



inTegRated mAnagement modelS For archaEological paRks TRANSFER

INTERREG V-B Adriatic-Ionian ADRIAN Programme 2014-2020, Priority Axis 2
Project No 1071

MANAGEMENT PLANS FOR THE ARCHAEOLOGICAL PARKS VELIKA MRDAKOVICA AND BRIBIRSKA GLAVICA

(Activity T2.2 - Deliverable T2.2.1)

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31/10/21

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1. INTRODUCTION

This document is developed under the TRANSFER project with a general objective to enhance the preservation and valorisation of the archaeological heritage within the ADRION area through the development of a *Common Sustainable Governance Model* (hereinafter: *CSGM*). Such a common and integrated model is envisioned as technical guidelines for elaboration of local management plans in the selected pilot project archaeological parks applicable in the area beyond the TRANSFER project. Elaborating the local management plan under the umbrella of the main document is fundamental since it guarantees the institutional and legal framework for prudent planning and management of archaeological parks that considers preservation, valorisation, and sustainable integration in the local socio-economic context.

When planning on the future management of the archaeological park, it is fundamental first to elaborate its definition and type. According to main European conventions, an archaeological park is a territorial area where an archaeological value of the landscape has been identified and which is integrated into the presence of historical, cultural, and environmental landscape values, while considering geographical characteristics and scope, they are divided into localities with unitary perimeter and network parks. Analysed archaeological parks in Velika Mrdakovica and Bribirska glavica can be attributed to the former category. Furthermore, due to their current specific context, Velika Mrdakovica and Bribirska glavica are in this document prospected as two separate archaeological parks in the Šibenik-Knin County.

The *Management plans for the archaeological parks Velika Mrdakovica and Bribirska glavica* (hereinafter: *Management plan/s*) contain concrete actions with specific instruments to be implemented and the needed human resources and a realistic time plan to achieve those goals. Therefore, besides being a policy instrument for the medium-long term, this document offers an operational action plan for the short-medium period.

2. METHODOLOGY

Initial phases of the project comprised forming the three working groups that, in collaboration with local stakeholders, developed the CSGM. Each of the three working groups had performed on one thematic area that was recognised as crucial for sustainable preservation and valorisation of archaeological parks. Mentioned thematic areas of the TRANSFER project are:

- development of coordinated and integrated policies and management plans or strategies,
- identification of sustainable economic activities able to conciliate economic growth with cultural preservation, and
- identification of information and communications technology (ICT) tools able to enlarge the audiences of archaeological heritage (especially of young people and disadvantaged categories) and IT systems able to better analyse features and needs of archaeological parks' visitors.

The work in all thematic areas was separated into three main thematic-methodological steps to achieve quality, concrete and comprehensive work outcomes. Following those steps, each Working group covered different topics relevant to their thematic area to elaborate the final reports of their work. Their integrated work served as a basis for the CSGM. The methodological goal in the elaboration of the CSGM was to ensure an interdisciplinary, participative, and holistic approach, quality cooperation and connection of topics covered by the three Working Groups. Thus, the work of the Working Groups resulted in developing a common yet flexible, governance model that can be applied in different archaeological parks and scenarios. Elaborated CSGM serves as a common reference with technical guidelines on developing a quality local management plan for pilot archaeological parks. Therefore, the above-said themes are likewise embedded in the *Management plan* of both localities.

Elaboration of the *Management plans* used the same methodological principle as developing CSGM. To achieve an interdisciplinary, participative, and comprehensive approach, three concentration meetings have been organised parallel to preparing the document. All relevant stakeholders were reached and asked to participate and give their contribution to the development of the strategic documents. Likewise, concentration meeting created the chance for setting quality cooperation between relevant actors from all sectors and engaging the local community in the management process of the archaeological parks. Apart from defining strategy and specific priorities for different managerial aspects of archaeological parks, developing *Management plans* for Velika Mrdakovica and Bribirska glavica included several crucial steps that were considered and formulated according to the local context. Those are:

- reconciling regulations with the integration of the park to its socio-economic surroundings
- developing methods of quality coordination, orientation, and intervention among various subjects in co-management

- achieving the unitary and coherent definition of the reference values of the archaeological heritage through argumentative justification
- defining modalities for assessing the economic impact

It was concluded during the technical concentration process to separately assess the localities since they belong to different municipalities and therefore have different managing contexts. Thus, Archaeological parks in Velika Mrdakovica and Bribirska glavica are examined independently in the analytical part, while the strategical section of this document contains two action plans, i.e., one action plan per locality.

3. CONTEXTUAL VALUE AND INVENTORY OF ARCHAEOLOGICAL PARKS

Archaeological parks Velika Mrdakovica and Bribirska glavica are both located in Šibenik-Knin County and are of high historical, archaeological and landscape value to the region. Velika Mrdakovica administratively belongs to the Municipality of Vodice, whereas Bribirska glavica is situated in the Municipality of Skradin.

3.1. Velika Mrdakovica

Velika Mrdakovica is in the western part of Šibenik-Knin County, in the hinterland of the town of Vodice, northwest of the county seat of Šibenik. The archaeological park is located on a hill at a height of about 100 meters above sea level. The entire site has a surface of about 0.15 ha. The environment is dominated by fields and olive trees cultivated by the inhabitants of the surrounding villages. The primary relief forms that prevail in this area are the karst plateau, karst depressions, the valleys of the river Krka and its tributaries and the surrounding hilly and mountainous area.

The vegetation in this area is dominated by sub-Mediterranean forests of oak and white hornbeam and underbrush. In addition, the site is located within the ecological network Natura 2000.

The archaeological park Velika Mrdakovica is situated in a well-developed tourist area, connected by various means of traffic on a national and international level. However, there is no organised transport to the site. Likewise, Velika Mrdakovica is surrounded by rich cultural and natural heritage. In the site's immediate vicinity, several family farms offer domestic agricultural products (vegetables, fruits, meat, wine, olive oil, etc.).

According to archaeological research, the area was inhabited from about the 7th century BC to the 2nd century AD. The first inhabitants were the Illyrian tribe Liburni, followed by the Romans who founded the settlement of *Arausona*. Its defensive structures can still be seen today at the site. Moreover, the remaining visible buildings are represented by 17 residential or commercial rooms in an orthogonal network, preserved streets, and a Roman cistern at the foot of the hill. Considering that archaeological research and conservation have been constantly carried out in the last few years, these buildings are well preserved.

Velika Mrdakovica is always open and available to visitors without an admission fee. The park can be reached by a wide gravel road, which can be accessed partly by car and partly on foot or by off-road vehicle, whereas access for people with disabilities is currently not possible. Given that in 2014-2016 the site was the subject of research within the project HERA - "Preparatory and archaeological works at the site of Velika Mrdakovica", certain features have been developed, such as a panoramic coin-operated telescope, information boards and signposts, and solar lighting. However, the

archaeological park Velika Mrdakovica currently has no elaborated visitor infrastructure or exhibition area.

3.2. Bribirska glavica

The archaeological site Bribirska Glavica - ancient Varvaria and old Croatian Bribir is in the village of Bribir, in the eastern part of Šibenik-Knin County. The site covers about 7 ha and is located at an elevated area, approximately 300 m above sea level. Analogous to Velika Mrdakovica, the primary relief forms that prevail in this area are the karst plateau with depressions, the valleys of the river Krka and its tributaries, and the surrounding hilly mountainous area. The vegetation in this area is dominated by sub-Mediterranean forests of oak and white hornbeam and underbrush. Near the archaeological site, the river Krka flows east, and Zrmanja flows in the northwest. In addition to these larger surface waters, there are many smaller surface and underwater watercourses. Likewise, the area is located within the ecological network Natura 2000, protecting endangered and rare species and natural habitats.

There are several smaller villages and hamlets, mostly rarely populated, near the archaeological park. However, Bribirska Glavica is, like Velika Mrdakovica, located close to tourist macro-destinations and surrounded by various natural and cultural attractions. As for traffic connections, Bribirska Glavica is close to the national highway and Adriatic tourist road, which stretches along the entire coast of Croatia. Considering that the area of Šibenik-Knin County is excellently positioned on the central part of the Croatian Adriatic coast, the whole area is well connected by traffic, both on a national and international scale.

Bribirska glavica began its rich life in the 1st millennium BC (in the Iron Age) as a Liburnian settlement called Varvaria. Soon after, the Romans occupied the area and founded their municipium of the same name there. At the beginning of the 7th century, Varvaria was inhabited by Croats, and since the 10th century, it has been mentioned as the Croatian town of Bribir. However, the most significant historical importance of this locality lies in the fact that Bribir in the 13th and 14th centuries was the seat of the powerful Šubić family.

Considering that the location has been constantly researched in recent history, the park is marked with info boards showing all important buildings/monuments, such as the megalithic prehistoric city walls, Roman nymphaeum, forum, and funerary objects, remains of medieval monasteries and churches, architectural remains of the Šubić family court and Venetian fortifications. There are also two more recent buildings on the site) that serve as storage and exhibition space for numerous excavated artefacts. There are no additional facilities and amenities in the area. Bribirska glavica is free of charge for visitors. Since there is no visitor infrastructure, movement is difficult for pedestrians, while the site is inaccessible for people with disabilities. However, access to the location from the foot of the hill is possible by a gravel winding road that is partially adapted to driving a car and mountain bike or a motorcycle.

4. CURRENT MANAGEMENT SYSTEM

4.1. Legal framework

In the Republic of Croatia, the management, protection and valorisation of archaeological parks and sites is at the national level regulated by the *Law on the Protection and Preservation of Cultural Heritage*. This law, among others, defines archaeological sites, zones, landscapes and their parts, that testify to human presence in space, and have artistic, historical and anthropological value as cultural goods., Administration bodies, local self-government bodies and local self-government bodies in the field of culture, spatial planning, environmental protection, construction, housing and communal services, tourism, finance, internal affairs and justice in accordance with the this law and other regulations are responsible for the protection and preservation of cultural good as well as for determining protection measures and supervision over their implementation

In addition to the forementioned law as a basic act, the *Ordinance on Archaeological Research* prescribes the conditions for conducting archaeological research in the Republic of Croatia. All research that is planned to be performed in a certain area of the Republic of Croatia must be approved by the local Conservation Department of the Ministry of Culture in whose administrative territory the site is located. After the approval, the cultural property is entered in the *Register of Cultural Heritage of the Republic of Croatia* - List of Protected Cultural Heritage. Within the zone covered by the decision, no construction works, or interventions are allowed in to preserve the integrity of the archaeological site. It is not allowed to install prefabricated buildings without the approval of the competent authority. No social, economic, or other activities are allowed without the prior approval of the competent authority. Without the prior approval of the competent authority within the spatial boundaries of the site, the soil may be cultivated only to a depth of 30 cm. If the remains of buildings or objects are found during the permitted works, archaeological or conservation research, the finder is obliged to inform the competent body and the competent museum, and hand over the objects to the competent museum. Exploration of cultural property and archaeological excavation is allowed only with the prior approval of the authority and provided that all finds are professionally preserved, and movable finds handed over for safekeeping to the competent museum.

One of the biggest manacles for quality management on both archaeological parks is unresolved property issues. Certain parts belong to private persons and there is currently no legal solution to adequately resolve this problem.

4.2. Management system in Velika Mrdakovica and Bribirska glavica

The further process of planning and managing of the archaeological site includes the local and regional government. Since both Velika Mrdakovica and Bribirska glavica are in the Šibenik-Knin County, they are under the administration of the county Department for spatial planning and construction, while local managing authorities at the sites are local museums. In addition, Šibenik Knin County Tourist Board is likewise included in certain aspect of the management process.

4.2.1. Velika Mrdakovica

Local managing organisation in charge of the archaeological park in Velika Mrdakovica is the Šibenik City Museum which supervises 20 localities. In addition to the local conservation department as a representative of the state, the further process of planning and management of the archaeological site includes the local government, i.e., the city of Vodice. Likewise additional involved actor is the Vodice Tourist Board.

However, a management plan with the defined governing model has still have not been elaborated. Likewise, there is also no other consolidated document related to management objectives / priorities / activities. The biggest management challenge with the non-existence of these documents is the unclear and unregulated jurisdiction of various institutions around the site. Therefore, despite the will to cooperate, different management planning processes of these institutions are oftentimes in conflict. Unclear jurisdiction and unresolved management put the site at risk of anthropogenic and natural devastations and is an obstacle for further development of the site.

Another challenge for quality management is the lack of funding and lack. However, there are opportunities to eradicate these issues through EU funding programs since the site has a great developing socio-economic potential. The existence of institutions motivated for site management and involvement of the private and civil sector are certainly seen assets for achieving well-developed management plan.

4.2.2. Bribirska glavica

As in Velika Mrdakovica, local managing authority of the Bribirska glavica is primarily the Šibenik City Museum. However, parts of visitor's infrastructure in Bribirska glavica belong to the Museum of Croatian Archaeological Monuments in Split. Other relevant actors involved in the managing processes are the city of Skradin and the Skradin Tourist Board. Mentioned institutions have great cooperation history and co-managing is not an issue.

Archaeological park in Bribirska glavica currently has no management plan nor other consolidated document related to management. Thus, similarly to Velika Mrdakovica, unclear jurisdiction of various stakeholders creates conundrum in management planning processes and can lead to higher sensitivity to anthropogenic and natural risks.

Management challenges in Bribirska glavica and possibilities to resolve them are analogous to those at the archaeological park in Velika Mrdakovica. Therefore, strengthening financial and human capacity will contribute to utilisation and management of high socio-economic potential that the site of Velika Mrdakovica has.

5. MISSION AND VISION OF THE ARCHAEOLOGICAL PARKS

The first and primary mission of the archaeological parks Velika Mrdakovica and Bribirska glavica is to continuously develop research, preservation, and presentation of the archaeological heritage. However, it is necessary to elaborate management objectives that combine mentioned activities with sustainable development and territorial integration to overcome the idea of seeing archaeological parks solely as open-air museums and strictly protected isolated areas.

Archaeological parks in Velika Mrdakovica and Bribirska glavica both envision establishing education, interpretative and visitors' centres with the mission to improve the quality of management and crystallise the authority. These centres will have authority over the sites with managing local organisations working in triple helix cooperation. Furthermore, involving relevant actors from all sectors in the managing process will strengthen the socio-economic integration of the archaeological parks in their surroundings.

Likewise, one of the mission aspects is to regulate the maintenance of the site. Therefore, built infrastructure and its contents will be upkept by the specialised workers. This will significantly contribute to reducing the risks of deterioration and help enhance the accessibility of the sites.

Another component of the mission is to structure monitoring of the sites. The centres will oversee the preservation and protection of the infrastructure, archaeological remains and the park itself. Thus, the key element for developing the quality and adequate monitoring system will be digitalisation and usage of the right ICT tools. Apart from focusing on preservation and protection, monitoring will include gathering statistical data on visitors (a visitor log). This will enable defining visitors profiles and creating long-term marketing models to better present the parks to the desired target groups.

6. STRATEGIC FRAMEWORK

Since archaeological parks Velika Mrdakovica and Bribirska glavica share the same mission and vision for the future development of the sites, their strategic framework of the management system is alike.

General strategical goals of the *Management plans for the archaeological parks Velika Mrdakovica and Bribirska glavica* are:

- continuous research, protection and preservation,
- establishing education, interpretative and visitors centre, and
- socio-economic integration.

The envisioned specific objectives for each strategic goal are described in the table below, while the activities need for reaching these objectives are presented in detail in the *Action plans*.

STRATEGIC GOAL 1 - Continuous research, protection and preservation	
OBJECTIVE	RESULT
1.1. Developing research and scientific activities	<ul style="list-style-type: none"> - increased data about the site - improved and broadened knowledge about the archaeological site
1.2. Strengthening protection, preservation, and maintenance	<ul style="list-style-type: none"> - digital knowledge database created - more engaged community in preservation and presentation activities - enhanced protection, preservation and monitoring
1.3. Staffing and capacity building	<ul style="list-style-type: none"> - increased research, protection, and preservation capacities of the park - new jobs opened
STRATEGIC GOAL 2 - Establishing education, interpretative and visitors centre	
OBJECTIVE	RESULT
2.1. Valorisation of archaeological heritage	<ul style="list-style-type: none"> - increased number of restored archaeological remains - utilised archaeological heritage

	<ul style="list-style-type: none"> - built visitors infrastructure - defined ownership
2.2. Presentation and dissemination of knowledge	<ul style="list-style-type: none"> - built educational, interpretation and visitors centre at the site - enhanced accessibility to the site - strengthened presentation of the park and tourist offer - increased number of visitors - increased sustainability and preservation of the surrounding natural landscape
2.3. Maintenance and monitoring	<ul style="list-style-type: none"> - increased security of the site and reduced natural and anthropogenic risks - preserved and protected landscape
2.4. Financing and stimulating economic activities	<ul style="list-style-type: none"> - strengthening sustainability of the park - better financial capacities - integration into local and regional economic flows
2.5. Marketing management	<ul style="list-style-type: none"> - increased marketing of the archaeological park - better marketing communication with the desired markets - increase number of visitors from the desired target groups - strengthened value chains
STRATEGIC GOAL 3 - Socio-economic integration	
OBJECTIVE	RESULT
3.1. Involving local community	<ul style="list-style-type: none"> - raised awareness among local community on the value of protection and preservation of archaeological heritage - bond between local community and the site - strengthened cultural identity of the people and social dimension of the archaeological park

3.2. Integration into tourism flows	<ul style="list-style-type: none"> - better integration of the park into local economic flows - increased visibility of the archaeological park - increase number of visitors from the desired target groups - enhanced tourist offer
3.3. Creating a bond through ICT tools	<ul style="list-style-type: none"> - better governance over the park - increased virtual accessibility of the park's content towards all social groups - better dissemination of knowledge - increased visibility - new and innovative ways of presenting archaeological parks

Moreover, three main thematic areas of the TRANSFER project, that is: the development of coordinated and integrated policies, identification of sustainable economic activities and identification and implementation of ICT tools, are seen in the *Management plans* as the horizontal activities envisioned to be implemented both short-term and long term through vertical activities defined for specific strategic goal. Elaborated strategic goals and accompanying objectives and activities are described in the *Action plans* in this document.

The implementation of the Management Plan is challenging. However, it can be achieved through joint activities to simplify control and monitoring while working on education and capacity building. Unfortunately, due to the COVID-19 pandemic, operability has been significantly reduced. It is therefore essential to build a managerial model that ensures economic, environmental, and social resilience.

The *Management plans for archaeological parks Velika Mrdakovica and Bribirska glavica* will be adopted for a period of one year, and based on the assessment of the success of solving current problems, priorities and goals will be redefined.

7. ACTION PLANS

Archaeological parks in Velika Mrdakovica and Bribirska glavica have a joint mission and vision for future management, and therefore, their strategic frameworks are analogous. However, they differ in actors responsible for managing and implementing actions, and thus, their action plans are defined separately in this document.

The *Management plans* are superior to other strategic development documents for the archaeological park and provides guidelines and a framework for their improvement. Therefore, the broad management structure ensures the coherence of activities with other tools and mechanisms, while the action plan in this context ensures the flexibility of the implementation of the envisaged documents. The action plan links the planned objectives and activities with the management capacities of the relevant institutions and stakeholders. For each activity, the bodies that will be responsible for implementation are defined. Within the technical concertation process with the local and regional stakeholders, the prioritisation of goals (1-3) was developed.

To achieve the foreseen goals and set a sustainable governance model of the archaeological parks, the *Action plans* for Velika Mrdakovica and Bribirska glavica envision the activities, their implementors and expected results presented in the following pages.

7.1. Action plan for the archaeological park Velika Mrdakovica

STRATEGIC GOAL 1 - Continuous research, protection, and preservation				
OBJECTIVE	ACTIVITIES	RESPONSIBLE PARTY	TIME PLAN	INDICATORS
1.1. Developing research and scientific activities	1.1.1. Enhancing resources 1.1.2. Developing research implementation policies 1.1.3. Conducting archaeological research 1.1.4. Involving educational institutions in research activities 1.1.5. Using developed ICT tools in research	<ul style="list-style-type: none"> • Šibenik City Museum 	Short-term and long-term	<ul style="list-style-type: none"> - increased data about the site - improved and broadened knowledge about the archaeological site
1.2. Strengthening protection, preservation, and maintenance	1.2.1. Raising awareness on the need for protection of the local cultural and natural heritage among local community through educational workshops and forums 1.2.2. Digitalisation of research and inventory documentation and creation of digital database	<ul style="list-style-type: none"> • Šibenik City Museum • The Polytechnic of Šibenik • Public Open University Vodice 	Short-term and long-term	<ul style="list-style-type: none"> - digital knowledge database created - more engaged community in preservation and presentation activities - enhanced protection, preservation and monitoring

	<p>1.2.3. Use of ICT tools in protection, preservation, and maintenance of the park</p> <p>1.2.4. Developing preservation implementation policies</p> <p>1.2.5. Favouring sustainable forms of tourism-related activities</p>	<ul style="list-style-type: none"> • future educational, interpretative and visitor's centre • Conservation department Šibenik 		
1.3. Staffing and capacity building	<p>1.3.1. Strengthening human, financial and logistics capacities to enhance research, protection, and preservation at the park</p> <p>1.3.2. Encouraging job creation</p>	<ul style="list-style-type: none"> • The City of Vodice • The City of Šibenik • Public institution development agency of Šibenik - Knin County 	Long-term	<p>- increased research, protection, and preservation capacities of the park</p> <p>- new jobs opened</p>
STRATEGIC GOAL 2 - Establishing education, interpretative and visitors centre				
OBJECTIVE	ACTIVITIES	RESPONSIBLE PARTY	TIME PLAN	INDICATORS
2.1. Valorisation of archaeological heritage	2.1.1. Restoration of archaeological remains	<ul style="list-style-type: none"> • Šibenik-Knin County 	Long-term	- increased number of restored

	<p>2.1.2. Building visitors infrastructure</p> <p>2.1.3. Resolving property issues</p>	<ul style="list-style-type: none"> • The City of Vodice • Conservation department Šibenik 		<p>archaeological remains</p> <ul style="list-style-type: none"> - utilised archaeological heritage - built visitors infrastructure - defined ownership
<p>2.2. Presentation and dissemination of knowledge</p>	<p>2.2.1. Building infrastructure for interpretation and education in line with green infrastructure postulates</p> <p>2.2.2. Ensuring accessibility of the park and usability of the services</p> <p>2.2.3. Conducting educational activities at the site</p> <p>2.2.4. Organising cultural events linking the site to other forms of local cultural heritage</p>	<ul style="list-style-type: none"> • Šibenik-Knin County • The City of Vodice • Šibenik City Museum • Public Open University Vodice • transferred to centre's authority upon establishing 	<p>Long-term</p>	<ul style="list-style-type: none"> - built educational, interpretation and visitors centre at the site - enhanced accessibility to the site - strengthened presentation of the park and tourist offer - increased number of visitors - increased sustainability and preservation of the surrounding natural landscape

		<ul style="list-style-type: none"> • relevant NGOs 		
2.3. Maintenance and monitoring	<p>2.3.1. Assuring regular maintenance of the park's infrastructure and surrounding landscape</p> <p>2.3.2. Using developed ICT tools for monitoring the park</p>	<ul style="list-style-type: none"> • Šibenik City Museum • transferred to centre's authority upon establishing 	Short-term and long-term	<ul style="list-style-type: none"> - increased security of the site and reduced natural and anthropogenic risks - preserved and protected landscape
2.4. Financing and stimulating economic activities	<p>2.4.1. Creating financial plan</p> <p>2.4.2. Creating budget policies</p> <p>2.4.3. Regulating ticket prices</p> <p>2.4.4. Ensuring the financing of park's activities through the profitability of the economic and productive activities linked to the park</p> <p>2.4.5. Ensuring external financing</p> <p>2.4.6. Organising cultural manifestations that connect the park and local SMEs</p>	<ul style="list-style-type: none"> • Šibenik-Knin County • The City of Vodice • Šibenik City Museum • transferred to centre's authority upon establishing 	Long-term	<ul style="list-style-type: none"> - strengthening sustainability of the park - better financial capacities - integration into local and regional economic flows

2.5. Marketing management	2.5.1. Building human capacity in marketing 2.5.2. Creating marketing plan for the archaeological park 2.5.3. Creating communication and promotion strategy 2.5.4. Creating promotional activities and material 2.5.5. Strengthening cooperation with relevant stakeholders	<ul style="list-style-type: none"> • Šibenik City Museum • transferred to centre's authority upon establishing 	Long-term	<ul style="list-style-type: none"> - increased marketing of the archaeological park - better marketing communication with the desired markets - increase number of visitors from the desired target groups - strengthened value chains
STRATEGIC GOAL 3 - Socio-economic integration				
OBJECTIVE	ACTIVITIES	RESPONSIBLE PARTY	TIME PLAN	INDICATORS
3.1. Involving local community	3.1.1. Public presentation of scientific results 3.1.2. Promotional activities to raise public awareness on the value of archaeological heritage 3.1.3. Organising educational workshops on importance of protection and preservation of archaeological heritage 3.1.4. Combining visiting activities with conservation actions	<ul style="list-style-type: none"> • Šibenik City Museum • The Polytechnic of Šibenik • Public Open University Vodice • The City of Vodice 	Short-term	<ul style="list-style-type: none"> - raised awareness among local community on the value of protection and preservation of archaeological heritage - bond between local community and the site - strengthened cultural identity of the people and

		<ul style="list-style-type: none"> • Conservation department Šibenik • relevant NGOs 		social dimension of the archaeological park
3.2. Integration into tourism flows	<p>3.2.1. Strengthening cooperation with local and regional tourist boards, SMEs, and NGOs in tourism</p> <p>3.2.2. Organising cultural, thematic trails</p> <p>3.2.3. Including the archaeological park on the elaborated tourist packages</p> <p>3.2.4. Creating a tourist guide program</p>	<ul style="list-style-type: none"> • Šibenik City Museum • Vodice Tourist Board • Šibenik tourist Board • Public institution development agency of Šibenik - Knin County 	Short-term	<ul style="list-style-type: none"> - better integration of the park into local economic flows - increased visibility of the archaeological park - increase number of visitors from the desired target groups - enhanced tourist offer
3.3. Creating a bond through ICT tools	<p>3.3.1. Developing a platform for multi-level and multi-stakeholder participatory governance</p> <p>3.3.2. Expanding access and interpretation of the site</p>	<ul style="list-style-type: none"> • The City of Vodice • Šibenik City Museum 	Short-term	<ul style="list-style-type: none"> - better governance over the park - increased virtual accessibility of the park's content

	<p>(especially to elderly and disabled persons)</p> <p>3.3.3. Raising awareness through social media</p> <p>3.3.4. Using ICT tools in creative industries for innovative presentation of archaeological heritage</p>	<ul style="list-style-type: none"> • Vodice Tourist Board • The Polytechnic of Šibenik • relevant SMEs 	<p>towards all social groups</p> <ul style="list-style-type: none"> - better dissemination of knowledge - increased visibility - new and innovative ways of presenting archaeological parks
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7.2. Action plan for the archaeological park Bribirska glavica

STRATEGIC GOAL 1 - Continuous research, protection, and preservation				
OBJECTIVE	ACTIVITIES	RESPONSIBLE PARTY	TIME PLAN	INDICATORS
1.1. Developing research and scientific activities	1.1.1. Enhancing resources 1.1.2. Developing research implementation policies 1.1.3. Conducting archaeological research 1.1.4. Involving educational institutions in research activities 1.1.5. Using developed ICT tools in research	<ul style="list-style-type: none"> • Šibenik City Museum • Museum of Croatian Archaeological Monuments 	Short-term and long-term	<ul style="list-style-type: none"> - increased data about the site - improved and broadened knowledge about the archaeological site
1.2. Strengthening protection, preservation, and maintenance	1.2.1. Raising awareness on the need for protection of the local cultural and natural heritage among local community through educational workshops and forums 1.2.2. Digitalisation of research and inventory documentation and creation of digital database	<ul style="list-style-type: none"> • Šibenik City Museum • Museum of Croatian Archaeological Monuments • future educational, interpretative 	Short-term and long-term	<ul style="list-style-type: none"> - digital knowledge database created - more engaged community in preservation and presentation activities - enhanced protection,

	<p>1.2.3. Use of ICT tools in protection, preservation, and maintenance of the park</p> <p>1.2.4. Developing preservation implementation policies</p> <p>1.2.5. Favouring sustainable forms of tourism-related activities</p>	<p>and visitor's centre</p> <ul style="list-style-type: none"> • Conservation department Šibenik 		<p>preservation and monitoring</p>
<p>1.3. Staffing and capacity building</p>	<p>1.3.1. Strengthening human, financial and logistics capacities to enhance research, protection, and preservation at the park</p> <p>1.3.2. Encouraging job creation</p>	<ul style="list-style-type: none"> • The City of Skradin • The City of Šibenik • Public institution development agency of Šibenik - Knin County 	<p>Long-term</p>	<ul style="list-style-type: none"> - increased research, protection, and preservation capacities of the park - new jobs opened
<p>STRATEGIC GOAL 2 - Establishing education, interpretative and visitors centre</p>				
OBJECTIVE	ACTIVITIES	RESPONSIBLE PARTY	TIME PLAN	INDICATORS
<p>2.1. Valorisation of archaeological heritage</p>	<p>2.1.1. Restoration of archaeological remains</p> <p>2.1.2. Building visitors infrastructure</p>	<ul style="list-style-type: none"> • Šibenik-Knin County • The City of Skradin 	<p>Long-term</p>	<ul style="list-style-type: none"> - increased number of restored archaeological remains

	2.1.3. Resolving property issues	<ul style="list-style-type: none"> • Conservation department Šibenik 		<ul style="list-style-type: none"> - utilised archaeological heritage - built visitors infrastructure - defined ownership
2.2. Presentation and dissemination of knowledge	<p>2.2.1. Building infrastructure for interpretation and education in line with green infrastructure postulates</p> <p>2.2.2. Ensuring accessibility of the park and usability of the services</p> <p>2.2.3. Conducting educational activities at the site</p> <p>2.2.4. Organising cultural events linking the site to other forms of local cultural heritage</p>	<ul style="list-style-type: none"> • Šibenik-Knin County • The City of Skradin • Šibenik City Museum • Museum of Croatian Archaeological Monuments • transferred to centre's authority upon establishing • relevant NGOs 	Long-term	<ul style="list-style-type: none"> - built educational, interpretation and visitors centre at the site - enhanced accessibility to the site - strengthened presentation of the park and tourist offer - increased number of visitors - increased sustainability and preservation of the surrounding natural landscape

<p>2.3. Maintenance and monitoring</p>	<p>2.3.1. Assuring regular maintenance of the park's infrastructure and surrounding landscape</p> <p>2.3.2. Using developed ICT tools for monitoring the park</p>	<ul style="list-style-type: none"> • Šibenik City Museum • Museum of Croatian Archaeological Monuments • transferred to centre's authority upon establishing 	<p>Short-term and long-term</p>	<ul style="list-style-type: none"> - increased security of the site and reduced natural and anthropogenic risks - preserved and protected landscape
<p>2.4. Financing and stimulating economic activities</p>	<p>2.4.1. Creating financial plan</p> <p>2.4.2. Creating budget policies</p> <p>2.4.3. Regulating ticket prices</p> <p>2.4.4. Ensuring the financing of park's activities through the profitability of the economic and productive activities linked to the park</p> <p>2.4.5. Ensuring external financing</p> <p>2.4.6. Organising cultural manifestations that connect the park and local SMEs</p>	<ul style="list-style-type: none"> • Šibenik-Knin County • The City of Skradin • Šibenik City Museum • Museum of Croatian Archaeological Monuments • transferred to centre's authority 	<p>Long-term</p>	<ul style="list-style-type: none"> - strengthening sustainability of the park - better financial capacities - integration into local and regional economic flows

		upon establishing		
2.5. Marketing management	<p>2.5.1. Building human capacity in marketing</p> <p>2.5.2. Creating marketing plan for the archaeological park</p> <p>2.5.3. Creating communication and promotion strategy</p> <p>2.5.4. Creating promotional activities and material</p> <p>2.5.5. Strengthening cooperation with relevant stakeholders</p>	<ul style="list-style-type: none"> • Šibenik City Museum • Museum of Croatian Archaeological Monuments • transferred to centre's authority upon establishing 	Long-term	<ul style="list-style-type: none"> - increased marketing of the archaeological park - better marketing communication with the desired markets - increase number of visitors from the desired target groups - strengthened value chains
STRATEGIC GOAL 3 - Socio-economic integration				
OBJECTIVE	ACTIVITIES	RESPONSIBLE PARTY	TIME PLAN	INDICATORS
3.1. Involving local community	<p>3.1.1. Public presentation of scientific results</p> <p>3.1.2. Promotional activities to raise public awareness on the value of archaeological heritage</p> <p>3.1.3. Organising educational workshops on importance of protection and preservation of archaeological heritage</p>	<ul style="list-style-type: none"> • Šibenik City Museum • Museum of Croatian Archaeological Monuments 	Short-term	<ul style="list-style-type: none"> - raised awareness among local community on the value of protection and preservation of archaeological heritage - bond between local community and the site

	<p>3.1.4. Combining visiting activities with conservation actions</p>	<ul style="list-style-type: none"> • The Polytechnic of Šibenik • The City of Skradin • Conservation department Šibenik • relevant NGOs 		<ul style="list-style-type: none"> - strengthened cultural identity of the people and social dimension of the archaeological park
<p>3.2. Integration into tourism flows</p>	<p>3.2.1. Strengthening cooperation with local and regional tourist boards, SMEs, and NGOs in tourism</p> <p>3.2.2. Organising cultural, thematic trails</p> <p>3.2.3. Including the archaeological park on the elaborated tourist packages</p> <p>3.2.4. Creating a tourist guide program</p>	<ul style="list-style-type: none"> • Šibenik City Museum • Museum of Croatian Archaeological Monuments • Skradin Tourist Board • Šibenik tourist Board • Public institution development agency of 	<p>Short-term</p>	<ul style="list-style-type: none"> - better integration of the park into local economic flows - increased visibility of the archaeological park - increase number of visitors from the desired target groups - enhanced tourist offer

		Šibenik - Knin County		
3.3. Creating a bond through ICT tools	<p>3.3.1. Developing a platform for multi-level and multi-stakeholder participatory governance</p> <p>3.3.2. Expanding access and interpretation of the site (especially to elderly and disabled persons)</p> <p>3.3.3. Raising awareness through social media</p> <p>3.3.4. Using ICT tools in creative industries for innovative presentation of archaeological heritage</p>	<ul style="list-style-type: none"> • The City of Skradin • Šibenik City Museum • Museum of Croatian Archaeological Monuments • Skradin Tourist Board • The Polytechnic of Šibenik • relevant SMEs 	Short-term	<ul style="list-style-type: none"> - better governance over the park - increased virtual accessibility of the park's content towards all social groups - better dissemination of knowledge - increased visibility - new and innovative ways of presenting archaeological parks

8. MONITORING AND REPORTING STRATEGY

Monitoring the implementation and results of the management plan is a process of collecting, analysing, and comparing indicators that systematically monitor the success of the implementation of documents. An effective monitor and impact assessment of the *Management plans* requires the identification of the interventions or classes of interventions necessary to fulfil the defined strategy and the expected results that are the outcomes of the actions to be implemented. Furthermore, defined indicators allow communication about the strategy's progress in a way that is both understandable and immediate towards stakeholders and citizens. Therefore, ensuring the transparency of the entire implementation process.

The monitoring and reporting strategy of the *Management plans* is focused on defined activities within the *Action Plan*. It includes evaluating result indicators for implementing the management plan and services for regular and systematic checking of progress with the planned dynamics. Therefore, an effective system of collecting statistical data and defining result indicators is essential and must guarantee solidity and statistical validation, clarity of interpretation and sensitivity to policies. Moreover, each result indicator should be associated with the objectives evaluated through SMART methodology - i.e., objectives must be specific, measurable, achievable, relevant and time-bound.

It is proposed that the monitoring process should be based on semi-annual reporting to implement the *Management plans* through the Program Evaluation Review Technique (PERT). This evaluation monitoring tool is divided into the following steps:

- identification of specific activities and milestones
- determining the proper sequence of activities
- network diagram construction
- an estimate of the time required for each activity
- determining the critical path

As the management plan unfolds, the estimated times can be replaced with actual times, whereas in cases there are delays, additional resources may be needed to stay on schedule, and the PERT chart may be modified to reflect the new situation.

8.1. Template for implementation monitoring framework

STRATEGIC GOAL 1 - Continuous research, protection, and preservation								
Objective 1.1. Developing research and scientific activities	Implementation indicators					Implementation time		
	Indicator	Scale	Initial value	Target value	Source of monitoring	1 st term	2 nd term	...
Activity 1.1.1 Enhancing resources								
Activity 1.1.2.								
etc.								
...								
Objective 2.1. Strengthening protection, preservation, and maintenance	Implementation indicators					Implementation time		
	Indicator	Scale	Initial value	Target value	Source of monitoring	1 st term	2 nd term	...
Activity 2.1.1.								
etc.								
STRATEGIC GOAL 2 - Establishing education, interpretative and visitors centre								
etc.								