

**integrated management models For archaeological parks  
TRANSFER**

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**WORKING GROUP 1 FINAL REPORT**  
**Methods and strategies for integrated management and  
plans**  
**(Activity T1.2 - Deliverable T1.2.1)**

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## 1. INTRODUCTION

The general objective of the TRANSFER project is to develop a Common Sustainable Governance Model for archaeological parks towards enhancing the preservation and valorisation of archaeological heritage within the Adrion area. At the beginning of that process were formed three working groups. Each of the three working groups had worked on one thematic area that was recognized as crucial for sustainable preservation and valorisation of archaeological parks.

The thematic area of work of Working Group 1 was "development of coordinated and integrated policies and management plans/strategies". The main objectives of the work of the WG1 are therefore reflected in the development of methods and strategies to support coordinated decisions and actions among the various actors responsible for the management of archaeological sites. The work of WG1 also sought to contribute to the development of archaeological park management plans and the definition of management policies based on an integrated and coordinated approach that would include:

- Methodology for defining areas covered by coordinated management approach,
- Methodology/criteria for establishing the type of stakeholders/governance which are needed to be included in the process of planning,
- Potential ways of cooperation and methodology for choosing the most suitable type of cooperation,
- Potential actions to support stakeholder cooperation in the management of archaeological parks,
- Standards which can be used as guidelines for creating integrated and coordinated management plans,
- Consideration of methods of identification and definition of variables for monitoring and evaluation of the effect/effectiveness of interventions realized in the archaeological parks for securing sustainable actions as well as for the effective use of financial instruments.

In order to have quality, concrete and comprehensive final work outcomes in the Working groups, the work in all of those is separated into three main thematic-methodological steps:

1. Analysis synthetic interpretation of the relationships between archaeological parks and territories,
2. Analysis of the reference scenarios,
3. Ideas and projects for a Common Sustainable Governance Model.

Each of these three methodological steps covers the relevant topics for each Working group.

Within WG1 topics covered in STEP 1 are:

- Analysis of the current legislation in relation to the management of the archaeological parks in the countries participating to the TRANSFER Project,
- Interrelation between parks' management and territorial planning,
- Analysis of the bodies involved in the archaeological parks' management in the countries participating in the TRANSFER Project,
- Interrelation system of the archaeological parks with the cultural heritage spread on the surrounding territory.

Topics covered in STEP 2 are:

- The park's planning and the TRANSFER Project and a synthesis of the needs with concrete instruments for a better governance,

- Public consultation and bottom-up processes,
- Administrative means for the management,
- Networks and systems of archaeological parks and cultural heritage,
- The role of the archaeologist in the archaeological parks' management.

Topics covered in STEP 3 are:

- Functions, purpose and features of the Management Plan,
- Objectives and strategic guidelines for the management of archaeological parks,
- Contents of the archaeological parks' Management Plan,
- Models and means for monitoring results and evaluation,
- Connection of the archaeological parks' Management Plan and topics of the WG2 and WG3.

The integration of the work of the three working groups will be the basis for the Guidelines which will be included in the Common Sustainable Governance Model, which will thus consist of a methodological part and practical guidelines on concrete steps to translate the methodological approach proposed by the Common Model into an executive archaeological management plan.

Representatives of a total of 11 partner organizations from 6 different countries participated in the work of WG1. In order to coordinate the work, ensure the best possible communication and information transfer, a total of 4 official meetings of WG1 members were organized as part of the work of WG1. All four WG1 meetings were held online via the Blackboard Collaborate application due to the inability to physically hold meetings due to restrictions caused by the COVID-19 virus pandemic. In addition to the official meetings of the WG1 members, for the purposes of conducting project activities and coordinating the work of the Working Groups were also held meetings of the leaders of the three working groups and the Lead Partner. In this way, the goal was to contribute to ensuring an interdisciplinary approach, quality cooperation and connection of topics covered by the three Working Groups. Thus, the results of the work of the Working Groups also sought to provide a basis for the development of a flexible Common Model that can be applied in different archaeological parks and scenarios.

The Final Report of the WG 1 represents the outcomes of the Working Group's work in the past period, i.e. developed methodological principles for joint management and specific guidelines for local authorities in terms of the development of management plans based on an integrated approach. Therefore, the work of WG 1 provides a good base for further process of project implementation and the development of the Common Sustainable Governance Model and Guidelines.

## **2. DEVELOPMENT OF COORDINATED AND INTEGRATED POLICIES AND MANAGEMENT PLANS / STRATEGIES**

### **2.1. Analysis and synthetic interpretation of relation and interactions between Parks and territories**

#### **2.1.1 Analysis of the current legislation in relation to the management of the Archaeological Parks in the Countries participating to the TRANSFER Project**

In all countries participating in the TRANSFER project, the management of archaeological parks is most often regulated through various acts on the protection of cultural heritage at the national level. These are usually various acts which in a broader sense deal with protection and preservation of heritage, such as the " Act on the Protection and Preservation of Cultural Goods " in the Republic of Croatia or the " Cultural Heritage Protection Act" in the Republic of Slovenia the "National Code for Cultural Heritage" in Italy or "Law on the Protection of Antiquities and Cultural Heritage in General" in Greece. Speciality of Greek Legislation is that even in their Constitution as the legal act with the greatest legal force, it is stated that the protection of natural and cultural heritage is the responsibility of the state and each individual.

In addition to the acts that exist in all countries covered by the TRANSFER project, there are also lower legal acts such as the "Regulations on Archaeological Research" (in Croatia) or the "Guidelines for the Establishment and Improvement of Archaeological Parks" (in Italy). The legislative framework in Italy allows the identification of "areas of archaeological interest" according to defined identification measures. Generally speaking, these are large areas with preserved archaeological remains. This type of protection provides comprehensive protection because it integrates landscape and archaeological protection measures and therefore it can be said that the Italian legislative framework protects the archaeological landscape and not just individual archaeological assets.

Acts on heritage preservation are in coordination with regional and/or local laws and policies in territorial planning, local development, infrastructure and construction. Out of the observed examples, only in Italy a legislative instrument is designated for the regional area in which the archaeological park is located - for the Marche region (e.g. the Marche Region Act). In Slovenia and Croatia, local self-government bodies adopt municipal/regional acts on the protection of cultural monuments of local significance. A need for more precise definition of rules and guidelines is emphasized as an opportunity to improve the valorisation, formation, financing and management of archaeological parks in Slovenia. This refers primarily to the sites of national importance and their formation as archaeological parks.

The institutions responsible for the management of archaeological parks on the state level are mainly ministries, therefore, in Greece there is the Ministry of Culture and Sports, in Republic of Slovenia, the Republic of Croatia and Republic of Albania there is the Ministry of Culture, while in the Republic of Italy there is the Ministry of Culture and Tourism. Within ministries there are various offices, administrations or

departments which are in charge of cultural heritage. Thus, for example, in the Republic of Croatia, there is a Department for the Protection of Cultural Heritage within the Ministry of Culture which implements the protection and preservation of archaeological heritage, in Slovenia the Institute for the Protection of Cultural Heritage, in Greece the Archaeological Office at the Ministry, etc. In Greece, the Ministry of Culture and Sports has established a legislative framework for the management of archaeological sites. The legal framework in Greece sets out the obligation to include objectives related to the protection of monuments, archaeological sites and historical sites among the objectives on all levels of spatial planning. In Albania there is a National Committee of Archaeological Parks as the central body for the control over all the important activities related to the archaeological site.

Local municipalities/provinces have developed strategic tools in terms of sustainable, cultural and economic (tourism) development which consider archaeological parks as an objective with recognized potential for implementing activities in the future for their protection and tourist exploitation. These strategies are in most cases controlled by the municipality without proper monitoring of planned and final implemented activities and insufficient funding. Local and regional self-government bodies such as counties, cities and municipalities are in charge of managing archaeological sites as well as issuing usage permits (in the Republic of Croatia and Slovenia). In Greece, there is a regional government called the Ephorate of Antiquities. The concrete management of the sites is mainly assigned to museums, such as in Croatia, Slovenia, Italy, the Archaeological Parks Administration (Albania) or the regional government of Ephorates of Antiquities (Greece).

Generally, archaeological park management legislation focuses largely on a traditional approach to physical protection and preservation, while modern, strategic and ingenious approach to heritage management has not been developed to a large extent. However, archaeological excavations could reduce the adequate level of preservation of the archaeological site, therefore the importance of adhering to the legislative framework prescribing the conditions for conducting archaeological research is emphasized. To improve the current situation, it is proposed to consider updating and modernizing the existing legislative frameworks of the countries to emphasize strategic and modern approach to the management of archaeological parks. In this context, it is also necessary for the legislative framework to ensure the possibility of planning and overcoming challenges in management holistically and to ensure the involvement of local community as well as relevant stakeholders.

### **2.1.2 Interrelation between Parks' management and territorial planning**

Governing bodies are responsible for the management of archaeological parks and aware of the broader territorial perspective and opportunities available in parks surrounding. Given that the archaeological sites included in the project are located in more or less urbanized areas (meaning they are close to populated villages or towns), in the future development of archaeological parks will play a very important role. The fact that they are privately owned (Velika Mrdakovica, Omišalj) plays an

important role in certain localities and thus territorial planning is a bit difficult, at least in the short term. In the context of the analysis of the links between park management and territorial planning, it is also important to point out that all archaeological parks/sites are located in tourist and well-developed tourist areas or areas with rich tourist potential.

In territorial planning, it is also important to emphasize the interconnectedness of further economic and tourist exploitation with the need to protect and preserve archaeological remains. It is a well-known fact that economic development inevitably brings negative consequences for the surrounding area, land, air, forests, infrastructure etc. Therefore, it is necessary to find a balance between the preservation of the site and its valorisation/exploitation.

The connection of architectural park/site with the local community is also important, as well as the behaviour of the local community and residents to the site. Parks are closely related to the daily life of the local community, whose roads, paths, promenades intersect the park area (Antigonea), and also facilities that people use are located within the parks, e.g., churches, cemeteries, etc. On the other side, the participation of the local community in the management of archaeological parks stands out as very significant. For this reason, the results of scientific research must be published and presented to the public because in this way it can contribute to the promotion of heritage values among the local population and therefore create preconditions for increasing the involvement of local people in development activities related to archaeological sites. Involving and informing the local population in research can result in an increasing level of awareness of the value of the heritage of one's micro space and contribute to the protection of archaeological sites. Furthermore, the residents of the wider area, in addition to the value and importance of the archaeological site, has an interest in preserving the quality of the environment, which is an important determinant of the quality of life. Greek partner Computer Technology Institute and Press "Diophantus "(CTI)" emphasized that the future of the archaeological parks lies in effective partnership and synergy of all actors, public and private, communities, local stakeholders and citizens.

The Italian partners have emphasized the importance of further efforts towards integration of the area of archaeological parks in strategic projects of a wider area on all levels. In further development of the archaeological sites, for the places where it does not exist, it is necessary to build visitor infrastructure, access roads, pedestrian paths, car parking, etc. Due to the direct connection with the availability of the archaeological site and the convenience during the visit, the restoration and improvement of general infrastructure for visitors is a very important aspect in the tourist valorisation and overall development of archaeological sites. The establishment of appropriate infrastructure for visitors also contributes to ensuring the protection and preservation of the value of the archaeological site. Also, increasing the safety of visitors contributes towards the establishment of appropriate behaviour of visitors during the visit to the archaeological site. Consequently, in addition to providing services, communicating and informing visitors, the visitor infrastructure also establishes rules of behaviour, which is particularly important in the context of archaeological sites.

For all the mentioned aspects of territorial planning, it is necessary to create legal and administrative preconditions for the smooth conducting of further research, protection of previous excavations and artefacts, and economic and tourist exploitation of the site. The key moment in this process is reflected in the synergy of all actors involved, starting from local, regional and state authorities, institutions that manage archaeological parks, various interested associations and NGOs, small and medium entrepreneurs in tourism and hospitality from the local area and ultimately the local population. In this context is also important the cooperation of spatial planners and heritage managers in dialogue with the public within the context of information, raising awareness of subjects in heritage protection, etc., as well as securing the buffer zones of archaeological parks (the best example of zoning is found in the Dodona case study in Greece).

### **2.1.3 Analysis of the bodies involved in the Archaeological Parks' management in the countries participating to the TRANSFER Project**

Regarding the bodies involved in the management of archaeological parks/sites, first it should be noted that out of a total of seven archaeological parks/sites (in 5 different countries) covered by the TRANSFER project, there is a difference in levels of protection and management. Therefore, there are certain differences in the bodies responsible for protection and management.

Regarding the protection of archaeological sites, all sites are under the direct jurisdiction of the state government, most often ministries (departments, administrations, offices) or their local departments in the areas where they are located in while operational management is entrusted to monument protection institutions, local authorities, museums or park administrations.

These archaeological parks/sites generally do not have developed Management Plans in terms of formal documents issued by the bodies and institutions under whose jurisdiction they are located. In that sense, Italy did the most with the Archaeological Park of Urbisaglia. In cooperation with the Municipality of Urbisaglia, the University of Macerata in the Marche region and the Cultural Heritage Supervisor, the document "Schema direttore" was developed with the aim of an integrated approach to park management. "Schema direttore" management plan includes harmonization of local and national legislation with specific management activities, further archaeological research activities, site maintenance and protection activities, cooperation with the local economy, local producers, tourism and hospitality as well as infrastructure construction for further development of the Park. In the Urbisaglia Archaeological Park, part of the management is entrusted to the private company "Meridiana", which works closely with the city administration.

Local actors from public bodies and institutions are involved in the management of all localities. As a rule, these are local and regional self-government, such as in Italy, the town of Macerata and the Marche region, in the Republic of Croatia the City of Šibenik, City of Vodice and City of Skradin and Šibenik-Knin County, Municipality of Omišalj and Primorje-Gorski Kotar County, in Albania municipalities Sofratike and

Asim Zeneli and Girokaster region, in Slovenia the Municipality of Ptuj. In addition to the authorities, the management also includes museums (Šibenik-Bribirska glavica, Velika Mrdakovica), regional authorities (Eforat Antiquity-Greece) and park administrators/directors (Antigonea-Albania), local scientific institutions and local public services.

In Slovenia, co-operation between local and national authorities in archaeological park management policies is well defined and only has to be implemented. For this reason, it is proposed to prepare a document with bodies involved to ensure their cooperation in planning the development, management and financial sustainability of archaeological parks.

Although the way of functioning is determined by the Ministry, the regional service of the Hellenic Ministry of Culture and Sports - Ephorate of Antiquities of Ioannina and a group of archaeologists are mostly involved in the management of the Dodona archaeological site.

Local private actors are in various degrees of involvement of individual sites. Thus, there are situations where they are mostly excluded from the management process (Albania and Greece) to a certain level of involvement of various associations (Ptuj, Omišalj) and private companies (Urbisaglia).

It should be emphasized that almost all institutions which manage archaeological sites/parks have in their management plans the emphasis on the involvement of private actors (small and medium-sized enterprises, associations).

#### **2.1.4 Interrelation system of the Archaeological Parks with the cultural heritage spread on the surrounding territory: how can the territory play a role in the shaping of the site-management functions (presence of qualified training/formation centres, legislative system, planning, etc...)?**

The importance of territory in the archaeological site-management functions development is very expressed in the local and regional sustainable development, which is shown in the responses from the partners. Sustainable management of the archaeological park implies the study of the context of the development of the archaeological park, regional and spatial planning and the state of the environment. The structure of the archaeological park, therefore, connects the cause-and-effect elements of the development of all three components: society, economy and environment.

From the social aspect, during the preparation and establishment of the archaeological park, experts and citizens should be equally involved in the process. A positive example is a Slovenian example where participatory workshops are held during the development of the management plan stakeholders gather and discuss the potential offered by the development of the archaeological park. This way has ensured the adjustment of the management system to the real needs of the residents of the wider area. After the realisation of the archaeological park, its impact on the territory includes the contribution to the development of culture, promotion and

interpretation of cultural heritage, and numerous elements that contribute to the development of society as a whole. Education of local population is the basis for raising awareness and understanding of heritage as well as a positive and active attitude of citizens towards and it is also the basis of social protection and heritage use. Education is unifying and necessary element for successful and long-term community engagement, tourism development and protection. It is proposed to conduct educational activities through a range of different programs and strengthen the social component and importance of the archaeological park. Also, the development of educational programs represents a great potential for tourism aimed at school excursions, camps for children and youth and families with children. This consequently will contribute towards increasing visibility of archaeological parks. The local community also have a big role in supplementing and telling stories about the relationship with heritage. This raises awareness, a sense of ownership, pride and responsibility for the archaeological heritage.

From an economic point of view, management plans consider the needs of the economic sectors, mostly those sectors related to the cultural and creative industry and visitors. The Archaeological Park is a tourist and historical complex whose primary function is to present archaeology. On the other side, the new role of heritage with an economic connotation facilitates the revival of dead capital that can generate funds for self-renewal under proper management. After the realisation of the archaeological park is generated demand for various economic products - shops, accommodation facilities, restaurants, sports offer, cultural offer, etc. In this way, the added value is added also to the territory, which is manifested in encouraging the economy for new directions of development. The local community, as well as the population from the surrounding area, benefits from the above. Positive effects of economic activities in and around the archaeological park therefore are spread to the surrounding area. In the vicinity of the Greek archaeological site Dodona, there are restaurants with local food and hotels with quality accommodation service.

During the development of the archaeological park, potentials are created for the development of new public parks, gardens and the improvement of landscape elements. In addition, it is possible to develop new roads, pedestrian paths, bicycle routes as well as to improve general and communal infrastructure. All this affects the environmental quality of the area in which these actions are taken, so there is emphasized the importance of adhering to environmental standards. Problem areas such as neglected and overgrown areas, landfills and others, potentially gain new opportunities for revaluation in terms of developing new common areas, centres, open-air museums, landscaped public areas, etc. In general, it could be said that the development of a new and strong link between the archaeological heritage, the surroundings and the local community as a whole, all through the revaluation of the historical elements of the area goes in favour of its future.

## 2.2. Analysis of the reference scenarios

### 2.2.1 The Park's planning and the TRANSFER Project and a synthesis of the needs and concrete instruments for a better governance

In the context of archaeological park planning, there is currently still a significant gap between a technical and administrative culture that can positively combine custody standards with those for change in terms of development that territory can actually sustain.

The prerequisite for the planning and establishment of an Archaeological Park is the presence of important archaeological evidence on an area with significant landscape and environmental values of a certain consistency (e.g. Urbisaglia), such as to make it advantageous from the point of view protection and management, an autonomous administration or, in any case, shared governance between bodies and administrations. In the case of more precise, concentrated and restricted archaeological remains, we could speak rather of "archaeological areas".

It follows that the archaeological interest of the area must manifest itself primarily in the visible goods, but this does not mean that there might be an interest "in potential" that is surely present in the subsoil of archaeological evidence such as to open the prospect of an expansion of the excavations and research, that is, of knowledge and therefore of use by the community.

Planning is a mean of overcoming and upgrading the policy of cultural heritage preservation towards the establishment of strategies and measures for the management of the archaeological site and the relationship with the surrounding territory. On the other hand, the exclusive adoption of defensive strategies, of minimization (or worse of compensation) of the impact, or the risk, can hardly ensure that demand for the valorisation of the asset which can translate into active protection of local socio-economic growth anchored to transformative dynamics. Interpreting areas of natural and cultural values as areas that are not unconditionally related to the concept of passive protection, as well as those that do not lead to a reduction in the availability of goods, is the first step towards bridging the gap between the concepts of exclusive protection and planning.

With the European Landscape Convention, which was launched in 2000 in Florence and finally included in the legislative panorama of most European nations, conditions are changing and opportunities for new relationships are opening up between the protection of natural and cultural resources and territorial planning.

In the context of planning and development, existing challenges also need to be considered. One of the main challenges is insufficient legislative instruments that emphasize the contemporary, holistic approach towards heritage management. In Italy, the introduction of local and regional planning instrument-specific plans (the example of the Marche region) was highlighted as a positive example of improved planning.

Considering the development of archaeological parks, planning and positive impacts on the surrounding territory, significant potential for cooperation is offered on all

the levels (international, national, regional and local). Multi-level stakeholder cooperation is a feature of participatory cultural planning. It is also very important to identify in a structured way the relevant actors in each territory and the coherent organizational flow of responsibilities and duties. This recommendation can be in a form of an official “Agreement of Cooperation” amongst managing authority and other bodies (public, private and NGO) directly or indirectly associated with the archaeological park with identified capacities of what party can provide for the development of the archaeological park. Each Agreement has to highlight bodies responsible for monitoring and evaluation of planned/implemented activities. The logical continuation is the standardization of the process of documenting park management and the development of indicators for monitoring the success of development activities in parks.

### **Identification of the needs**

In the context of the management of an archaeological site in Slovenia, it is important to legally protect the site at the national level (Cultural Heritage Protection Act). It will be necessary to prepare a conservation plan, management plan, presentation and promotion and other necessary documentation. Management priorities in Slovenia are set out in the Conservation Plan of the site in which the category of the area is defined. Any intervention must be carried out under the protection of heritage, while the needs of society for education, leisure and building of identity also must be taken into account. The most important activities for better governance must be planned and agreed upon with all involved parties.

The archaeological site of Dodona is not an organized archaeological park and, like all archaeological sites in Greece, is under the state administration. The synthesis of needs and concrete instruments for better site management should take into account the limitations arising from the fact that in 1992 the undeveloped zone (Zone A) was fully protected. This zone covered an area of 5,315.6 km<sup>2</sup>. Thus, the legal protection of the site is sufficient and it has an adequate buffer zone. There would be some constraints in land use and exploitation. It is also emphasized the need for improving the infrastructure and connection of the archaeological site with the surrounding territory by public transport.

Partners from the Municipality of Omišalj emphasizes the formal agreement between the History and Maritime Museum of the Croatian Littoral in Rijeka and the Municipality of Omišalj as an instrument for better management which would also represent a transition from the local to the regional dimension. In that case, it is necessary to divide the participation of the Municipality and the Primorje-Gorski Kotar County and take care of the site locally. Administrative work would be performed by the History and Maritime Museum of the Croatian Littoral in Rijeka. For the system to function, action is needed in the museum as well as at the site (curator-archaeologist who took care of maintenance, management, touring, program organization).

In the context of identifying existing needs and instruments for improving the management of the archaeological sites Bribirska Glavica and Velika Mrdakovica in Šibenik-Knin County in the Republic of Croatia, it is crucial to resolve the issue of competences and division of responsibilities within the management. This is a basic prerequisite for valorising the heritage potential of these archaeological sites. A multi-stakeholder governance model is possible and desirable, but the roles of all parties involved in governance need to be clearly defined.

A prerequisite for planning and establishing an archaeological park in Italy is the presence of important archaeological remains in an area with significant landscape and environmental values of a certain consistency and/or extension (such as the Urbisaglia Archaeological Park), such as joint management between bodies and administrations. In the case of more precise, concentrated, limited archaeological remains, we could speak rather of “archaeological sites” (e.g. Monte Torto) conceived as a public property area of limited extension, managed directly by the Protection Administration or the Ministry.

In the Urbisaglia Archaeological Park, the Park should be structured as an autonomous subject in whom the various stakeholders can be involved in two reference scenarios/ background:

- The first background is concerned with the possibility that the park becomes an important part of a real archaeological areas regional and national system. The Park in any way is focused on giving value to its own ‘competitive advantages’ in a regional and European perspective therefore to stimulate an appropriate enjoyment.
- The second background is concerned with the relationships which the park has with the context and the relative socio-economic dynamics that could evolve towards growing “isolation” of the park with the consequence that good itself will be no more implemented in the valorisation networks. In giving an evaluation of the background concerning the relationship between the park and the context it could be useful to refer to some experiences matured in other famous archaeological places with similar tensions.

### **2.2.2 Public Consultation and bottom-up processes**

Public consultation and the bottom-up processes are undoubtedly the strongest issues of heritage management discourse in recent years. In scientific and planning circles it is recognized as extremely important for achieving positive results. Furthermore, the public is recognized as a relevant element to each heritage landmark and it is expected to be included in the process of parks valorisation and interpretation. Besides those who research cultural heritage (and others indirectly associated with it), the public includes:

- local and foreign tourists as spectators,
- population living near the archaeological site,
- heritage enthusiasts of the country, public and private bodies, NGOs,
- regional community and municipalities in the area,

- international community.

The need for public involvement is also reflected in the fact that the public can recognize various values of the archaeological sites and not exclusively historical and archaeological heritage. This is a very important aspect of involving the public and implementing a bottom-up approach. This approach seeks to:

- improve the quality of the analysis activities of the Archaeological Area and its context, bringing them closer to the real needs of citizens thanks to their ideas and suggestions through which it is possible to achieve more complete knowledge of the places and communities,
- promote administrative innovation processes of the Archaeological Area and its context,
- mobilize resources and social capital present in the area, activating active citizenship processes, empowering and motivating citizens to strengthen social cohesion and a sense of belonging to the community,
- manage and reduce conflicts, strengthen trust in institutions and counter the deficit of legitimacy and consensus also through improving transparency and opening up the public administration to the outside world,
- integrate performance management into decision-making processes, truly linking evaluation to planning, improving the use of performance information both by public executives and politicians and by the citizens.

To improve public participation in the management of the archaeological site, the following activities are proposed, which are already largely recognized as successful and possibly independent of the territory defined as a subject by a particular project:

- raising awareness and capacity of the local community for preservation, interpretation and use of heritage through the organization of information events and educational activities and workshops,
- conducting survey research to obtain feedback on the possibilities and quality of public involvement in the management of the archaeological site,
- involving the public in the valorisation and interpretation of the park through conducting a joint SWOT analysis,
- open dialogue through workshops/focus groups for the public to recognize among themselves possible collaborators for the development of parks or the introduction of new programs and projects.

The importance of cooperation between the bodies in charge of the management of archaeological sites and educational institutions is emphasized for the quality infiltration of the bottom-up approach. In general, a very important aspect is awareness and learning about the culture as part of formal education through the organization of outdoor schools and day trips. In this way, it can contribute towards increasing the sensitivity of the local population for cultural heritage. Furthermore, by educating and involving students in development activities and learning about the value of heritage through the school program and organizing day trips to the site, it is possible to create a basis for the long-term involvement of local people in activities related to preserving and valorising cultural heritage.

## **Suggestions and examples for improvement**

Slovenian partners point out the example of the Archaeological Park of “Simonov zaliv” where the “My Mosaic” event was organized in San Simon, as an example of good practice of local community participation. At the event, locals shared their childhood memories by choosing mosaic tesserae on-site and by the sea. They brought cases with tesserae to the site and the conservation team used them in their work and presented the importance of site preservation and monitoring of the area. A positive example is also the one from Ptuj (future archaeological park Petovion), wherein 2020 a workshop “Connecting cultural heritage with modern technologies and entrepreneurial thinking” was organized. The public and all relevant actors working in the city in the cultural heritage sector were invited to the workshop. The workshop presented the project “TRANSFER” and examples of good practice on the topic of ICT equipment. In that way, the possibilities of installing ICT equipment in the archaeological park were considered. Also, open discussions were held at the workshop on the possibilities of developing ICT equipment and its advantages and disadvantages.

Regarding the Dodona archaeological site, there is a close collaboration between the Ephorate of Antiquities of Ioannina with the local authorities. The relation between cultural heritage and local communities gives a solid basis for participatory governance and therewith opens new perspectives for the strengthening of bottom-up democracy in the wider field of heritage management.

The Municipality of Omišalj and the local stakeholder suggest the establishment of an independent Council that would include the wider community (e.g. members of relevant associations) in a legally possible way, inserted into the rules in such a way that the administration is obliged to consider and accept the association's proposals. A specific example is the association of the blind and their proposals based on their needs at archaeological sites. Therefore, the goal is to make scientific research with the consequent and following practice of territory management as one of the development instruments of the territory. The aim is to widen outside the Museum walls and have a wider spectrum of human activities as it is defined in point 2.7 “Educational function and role of the museum in the community” of the code of good practice ICOM.

### **2.2.3 Administrative means for the management**

The key aspects of the organization of park activities are planning and management. Planning essentially consists of scientific research with the protection and conservation of assets. These are the two cornerstones of the whole structure because they serve for the understanding and communication of the archaeological context and the transmission of the assets.

The knowledge and conservation of the assets must make it possible to plan interventions with a project capable of involving local management skills. Management, on the other hand, must have the objective of enhancing resources

and creating economic development. In other words, the local economic fabric of the area must be involved in investing in cultural and tourist activities.

In recent times, the administrative patterns of management of archaeological sites and cultural heritage have changed in general. This primarily implies the introduction of certain market principles in the management of archaeological sites, which means a broader understanding of archaeological resources than the traditional approach. It is therefore clear that the importance of the relationship between Park with socio-economic and territory context as well as the complexity of the interests and problems are necessary to face.

Therefore, it is of vital importance to get the perspective of inter-institutional co-planning, comparing custody obligations and valorisation with the life of the territory, relating to the needs of the agricultural sector and building development, a perspective which unrealistically makes a distinction between museum area and territory. Such a challenge is manifested in the diversity of public and private entities that should always communicate with the only target of social and cultural growth of the local community.

The administration should be interdisciplinary, including experts from various fields, as well as the public, private and non-governmental sectors. The role of the administration therefore is reflected in providing conditions for the successful management of archaeological parks. Such a composition of the management team can also meet the requirements for satisfactory visibility and promotion of parks. The management of the archaeological site takes into account also the available financial resources, attendance and infrastructural equipment of the site, as well as the political and economic aspect.

In this context, it is also necessary to consider the activation of local development processes in terms of the impact on the employment and gathering of local experts and stakeholders who can contribute to the development of the archaeological site. Good administration is conditioned by ensuring optimal human resources. An archaeological park can therefore be a kind of generator of increasing the quality of life in space. Namely, continuous development can potentially increase the need for permanent and occasional employment of the local population.

The role of the administration is also reflected in considering the impact of the archaeological site on public awareness of the value of the site through promotional and educational activities in the wider area, connecting with elements of cultural heritage nearby and stakeholders in culture, tourism, education, environment, etc.

### **Suggestions and examples for improvement**

Since 2008, archaeological parks have been required by the act to have a designated manager in Slovenia appointed by the Ministry of Culture. The role of the manager is reflected primarily in the management and organization of maintenance, use and presentation of the archaeological site. Managers must therefore be professional. In Slovenia, managers of archaeological parks are most often museums and cultural

institutions or, in other cases, cultural, tourist or other associations with the professional assistance of the museums. For an archaeological park it is of the highest importance that the involved parties (museums, research institutes, national heritage offices/ministry, municipalities) establish or reach a signed agreement and (if possible) include also some of the interested stakeholders (tourist offices, local heritage associations etc.). A good example is the Archaeological Park "Simonov zaliv" where was signed a trilateral agreement between the Institute for Mediterranean Heritage, the Institute for the Protection of Cultural Heritage of Slovenia and the Municipality of Izola. With this agreement, the Institute for Mediterranean Heritage formally became the manager of the archaeological park. Good assistance in park management could be provided also by the board of trustees and stakeholders on the local and national levels.

The practice in Serbia for public institutions is, such as the Institute for the Protection of Cultural Monuments, to establish site-specific foundations to operate and implement projects and activities more freely, form partnerships and join international networks focused on website management and public relations.

An example of good practice is the association DIAZOMA, which has established a special structure that is adapted to respond to administrative challenges related to supporting development activities and new products of cultural tourism.

The Municipality of Omišalj and the local stakeholder point out that in the context of administrative means it is important to define which secretariat will take over the administration. The concrete proposal goes in the direction of the Historical and Maritime Museum of the Croatian Littoral in Rijeka, with the support of the Primorje-Gorski Kotar County.

For the archaeological sites Bribirska glavica and Velika Mrdakovica, after resolving the issue of jurisdiction, it is necessary to make a plan for the future development of these sites. The plan will define the activities of continuous maintenance of the site through the implementation of scientific research activities all the way to the tourist presentation. The management plan should clearly define the action plan, development objectives and cost estimation.

The management of the archaeological park in Italy is guided by the development of a management plan and constructs financial sustainability through the optimal use of public resources. This is followed by defining the institutional structure, human and professional resources for park management and forms of management (direct or indirect).

#### **2.2.4 Networks and Systems of Archaeological Parks and Cultural Heritage**

The relationships between the local system-articulation and the global network system takes a special role in influencing the territory development dynamics. The reticular organization also shows that even at different scales of characterizes different aspects of the new territory attitudes and creates virtuous circles so that the specific properties of a certain place are translated into social and economic

advantages for entire the network and at the same time for the place itself. The archaeological areas interact with the other articulations based on this network

It has already been pointed out that archaeological sites and other elements of cultural heritage are potential generators of the development of the surrounding area. The knowledge and conservation of the park assets increase the value of the area generated by the park itself. The role of archaeological sites in the spatial system is therefore remarkable, as is their value in the system. To maximize the positive effects of modern planning and reflection on the development of cultural heritage, it is often approached to network the elements of cultural heritage in certain spatial units. The vitality of the landscape lies in the multitude of components and interdependencies of different networks. Archaeological parks are fundamental components of cultural networks. Cultural networks are configured in an inclusive and complex landscape dimension as networks among other networks, taking on a role of great importance for awareness, preservation and enhancement of local heritage through what Gambino defines as “openness to change”.

Creating a park or network of parks contributes not only to the survival and valorisation of the values of an individual monument or archaeological site, but it also contributes towards achieving a qualitative leap in the perception of the social usefulness of archaeology and improving related disciplines within urban and landscape planning. In general, networking has many advantages such as:

- improving cooperation and communication between stakeholders in archaeology and culture (transfer of ideas, information, examples of good practice ...),
- easier adaptation to modern challenges of archaeological site management,
- increasing the recognizability of archaeological sites,
- increase in the number of visitors,
- promotion of archaeological values and raising awareness of cultural heritage,
- positive economic effects (employment, increase in income ...).

### **Suggestions and examples for improvement**

As an example, such a network has been established for Simon’s Bay (UNESCO’s Unitwin Network for Underwater Archeology, the UNESCO Chair for World Heritage and Museology, etc.). Slovenian partners also point out that the possibility of new networking based on designed project cooperation, the connection of geographical areas, as well as other specifics of the area.

The principle of networking through development projects of international and national programs is an example of good practice because it greatly relieves the financial burden of interested actors/archaeological parks. Through the project "Ancient Theaters of Epirus", the archaeological site of Dodona was connected with four other archaeological sites into a unique cultural route. In addition to this project, the Dodona site previously has had the practice of networking through development projects. As part of the "IPA Cross-Border Programme “Greece - Albania 2007-2013”, the project "From Neighborhoods to Partnership", the Dodona site is

networked with the Albanian site Phoenike. The project was co-financed by the European Union and the national funds of Greece and Albania. The archaeological site of Dodona also can be connected with the archaeological Park of Antigonea. The linking factor is King Pyrrhos. Pyrrhos refurbished the sanctuary of Dodona in the 3rd century while he was the one that founded the city of Antigonea.

Greek partners point out as a positive possibility the creation of a "Local Development Pact" based on the signing of a "Memorandum of Cooperation". The Memorandum of Cooperation is addressed to professionals, businesses, organizations and other public, private or non-profit bodies associated with the Park and opting to collaborate on a voluntary self-commitment basis to promote the Park and the wider region as a destination, espousing the shared vision of improving the quality of products and services offered.

The Municipality of Omišalj and the local stakeholder point out that as far as networking is concerned, the proposal should be included in the list of the Museum Information Center because it will be a dislocated archaeological collection that will automatically enter it. Also, the proposal is networking with other relevant archaeological sites as far as management is concerned.

In the context of networking, it is also necessary to emphasize the connection of experts. There is currently an insufficient number of professional associations operating in Croatia on the regional and local levels. Such associations could address existing problems, jointly seek potential sources of funding for cultural heritage development projects, and act as independent experts towards contributing to raising public awareness of the importance of cultural heritage.

An example of good practice is the "Teatri Antichi Uniti" (TAU) project coordinated by the Marche region. TAU is one of the first regional projects implemented within the European project "INTERREG III" with the aim of valorisation of archaeological heritage in the Adriatic area. This project is the result of a strategy that has led to the broad participation of stakeholders (including local stakeholders), who have managed to create a partnership aimed at improving the site. The project was created based on the experience gained through the eponymous event that has been organizing actions in the Marche region for years intending to improve archaeological parks through performances of the ancient theatre.

#### **2.2.5 The role of the archaeologist in the Archaeological Parks' management**

The role of archaeologists in the management of archaeological parks is crucial and truly challenging as they constantly maintain a balance between continuity and change. Fundamentally, the presentation and information in the archaeological parks reflect the current scope of knowledge, as well as that it is supplemented based on new knowledge. Since archaeologists possess the knowledge that underlies the presentation of archaeological heritage, each archaeological park must have archaeologists in its team to satisfactorily provide educational, entertainment,

cultural and tourist functions. Archaeologists are therefore the biggest promoters of the value of archaeological heritage.

Archaeologists also conduct archaeological research and enrich knowledge about archaeological sites. Therefore, it is logical that archaeologists also present the results of archaeological research to the public and thus promote the values of archaeological sites. Finally, increasing the public presence in archaeology can help in efforts to increase the involvement of the local community in the development activities of archaeological parks. Hence, archaeologists have an important role to play in raising public awareness. Public awareness is one of the main challenges in the management of archaeological parks and at the same time the most effective way to protect archaeological heritage.

Also, archaeologists can contribute to the general organization of the archaeological park area by studying the archaeological reality, from the most visible to the one still to be analysed and researched. In this way, it is possible to determine different forms of use of parts of the archaeological park and perform zoning of the archaeological park area.

Therefore, archaeologists have to face a double challenge. On the one side with the need to compare with the urban dimension of the territory, and on the other side with the realization of the “educational” and “conservative” targets that are at the base of the institution of the Park itself. It is, therefore, a target that goes beyond what already proposed in the European field with the approval of the Convention of Malta of 1992, in the area of which the preservation of the archaeological heritage was not an integrative part of the territory development policies.

It is, therefore, necessary to define the method through which an archaeological park could carry out this role: what it must do and how to do it and what can really be the role of the archaeologist in such a process. Management activities of an archaeological park should consider the need to compare with the numerous variable components that interact in a territory effectively obliging to individuate case by case the specific modalities of intervention. It is necessary to run away from a too specific concept of “minimum standards” or from the tendency to propose “management manuals” that are valid once for all. Once when some priority needs are safeguarded, the only possibility is to activate a strict comparison among the numerous needs, subjects and values involved in the area of an archaeological park with the target to individuate a work plan which will be able to set, manage and plan the transformations of the landscape that is nowadays even more accelerated.

## **2.3. Ideas and projects for Common Sustainable Governance Model**

### **2.3.1 Functions, purpose and features of the Management Plan**

Management plan is primarily an instrument that holistically assesses all aspects of development of an archaeological site and provides a concrete set of measures, tailor-designed strategies and activities that would secure efficient and timely preservation of multiple tangible and intangible values that archaeological parks hold. Because of this, it is necessary to ensure that the management plan is in line with a realistic framework and context.

In order to be up-to-date and realistic, the management plan needs to be harmonized with all regulations and documents relevant to the management of cultural (and archaeological) heritage at the national and international level. This means that a management plan of an archaeological park must not conflict with the legislative framework, development policies and higher-level strategic and planning documents. The management plan is an instrument that should summarize and integrate the economic and territorial planning activities of central and local governments.

The management plan is a "living" document that corresponds to the needs and development activities that need to be carried out in an archaeological park. Therefore, a management plan must regulate the management of an archaeological park in such a way that resources are clearly available and provide guidance to managers in the form of a framework for day-to-day operations. The basic functions of the Management plan are therefore reflected in:

- defining standards for the management of archaeological parks with the basic goal of protection - appropriate rules, restrictions and regulations, the method of institutional protection;
- defining strategic guidelines for directing the overall development of the archaeological park;
- prioritization of management tasks to achieve the objectives of archaeological parks;
- coordination and direction of activities of various entities (public and private) in the area of the archaeological park;
- improving the use of financial and staff resources;
- means of communication, coordination and regulation of dialogue between various institutional entities and developing stakeholders.

A management plan can also act as a sort of public contract between the manager, local communities, and visitors on how an archaeological park will be managed and protected in the future. Therefore, a management plan can provide a way and be a kind of method by which the public can examine management decisions and through a participatory approach participate in decision-making and finally monitor the achievement of goals.

## **Purposes of the Management Plan**

The purpose of the Archaeological Parks' management plan is to provide protection and development measures and activities for the archaeological park and to determine strategic and implementation guidelines for the comprehensive preservation of the monument. The purpose of preparing a management plan is also to prepare a short-term and long-term strategy for the management and maintenance of the archaeological park.

Management plan should strike a balance between different interests and needs of the local community and the archaeological heritage and thus direct the development of the archaeological site and planning benefits for the wider area and its population.

The purpose of the management plan is to define the main framework of work, operation, and development of the park; to determine who is behind the idea and supports its establishment or park design - state, local community, research, educational, museum organizations; what model and method of managing the park will have or are designed to have (financing, type of service, management method - public, private, public-private, concession).

The management plan must take into account the following important determinants of the valorisation of archaeological sites:

- cultural goods are part of the solution to the challenges related to economic development and not its obstacle, and as such contribute to sustainable development;
- archaeological heritage offers new opportunities for development and benefits for the development of the wider area and the local community and consequently raising the quality of life.

The Archaeological park of Urbisaglia is preserved to protect the archaeological heritage, promoting public use and scientific research activities, improving the environment and promoting cultural services. The purpose of the management plan needs to take all of the above into account and create a kind of model of sustainable development which would draw attention to the organization of economic activities and the valorisation of the use of ICT tools.

The Albanian partners point out that the purpose of the archaeological management plan is to create a database of relevant data in the Geographic Information System (GIS). GIS is a useful planning tool that will allow municipal planners from different departments (such as public works, engineering, parks, and recreation) to plan development proposal reviews and identify areas that would require a detailed archaeological assessment by a certified archaeologist.

The purpose of drafting the management plan for the Archaeological Park Ptuj is to clearly define the basic activities (programs for the public, research, conservation...) additional activities (trade, catering...), to distinguish commercial from non-commercial orientations. They also point out that the purpose of the management plan is to consider the potential risks due to future interventions, the presence of visitors, etc.

The purpose of the management plan of the Archaeological Site Dodona is to balance the needs of conservation with the needs of local communities and the sustainable economic use of the site.

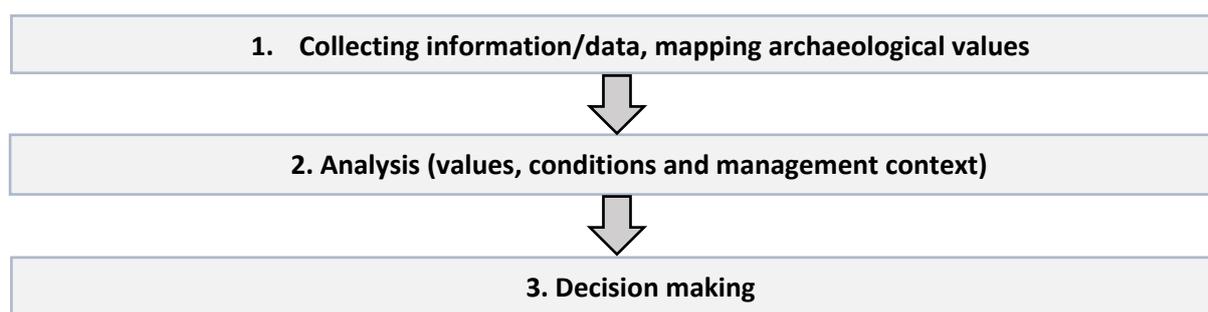
The purpose of the management plan for the Archaeological park Mirine-Fulfinum is to define methods of valuing, protecting and promoting the cultural and natural heritage that makes up the archaeological park.

The development of the management plan is an important step towards the establishment of an efficient and sustainable system for the management of the archaeological sites of Velika Mrdakovica and Bribirska glavica.

### **Phases of development of the Management plan**

Given the logic of the development, function, purpose and ways of ensuring the relevance and actualisation of the management plan it is possible to define the key stages of development of the Plan.

Generally, the process of planning and development of the management plan of the archaeological site includes several basic parts that can be grouped into three levels as follows:



The development of a management plan is based on the quality of the data collected. In this context, the best emphasis is placed on conducting a combination of office and field research. The preferred method is to map archaeological evidence and relevant spatial elements in the area of the site and the surrounding area such as land cover and social and business facilities and others. It is desirable that the mapped contents entered into a spatial database (the best are made using GIS). The created database can then be constantly updated and used for various purposes (e.g. in the processes of making other planning documents, making archaeological maps,

making maps for visitors, systematizing data, use for scientific purposes, etc.). In considering the optimal way of visualizing spatial archaeological information, the presentation of spatial data in an archaeological context most often answers the questions of *where*, *what*, and *when*. The question of *where* refers to the location, *when* to the history of the locality, and *what* to the definition through thematic properties. In archaeological research, GIS therefore provides a kind of window into the human past by observing the spatial relationships of people and space. The result of mapping archaeological sites is an archaeological map. Archaeological maps are therefore an auxiliary tool for cultural heritage management and planning for the future development of archaeological sites, and are made based on existing studies and fieldwork, which includes all the latest data. Regarding office work, it is necessary to conduct a review of relevant scientific literature, strategic and spatial planning documents, legislative framework, spatial and tourist context of the development of the archaeological site.

The existing prepared documentation that can be used in the process of making the management plan can be divided into non-archaeological and archaeological documentation.

From non-archaeological documentation and data it is necessary to collect available professional literature on the historical context and the existing spatial relations of the site with the surrounding area, spatial characteristics, etc. It is desirable to collect data related to the analysis of the development context.

Since the management plan is primarily made to preserve the archaeological heritage and to valorise its potential, it is also necessary to collect the existing archaeological documentation, which is highlighted in the table below.

*Table 1. Non-archaeological and Archaeological documentation*

<b>Documentation for the development of a Management plan</b>	
<b>Non-archaeological documentation</b>	<ul style="list-style-type: none"> <li>• laws and legal acts that protect cultural heritage</li> <li>• photo documentation of a (wider) area</li> <li>• data on the natural conditions of the wider area - especially important for the planning of conservation and protection in the event of natural risks,</li> <li>• traffic accessibility and connectivity,</li> <li>• tourist context - tourist movement (arrivals and overnight stays) for the city in which the archaeological site is located, data on the share of culturally motivated tourists, data on accommodation capacities and tourist ancillary infrastructure etc.,</li> <li>• data on cultural stakeholders (institutional and non-institutional),</li> <li>• relevant spatial planning documentation (and other documentation regulating land use) and strategic planning documentation,</li> <li>• cartographic representation of land use,</li> <li>• geological map,</li> <li>• data and documentation on projects that are currently being implemented, and are relevant for planning the development of the archaeological park area,</li> <li>• State of the Environment Reports</li> <li>• Risk Assessment Reports.</li> </ul>
<b>Archaeological documentation</b>	<ul style="list-style-type: none"> <li>• documentation on the conducted archaeological research,</li> <li>• archaeological map of the site,</li> <li>• archaeological map of the territory,</li> <li>• map of the archaeological potential of the site and territory,</li> <li>• archaeological prediction map of the site and territory,</li> <li>• map of the archaeological vulnerability of the site and territory,</li> <li>• map of the ancient road system,</li> <li>• scientific archaeological literature and sources,</li> <li>• archaeological photo documentation (whole and parts of the site and individual findings),</li> <li>• field diaries from conducted research.</li> </ul>

In the analytical part of the management plan, it is necessary to conduct an analysis of the current condition of the archaeological site, the level of protection, management methods, tourist valorisation and infrastructure equipment. As in the part of data collection, it is necessary to ensure a satisfactory degree of participation during the analytical part. The participatory approach moves away from the traditional top-down approach in conducting analyses and the process of drafting the document and involves a wide range of stakeholders in the planning process. The main advantages of this approach are better insight into real development problems, creating a strong base for community interventions, timely public involvement and providing an opportunity for all stakeholders to express themselves, their opinions and ideas and the involvement of others (civil and private) sectors. It is also recommended to implement the method of analysis of examples of good practice, which assumes comparison with examples that are perceived or recognized as the

best in practice. In this way, it is possible to obtain ideas and principles for approaching the organization of archaeological sites about the available resources, context and possibilities of the organization of site management.

After the analyses are conducted, the last step in the process of making the management plan is to define an action plan with development objectives, measures and activities. The action plan must respond to the identified challenges and identified opportunities and priorities in the further development of the archaeological park and identify the relevant stakeholders and resources needed to implement defined activities. In addition, it is very important that the management plan defines implementation indicators which must be in form of quantitatively and qualitatively measurable data thus enabling monitoring, reporting and evaluation of performance in achieving the established development objectives. Before the start of the implementation of the management plan, it is necessary to conduct a public consultation and finally approve the management plan.

The last phase of the development of the management plan is related to its implementation and evaluation. It is characteristic of this phase that a management plan has already been developed and presented to the public. As part of this phase are carried out activities of measuring defined implementation indicators and continuous reporting on their results. Based on the measured and evaluated results of the implementation indicators, it is possible to make changes to the action plan and thus influence the change of the content of the management plan.

In order to take care of the update and harmonization of the management plan with the real context and challenges during the entire process of development and implementation, three phases can be distinguished in the entire process.

Table 2. Phases and activities

PHASE	ACTIVITIES
<p><b>1. Phase of building the capacity</b></p>	<ul style="list-style-type: none"> <li>• shaping the cognitive framework;</li> <li>• collecting non-archaeological and archaeological documentation;</li> <li>• conduction socio-demographic research;</li> <li>• comparison with previous scientific research;</li> <li>• raising the curiosity and awareness of public - expectations of locals and stakeholders about what is the plan and what is necessary to include in the management plan;</li> <li>• participatory activities - workshops, meetings with stakeholders, interviews;</li> <li>• creation of communication-participation strategy;</li> <li>• defining deliveries, project requirements and scheduling project activities;</li> <li>• conducting initial analyses.</li> </ul>
<p><b>2. Phase of planning</b></p>	<ul style="list-style-type: none"> <li>• detailed analysis of the current state by professionals and in cooperation with the main stakeholders;</li> <li>• analysis of the monumental value of the archaeological site;</li> <li>• analysis of the existing management of the archaeological site;</li> <li>• participatory activities for securing the inclusion of public and evaluation of creation of the management plan;</li> <li>• define a set of development objectives, measures and activities</li> <li>• define implementation indicators</li> </ul>
<p><b>3. Implementation and evaluation of the Management plan</b></p>	<ul style="list-style-type: none"> <li>• measurement of implementation indicators;</li> <li>• continuous reporting on the results of the measurement of implementation indicators;</li> <li>• evaluation of the results of measuring implementation indicators and proposals for revision of the action plan.</li> </ul>

### Stakeholder involvement in the planning process

The bottom-up approach, typical for local territorial planning cannot be used mechanically because there are constraints imposed from above in the form of protection. The successfulness of the bottom-up approach lies in educational and capacity building programs, creating opportunities for the public to equally collaborate on parks management with the idea to “set back” archaeological park as a part of the local community. It is necessary to transmit the message that the local community is responsible for long-term preservation of the parks future generations.

The local community is socially sustainable precisely if it is involved in planning development processes and activities in the space in which it exists. The participatory approach contributes to connecting various relevant stakeholders, identifying additional opportunities for development, increasing democracy, pointing out potential problems of vulnerable groups and placing the entirety of interaction in the context of the space that is the subject of planning.

A key parameter in this intention can be recognized in the interaction of the non-governmental and state sectors in favour of preserving and promoting the archaeological cultural heritage.

Since it is a decentralized approach, planning should start directly from the stakeholders involved. Higher motivation and identification with the created plan is an effective result. Since stakeholders are directly involved in the planning process, then the plans are generally more realistic. Due to the strengthening of the social aspect in the form of involvement of the local population, in this way, it contributes to the quality of the management plan and consequently contributes to the sustainability of the organization of the management of the archaeological park.

Still, public involvement and outreach to stakeholders are possible through organizing workshops, focus group meetings as space for open dialogue about the future of the archaeological parks. Collecting inputs of all participating actors, creating a database with stakeholders' inputs, their systematization and integration in the management plan. In this context, it is recommended to form a "Working Group" or a "Working Team" to bring together stakeholders interested in voluntary participation and to provide feedback on park management. In addition to the development process, the involvement of these stakeholders in the management of archaeological parks is recommended in the implementation of the management and development activities and in next steps.

By involving different stakeholders, Plan intends to contribute to the thinking of archaeological parks in the context of a holistic cultural tourism project. The ultimate goal of bringing together relevant stakeholders is to contribute to the balance between sustainable preservation and the development of the economic and social potential of the archaeological heritage. For this reason, cooperation between the relevant ministries, regional and local public authorities and civil society is necessary. In this way, archaeological parks and cultural heritage would be brought to the centre of local everyday life, economy and sustainable development.

Taking this into account and integrating the inputs of the partners, the table below suggests the stakeholders who should be involved in the whole process of drafting the management plan and also the development of the archaeological park.

*Table 3. Stakeholders that should be involved in the co-planning process*

Public sector	Private sector	Civil sector
<ul style="list-style-type: none"> <li>• sectoral competent ministries</li> <li>• conservation bodies responsible for the area where the archaeological park is located</li> <li>• national/regional/local public authorities</li> <li>• cultural institutions (museums, libraries, cultural centres...)</li> <li>• higher education and scientific research institutions and centres</li> <li>• educational institutions</li> <li>• local and regional tourist boards</li> <li>• public travel agencies</li> </ul>	<ul style="list-style-type: none"> <li>• system of companies directly involved (restoration, research, project planning, professional support, enhancement ...)</li> <li>• competent ministries</li> <li>• system of companies not directly involved (restaurants, food and wine, crafts...)</li> <li>• private travel agencies</li> <li>• private enterprises in culture</li> <li>• founder/investor/financier</li> </ul>	<ul style="list-style-type: none"> <li>• civil society organizations (e.g. in the field of culture and art, education, science and research, sustainable development, environmental and nature protection, protection and rescue, sports, spirituality...) at all territorial levels (national, regional and local)</li> <li>• local community</li> <li>• interested archaeologists, individuals, others...</li> </ul>

Experience shows that when we exclude some of the listed entities from the management plan it usually produces certain problems later. Therefore, all potential stakeholders should be carefully analysed to avoid such situations. At the same time, each involved entity can offer certain benefits in the development and/or implementation of the management plan. This benefit can be seen in a variety of resources such as knowledge, equipment, research space or accommodation of work teams, etc.

Gathering different stakeholders of different interests can be very challenging and difficult, so the results themselves and the inputs obtained can be unsatisfactory. As one of the options in this regard, the Italian partners suggest hiring an external (neutral) leader who can ensure neutrality. Such a person must have good communication skills, understand the problems and interests of individual stakeholders and find solutions to bring individual interests together and thus contribute to the quality of the management plan and consequently planning the development of the archaeological park.

An archaeologist should have a very important role in the work of the Working Team. This is an extremely important moment in the whole process. The importance of archaeologists in the work of the working group is reflected in the development of cognitive frameworks based on the knowledge about the archaeological site. As we pointed out earlier, archaeologists are the biggest promoters of archaeological sites because their work gathers new knowledge about sites and presents them to the public and is used for the further valorisation of archaeological heritage values. The archaeologist can therefore direct the work of the Working Team towards the

sustainable principle of preservation and protection and valorisation of the archaeological heritage. Furthermore, the role of archaeologists in the work of the Working Team is reflected in taking into account the specifics of the wider area, defining effective forms of cooperation, developing a "museological" project to prepare the park area and contributing to the design of knowledge transfer for the educational function of the archaeological park.

Public involvement and outreach to stakeholders are possible through the following methods proposed by the partners:

- focus groups,
- participatory workshops,
- meetings and "round tables",
- interviews with experts,
- open-air workshops aimed at capacity building and gathering information from the local population,
- surveys of the local population,
- informal consultations with relevant stakeholders.

### **Organization of the Management Structure of the Archaeological Park**

As we pointed out earlier, an important function of the management plan is to arrange the management of the archaeological park in the coming period. In this context, the management plan should cover the topic related to the organizational structure of the archaeological park.

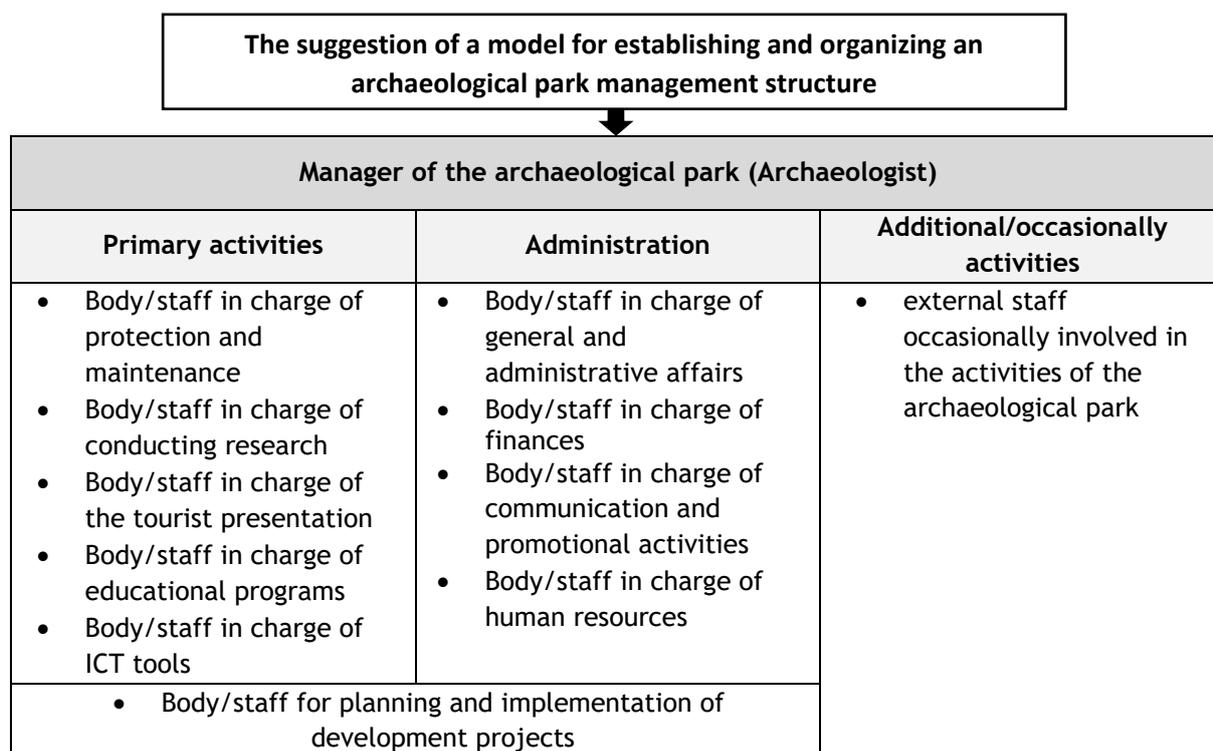
The pilot areas of the TRANSFER project are at different stages of development and valorisation of the potential of the archaeological heritage (in organizational, infrastructural, economic, social and participatory aspects). Also, they are located in areas that are on different degrees of development and there are certain differences in the institutional and legislative context. Such a situation necessitates the suggestion of a model of organizational structure that will be possible to apply as flexibly as possible for the management of all pilot areas.

The organizational structure primarily should be harmonized according to the needs and goals of the management of archaeological sites. For this reason, there is no universally applicable organization of structures for all of the archaeological parks. The organizational structure also depends on aspects such as development context, the existing level of valorisation of archaeological sites, legislative framework, number of potential stakeholders, diversification of stakeholder network, etc. However, given the main functions of archaeological parks, it is possible to identify main areas of management according to which the formation of the organizational structure of the archaeological park can be approached.

These are all important determinants that should be taken into account when proposing a model of organizational structure for the management of archaeological

parks. Also, taking into account the inputs of the partners, in addition to the above, in this phase of the project a model of forming an organizational structure is recommended concerning the identified functions and directions of development of archaeological sites. In this way, it contributes to the proposed organizational structure being flexible, adaptable, and yet sufficiently specific in terms of identified staffing and knowledge needs in the context of the archaeological site management.

In general, the most efficient organization of the management structure is the one that can meet and achieve the planned development activities (management/administrative, research, educational, service, tourism...). The organization of the management structure of the archaeological park must meet the expectations of the management - it must enable the performance of the primary functions of the archaeological park, the administrative prerequisites of the organization and additional activities.



### 2.3.2 Objectives and Strategic Guidelines for the Management of Archaeological parks

The management plan must be harmonized with the general objectives of the organization of the archaeological park, but at the same time define specific objectives based on which it will contribute towards achieving the general objectives that were the main impetus for starting the organization of archaeological parks

management. For this reason, it is necessary to primarily understand the reasons and importance of the establishment and the main motivating factors for the valorisation of the potential of archaeological sites and heritage through the establishment of archaeological parks. In this context, it is inevitable to point out that archaeological sites are a recognizable spatial element that provides additional value in the spatial context. The local community is associated with this value and the archaeological heritage becomes part of the identity of the local community. Furthermore, the importance of the archaeological site is reflected in the context that the management of archaeological heritage serves as a kind of tool to raise awareness of the value of cultural heritage. Italian partners point out "improvement and growth of awareness by the local community" as one of the objectives. Slovenian partners as one of the strategic objectives of the Archaeological Park Ptuj emphasize "enabling the recognition and experience of the archaeological park and heritage" and achieving that the archaeological park becomes a "place for understanding and developing a receptive attitude towards heritage." A prerequisite for meeting these social objectives of the organization of the archaeological park is the primary protection of the archaeological heritage, but taking into account that the logic of defence protection prevails in favour of active protection. This will consequently contribute to increase the previously mentioned understanding of the archaeological and cultural heritage (i.e. education of the population) and based on all of this create the basis for contributing to the economic development of a particular area in which the archaeological park exists.

If we summarize what is mentioned above, we can highlight the general objectives of the establishment of the archaeological park which are recognized by all partners, and they are:

- protection of the archaeological heritage;
- continuous research and progress of knowledge;
- raising the awareness of local communities for cultural heritage;
- contribute to economic growth.

After setting such a framework for understanding, it is possible to determine the objectives of the management plan (as a tool and method of planning the development of the archaeological area) which will guide and define the objectives of development and valorisation of archaeological parks in the future. In addition to preserving the region's tangible and intangible resources, the management plan must also identify how socio-economic development and territorial change must be managed in such a way as to balance different interests and maintain over time the integrity of values that first allow localities to be identified, conservation needs with the needs of local communities and sustainable economic use of the site as a good.

The Italian partners point out that the organization of the archaeological park can achieve the goals of protection, improvement of knowledge and economic growth through the process of inter-institutional cooperation and relations with local

stakeholders. In this way, it can contribute to overcoming the logic of defence protection towards active protection based on goal sharing.

Albanian partners point out that the goal of developing a management plan is to make an inventory, to classify and to map significant archaeological sources and provide guidance for their proper assessment and protection.

The management plan of the Archaeological Park Ptuj aims to present the archaeological area, analyse the current situation and define the mission, vision and development goals of the park, as well as operational objectives and measures by areas (conservation, restoration, presentation, education...), structure and responsibilities, financial construction and indicators for monitoring implementation.

The goal of the Dodona Archaeological Site management plan should be to protect and improve the site by promoting the area to which it belongs and identifying strategies that can link the diverse public and private interests of local communities while respecting existing cultural and environmental values.

The goal of the management plan for the Archaeological park Mirine-Fulfinum is creating a vision and strategic framework (strategies, methods, tools, actions and projects, sources of funding and time) for sustainable development of the area within international principles and conventions taking into account the local context. Furthermore, the management plan is therefore expected to contribute to striking a balance between heritage protection and the use (including conservation, urban development, sustainable tourism development, environmental protection...) to ensure comprehensive protection of cultural and natural heritage by constantly directing and monitoring local urban development, entrepreneurship and increasing income from heritage use.

The development of a management plan is a fundamental step towards the establishment of a satisfactory management system for the archaeological sites of Velika Mrdakovica and Bribirska glavica. In this context, the management plan of the archaeological sites Velika Mrdakovica and Bribirska glavica should contribute towards ensuring effective management and adequate protection and preservation of the value and importance of these two sites, improve the accessibility of visitors, valorisation of tourist potential and contribute to strengthening human resources and stakeholder ties.

The goals and activities of the dominant aspects of the management of archaeological parks according to the obtained inputs of the partners are presented in more detail in the table below. The dominant aspects highlighted in the table are strongly related to the previously identified general objectives of establishing archaeological parks and as such allow the concretization of potential and necessary characteristic and concrete activities in the management of archaeological park

*Table 4.Characteristic objectives and activities of the dominant aspects/themes of archaeological park management*

Aspect/Theme	Characteristic management objectives	Characteristic management activities
<b>Society and Culture</b>	<ul style="list-style-type: none"> <li>• promote public use through access policies</li> <li>• organize events and meetings dedicated to experimental archaeology, production archaeology and cultural activities in general</li> <li>• raise awareness of the value of cultural heritage</li> <li>• organization of new social content</li> <li>• integrated promotion of cultural heritage both thematic and territorial</li> </ul>	<ul style="list-style-type: none"> <li>• promotional activities to raise public awareness</li> <li>• organization and offer of services for public use</li> <li>• education for prevention of destruction of the infrastructure of the archaeological site</li> <li>• arranging thematic archaeological trails</li> <li>• adapting social contents for people with disabilities and people with reduced mobility</li> <li>• development of educational programs for deafblind and blind and partially sighted people</li> <li>• reconstruction and staging of historical events</li> <li>• organization of cultural events</li> </ul>
<b>Science and Research</b>	<ul style="list-style-type: none"> <li>• promote scientific research also aimed at the growth and acquisition of new archaeological heritage by analysing the “potential” presence of still buried archaeological structures</li> <li>• promote research on conservation topics and the relationship with technological and economic development</li> <li>• promote research activity in relation to new technologies applied to cultural heritage</li> </ul>	<ul style="list-style-type: none"> <li>• conducting of archaeological research resource development and implementation policies</li> <li>• public presentation of scientific results</li> <li>• applying research results for development, interpretation and tourism purposes</li> <li>• conducting educational activities at the site</li> <li>• involvement of educational institutions in research activities</li> </ul>
<b>Preservation and Natural environment</b>	<ul style="list-style-type: none"> <li>• safeguard the archaeological heritage</li> <li>• improve environmental quality</li> </ul>	<ul style="list-style-type: none"> <li>• conservation and protection of the archaeological, cultural and naturalistic heritage</li> <li>• site landscaping activities</li> <li>• cultivation of native plants</li> <li>• protection of flora and fauna</li> <li>• actions of joint cleaning and maintenance of the environment (wider) area for the involvement of the local community</li> </ul>
<b>Economy</b>	<ul style="list-style-type: none"> <li>• promote cultural services</li> <li>• create a model of sustainable development by favouring and reorganizing economic activities</li> <li>• tourist interpretation and presentation</li> <li>• create a model of sustainable development by enhancing valorisation through the use of ICT tools</li> </ul>	<ul style="list-style-type: none"> <li>• regulation of rules on ticket and ticket prices</li> <li>• management and organization of human resources</li> <li>• creating a tourist guide program with interpretation</li> <li>• budget policies</li> </ul>

The guidelines for the development of the management plan are therefore reflected in:

- creating a vision and strategic framework (strategies, methods, tools, actions and projects, sources of funding and time) for sustainable development of the site in the coming period in line with international principles, but also local needs;
- establishing a balance between the protection and use of archaeological heritage and natural environment;
- developing an interdisciplinary management principle with a clear division of responsibilities of all development stakeholders;
- increasing the economic and social benefits of archaeological heritage.

As these address critical challenges in the management plan development process, they need to be taken into account as the guidelines balance between social and economic development, cultural and natural heritage, professionals and the local community, as well as heritage conservation and use.

With this in mind, partners were asked to identify the main strategic guidelines that need to be taken into account when developing the management plan for the archaeological parks that are the pilot areas of the TRANSFER project.

The Italian partners highlighted the following strategic guidelines for park management:

- restoration and static consolidation of the archaeological heritage;
- management of the historical and natural heritage and the infrastructures;
- organization of educational and recreational use.

Albanian partners point out that the management of the archaeological park should strategically focus on:

- protection and promotion of cultural values;
- protection and preservation of natural values;
- promotion of best practices in terms of conservation and assets supported by key stakeholders;
- promoting positive initiatives which ensure the preservation, user management and enhancement of heritage and which maximize the contribution of heritage towards sustainable development;
- promotion of high-quality design in new development which respects and enhances heritage, a local speciality and rural landscape;
- identifying opportunities for residents and visitors to participate in heritage initiatives, maximizing their contribution to health, well-being and learning;
- long-term preservation of important archaeological archives and collections and making them available for display and study;
- improving and promoting records of the historic environment which is a key resource and evidence base for all heritage assets;
- promotion of an integrated approach between different services, organizations and sectors, in order to increase the impact and audience of the heritage.

The management of the Archaeological Park Ptuj will focus on enabling acquaintance with the past and contact with Roman heritage. In this context, the Slovenian partners point out the following guidelines for the management of the archaeological park:

- development of a park that will become a leading centre for demonstrations and experimental archaeology;
- defining the financial framework, employment and increasing the number of visitors;
- improvement of protection;
- program development;
- upgrading the infrastructure.

In the context of planning the management of the Dodona archaeological site, it is necessary to focus on improving the urban and peri-urban landscape and the most important architectural and archaeological monuments. To achieve this, it is necessary to:

- improve interconnections with the archaeological site Dodona (bus line from Ioannina to Dodona);
- to improve the facilities in the area of the site - the function of the cafeteria for visitors;
- promotion of donations, sponsorships, forms of public-private partnership;
- organization of activities - hiking and mountaineering on the trails of Mount Tomaros, agrotourism and gastronomic tourism, organization of cultural events (theatre performances, concerts ...).

Partners from Omišalj highlighted the following strategic guidelines for the management of the archaeological site:

- maintenance of existing facilities and arrangement of infrastructure;
- construction of new infrastructure in the function of development;
- continuation of research;
- cooperation with local educational institutions.

Strategic guidelines for the management of archaeological sites Velika Mrdakovica and Bribirska glavica are de facto priorities for the future development of these sites, and these are primarily:

- effective management of archaeological sites;
- protection and preservation;
- continuous archaeological research;
- raising awareness of cultural heritage in the local community;
- tourist valorisation;
- define a quality funding program.

It is also proposed that the following relevant strategies should be developed as part of the development or in connection with the development (depending on the development phase).

Table 5. Specific strategies and their purpose

Specific strategy	Usefulness and purpose in the process (description)
<b>Communication- Participation Strategy</b>	A tool for systematic planning of the implementation of activities in the function of managing the processes of communication with stakeholders; through the strategy it is necessary to define objectives and principles, target groups, communication measures, activities and tools, and monitoring and evaluation of communication effects.
<b>Scientific &amp; Research Strategy</b>	What activities to be introduced as to achieve set objectives for new research projects (archaeological excavation, publications, scientific partnerships and collaborative projects etc.).
<b>Conservation &amp; Restoration Strategy</b>	Activities that need to be implemented as to maintain physical preservation of the archaeological park; development of Conservation Programs, Schools, international cooperation programs for heritage conservation.
<b>Strategy for the Management of Historical and Natural Heritage and Infrastructure</b>	The strategy proposes to include the topic of restructuring the goods produced by the service and the realization of new manufactured goods and infrastructure for enjoyment. It is proposed that the Strategy also takes into account the maintenance of natural heritage, which can be a kind of "tool" to emphasize the recognizability of ancient texture.
<b>Interpretive Plan</b>	An interpretive plan should be prepared that identifies the interpretive topics and subtopics that best serve the didactic function of the place. Presentations and information must reflect the current scope of knowledge and need to be constantly updated and corrected
<b>Public Awareness and Organization of Educational and Recreational Functions</b>	What programs to introduce as to influence public engagement and raise their interests towards the park; (summer camps, public debates, festivals, open-concept events, obligatory school visits etc.). The strategy should create conditions for extending the time spent by visitors in the park by creating the necessary infrastructure to formulate an integrated offer for archaeological visits and accommodation near the area to facilitate functional relations and strong interdependence (based on mutual and complementary interests, primarily in terms of services for tourists) between the Park and other places of interest.
<b>Business Planning &amp; ICT tools</b>	What products can be developed through ICT tools that can bring income to the park through tourism development and creative industries; (mobile apps, mobile games, augmented reality, virtual museum, interactive exhibition, immersive touristic experience).
<b>Risk Management Strategy</b>	Identification of potential risks and means on how they can be solved/avoided. The natural risk management system must be flexible enough to be able to respond to the occurrence and potential consequences of natural risks such as fires, earthquakes and other potential risks. A risk management strategy can therefore be an important tool in decision-making to reduce potential damage and can therefore also contribute to the preservation of the archaeological heritage.

<b>Visitor Management Plan</b>	Integral part of the management Plan which connects the strategic objectives of the management plan with visiting activities in order to ensure an adequate level of protection of the archaeological heritage and further economic valorisation of the site.
<b>Financial Plan</b>	The financial plan defines the financial requirements and time frame for development activities and acquisition of financial resources. The purpose of the financial plan is to clearly define the need for financial resources to achieve future goals and activities in the management plan. The financial plan needs to be reviewed regularly, especially when unexpected changes occur.
<b>Monitoring and Evaluation Strategy</b>	What are the indicators and outcomes of the previous set of strategies and activities. Collection of data that is beneficial to learn from and gain input on what has been done, and what should be done in the future.

### 2.3.3 Contents of the Archaeological Parks' Management Plan

Given that it relates to an archaeological park, the management plan should summarize and include a concise and integrated economic and territorial planning activities of central and local authorities in the context of the specifics of archaeological park planning and its impact.

A key part of the content of the management plan is to define the vision, development goals, development measures and activities in direct dialogue and stakeholder participation with the use of available resources in a given territorial, cultural and socio-economic context.

The management plan for the archaeological site should be defined through the following specific areas:

- Inventory and Description of the Value of the Archaeological Site
  - Territorial and Geotrafic Context
  - Description of Archaeological Heritage
  - A Brief History of the Archaeological Site
  - Significance of an Archaeological Site
  - Definition of the Spatial Scope of the Management Plan
- Management System
  - Management Challenges
  - Stakeholder Network Analysis
  - Participation and Capacity Building
  - Legal and Strategic Framework
  - Heritage and Environmental Impact Assessment
- Strategic Management Areas
  - Research and Scientific Activities
  - Protection, Preservation and Maintenance
  - Asset Management

- Staffing and Capacity Building
- Sustainable Development and General Organization of Territories
- Social and Educational Function
- Tourism Management and Complementary Activities
- Digitization and ICT tools
- Financial sustainability
- Accessibility System Management
- Risk Management
- Mission and Vision of the Archaeological Site
- Action plan (includes all Strategic Management Areas)
  - Coherent Set of Short-term, Mid-term and Long-term Objectives
  - Measures and Activities
  - Timeline for the Implementation of the Action Plan
  - Responsibility for Implementation
  - Financial Framework and Available Funds
- Monitoring and Reporting

In the introductory chapter "**Inventory and Description of the Value of the Archaeological Site**" it is proposed to briefly describe the territorial and geotrafic context of the archaeological site. The surrounding area and spatial elements can have an impact on the development of the archaeological park and therefore it is necessary to make a brief analysis of the territorial geotrafic context. As part of the description of the territorial geotrafic context, it is recommended to create a map in GIS with marked (relevant) spatial units, larger settlements and tourist centres nearby and the most important transport infrastructure (e.g. roads and railways, sea and river ports, airports) which affect the availability in the area. In the introductory part, it is necessary to briefly describe the archaeological heritage, the significance of the archaeological site and a brief history of the archaeological site and the surrounding area.

It is proposed that the next chapter of the management plan be the "**Management System**". In order for the management plan to be ready to respond to actual challenges, it is necessary to conduct an analysis of the current situation based on which can be properly identified key strengths, weaknesses, threats and potentials in the future management of archaeological parks. In this context, it is particularly important to identify and involve relevant stakeholders who, in addition with providing the necessary information in the form of the necessary documentation, can also act "from the field" and thus contribute to the development process. The management plan should be created in open dialogue with all interested parties and produced in a format that is understanding and comprehensible to the public.

Very important determinants that guide the way of planning the management of an archaeological site are related to the existing system and management framework. Therefore, it is proposed that the management plan includes substantive analyses related to the identification of existing management challenges. Also, in addition to

the entire work and tasks of Working Group 1, as well as the inputs, suggestions and experiences received from the partners, it is very important that within the development of the management plan an important subchapter is devoted to stakeholder network analysis. This analysis should connect the existing stakeholders involved in the process of drafting the management plan, those who participated in the preparation of the drafting, but also those who are already actively involved in the management of the archaeological site.

It is necessary to describe which participatory activities were carried out as part of the preparation and development of the management plan. In this section, it is necessary to provide basic information on the implemented participatory activities and the main conclusions obtained as a result of the implementation of these activities. Also, it is desirable to explain the above from a methodological point of view to understand and logically set the whole process.

In the part "Legal and Strategic Framework" it is necessary to explore the basic principles of archaeological heritage management within the legal framework and to show their horizontal and vertical hierarchical structure. The purpose is to place the management plan in legal and strategic framework of property protection and planning (strategic and spatial).

The "Heritage and Environmental Impact Assessment" section must identify potential impacts on heritage and the environment and propose guidelines for assessing direct and indirect impacts.

The chapter "**Strategic Management Areas**" proposes to identify the main strategic guidelines for the management of archaeological parks. Given the inputs, it is proposed that the management plan should define the following strategic priority areas: "Research and Scientific Activities", "Protection, Preservation and Maintenance", "Asset Management", "Staffing and Capacity Building", "Sustainable Development and General Organization of Territories", "Social and Educational Function", "Tourism Management and Complementary Activities", "Digitization and ICT tools", "Financial sustainability", "Accessibility System Management" and "Risk Management". For each strategic area, it is proposed to define strategic objectives, measures and activities. Also, each of these strategic areas can be viewed as a separate strategy smaller strategy for a specific area of management. The inclusion of these strategic areas ensures that they are taken into the context of the development of an archaeological park.

The next chapter will define the **Vision and Mission of the Archaeological Site**. Vision is a key step of management planning and represents the framework according to which the plan is made management is implemented. The vision is a brief description of the ideal future state of the whole archaeological site in the long run. The mission determines the objectives in space and time and is the base for the implementation of defined goals and strategies.

The **Action Plan** connects planned objectives, measures and activities with the management capacities of the competent institutions and involved stakeholders, as well as the financial resources needed for the management of the archaeological parks and the implementation of defined development activities and put everything in the planned time period.

The chapter "**Monitoring and Reporting**" will describe the method of monitoring the implementation of the management plan and the method of reporting. Implementation monitoring is thus a process of collecting, analysing and comparing indicators that systematically monitor the success of the implementation of documents. In order to accurately monitor the implementation and potential adjustment of the action plan to new situations during the implementation period, it is necessary to prepare a report (or at least once a year) (for different topics) quantifying the current state of implementation.

#### **2.3.4 Models and means for monitoring results and evaluation**

For any management plan, it is necessary to have an elaborated Action Plan with detailed activities and time for their implementation. Monitoring the implementation of the management plan is based on monitoring the success of achieving the objectives and activities defined in the action plan. Monitoring the implementation of the management plan thus represents a logical continuation in terms of monitoring the implementation of development activities envisaged by the action plan.

Monitoring the implementation and results of the management plan is a process of collecting, analysing and comparing indicators that systematically monitors the success of the implementation of documents. Objectives in strategic planning acts must be clearly defined and measurable by using the relevant indicators.

Performance indicators represent a kind of system that combines the monitoring of implementation results during the implementation process and contributes towards maintaining quality communication between stakeholders through interpretations and reporting on implementation results. The main purpose of reporting is to inform stakeholders about the implementation of the management plan, as well as potential constraints and needs identified during the implementation process. Also, reporting serves to consolidate the results achieved by individual stages of the implementation of the management plan. By combining the results, it is easier to identify challenges and needs that may not be foreseen during the development of the management plan and thus contributes to the possibility of updating the management plan. Furthermore, the importance of reporting is reflected also in ensuring the transparency of the entire implementation process. The reports on the results of implementation, therefore, represent one of the methods of checking the management of the process of implementation of the management plan and services for regular and systematic checking of progress with the planned dynamics.

In particular, monitoring the implementation of the management plan would be focused on defined activities within the Action Plan. Outcome indicators are quantitative and/or qualitative measurable data which enable monitoring, reporting and evaluation of performance in the implementation of objectives and activities. In this sense, it is necessary to clearly define:

- implementation indicators - nominal/textual,
- quantitative scale (unit of measurement),
- quantitative target value,
- sources of verification.

Defined implementation indicators must cover thematically all the relevant areas related to monitoring the state of archaeological sites and the effects of individual activities, level of development and valorisation, management methods, impact on the wider area (economic, environmental, social in the form of the local community), promotion of cultural heritage values, etc.

The source of monitoring data depends largely on what each indicator is trying to measure. After creating implementation indicators, it is time to decide on methods for gathering data and how often various data will be recorded to track indicators. This should be a conversation between program stakeholders, managers and staff. It is proposed that the monitoring process should be based on semi-annual reporting in the process of implementing the management plan.

*Table 6. Example of forming an implementation monitoring framework*

Objective 1:											
Measure 1.1.	Implementation indicators					Implementation time					
	Indicator name	Scale (unit)	Initial value (year)	Target Value (year)	Source for monitoring	Y1	Y2	Y3	Y4	Y5	...
Activity 1.1.1											
Activity 1.1.2											
Activity 1.1.3											
...											

Partners from the Institute for Philosophy and Social Theory point out that it is possible to distinguish even more in detail the different types of indicators - input indicators, output indicators, result indicators and influence indicators. For example, if one activity is for the conservation, restoration or improvement of infrastructure at the archaeological park it is possible to distinguish:

- Input indicators: resources spent for the realization of planned activities (human, financial, working hours);
- Output indicators: works that have been conducted with provided resources;
- Result indicators: which benefits were achieved for the park’s users;

- Influence indicators: the developmental effects that were produced through the realization and implementation of planned activities.

The report on the implementation of planned awareness/educational programs:

- Input indicators: human, financial working hours spent for the realization of program activities
- Output indicators: number of participants, their demographic, educational and age structure; number of implemented schools, seminars, workshop participants and characteristics.
- Results indicators: the achieved benefits for users of proposed programs;
- Influence indicators: the general effects of the programs, web and media reporting, enhanced knowledge and skills of participants, enhanced capacities and support for local community, local recognition of cultural heritage importance in the municipality.

One of the most common management tools, also proposed by the EFAI partner, is the “Program Evaluation Review Technique” (PERT). This evaluation monitoring tool is divided into the following steps:

- Identification of specific activities and milestones
  - the activities are the tasks of the management plan,
  - the milestones are the events that mark the beginning and the end of one or more activities;
- Determining the proper sequence of activities
  - this step may be combined with #1 above since the activity sequence is evident for some tasks,
  - other tasks may require some analysis to determine the exact order in which they should be performed;
- Network diagram construction
  - using the activity sequence information, a network diagram can be drawn showing the sequence of the successive and parallel activities,
  - arrowed lines represent the activities and circles or "bubbles" represent milestones;
- An estimate of the time required for each activity
  - any consistent unit of time can be used,
  - ability to deal with uncertainty in activity completion times,
  - the model usually includes three-time estimates:
    - optimistic time - the shortest time in which the activity can be completed
    - most likely time - the completion time having the highest probability
    - pessimistic time - the longest time that an activity may take
- Determining the critical path
  - the critical path is determined by adding the times for the activities in each sequence and determining the longest path in the project

- the critical path determines the total calendar time required for the project
- PERT chart update as the management plan progresses
  - as the management plan unfolds, the estimated times can be replaced with actual times
  - in cases where there are delays, additional resources may be needed to stay on schedule and the PERT chart may be modified to reflect the new situation

### **2.3.5 Connection of the Archaeological Parks' Management plan and topics of the WG2 and WG3**

In order to properly plan the development of archaeological sites, increase its attractiveness and contribute to sustainability, in process of developing a management plan should pay attention to various aspects of the development of the archaeological park, including planning economic activities and equipping the archaeological park with ICT tools. In this context, the management plan should provide short-term and long-term development guidelines with the aim to develop infrastructure, superstructure, cultural and tourist products and multimedia technologies to increase the attractiveness of archaeological sites for visitors. In other words, the management plan should open the possibility of implementing activities that economically valorise the values of the archaeological heritage and also enable the development of ICT tools in the archaeological parks in the future. Defining and including such activities in the action plan of the management plan can consequently enable the provision of financial resources from development projects of the European Union, which constantly emphasizes the importance of cultural heritage for the development of the European territory and society.

The management plan, since it directs the management of the archaeological park in a certain period of time, must recognize the opportunities and models for the economic sustainability of the archaeological park and the creation of multiple development benefits. Multiple development benefits are also created by ICT tools in various contexts relevant to the management of the development of the archaeological park (presentation and interpretation, organizational, infrastructural, promotional, educational...). With the aim of quality directing the development of the archaeological park, as well as the continuous planning process, it is emphasized the importance of including and applying ICT tools in all identified phases of development and implementation of the management plan. From the first stages of approaching the development of the management plan, it is necessary to consider the ways (and ultimately apply) the use of ICT tools through e.g. creating a database with available literature/information, in the work of working groups for developing the management plan, systematization and collection of documentation, etc. For example, the use of GIS tools in the initial stages of development planning can be useful in creating a spatial archaeological database. Later, by using GIS it is

possible to display and interpret the results of archaeological research through cartographic visualization for visitors to understand. The increasing the number of visitors can consequently increase the profits of the archaeological park, but also encourage the creation of new services and programs in the area of the archaeological park and the surrounding area. Also, the application of ICT tools in the context of the presentation of the archaeological park undoubtedly raises the quality of interpretation and thus attracts different target groups of visitors. The increase in the number of visitors to the archaeological park also consequently increases the awareness of the value of the archaeological heritage, which consequently has the power to generate development opportunities and benefits for other elements of cultural heritage in the wider area.

An important aspect that connects the topics of management, economically sustainable activities and the use of ICT tools is promotion. In modern times, with the development of technology, there have been significant changes in the motives, interests and needs of tourists when choosing a destination to visit as well as activities on the trip itself. Smartphones, the possibility (and need) of constant access to the Internet and connectivity through numerous social networks largely define the modern tourist. The management of the archaeological park, therefore, combines the challenges of valorisation of archaeological and historical values of the site, with modern needs of tourists and thus tourist valorisation, which again largely depends on the level of digitalization and equipment of ICT tools in the archaeological park. Partners from the Institute of Philosophy and Social Theory point out that the pilot areas should consider establishing a digital presentation of the Archaeological Park (website) and other social media channels as a means to interact with the general public, audience and media. Use Facebook advertising tools as a means to target your desired audience and provide a digital environment that will be participatory online, so that people can share comments, thoughts, etc.

These are just some of the examples of a cause-and-effect chain that contributes to the overall development of the archaeological park, the wider area and the consequent contribution to improving the quality of life for the local community.

### 3. CONCLUSIONS

Working group 1 in its work covered one out of three thematic areas for defining the content of the future Common Sustainable Governance Model. The outcomes of WG 1's work respond to various complex challenges in the development and organization of the management of archaeological parks and propose methodological steps and approaches in the preparation of planning and strategic development documentation. The outcomes of the work of Working Group 1 are designed according to the suggestions and contributions of the project partners and also to respond to the identified development challenges and needs of the pilot area. Consequently, it also brings towards facilitation of different procedures and methods in planning of the management of archaeological park and distribution of the knowledge within the areas of countries included in this project but as well in other European countries.

An important feature of implemented project activities and the work of formed Working Groups was to identify potential opportunities for improvement of existing management principles and methods, not only in the pilot areas of the project but also in other examples pointed out by partners through communication, cooperation and work. For this reason, the outcomes of WG1 integrate positive aspects of existing principles of management of archaeological parks, identified examples of good practice, specific experiential knowledge of involved members of all project partners, modern management policies which have to be taken in the context of contemporary cultural heritage development and logical conclusions as a result of thoughts on the needs and desired directions of planning the future development of archaeological parks.

The outcomes of the work are very indicative for further project activities that follow in the implementation of the TRANSFER project. Topics covered in the work of WG1 are key in the organization of archaeological park management and directly affect the functionality of the Park and achieving self-sustainability, as they include aspects of harmonization in accordance with the legal framework and connecting the archaeological park with elements of the surrounding territory (including connections with other cultural heritage), the involvement of local community and establishment of participatory methods, organization of management resources and mechanisms of sustainable management. The outcomes of the work of WG1 have to be used and further expanded together with concretizing in the process of developing a Common Sustainable Governance Model. One of the topics and at the same time the framework for consideration to which special attention was paid in the work of WG1 was the Management Plan for Archaeological Sites. The Management Plan represents a practical example of multilevel management with a large number of involved stakeholders. Through the work of WG1 was noted the importance of including the principles of activation of local development processes that can contribute to the gathering of local stakeholders, experts and directly enable the realization of various benefits in the Common Sustainable Governance Model. In this context, when the outcomes of WG1's work will be integrated into the Common Sustainable Management Model, special attention will be necessary to pay attention to defining solutions and activities that can be implemented "the day after" the completion of the project. Also, as part of WG1's work was suggested a basic model of a methodological approach to the organization of archaeological park management, as well as key aspects of considering this challenge. In this way, we wanted to contribute to a holistic approach to planning this developmental and

organizational aspect. Based on the inputs received from the partners, the analyses carried out and the identified challenges, one of the recommendations that should be considered in this context is a potential proposal for a collective management structure for the archaeological parks for each specific pilot area.

Through the work of WG1, it was pointed out that in future development archaeological parks should be opened for opportunities from the surrounding and wider area. In this way, it also contributes to the introduction of modern principles of planning the development of archaeological parks. Without the modernisation of management processes, it is impossible to achieve the self-sustainability of the archaeological park. This should consequently contribute to making the archaeological park a sustainable cultural product for different types of audiences. The basis of such considerations and certain guidelines for action in this direction is also recognized in the work of WG1. These results of Working Group 1 therefore also need to be integrated into the Common Sustainable Governance Model. Related to this, through the work of WG1 in all the steps of the work were recognized the need to open the archaeological park to the local community and improve participatory opportunities in the management of archaeological parks. It is necessary to plan the involvement of the local community in the development processes in archaeological parks through the Common Sustainable Governance Model and the Guidelines. This is possible by defining feasible development activities that will contribute to the development of a participatory approach to planning and management in pilot areas. Finally, given the complexity of the identified challenges in the work of WG1, the Final Report draws particular attention to the importance of ensuring that the Common Sustainable Governance Model can be applied in practice and be flexible enough to respond to the challenges of developing various archaeological parks. Therefore, the model to be proposed in the continuation of project activities primarily has to be easy to understand in order to be successfully implemented.