance of high nutrition products. Each product has their own story related to the Fortress Klis. During the Turks attacks in the 16<sup>th</sup> and 17<sup>th</sup> Century, Uskoks (soldiers who defended Klis) and the inhabitants could eat only durable products - dried fruit, wine, salted meat and fish, olive oil, lard, honey – products which today, in 21<sup>st</sup> Century, are the main ingredients of the SPARA products. SPARA was the name of a homemade cushion that local women wore on the head under the basket to help themselves carry heavy things.

List of the attributes covered by this spot/activity: 1-3-6-7-8-9-10-13-16-18-23-27-28-29

List of the emblematic criteria covered by this spot/activity: 1-2-3-4-5-6-7-8-9-10



**Spot 4: Day1 – 14th Feb - 12:00 AM - 12:30AM Salona, City of Solin**

Due to extreme rain, a walk route to Sv. Ivan Biranj (Highest peak of the eastern part of Kozjak) was replaced with a short stop in Salona, an ancient city and the capital of the Roman province of Dalmatia. Salona is located in the foothills of Kozjak, in the modern city Solin between Kaštela and Trogir, and represents a very valuable historic place. It is perfect for a walking or biking tour, as a picnic site or recreation spot.

List of the attributes covered by this spot/activity: 1-2-3-4-5-6-7-8-9-10-11-12-16-18-27-23-28-29

List of the emblematic criteria covered by this spot/activity: 1-2-3-4-5-6-8-9-10



**Spot 5: Day1 – 14th Feb - 01:00PM-2:30PM Kozjak viewpoints, Kaštela City**

After the rain stopped, it was time for the most attractive Kozjak Viewpoints. First was Malačka, which has a view on both sides of the Kozjak, at the coast and at hinterland. It is one of the most attractive spots of the mentioned horizontal itinerary called The cradle of Croatian Dynasty and the starting point for most of Kozjak famous and well-marked hiking routes. There is the Monument to Croatian Veterans of the Homeland War too. Due to bad weather conditions, we didn't visit the Sveti Ivan Biranj, the highest peak of the western area of Kozjak which is planned for this spot.

List of the attributes covered by this spot/activity: 1-2-3-5-7-8-9-10-11-18-27-23-28-29

List of the emblematic criteria covered by this spot/activity: 1-2-3-4-5-6-8-9-10



**Spot 6: Day1 – 14<sup>th</sup> Feb - 3:00PM-7:00PM Ethno village Škopljanci, Kozjak Hinterland**

Ethno eco village Škopljanci is a family estate which consists of twenty old, stone houses. Some of them are completely renovated to the smallest detail to preserve the original form, respecting the tradition and architecture of the region. There are two traditional Dalmatian taverns Tor and Izba, ethnographic museum, museum for bulls, strads, tasting rooms, chimney, smokehouse, and traditional accommodation. In the immediate vicinity of the village there are spacious grassy terrains that are fully infrastructurally equipped for day trips. At the Škopljanci village we tasted local products; the meat (rooster, veal) under the belt. After the meal, the owner described how he started a business and taught visitors how to play local instruments and songs. We visited accommodations, a museum, and a smokehouse where the owner explained how he is smoking the meat in a traditional way.

List of the attributes covered by this spot/activity: 1-2-3-7-9-11-12-18-23-27-28-29

List of the emblematic criteria covered by this spot/activity:1-3-5-6-8



**Spot 7: Day2 – 15<sup>th</sup> Feb - 09:30AM – 11:00AM Storytelling route “Roots of Dalmatia” – City of Kaštela**

Licensed local tourist guide led group on storytelling route. Crucial elements of storytelling include plot, characters, and narrative point of view. So, Ana Jakić, local guide, as Kaštela's typical working woman, takes us back to the 19th century, showing the origins of Kaštela in an interesting way. This storytelling route enables visitors to enjoy the smells and tastes of typical local products such as olive oil, cherry wine and candied orange skin, while learning about history. Working woman guided us through major attractions of Kaštela, describing some important history facts, details about famous castles, families and history of the place. Tour started in front of a 1.500-year old olive tree with olive oil tasting.

[List of the attributes covered by this spot/activity: 1-2-3-7-8-9-10-11-13-17-18-21-27-23-26-28-29](#)

[List of the emblematic criteria covered by this spot/activity: 1-2-3-4-5-6-7-8-9-10](#)



**Spot 8: Day2 – 15<sup>th</sup> Feb - 11:00AM-12:00AM Museum of Kaštela – Kaštela City**

The Museum of Kaštela City is located at an old, valuable castle called Vitturi. Directory of the museum lead group through Kaštela's history which is mainly related to the Kozjak mountain and to castles at the seaside.

We were welcomed by the director for a guided tour of archeological and ethnographic collections that highlighted inhabitants' crafts and occupation through history. The Museum of Kaštela is an important spot for understanding the Kozjak value in the past. In the same building are located the Tourist info point, where Kozjak maps can be found, and Kaštela tourist board.

[List of the attributes covered by this spot/activity: 1-2-3-7-8-10-17-21-23-26-28-39](#)

[List of the emblematic criteria covered by this spot/activity: 1-2-3-4-5-6-8-9-10](#)



**Spot 9: Day2 – 15<sup>th</sup> Feb - 1:00PM-3:30PM - Mountain Lodge Putalj – Kaštela City**

Visit to Mountain Lodge at Kozjak slopes and have a traditional lunch. The proud keepers of the lodge prepared traditional lunch – vegetable soup, meat under the belt and chocolate-orange cake. Project partners had a

meeting with local stakeholders; Renata Tešija, founder of Dalmacija as a storytelling destination and her colleague Anita Aranža, Blanka Šimundić from Faculty of Business and Tourism in Split, and Denis Smokvina from tour agency Smokvina who is in charge of giving digital dimension to eco journeys putting them in google maps and producing the videos. Receivers present an idea of eco-journey while “givers” give them advice on improving the eco-journey and share experiences from the previous phases of the project.

List of the attributes covered by this spot/activity: 2-3-4-5-6-7-13-18-23-28-29

List of the emblematic criteria covered by this spot/activity: 1-2-3-4-5-6-8-9-10



#### **Spot 10: Day2 – 15<sup>th</sup> Feb - 04:00 PM-07:00PM - Kozjak Vineyards – Putalj winery**

Vine and olives are one of the most important agricultural crops on the Kozjak slopes. Vine sort Crljenak is most famous grows on Kozjak, and it is scientifically proven since 2001 that Zinfandel has origin in Kozjak slopes not in California and that Crljenak is Zinfandel’s ancestor. Local people use this story and develop a Legend about Crljenak, a hero who went to America and in 2001 came back to the homeland. One of the 12 Crljenak producers, winemaker Anton Kovač owner of Winery Putalj, told this story and led guests to the tour of the vineyard at Kozjak, production area and barrel room. The Vineyard tour ended at the tasting room with tasting of red wine and olive oil, giving the opportunity to buy local products.

List of the attributes covered by this spot/activity: 1-2-3-4-7-8-10-11-13-14-17-18-21-23-26-28-29

List of the emblematic criteria covered by this spot/activity: 1-3-4-5-6-8

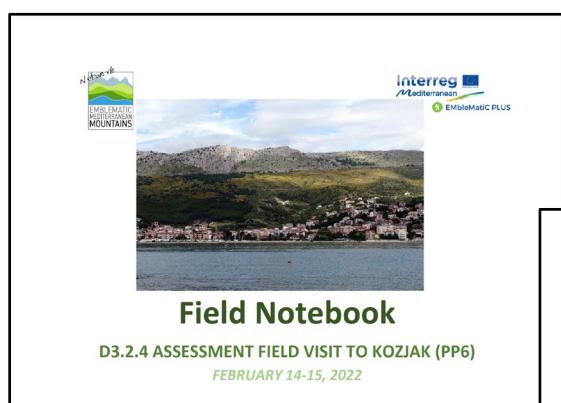


### 3.2. Assessment process carried out during the field visit

The assessment field visit to Kozjak took place on February 14-15, 2022. Representatives from LP1 (Florian Chardon and Alain Gensane), PP1 (Kostas Zapounidis), PP2 (Rosa Colomer) as well as external expert Alexis Sancho participated in the field visit. Host PP6 was represented solely by Maja Vukan (PI RERA SD). During the visits, the team was accompanied by guides and involved stakeholders.

During the field visit, the CT and the Givers worked with two support documents that were tailor-made for this visit.

On the one hand, a Field Notebook where all ToR attributes were on-site assessed on the basis of the visit schedule that was previously provided by PP6 (see attached image- the schedule finally carried out on site is the one described on previous section 3.1. On site-visit programme proposed by



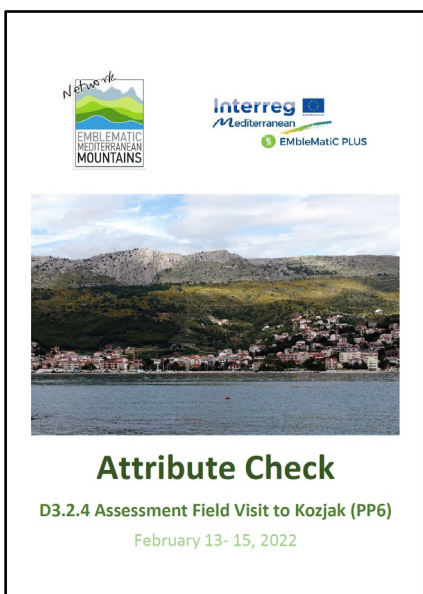
receiver partner).

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EMbleMatic PLUS

D3.2.4 Assessment Field Visit PP6

**PP6 Assessment Visit Schedule**

| No. | Date  | Name                           | Location                 | Attribute(s)                         |
|-----|-------|--------------------------------|--------------------------|--------------------------------------|
| 1   | 14/02 | Benjamin Hotel                 | Kaštela                  | 10-18-19-27-23-29                    |
| 2   | 14/02 | Klis Fortress                  | Klis                     | 1-2-3-4-5-6-7-8-9-10-11-23-29        |
| 3   | 14/02 | OPG SPARA                      | Klis                     | 13-14-18-23-29                       |
| 4   | 14/02 | Kozjak View points             | Malačka, Sv. Ivan Biranj | 3-5-27-28-29-23                      |
| 5   | 14/02 | Eco village Škopljanci         | Hinterland               | 3-6-7-8-9-11-12-13-14-18             |
| 6   | 15/02 | Benjamin Hotel                 | Kaštela                  | 10-18-19-27-23                       |
| 7   | 15/02 | Storytelling route - coastline | Kaštela                  | 1-2-3-4-5-7-8-9-10-11-13-14-17-18-23 |
| 8   | 15/02 | Kaštela City Muesum            | Kaštela                  | 1-2-3-4-8-9-10-11-18-29-28-27        |
| 9   | 15/02 | Lunch in Mountain lodge        | Putalj Mountain Loge     | 2-3-4-5-7-13-23-29                   |
| 10  | 15/02 | Kozjak Vineyards               | Kaštela                  | 3-6-7-8-9-11-12-13-14-18             |



On the other hand, an Attribute Check booklet was used immediately after the fieldwork, i.e. either during the field visit or immediately after the visit in order to translate all notes linked to each visit spot into a more structured document where information was organised around the ToR attributes and its topics (see attached image).

Upscaling strictly spatially-tied first impressions from the field (Field Notebook) into arguments showing the degree of compliance of each attribute (Attribute Check) was key to develop this diagnostic exercise.

## 4. Diagnosis of the Eco-itinerary proposal

This section consists of two parts. In the first one (4.1), the outcome from the assessment field visit is summarised in a series of bullets pointing out the main topics that will be resumed in section 5. The order of appearance of the topics is not indicative of any kind of hierarchy. In the second part of this section, a SWOT analysis (stands for Strengths, Weaknesses, Opportunities, and Threads) is provided in order to orient PP6 in the next steps towards the creation of its eco-itinerary. The SWOT analysis was developed bearing in mind that the main issue is the eco-itinerary as a future tourist product; however, important aspects related to the itinerary's physical territory were included for self-explanatory reasons. Not least the routes are inserted in a given area and the ultimate reason for their creation is this area's development and its local population well-being.

### 4.1. PP6 proposal highlights

- In terms of developing an eco-itinerary, Kozjak's geographic characteristics act as a double-sided sword. Certainly, location is a big advantage: the mountain fits particularly well in the EMbleMatiC philosophy. It is very close to the coast and, at the same time, separates the urbanised and dynamic area (also in terms of tourism) from the anonymous hinterland, which should eventually be the area to be developed through sustainable tourism activities.
- In this respect, Kozjak has a huge potential for developing an eco-itinerary. Potential visitors don't need to travel long distances to get into the destination, since the hot spots are Split and Trogir. Therefore, it should be relatively easy to mobilise them for daily excursions. At the same time, however, this is an important constraint for the area, since long stays at Kozjak are probably not possible since there is no accommodation in the mountain (except for Putalj mountain lodge) and in the hinterland (except for Škopljanci).
- Another strength is that there is a very exciting initiative on storytelling ([Dalmatia as storytelling destination](#)), and PP6 closely collaborates with them.
- However, the other side of the coin are the already explained extreme internal contrasts between both sides of the mountain. During the field visit, we couldn't grasp the emblematic dimension of Kozjak itself, but everything was concentrated at the coastline settlements. We experienced very little about the mountain itself; its meaning for locals, its heritage, its touristic exploitation in terms of sports or other leisure activities. The mountain itself seems to be a backyard of the coast, and it seems to be a place for local hikers and for visits of religious/patriotic reasons to the countless mountain chapels and the homeland war memorial. The hinterland was barely explored, and the only spot (Škopljanci) was disappointing because it does not really meet the EMM approach.
- Another issue is that the backbone for the whole eco-journey seems weak. All we visited and experienced during the visit makes sense individually, but "the glue" that gives consistency to everything in order to create a product with a storyline behind is somehow missing. However, the above-mentioned focus on storytelling could decisively contribute to fill this gap.
- In spite of what is stated in the reports, the visit showed a lack of activities in the offer, including sport and wellness. This fact, however, might be due to seasonality.

#### 4.2. SWOT analysis

| Strengths                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Weaknesses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Strong Mediterranean character (landscape, ways of life, gastronomy).</li> <li>• Closeness to the sea and to potential visitors (Split).</li> <li>• Well connected (airport, highway).</li> <li>• Rich and well-preserved cultural heritage.</li> <li>• Renamed wine culture: “Zinfandel” puts the name of Kaštela in the global market.</li> <li>• Active hiking culture (Alpine Club, mountain lodges).</li> <li>• PP6 is well networked (e.g. storytelling initiative)</li> <li>• Strong presence of well-educated tourist guides.</li> </ul> | <ul style="list-style-type: none"> <li>• Weak emblematic dimension of the mountain: Kozjak as the backyard of Split and Kaštel, weak personality to become the backbone of the area’s touristic development.</li> <li>• Extreme spatial contrasts between the two sides of the mountain (coastal area vs. hinterland) affecting touristic potential.</li> <li>• Linear character of the route until loops are created.</li> <li>• Limited possibilities in terms of long stays at the mountain area. Only daily excursions can be offered.</li> <li>• Non-consistent signposting.</li> <li>• Insufficient accommodation offer in the mountain and the hinterland.</li> <li>• Insufficient public transportation.</li> <li>• Sport &amp; wellness offer is not well promoted.</li> </ul>                                                                                                                                                               |
| Opportunities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Threats                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <ul style="list-style-type: none"> <li>• Huge development potential of the hinterland.</li> <li>• Kozjak as a privileged balcony to the Adriatic Sea.</li> <li>• Exploiting the pedagogical potential of Kozjak and Kastela’s cultural crossroads (Venetian and Ottoman influence).</li> <li>• Storytelling guiding as singularity of the eco-itinerary.</li> <li>• Storytelling guiding as a showcase for further EMM destinations.</li> </ul>                                                                                                                                           | <ul style="list-style-type: none"> <li>• Risk of focusing the Eco-itinerary on the coastline and not putting the hinterland in the foreground of the project. Kozjak might become a barrier rather than a bridge to the hinterland.</li> <li>• Urbanisation trend: settlements and informal land use climbing up the southern slope at the expense of agriculture and ecosystem protection.</li> <li>• Environmental issues: deficient waste management, lack of protected areas.</li> <li>• Massification in the summer season in specific spots (e.g. Klis, Solin).</li> <li>• Impact of the current unstable worldwide situation (geopolitically, pandemics, supply bottlenecks) in a periphery of a demographically shrinking Croatia.</li> <li>• Global unstable situation affecting tourism.</li> <li>• Global warming with rising temperatures and droughts with particular impact in the Mediterranean (water supply, wildfires)..</li> </ul> |

## 5. Recommendations for the local implementation Action Plan (LIAP)

The aim of this section is to inspire PP6 when developing its Local Implementation Action Plan (LIAP), which (according to the Application Form in its Deliverable no. A3.3) should become the main outcome of the EMbleMatic Plus project. To do so, this section summarises the most relevant aspects of this Diagnostic by following the Terms of Reference (ToR) inserted in the EMM Transfer Guide, i.e. the 30 attributes related to the following five topics:

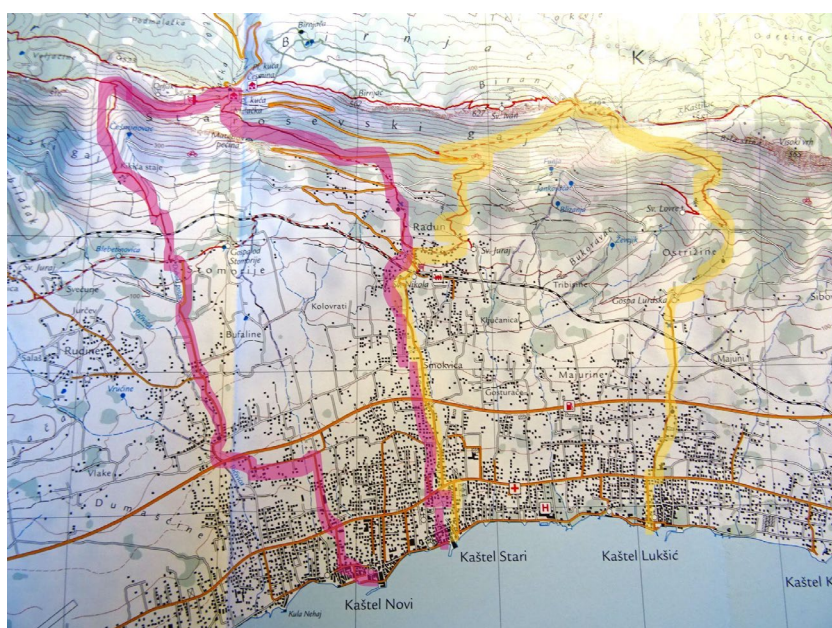
- Itinerary basic characteristics
- Associated services
- Ethics and sustainability
- Management and Governance
- Marketing

The contents of this section are structured according to these topics and systematically linked to the 30 attributes composing the ToR. In order to make such linkages visible, mentions to the attributes (in brackets) are highlighted in **bold** letters. In the same way, specific recommendations to be incorporated into the LIAP are highlighted in **bold green** text.

A last, but not least, issue is that it corresponds to PP6 exclusively to decide whether and in which way this section's contents will be incorporated to the LIAP and eventually implemented on-site.

### 5.1. Basic characteristics of the eco-itinerary

PP6 eco-itinerary will take advantage of an existing trail network along the crest of the Kozjak (the "horizontal route"). However, these trails have a linear nature and don't connect the coast with the hinterland. Thus, supplementary sections ("vertical loops") are needed to meet **Att. 1**. This is precisely what PP6 strives for: namely, a series of loops connecting both sides of the ridge: the coast and the hinterland. Thus, PP6 is moving in the right direction. In addition to what PP6 included in the first report, we have identified a series of potential loops on the basis of the topographic map from the Croatian Alpine Club. We attach here two sections of this map where 4 potential loops are marked in yellow and pink colours.





We recommend to **concentrate on just one or two vertical routes (loops)** and get the full coordination achieved with this start so that it can work with visitors and become a stimulating example for remaining actors. At the same time, however, the future Local Implementation Action Plan should include a consolidated project with a defined number of loops. Establishing a collaboration with the [Croatian Mountaineering Association](#) and/or with the [Croatian Mountain Rescue Service](#) is recommended in order to achieve this endeavour.

Still, the remaining problem is that there is no evidence of any trail connecting the crest with the hinterland. It might be some (ancient) trails, but they are probably non-maintained. The only exception is a connection path to Škopljanci. This should be the only chance (at least in the short run) to include a loop in the hinterland, although there are doubts regarding this spot suitability into the project (*see section “associated services” below*). Creating loops towards the hinterland would solve possible massification problems at the coast during summer (high season), reinforcing the eco-itinerary performance in terms of avoiding saturated spots (**Att. 6**)

Signposting (**Att. 4**) seems to be a critical lack. Weak and partially non-consistent signposting was evidenced on the spot for the “horizontal route”. **Future loops must be signposted in accordance (either physically or using digital services)**. Since PP6 has subcontracted a certified Google Partner who is introducing routes in Google Maps, concrete results should be presented soon.

The paths seem to be of low to medium difficulty (**Att. 2**), although there might be some steep sections, since very often a ridge culminates the massif.

As of **Att. 3**, it is complied, but the lack of shadow makes these routes not practicable during hot summer days. **PP6 could warn/guide visitors by selecting out of all vertical routes the shorter and less difficult vertical routes and advice for early morning hours or latest afternoon times to practice them.**

The whole crest of the massif is a spectacular panoramic viewpoint to the sea and the hinterland. However, there is an urgent lack of properly indicated and well-equipped viewpoints (**Att. 5**). It is therefore a need to **work out landscape interpretation** (see Atts. 8 & 9) since it would enable putting Kozjak “on the map”; this is, better presenting a mountain that seems to be pretty anonymised except for alpinists hiking the crest. Landscape

interpretation panels would complement storytelling guidance. In this regard, **LP1 can provide assessment with visual examples**. This point is particularly critical, since one possibility for visitors would be a self-guided tour along the eco-itinerary (see Att. 11).

The itinerary takes advantage of the already existing infrastructure (paths, roads, monuments, lodges...) (**Att. 7**). In this regard, there is a crucial point upon which PP6 should take decision: namely, to what extent the well-known attractions of Salona and Klis will be integrated in the eco-itinerary. While the final decision lies in PP6 hands, our recommendation is to **leave both well aside, which means not putting them as the main attractions but putting the mountain itself, Kaštela and the hinterland as the backbone of the eco-itinerary**. Only in this way can the ultimate purpose of the eco-itinerary (i.e. to promote and develop the hinterland) can be fulfilled while at the same time avoiding potentially saturated spots (see Att. 6).

## 5.2. Associated services

There is much room for improvement in terms of environmental services (**Att. 8**), particularly at Klis and very much at Škoplanci. The latter has a huge potential (also for **Att. 9** and **10**, which are otherwise well covered by the other spots), but the approach of the owner doesn't really meet the EMM philosophy. **PP6 should rethink what places in the hinterland might become the main spots to be promoted**.

As of intangible heritage (**Att. 10**), **PP6 could** include information about the calendar of intangible heritage events (e.g. theatre in front of the Kaštela museum in summer) so that visitors could be aware of it and plan their visit accordingly.

Not least, the only tourist office in Kaštela doesn't seem to be aware of the Kozjak mountain. **Kozjak should be more present in the coast, e.g. by installing panels at Kaštela**.

Guidance services were one of the strongest features of the assessment visit (**Att. 11**). We experienced the "classic" guide at Klis and the very interesting storytelling guidance in Kaštela. In our opinion, the way forward is **to extend the idea of storytelling guidance and propose new routes towards the mountain and beyond (the hinterland)**. The starting conditions are optimal, since PP6 has contacts to the network that educates storytelling guides. On the other hand, **PP6 should reflect on possible ways to offer guidance for self-guided tours** (see Att. 5).

In contrast, leisure activities (**Att. 12**) seem to be a weakness. Nothing but wine tasting and cultural visits were offered during the visit. On the spot, no evidence about sportive activities apart from hiking was found, in spite of what PP6 has included in the second report (mountain biking, zip line). No wellness offer. **Stakeholders from this sector should be identified and involved**.

Gastronomy (**Att. 13**) during the field visit was fine: we enjoyed local cuisine with quality food; however, dishes tended to repeat meal after meal. Hardly no traces of the Mediterranean diet were found, except for the visit to Spara, which actually was no meal. Thus, **PP6 should observe variety of food in the final product** ("eco-journeys"). In practice, the challenge lies ahead for the partner when starting the conception and finalisation of the "vertical loops" (see Att. 1): **PP6 has to ensure that local gastronomy becomes easily accessible to coming visitors**.

Another open issue is certifications as a way of ensuring local and high quality food. This is a fully open issue and **PP6 might work towards introducing possible certifications in the local gastronomy**.

Local producers (**Att. 14**) exist and were mobilised during the visit (e.g. “Spara” jam tasting and winemaker “Putalj”). Here, different situations were confronted: while the first one needs support from tourist authorities and other administrations to boost her business (e.g. promoting on-site tasting visits and offering picnic take-away -**Att. 15**), the second has a very clear and consolidated business model that might not be interested in expanding and might not fully meet visitors’ expectations or desires (e.g. alternative wineries, ecological agriculture, harvest helpers). PP6 should therefore (i) **analyse case by case**, (ii) **bring motivated producers together and discuss individual and collective needs as input for the eco-itinerary**, and (iii) pay particular attention when conceiving Ecojourneys in **identifying local producers willing to welcome visitors even with particular restrictive conditions** that should be clearly defined and communicated to visitors (opening time, available products....)

The packed lunch (**Att. 15**) is an interesting way to compensate for the absence of food supply on vertical loops or for seasonal closure of some food providers. **PP6 should therefore make thoughts in this regard**, bearing in mind that there might exist potentially interested stakeholders (e.g. OPG Spara -see above). Otherwise, this topic might become relevant for accommodation providers. **PP6 should foster discussions on ways to offer this service and on how to make it in an eco-friendly manner.**

### 5.3. Ethics and sustainability

Mobility is an issue, since Kozjak and the hinterland seems to be quite disconnected from the public transport system, which according to PP6 proves not to be reliable (**Att. 17**). Still, there exists a railway with train services as well as at least one bus line running parallel to the coast and connecting the different settlements. If this is true, **PP6 should explore ways to lobby those responsible authorities**. Otherwise, and given the relatively small size of the area, walking and mountain biking are reliable modes of transport within the eco-itinerary. **E-bikes would be an interesting additional offer**. On-site visits should work with collective transport of private character (e.g. visit to wineries).

Since the destination is really closed from the main arrival point for non-local people (Split port and airport), public transportation (bus, but also train) would comply with **Att. 16**. As of GHG offsetting, this is something PP6 should take into account when promoting the “ecojourney” and when involving certain stakeholders (tourist offices, tour operators). Foreigner visitors might be a particularly suited target in this respect.

PP6 made an extraordinary effort to mobilise local stakeholders during the visit (**Att. 18**). **Encounters between locals and visitors should become a main promotion factor** for the destination management organisations, including local tourist offices. PP6 must ensure that **the conception of self-visited loop routes will include opportunities to meet local people**.

Locally owned accommodation (**Att. 19**) can’t be taken for granted at the coastline, where investment opportunities in real estate and on accommodation seems apparent. In any case, we had the chance to know one example and it was a familiar hotel. **PP6 should therefore carefully select stakeholders, ensuring that they align with this attribute**. One problem might become private rental homes in the hinterland, since they seem the only accommodation possibility.

The lack of signs communicating visitors’ correct behaviour (**Att. 20**) is in line with the lack of signposting (see Att.4 and 5) as well as a consequence of the lack of protected areas. As far as we know, Kozjak is not part of any protected area apart from being included in the list of places under the bird directive sites (SPA) by the European Environmental Agency (EEA). PP6 may **raise awareness** among both locals and visitors by e.g. on places like the viewpoints.

Raising awareness about sustainable practices among local stakeholders (**Att. 21**) might sound utopic at first sight; however, **PP6 should take this aspect seriously and think ways on including in future actions to be taken with the stakeholders, taking advantage of the supporting materials provided by the coaching team.** Accommodation stakeholders might be a good starting collective to work with. **A working group might be created for this topic.**

#### **5.4. Management and Governance**

First and foremost, PP6 should create a masterplan on investments needed in order to implement the eco-itinerary in the ground (e.g. signposting). These and the rest of future needs and actions should have been compiled in a Plan of Action (PoA) (**Att. 22**) which so far has not been submitted. **PP6 should therefore dedicate an extra effort to conceive a sound LIAP. In this respect, we recommend to concentrate on just one or two vertical routes (loops) and get the full coordination achieved with this start so that it can work with visitors and become a stimulating example for remaining actors. At the same time, however, the action plan should include the complete plan with a defined number of loops.**

The general feeling is that most of the stakeholders involved (**Att. 23**) for the assessment visit are not really familiarised with the project nor with the attributes. Besides, they don't seem to know each other. Some examples fully meet the spirit of the eco-journey (Spara), some others only partially (winemaker Putalj), some others hardly meet this spirit (Škopljanci). PP6 has therefore a **critical “educational” task, i.e. communicating the project philosophy and values as well as the overall goal of developing an eco-itinerary.** This will naturally select stakeholders: those in line with these baseline will engage, those ones with divergent visions will step out.

The external expert from the University of Split is well aware, but it is a sub-contracted partner and not a stakeholder, and stakeholder involvement doesn't seem to be its task (although this is what PP6 told during the online meetings with the coaching team).

Representatives from “Dalmatia as storytelling destination” are key for the design of the eco-itinerary; however, they can't be considered as local stakeholders, since they operate in the whole county.

Not least, and as pointed out in the previous section, **PP6 should deal with the trash problem by approaching responsible authorities,** since it is present in many places.

Regarding the use of indicators to measure the destination's performance in sustainability (**Att. 24**), PP6 selected in the third report nine (9) indicators from the ETIS set that “should be measurable in Kozjak”. During the field visit, no discussion regarding this topic took place. We can just encourage PP6 to **start applying some indicators,** perhaps selecting 2-3 of them as an “easy start”.

As of sharing experiences within the EMM Network (**Att. 25**), we recommend to PP6 to **exploit all possibilities,** perhaps starting by the “almost neighbours” in Montenegro for strategic issues, and with other partners with whom parallels concerning the characteristics of the mountain are visible (e.g. Sainte-Victoire, Serra de Tramuntana, Cika: all of them have mountains lying very close to the coastline and, in the first two cases, also close to large urban agglomerations -Palma and Marseille).

During the visit, some promotional material was distributed. Communication in foreign languages (mainly English) may be an issue, particularly in the low season (**Att. 26**).

## 5.5. Marketing

Prior to thinking about marketing aspects, it is absolutely crucial that **PP6 defines an eco-itinerary and the routes it consists of**. Only then PP6 will be able to define the product (“ecojourney”) associated to the eco-itinerary as well as the target and the marketing strategies to reach them.

Judging by our experience the corresponding ecojourney would be directed to a rather exclusive and wealthy public. Let’s hope that partner will manage conceiving vertical loops that will become accessible to a larger target group that they should define.

As for informing about local available services (**Att. 27**), it would be good if **accommodation can provide such material (in addition to the tourist office)**, which was not the case of the hotel we were hosted.

Several **target groups should be identified** in accordance with the general goal on positioning (**Att. 30**), which is an open issue. The product will adapt to this decision and will comply with the EMM philosophy depending on this decision (**Att. 29**).

As stated above, **PP6 should focus on offering short visits**, even a single day, since most of the visitors might be accommodated in Split and might come for a day excursion.

**Suggested target:** individuals of all ages, groups of young people, groups of pensioners able to hike, families with grown-up children.

**PP6 should take advantage of storytelling guides to create storytelling routes in the hinterland.** Some suggested topics:

- Land use transformations in the recent past, the present and the future: since it seems a very dynamic area with agricultural (and industrial?) abandonment followed by a rapid and aggressive urbanisation trend.
- The story of Zinfandel.
- Myths and legends from the Kozjak.
- BONUS TRACK: The EMM approach of sustainable tourism in Kozjak.

## 6. Appendix

### 6.1. Terms of Reference (ToR) for the creation of an EmbleMatiC Eco-itinerary and its 30 attributes.

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

## 6.2. Local Implementation Action Plan (LIAP) template

**Preliminary indication:** One of the attributes from the Terms of Reference (ToR) included in the Transfer Guide (TG) is no. 22, entitled “Implementing monitoring tools to improve the sustainable performance of the destination”. A template of a plan of action was provided as evidence for this attribute fulfilment. Below, you can see the Attribute 22 template.

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

Suggested evidence: Plan of action

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

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

### What is the LIAP?

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

The LIAP is conceived to become a developed version of Attribute 22. It consists of two documents. The template that is provided below (“Template 1”) is a worksheet containing a series of features associated with an objective of your LIAP. You can reproduce this template for each objective you might establish. You can also adjust the provided template to your needs. For instance, you can add or remove as many features as needed.

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

Not least: in order to optimise your LIAP, we strongly recommend working in parallel with both templates.

## Step 1: Introducing your LIAP.

### 1- The context

Short description of the context of the LIAP: The EMM Network (values, aim) and the EMbleMatiC Plus project (aim, structure, outcome).

### 2- The Eco-Itinerary

Please insert here a description of your Eco-itinerary consisting in :

- (i) The proposed title of the Eco-itinerary.
- (ii) A brief description highlighting the main approach/focus.
- (iii) A map including all routes and the basic information.

### 3 -The LIAP

Please synthesise here the main contents of your LIAP, highlighting the overall aim. You might use the following overview table:

| No. | Objective                                  | Action 1                                | Action 2 | Action 3 | ... |
|-----|--------------------------------------------|-----------------------------------------|----------|----------|-----|
| 1   | [introduce here the name of the objective] | [introduce here the name of the Action] |          |          |     |
| 2   |                                            |                                         |          |          |     |
| 3   |                                            |                                         |          |          |     |
| 4   |                                            |                                         |          |          |     |
| ... |                                            |                                         |          |          |     |

## Step 2: Developing your LIAP using Templates 1 and 2.

### TEMPLATE 1 - WORKSHEET

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

#### Action [Name of the action]

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

#### Objective [Name of the objective]

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

#### Context

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

#### Associated Attribute (ToR)

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

#### Degree of priority

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

#### Responsible

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

#### Involved actors

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

### **Cost**

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

### **Funding possibilities**

*Here, you might register what possibilities there exist within the funding landscape in your area. You might detail the different institutions, grants, funds... available, as well as the responsible organisation behind each source of funding (according to their nature -public or private-, range of action -local, regional, national, European,- etc.)*

### **Time schedule**

*Like cost, time is a “must” if you want to achieve the objective. You might distinguish between the different milestones in a field called “follow-up” from the final deadline.*

### **Indicators**

*There might be a series of signals showing whether the objective is being achieved, or not. These are indicators and are useful tools as long as they are well defined, e.g. including measurable data and/or signs that are easily identifiable (ideally by an external). When using indicators, you might refer to what you developed in the context of Attribute 24 (“using indicators to monitor and manage the impact of the itinerary).*

### **Final check**

*The final step that ensures the actual achievement of the objective should always be to go through this list and, if everything is done, check this final field with a tick (✓) or just writing “achieved”.*

## TEMPLATE 2 - SPREADSHEET

|    | A                                                                                                                         | B         | C                   | D        | E           | F                  | G    | H                  | I        | J          | K     |
|----|---------------------------------------------------------------------------------------------------------------------------|-----------|---------------------|----------|-------------|--------------------|------|--------------------|----------|------------|-------|
| 1  | EMbleMatiC Plus                                                                                                           |           |                     |          |             |                    |      |                    |          |            |       |
| 2  | A3.3 Finalizing receivers local implementation action plan for future eco-itinerary relying on transfer guide methodology |           |                     |          |             |                    |      |                    |          |            |       |
| 3  | D3.3.4 - PP6 Local Implementation Action Plan (LIAP)                                                                      |           |                     |          |             |                    |      |                    |          |            |       |
| 5  | TEMPLATE 2                                                                                                                |           |                     |          |             |                    |      |                    |          |            |       |
| 6  |                                                                                                                           |           |                     |          |             |                    |      |                    |          |            |       |
| 7  |                                                                                                                           |           |                     |          |             |                    |      |                    |          |            |       |
| 8  | *Please note: Some titles of the fields are simplified. You will find a detailed description in Template 1.               |           |                     |          |             |                    |      |                    |          |            |       |
| 9  | *Previous instructions: when filling in the cells, try to use the same wording, so that filter can work smoothly.         |           |                     |          |             |                    |      |                    |          |            |       |
| 10 |                                                                                                                           |           |                     |          |             |                    |      |                    |          |            |       |
| 11 |                                                                                                                           | Objective | Attribute(s)<br>ToR | Priority | Responsible | Involved<br>actors | Cost | Funding<br>options | Timeline | Indicators | Check |
| 12 | [put here the name of action 1]                                                                                           |           |                     |          |             |                    |      |                    |          |            |       |
| 13 | [put here the name of action 2]                                                                                           |           |                     |          |             |                    |      |                    |          |            |       |
| 14 | [put here the name of action 3]                                                                                           |           |                     |          |             |                    |      |                    |          |            |       |
| 15 | ...                                                                                                                       |           |                     |          |             |                    |      |                    |          |            |       |