



Management plan

Archaeological site of Dodona



inTegRated mAnagement modelS For archaEological paRks

page intentionally left blank



Members of the Working Group:

- **Varvara N. Papadopoulou**, Dr. archaeologist, Head of the Ephorate of Antiquities of Arta, Deputy Head of the Ephorate of Antiquities of Ioannina
- **Paraskevi Giouni**, Dr. archaeologist, Head of the Department of Prehistoric and Classical Antiquities and Museums of the Ephorate of Antiquities of Ioannina
- **Ioulia K. Katsadima**, Dr. archaeologist, Ephorate of Antiquities of Ioannina
- **Eleni D. Vasiliou**, Dr. archaeologist, Ephorate of Antiquities of Ioannina
- **Tatiana Steriadi**, archaeologist (MA), Ephorate of Antiquities of Ioannina
- **Maria Haritopoulou**, accountant, project administrative support, Ephorate of Antiquities of Ioannina
- External Partner: **Theodoros Alexiou**, Business and Projects Consultant

page intentionally left blank

Contents

CONCEPT OF CULTURAL HERITAGE MANAGEMENT	7
DISCOVERY AND ARCHAEOLOGICAL WORKS.....	8
DETAILED DESCRIPTION OF THE ARCHAEOLOGICAL SITE	10
The site.....	10
Historical Overview	12
The monuments / buildings.....	16
Stadium (ΣΤ).....	17
Theatre	18
Bouleuterion (E2).....	19
Prytaneion (O).....	20
Temple of Aphrodite (Λ).....	21
Temple of Themis (Ζ)	21
Hiera Oikia (Sacred House) (E1).....	22
Old (Γ) and New (Θ) Temple of Dione.....	23
Temple of Heracles (Α).....	23
Christian Basilica (Β).....	24
Acropolis.....	24
CURRENT SITUATION	25
Outstanding Universal Value (OUV)	25
Other Values.....	27
Projects and Activities.....	29
A. Protection – Restoration – Preservation.....	29
B. Promotion	30
C. Educational Programmes.....	32
D. Athletic Events	35
E. Theatrical and Music Events	36
F. General Events – Actions	38
G. Conferences-Workshops	38
H. Digital applications - Websites.....	39
I. Museum kit	41
J. Exhibitions.....	41
K. Participations.....	42
L. Publications	43
M. Lectures	43
Business names inspired by the archaeological site	44

Virtual Reality Museum	47
MANAGEMENT PLAN	48
SWOT analysis	49
The legal framework	51
Vision Statement	53
Mission Statement.....	53
General objectives.....	54
For the preservation and promotion of the site	54
For the integration of the site into the local life.....	55
For the exploitation of the site in favour of the local entrepreneurship.....	56
Specific priorities	57
The economic context	58
Involved stakeholders	62
Local Population	63
Public Authorities.....	63
Educational Institutes.....	64
Private Business	64
NGOs	65
Visitors	65
Cooperation modalities with:.....	66
Local Population	66
Public Authorities.....	67
Educational Institutes.....	68
Private Business	69
NGOs	70
Visitors	71
Needs to be covered and actions to be implemented,	72
Assessment of the economic impact of management activities.....	73
Current position	73
Revenues from sales	73
Risk management.....	75
Guarding the site	76
Dealing with natural disasters	76
Medical incident management	77
Theft and damage.....	77
Marketing strategy	78
Evaluation	80

APPENDIX 1.....	83
APPENDIX 2.....	119
BIBLIOGRAPHY.....	122

CONCEPT OF CULTURAL HERITAGE MANAGEMENT

"Cultural heritage management" commonly refers to tangible and intangible cultural heritage. The term "management of tangible cultural heritage" focuses on immovable cultural heritage, i.e. archaeological sites and monuments. The movable cultural heritage, i.e. the museum exhibits and the collections, has prevailed as the museology branch's object.

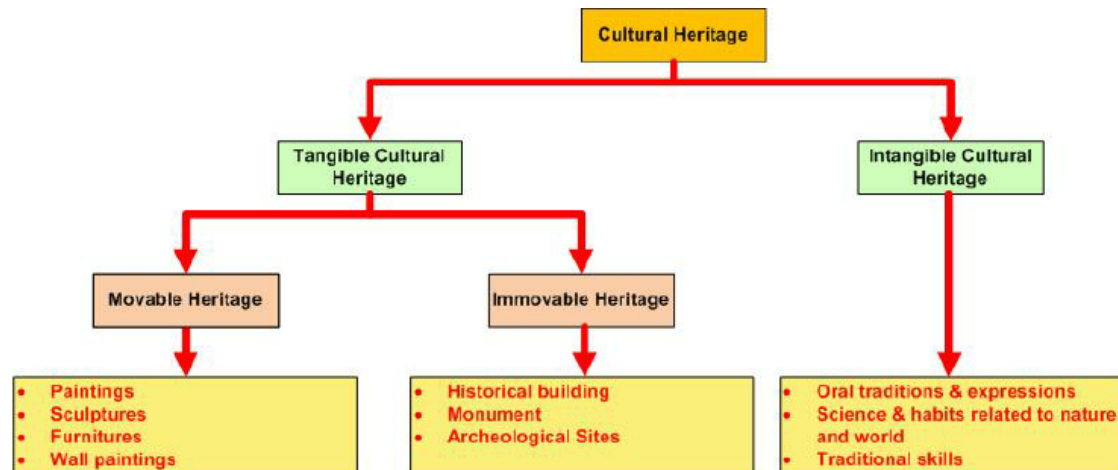


Figure 1: UNESCO Cultural Heritage Classification. (Theodoros Alexiou)

The management plan of an archaeological site includes its protection, preservation, interpretation, promotion, and utilization. It is the systematic, comprehensive and integrated treatment and protection of cultural heritage. Protection from damage, deterioration and theft, maintenance and restoration, promotion of real estate and facilitating public access, and dynamic integration of cultural goods in modern life to contribute to cultural and social development, are part of the management plan of the archaeological site. The preservation of cultural heritage is analyzed in a series of specialized procedures, scientific, technical, administrative and legal, which include finding or archaeological remains, excavating, systematic recording and archiving, scientific study and interpretation, and safeguarding against destruction. Management presupposes the cooperation of many specialities, including scientific fields such as archaeology, architecture, history and art history, and specialities such as economics and tourism.

Cultural heritage management is a new scientific and professional field which follows well-established principles universally applied. The management of an archaeological site is the responsibility of an interdisciplinary group of people, not a single specialist's individual case. It aims to preserve and strengthen the community's connection with the cultural heritage with society's active and conscious participation, emphasizing the local culture. The

management team is engaged in an on-going dialogue with the local community; in most cases, a local community representative participates in the group. The strategy, the methodology and the management tools used each time are different. Management experts should be in constant and continuous cooperation with archaeologists due to their a priori engagement in the investigation, protection and preservation of the archaeological site.

DISCOVERY AND ARCHAEOLOGICAL WORKS

*“Oh! where, Dodona! is thine aged grove,
Prophetic fount, and oracle divine?
What valley echo' d the response of Jove?
What trace remains of the Thunderer's shrine?
All, all forgotten -- and shall man repent
That his frail bonds to fleeting life are broken?
Cease, fool! The fate of gods may well be thine:
Would you survive the marble or the oak?
When nations, tongues, and worlds must sink beneath the stroke!”*
(Byron, Child Harold's Pilgrimage 2.53)

The search for the ancient sanctuary of Dodona was one of the major concerns of the foreign scholars and travelers that visited Epirus during the 19th century. W. M. Leake (1877-1860) and the French ambassador F. C. L. Pouqueville (1770-1838) unsuccessfully tried to locate Dodona on various fortified sites in the Epirotic mainland. Lord Byron, who traveled to Epirus along with J. C. Hobhouse in 1809, was one of these scholars. Furthermore, Epirote scholars, like G. Aravantinos and I. Lambrides, have also tried to locate Dodona. However, two Englishmen, namely T. L. Donaldson (1795-1885), who visited Dodona in 1832 and later C. Wordsworth (1807-1885), had accurately identified the ruins at the site called by the locals Tsarkovista, with the ancient oracle. The identification was confirmed by the excavations conducted in the area in 1878 by the local politician Constantine Carapanos, who was granted a provisional permit from the local Turkish authorities, sanctioned later by the Sublime Porte.

The excavations of Carapanos brought to light a considerable number of findings, namely votive offerings, inscribed lead tablets and decrees of the Epirote League, which confirmed beyond doubt the identification of the site with the oracle of Dodona.

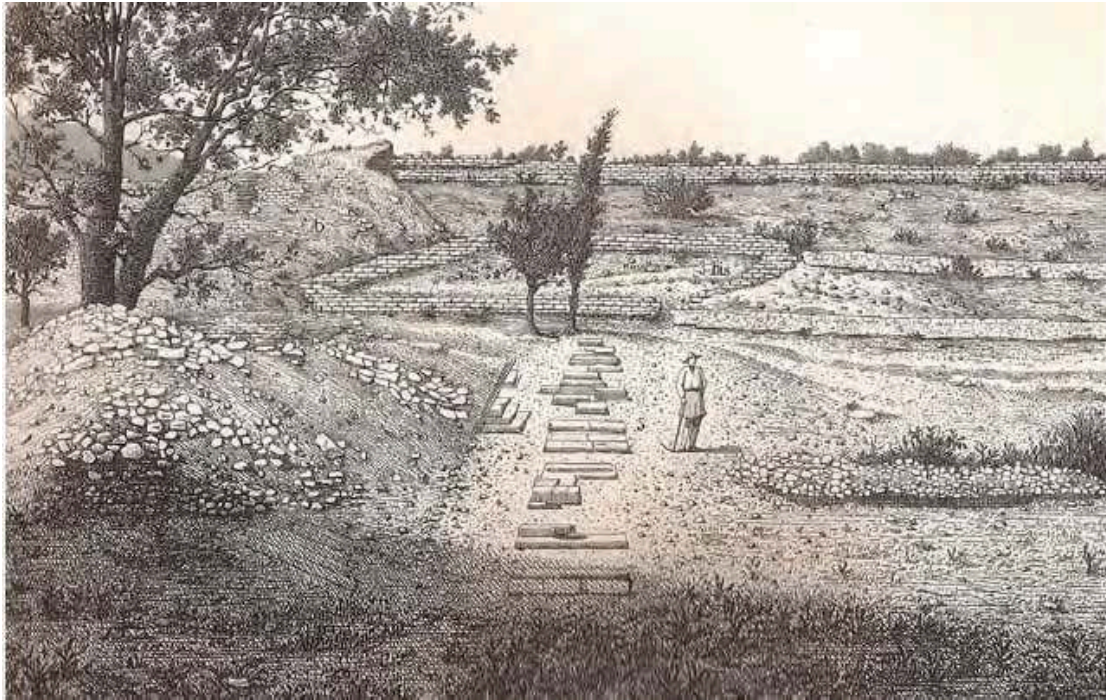


Figure 2: Drawing of ancient Dodona during the excavations of C. Carapanos in the years 1875-1876. (C. Carapanos 1878, *Dodona et ses ruines*, PL. IV)

A few years later, following the liberation of Epirus from the Turkish yoke (1913), the Greek Archaeological Society continued the excavations with professor G. Soteriades. That effort, however, was interrupted a few days later by the Greek expedition in Asia Minor in 1921-1922. The Epirote Curator of Antiquities and then, Professor in the School of Philosophy in Thessaloniki, D. Evangelides, conducted the excavations from 1929-1933. Following a prolonged interruption due to the Second World War, he continued excavating the site, this time with S. Dakaris as his assistant. After Evangelides' death, Dakaris restored the Theatre and continued excavating the Bouleuterion and other buildings on the site.

After S. Dakaris' death, the excavations were carried out by the Department of History and Archaeology of the School of Philosophy at the University of Ioannina under the auspices of the Greek Archaeological Society. In the last two decades, many excavations and restoration works were carried out under the supervision of the Dodona Scientific Committee and the 12th Ephorate of the Prehistoric and Classic Antiquities. These works continued until today under the supervision of the Ephorate of Antiquities of Ioannina. Since 2001, over 10 million euros have been provided mainly from the European Fund for the preservation, restoration, and promotion of the ancient Theatre of Dodona and the monuments of the archaeological site.

DETAILED DESCRIPTION OF THE ARCHAEOLOGICAL SITE

The site



Figure 3: View of the Theatre © Ephorate of Antiquities of Ioannina

Dodona is situated on a semi-mountainous col at an elevation of about 620-650m. in the heart of the hinterland of Epirus. The Dodonaean valley stretches for at least 6 km between the villages Meliggoi and Dramesioi on a

southeast-northwestern axis. Along this axis, it connects the mountainous ranges of Tomaros/Olytsika (1.974m.) to the southwest, Agios Nicolaos (1.076m.) to the east, Megali Tsouka (1.173m.) to the north and Kourenta (1.172m.) to the northwest. Natural openings and river passes disrupt the rugged geomorphological relief and allow bilateral movements to and from Epirus' hinterland areas and the coasts. To the northeast, a passage leads to the Ioannina basin, across the modern Egnatia Highway that connects Igoumenitsa to Alexandroupoli. To the south lie the springs of the Louros River, which flows into the Ambracian Gulf. To the northwest, the tributaries of Tyrias and Smolitsas join the Kalamas river, which empties into the Ionian Sea. Secondary connections with the Acheron watershed valley to the southwest and with the area of Thesprotiko to the south facilitate communication with the coastal areas of Epirus in the Ionian Sea and the Ambracian Gulf, respectively.

Regarding geology, the Dodonaean valley is characterized by recent alluvial deposits of the Quaternary period and lateral debris (accumulation of clastic material derived from the physical-chemical disaggregation of sediments) that compose the higher parts of the mountain slopes along the eastern edges of mountain Tomaros. Basins of undivided flysch separate the surrounding mountainous ranges. The geology of the mountainous ranges consists of Eocene limestone formations of the Ionian zone, micro-breccia limestones with rudist fragments (group of extinct marine bivalve shells in the shape of box, tube or ring), but also sub-lithographic thin-layered limestones with cherty beds (Vigla lime). Historically, the latter kind of limestone was used as the primary building material for constructing the Dodona monuments. Tomaros dominates the broader region as the most characteristic landmark since it can be seen from many kilometres away.

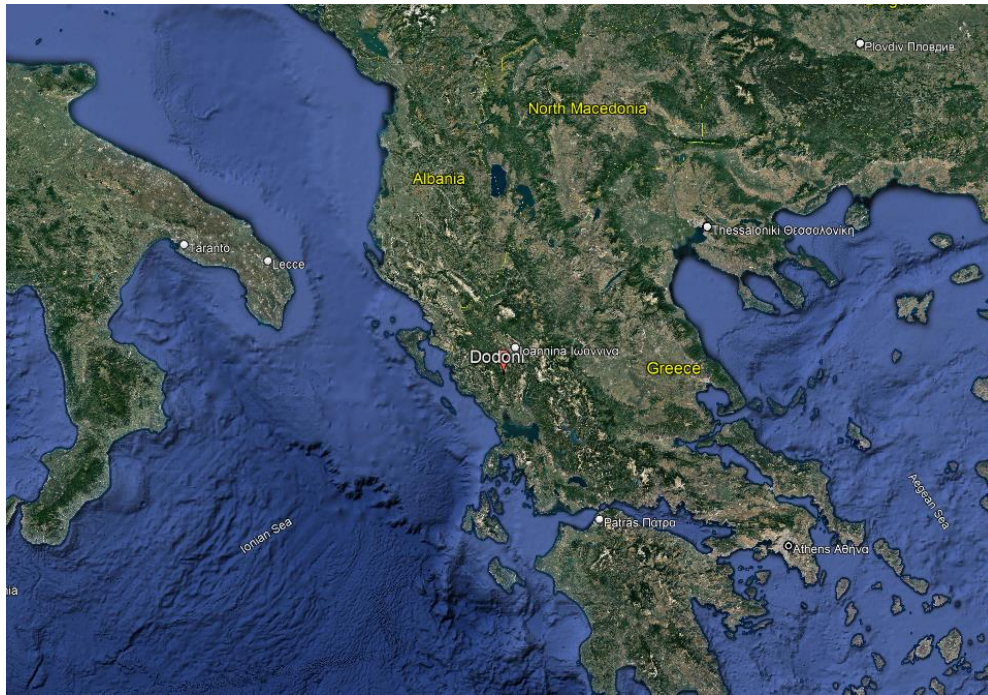


Figure 4: The location of Dodona on the map of Greece. (Google maps)

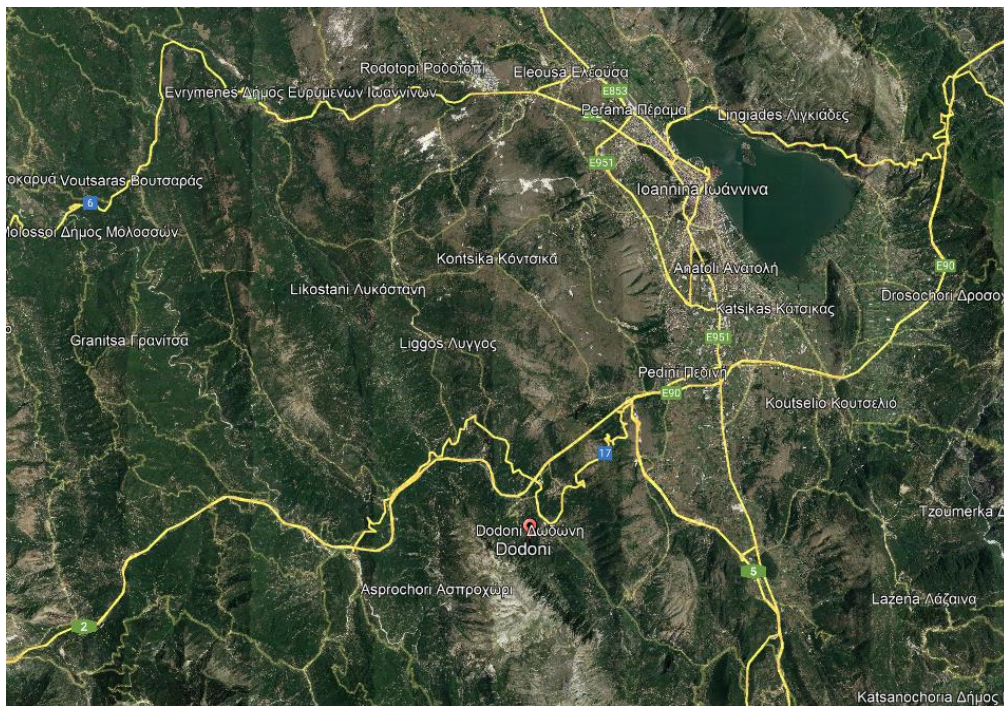


Figure 5: Dodona and the wider area. (Google maps)

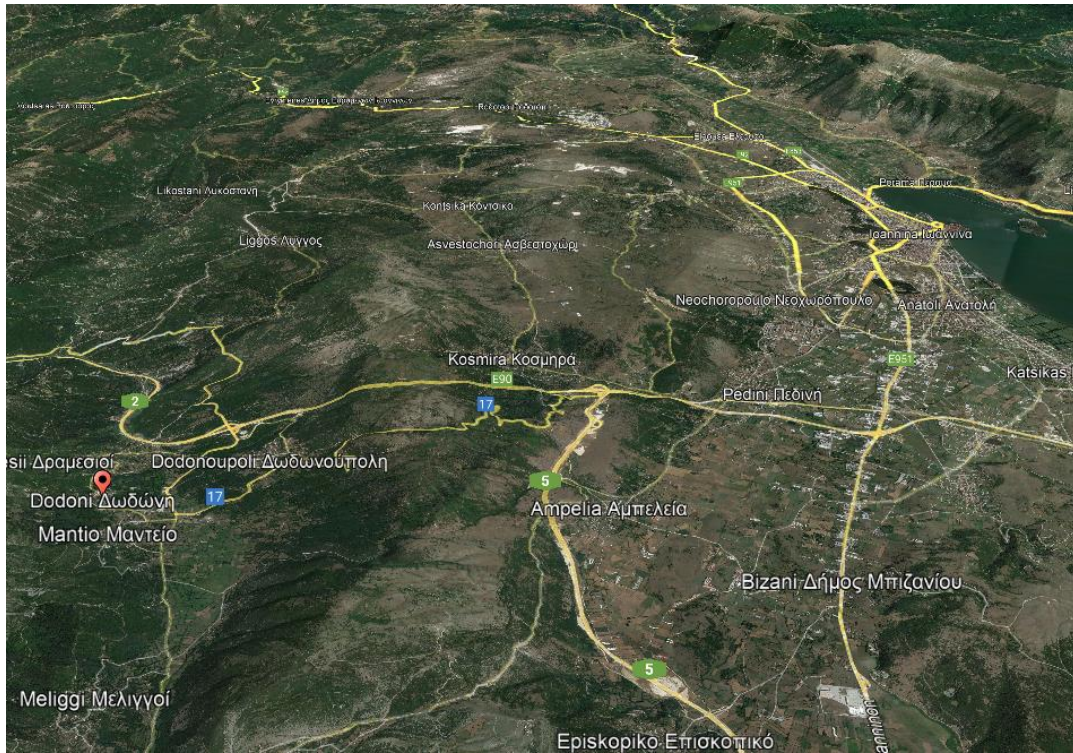


Figure 6: The geophysical relief of the area. (Google maps)

Historical Overview

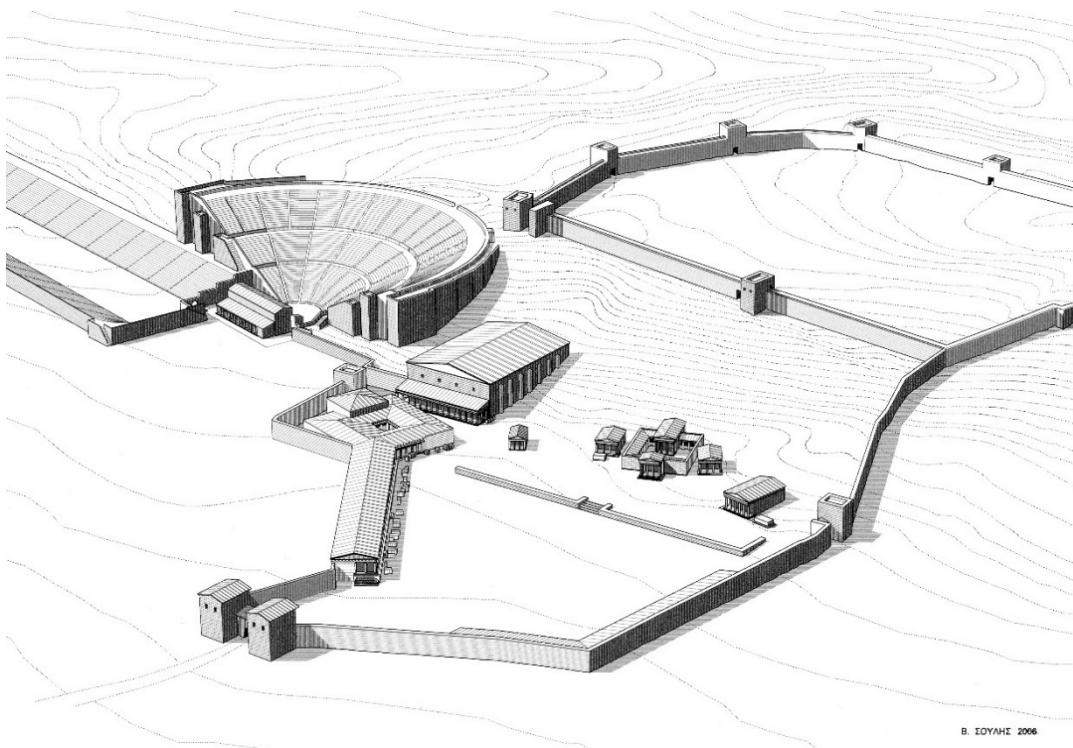


Figure 7: Representation of Dodona on the 3rd century B.C. after V. Soulis.

Dodona lies in the northwestern part of Greece, 22 Km south of Ioannina. It is situated amid a lovely, peaceful green valley, overlooked by the twin peaks of Mt. Tomaros. It is acclaimed by ancient writers as the oldest oracle in ancient Greece, as researchers place its origins as far back as the Bronze Age, between 2600 and 1900 B.C. The ruins include an imposing Theatre, the sanctuary and an acropolis, occupying an area of 164.659,43 sq. m.

The first mentions of Dodona occur in Homer's epics of the 8th century B.C. Herodotus (5th century B.C.) refers to the foundation myth of the sanctuary: “*two black doves flew from Thebes of Egypt, one to Libya and the other to Dodona. The second perched on a beech tree and uttered human speech admonishing the people of the place to set up an oracle of Zeus*” (Herodotus, *Histories* 2.54-57).

Based on the literary evidence and the data derived from archaeological and linguistic research, two different cult levels have been traced in the oracle. The earliest one is represented by the oldest chthonian cult connected with a female deity, while the other one is connected to Zeus.

According to local tradition, Zeus Naios was worshipped with Dione, his wife. He was called Naios from the ancient Greek verb «*ναίω*» which means “ *dwell* ”. The divine couple had their abode in the sacred oak tree (Phegos), and from the rustling of its leaves or the flight of the doves that nested in its branches, the soothsayers of Zeus, the prophets (Selloi) interpreted the will of the god to mortals. According to Homer (*Iliad*, Π, 233 etc.), the prophets were not washing their feet and were sleeping on the ground in order to be in contact with the earth and draw their oracular powers from it.

According to some ancient writers, the prophets interpreted the will of the god from the sound made by the «*δωδωναῖον χαλκεῖον*» (the Gong of Dodona). This information, partially confirmed by archaeological evidence, refers to bronze cauldrons, upon tripods, that in all probability, surrounded the oracular oak tree. As all of the cauldrons were placed one next to another, whenever one of them was struck, the sound would reverberate through all the rest. Later, the cult of Aphrodite was also introduced, as well as that of Themis. Dione and Themis were worshipped as “*Naian gods*” - that is, gods who shared the same house (synoikoi) and temple (synnaioi) as Zeus.

In the earlier days, the oracular enquiries and responses were given orally. But from the 6th century B.C., there were also written enquiries. These were engraved on the soft

surface of lead tablets. The responses were usually given orally. Sometimes they were inscribed on the reverse of the tablets, often in the form of a “yes” or a “no” . More than 2.500 inscribed oracular tablets were found during the excavations. The enquiries varied; they were submitted by individuals or groups, cities, or ethē. The tablets remained in the sanctuary; some were used more than once as palimpsests.

Building activity in the oracle is dated at the end of the 5th and the beginning of the 4th century B.C. and is connected with the general cultural reformation of Epirus under the leadership of Molossians, the most important epirotic ethnos. Then, a small temple of Zeus, the Sacred House - “Hiera Oikia”, was erected near the oak tree (Polybius 4.67). The tripods were replaced by two columns topped by a statue of a boy with a whip and a bronze cauldron. The whip would strike against the cauldron when the wind blew, creating prophetic sounds.

The next period, from the late 4th to the early 3rd century B.C., witnessed a constructive evolution of the sanctuary, as it was enriched with monumental buildings, such as the Bouleuterion (Council House), the Prytaneion, the Acropolis at the top of the hill, the outer isodomic precinct and the so-called temples of Aphrodite, Themis and Dione. Alexander the Great planned to rebuild six Greek sanctuaries, including Dodona, to which he allocated a vast sum of 1500 talents (9.000.000 ancient drachmas). But his premature death prevented him from carrying out his plans. These were put into effect by Pyrrhus. The oracle was renewed during his reign (297-272 B.C.). In the temple of Zeus, a circuit wall was erected with three Ionic colonnades along the north, the west and the south side. The east side of the forecourt remained free, without a stoa, because there stood the oracular oak. On the south side of the building, there was a porch in antis. During this period, the Theatre as well as the temple of Heracles, were built.

The sanctuary was repaired and rebuilt at the end of the 3rd century B.C. after the Aetolian disaster in 219 B.C. The “Hiera Oikia” was refurbished on a more monumental scale. The temples and the public buildings were rebuilt, the Theatre was repaired; a stone proskenion was added, an ionic propylon, and two small paraskenia. It was about that time that a big stone Stadium was also built.

Finally, after the Roman destruction in 167 B.C., the oracle was repaired, and the Theatre was converted into an arena, probably in the time of Augustus (1st century A.D.).

But even during late antiquity, the oracle continued to evoke respect: Emperor Hadrian, visited the sanctuary in 120 A.D. as a pilgrim while Emperor Julian sought in 362 A.D., before embarking on the campaign against the Parthians, the advice of the oracle.

The end of the sanctuary is dated to the end of the 4th century A.D., when the sacred oak tree was cut down, and an early Christian Basilica was built.

The archaeological site of Dodona consists of the following:

- Stadium
- Theatre
- Bouleuterion
- Prytaneion
- West Stoa
- Temple of Aphrodite
- Temple of Themis
- Sacred House
- Temple of Dione
- Temple of Heracles
- Christian Basilica
- Acropolis

The monuments are presented in the order in which the visitor of the site would see them today and not in the order in which the visitor of antiquity would have seen them.

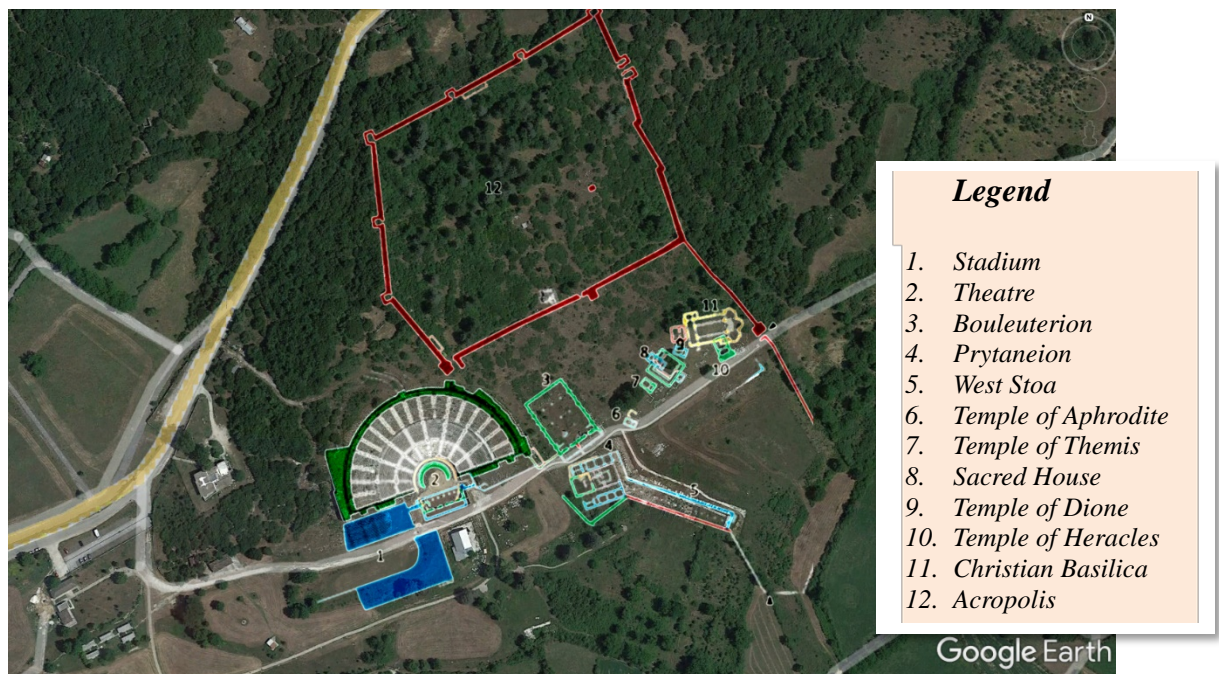


Figure 7: Site plan of Dodona. (Google Earth)

The monuments / buildings



Figure 9: Floor plan of the archaeological site of Dodona © Ephorate of Antiquities of Ioannina.

The sanctuary is built on the south-western slopes of a low hill and formed along three levels. It is defined by an enclosure; whose east section is the extension of the acropolis enclosure. The entrance was on the west section. Next to it, was a Doric temple, the altar of Heracles (A), and two small Ionic temples dedicated to Dione, Zeus' wife, the earlier temple (Γ) and the later one (Θ), which was built after the destruction of the temple (Γ) by the Aetolians. North of the temple of Heracles are the ruins of a Basilica (B), which appears to have had two distinct building phases. West of these temples is the sanctuary's most important building, the Hieria Oikia (Sacred House), or the temple of Zeus (E1), a square construction with at least four building phases: the original small temple of the early 4th century B.C. with reconstructions of the 3rd and 2nd centuries B.C. The so-called temples of Themis (Z) and Aphrodite (Λ) flank the temple of Zeus. Two unexcavated buildings, probably temples, identified southwest of the so-called temple of Aphrodite, complete the amphitheatrical positioning of the temples towards the west.

The remaining buildings in the sanctuary's west sector reflect the programme of monumental reconstruction orchestrated by King Pyrrhus in the early 3rd century B.C. These are the Bouleuterion (E2), where the Epirots gathered together, the Prytaneion (O), the Theatre, and the Stadium (ΣΤ). The priests' residence (M), located between the Bouleuterion

and the Theatre, was the sanctuary's earliest building after the Sacred House. It served as a dwelling for the priests of Zeus or for the leaders of the Molossians.

The ancient Acropolis on the hilltop, north of the sanctuary has not been excavated yet. A fortification wall was erected around the Acropolis in the 4th century B.C.

Stadium (ΣΤ)

The Stadium lies to the southwest end of the sanctuary, adjacent to the Theatre. It was built after the first destruction of the sanctuary by the Aetolians in 219 B.C. It is related to the second construction phase of the Theatre since the retaining walls of its seats join the propylon (porch) of the Theatre.



Figure 10: The Theatre and the Stadium © Ephorate of Antiquities of Ioannina.

The Stadium hosted the Naia festival, athletic games in honour of Zeus, every four years. They included music and theatrical contests and soon acquired on a Panhellenic character. It is worth noting that Naia is mentioned along with the other Panhellenic Games (Olympic Games, Pythia, Isthmia, Nemea, etc.) as the most important games of the ancient world in the famous Mechanism (120-100 B.C.) found in the ancient shipwreck of Antikythera.

It is one of the few ancient stadiums with stone tiers, which reside upon sloping earth fills retained by walls on both the north and the south side. Narrow staircases cut across 21 or 22 rows of seats. A conduit for rainwater extended under the seats, on the southern part of the construction. On the same side, a stone rill with small stone sinks at intervals for the passage of fresh water from a spring on Mt. Tomaros ensured water supply for athletes and spectators.

Theatre



Figure 118: The Theatre © Ephorate of Antiquities of Ioannina.

The Theatre of Dodona, with a capacity of 15.000-17.000 spectators, is one of the largest ancient theatres in Greece. It is dated to the early 3rd century B.C. during the reign of king Pyrrhus. It was built in a natural cavity at the west end of a hill range and faced south toward the long axis of the valley. The Theatre's construction is linked with the organization of the Naia Games, which were probably established during the rule of the Molossian King (3rd century B.C.).

The primary building material is limestone. Its design follows the example of all ancient Greek theatres. For creating a larger cavea (135m. diameter), a retaining wall has been constructed in its periphery with towers in the front.

Four horizontal corridors divided the cavea into three sections with a total of 55 ranges of seats. The two lower parts are divided with staircases into nine cunei and the upper one into 18. In the lower corridor, seats were destined for officials and guests of honour (prohedria). The towers of the cavea also had stairs for the entrance and the exit of the spectators.

The orchestra does not form a complete circle. The rectangular scene had two square rooms (parascenia) and four-square columns for the timbers of a wooden scene. A levelled rock in the centre was the base of the altar of Dionysus (thymelē). The entrances to the orchestra were on the east and west side, respectively.

After the destruction by the Aetolians (219 B.C.), 18 elegant Ionic semi-columns were erected in front of the proscenium and two smaller rectangular annexes in front of the two parascenia. Two monumental propyla, with Ionic semi-columns and two gates each, have been

built on either side of these annexes. A doric stoa covers part of the scene to the south with octagonal columns, communicating with the scene through an arched gate.

Four construction phases are recognized in the Theatre. Significant building interventions took place during the Roman Imperial times. These interventions were deemed necessary to host new performances and spectacles. Specifically, around the end of the 1st century A.D., during the reign of Augustus, the Theatre was transformed into an arena. A wall has been constructed in its lower part to protect spectators from wild animals.

Bouleuterion (E2)

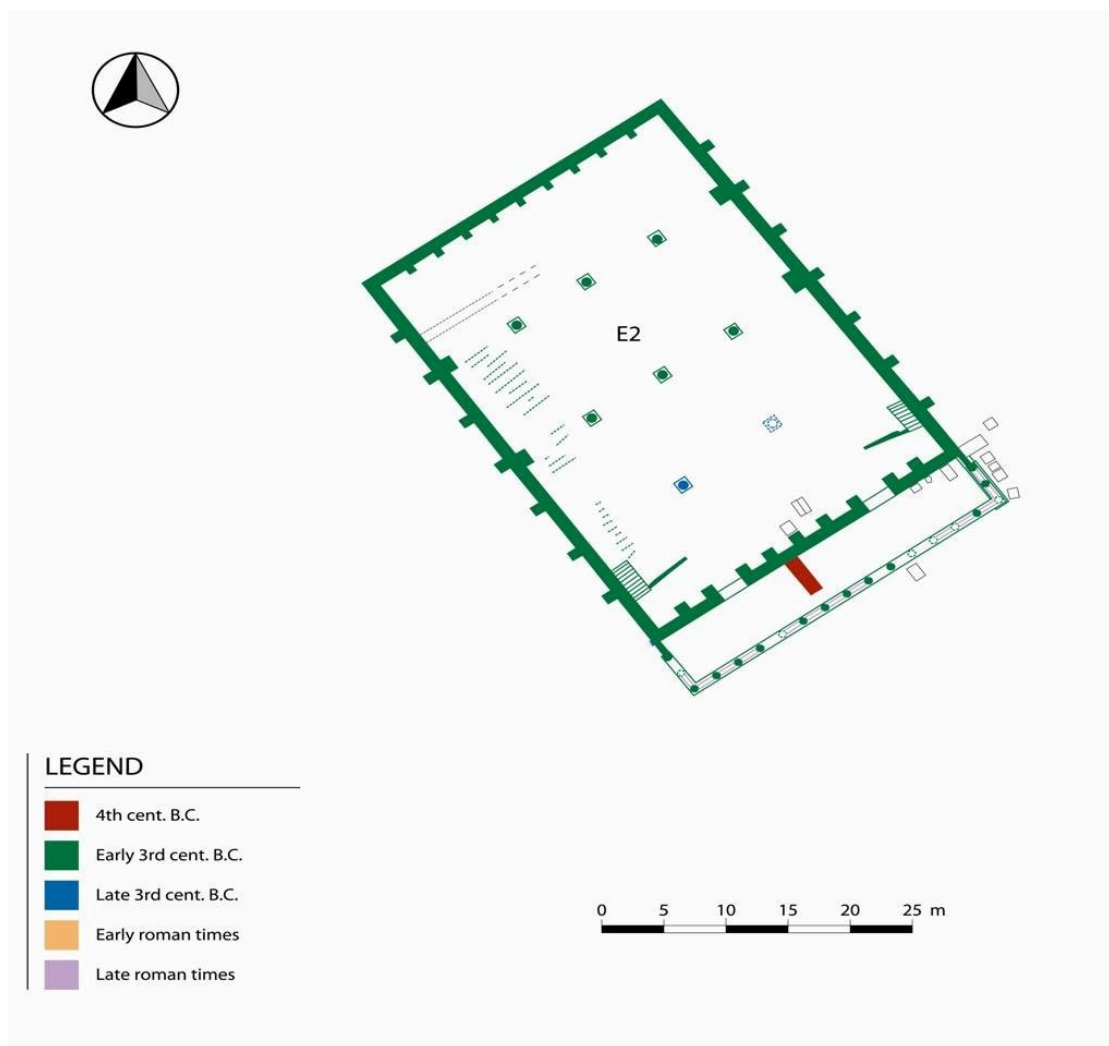


Figure 129: Floor plan of the Bouleuterion © Ephorate of Antiquities of Ioannina.

The Bouleuterion is built on the hill's south side, east of the Theatre. It had an administrative and political character. It was built at the beginning of the 3rd century B.C. The building was burned twice, once by the Aetolians (219 B.C.) and the second time by the Romans (167 B.C.). It appears that it was somewhat repaired and functioned till the time of Augustus, having lasted probably as long as the coinage of the new Epirote League (168/148 to the late first century B.C.).

The building has a large hall measuring 1.260m², with a Doric colonnade (stoa) in front. The surviving outside walls formed the stone base of the building, but the upper part was built of baked and unbaked bricks bonded with mud.

The identification of this building as the Bouleuterion is confirmed by the stone altar near the south wall, dedicated to Zeus Naios and Bouleus (Counsellor) and to Dione by Charops, the son of Machatas, a Thesprotian. He assisted Flamininus in Epirus during the campaigns in 198 B.C. against the Macedonians. The altar was used for sacrifices and the swearing of an oath by the delegates.

Prytaneion (O)

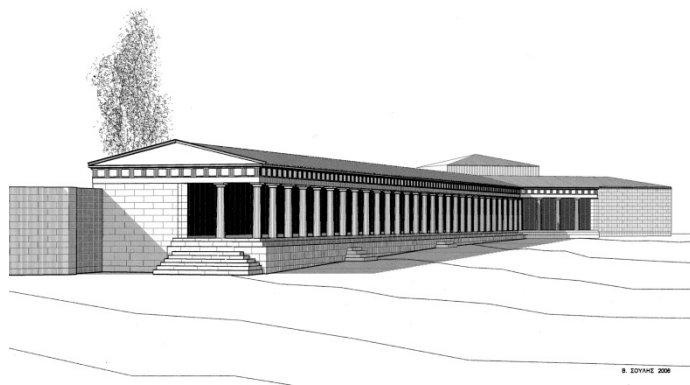


Figure 1310: Western Stoa of Prytaneion.
Reconstruction after V. Soulis.

One of the most important buildings in Dodona was the Prytaneion. The Prytaneion, in whose sacred hearth the eternal fire burned, was where the magistrates and distinguished guests dined, and the decrees of the Boulē and the state officials were kept.

The Prytaneion lies south of the Bouleuterion. It comprises the original nucleus, 31.50m. wide, dating to the beginning of the 3rd century B.C. At the end of the 3rd century B.C., a new wing with six rooms, three additional spaces and three nine-bed rooms was added to the north side of the building, which served for the catering and the residence of the magistrates and other VIPs. These additions were considered necessary when the "Epirote Alliance" - Apeiros was succeeded by the Epirote League, which was joined by all Epirote tribes from southern Albania to the Ambracian Gulf. On the east side, there was a peristyle court with 4 x 4 Doric columns, where the entrance was.

After the Roman destruction in 167 B.C, the Prytaneion was roughly repaired in the 1st century B.C. The north wing remained buried beneath the rubble. The Doric peristyle, dating in the 3rd century B.C., was replaced by a larger one (4 x 7 columns) carelessly constructed of various materials. The bases of the peristyle, which was now built on a larger scale, consisted of slabs taken from the destroyed pedestals on the east facade of the Ionic Stoa.

Temple of Aphrodite (Λ)



Figure 14: Temple of Aphrodite © Ephorate of Antiquities of Ioannina.

The so-called temple of Aphrodite, centrally positioned within the Dodona sanctuary, is near Themis's temple. The temple can be dated to the 4th or the early 3rd century B.C.; however, this should not exclude the possibility of an earlier cult in this location. This small temple, measuring 8.50 x 4.70m., differs slightly from the type generally found at Dodona. It is a simple construction with a pronaos and a cella, distyle in antis.

The building is constructed in two phases. At the beginning, a cella was constructed, while a pronaos was added in the second phase. Between the pilasters of the pronaos, there are two octagonal Doric columns instead of four Ionic columns, which is the case in the other buildings. Two of the column drums are built-in into the square edifice, dating to Roman times, that stands immediately to the east.

Temple of Themis (Ζ)

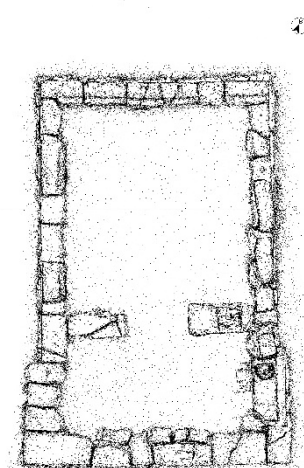


Figure 15: Floor plan of the Temple of Themis © Ephorate of Antiquities of Ioannina.

The temple of Themis is probably dated during the period of the "Epirote Alliance" - Apeiros (330/325-232 B.C.). The temple, with a southeast-northwest orientation, is rectangular in plan (10.30 x 6.25m.) and consists of a chamber and antechamber with a tetrastyle in antis facade in the Ionic order. Dakaris interpreted the building as the temple of Themis based on a lead tablet mentioning the goddess among the oracular gods in Dodona. In front of the temple were the foundations of a large altar (4.20 x 3.30m.) and a square pedestal to the east, which presumably supported a votive offering of significance. On the southwest of the temple stands a small square edifice (Building H) not yet identified.

Hiera Oikia (Sacred House) (E1)



Figure 16: Hiera Oikia (Sacred House) © Ephorate of Antiquities of Ioannina.

The temple of Zeus (Hiera Oikia), with the oracular oak tree (on its east side), is a rectangular building (20.80 x 19.20m.) with at least four construction phases.

Zeus of Dodona had no temple till the end of the 5th century B.C. At the 5th or the beginning of the 4th century B.C. was a small naiskos (4 x 6.50m.) consisting of a chamber and proanos with no columns, erected probably next to the sacred oak. Until the mid-4th century, the naiskos remained the only permanent structure built in the shrine. However, between 350-325 B.C., it was incorporated into a wall circuit of isodomic masonry, measuring 13 x 11.80m. and enclosing Zeus' sacred oak.

At the beginning of the 3rd century B.C., in the reign of King Pyrrhus (297-272 B.C.), the ashlar precinct was replaced by a larger one with Ionic colonnades on three sides of the court and an entrance in the front. The interior layout consisted of a court and the arcades in the form of a Π enclosing the lofty Oak-tree where God lived.

In 218 B.C., the Macedonians and the Epirotes, to avenge the destruction of Dion and Dodona, attacked Thermos in Aetolia; they burned and plundered it. Philip V and the Epirotes rebuilt the ruined cult buildings with the spoils from this victory. The Hiera Oikia was now

refurbished on a more monumental scale. A larger building with an Ionic tetrastyle pronaos, cella and adytum, having three Ionic columns in the front, took the place of the small temple.

The excavations have not uncovered any evidence of the temple's fate when the Romans (167 B.C.) burnt down the Sanctuary and other buildings. In the 2nd century A.D., Pausanias described the Sanctuary with the Oak-tree as "worth seeing", and the Naia was still celebrated in 240 A.D. The end of the Hiera Oikia came at the end of the 4th century A.D. when the oracular Oak-tree was cut down.

Old (Γ) and New (Θ) Temple of Dione

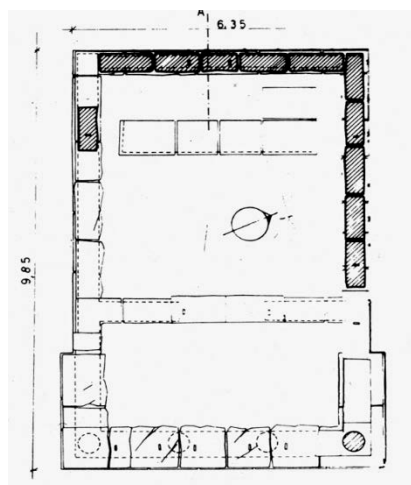


Figure 17: Floor plan of the new Temple of Dione © Ephorate of Antiquities of Ioannina.

The old temple of Dione, built in the second half of the 4th century or the early 3rd century B.C., was set on fire by the Aetolians in 219 B.C. and was subsequently abandoned. The building is oriented east-west, is nearly square in plan (9.80 x 9.40m.) and consists of a chamber and antechamber with a tetrastyle in an antis façade in the Ionic order. A threshold for a double door, 1.20m. wide, is still preserved at the entrance.

After the sanctuary's reconstruction in 219 B.C., a new temple devoted to Dione was erected to the south. The building (9.60 x 6.35m.) is oriented east-west and consists of a chamber and antechamber with a façade tetrastyle in antis in the Ionic order. At the end of the main chamber is a pedestal and traces of a double door 1.30m. wide, dividing the chamber and antechamber, survive.

Temple of Heracles (A)



Figure 18: Temple of Heracles © Ephorate of Antiquities of Ioannina.

The temple is situated in an exceptionally prominent position near the eastern gate of the sanctuary. It was built in the early 3rd century B.C. during the reign of Pyrrhus to honour Heracles, his ancestral hero. The temple consists of a chamber and antechamber with a façade of 4 or 6 Doric columns in antis. This is the largest temple after that of Zeus and the only known temple of the Doric order within the sanctuary. It is

oriented from northwest to southeast and measures 16.50 x 9.50m.

After being set on fire by the Aetolians in 219 B.C., the destroyed architectural members of soft sandstone (triglyphs, capitals, cornice) were used to construct the wall that separates the pronaos from the cella. To the east of the pronaos is a large pedestal, 5.70 x 3.20m. in dimensions, which made part of the temple's altar. Dakaris interpreted this building as a temple for Heracles because of the find of bronze fragments of an armour decorated in relief with the dispute between Apollo and Heracles for ownership of the tripod and a metope representing the labour of Heracles and the Hydra of Lerna. East of building A, and nearly in line with the building's façade, is structure A1 (5.70 x 3.20m.). Dakaris interpreted it as an altar for the temple.

Christian Basilica (B)

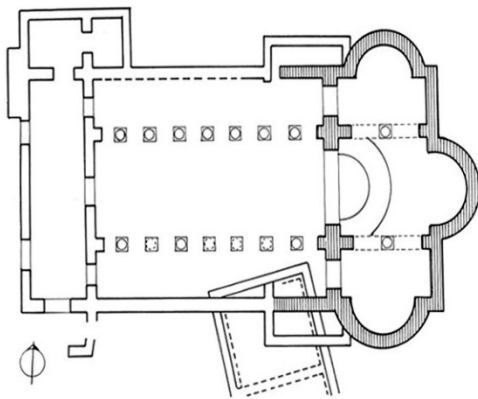


Figure 19: Floor plan of the Christian Basilica © Ephorate of Antiquities of Ioannina.

From the end of the 4th century A.D., Dodona was the seat of a bishop. When Christianity began to prevail, the sanctuary went into decline. A three-aisled basilica was built atop the temples' ruins at the sanctuary's east end. The basilica, dating to the late 5th - early 6th century, testifies to the continuity of the religious character of Dodona even after the establishment of Christianity. It was radically repaired in the middle of the 6th century, perhaps after the Gothic invasion (562 A.D.),

with the addition of a trefoil sanctum, which had three apses on the east side (one in the centre and two lateral ones). Its south wall covered the narrow north side of the temple of Heracles. Its walls were built of a variety of materials from ancient buildings.

Acropolis



Figure 20: Ruins of the Acropolis © Ephorate of Antiquities of Ioannina.

At the top of the sanctuary lies the acropolis of the ancient "city of Dodoneans". The top of the hill is surrounded by an isodomic wall of the 4th century B.C. The perimeter of the wall is estimated at 750m. It encloses an area of 3.5 hectares, which according to the residential density of ancient Epirus, would correspond to a population of about 1.000 inhabitants. To strengthen the protection of

the gates, the wall was reinforced with rectangular towers, especially on the west and north sides. Some architectural remains belonging probably to buildings are noticeable but remains unexcavated on the whole.

CURRENT SITUATION

Outstanding Universal Value (OUV)

UNESCO's Operational Guidelines for the Implementation of the World Heritage Convention provide the most accurate definition of OUV:

'Outstanding universal value means cultural and/or natural significance which is so exceptional as to transcend national boundaries and be of common importance for all humanity's present and future generations. As such, the permanent protection of this heritage is of the highest importance to the international community as a whole (UNESCO 2008a: 14).

It becomes evident that what differentiates OUV from any other site's values is its relevance to humanity, the international community, and beyond local and national scopes.

For Dodona, this is true namely for two reasons:

1. The Theatre

The construction of theatres is a unique concept from an architectural and functional point of view, which has proved highly influential through the ages, becoming the model for a multitude of corresponding structures down to the present day. The Theatre is one of the few types of ancient monuments easily recognised by the general public and has been incorporated into modern life to a striking degree. The ancient theatres of Greece have been recognized as sites of Outstanding Universal Value. Especially for the Theatre of Dodona, a few points should also be made:

- (i): The construction of the Theatre of Dodona, also given its size, is quite a unique concept from an architectural and functional point of view, which has proved highly influential through the ages, becoming the model for many corresponding structures down to the present day.
- (ii): The setting of the Theatre within the sanctuary of Dodona reflects precise architectural planning. Care was taken to connect the Theatre to the public buildings it assisted, serving the functions of the sanctuary of Dodona (social, religious and political gatherings) and democratic institutions. "The Theatre was the quintessence of Greek civilisation, a means of expressing measure, simplicity and harmony".

- (iii): The Theatre of Dodona is incontrovertible proof of civilisation's high intellectual, technological, political and social level in Classical times. It is inextricably linked to the spirit and operation of social and political bonds of the Epirotic ethnē.
- (iv): The Theatre of Dodona proves the achievement of acoustics at such an early period. It bears witness to the genesis and primordial forms of the theatrical structure, which keep pace with and are dictated by the evolution of drama and theatrical needs. It is well known that the architectural type of the Theatre influenced public buildings of Greek and Roman antiquity, such as bouleuteria, ecclesiasteria and Roman type odeia and theatres, and formed the starting point of a long architectural tradition that continues to this day.
- (v): The construction of the Theatre of Dodona is a characteristic example of making full use of elements of the natural environment. The selected site is at the foot of a hill, and most of the seats are carved into the bedrock, while the choice of location was also dictated by the desire to provide a panoramic view to the beautiful landscape. Thus, the Theatre of Dodona is an important example of human interaction with nature and the harmonious incorporation of a structure into the landscape, evidence of the Ancient Greek love of natural simplicity and beauty.
- (vi): The Theatre of Dodona belongs to the tradition of the ancient Greek theatres where the great plays of antiquity were performed, including the tragedies of Aeschylus, Sophocles and Euripides and the comedies of Aristophanes, unsurpassed literary masterpieces that have influenced dramatic production worldwide and continue to inspire the world of the Theatre to this day.

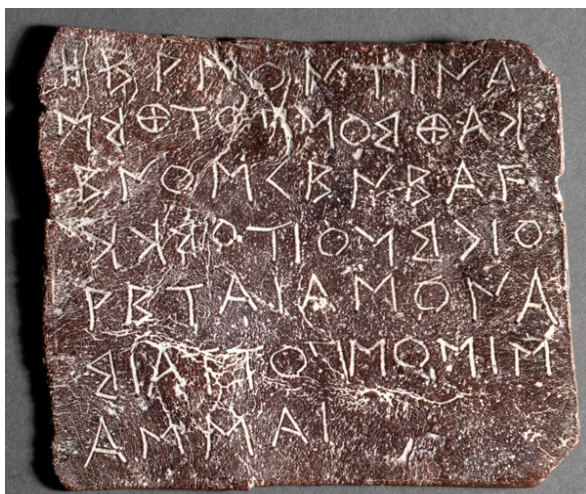


Figure 21: Inscribed lead tablet. Archaeological Museum of Ioannina © Ephorate of Antiquities of Ioannina.

2. The inscribed lead tablets (Lamellae)

In November 2021, the Greek Ministry of Culture and Sports submitted to the UNESCO programme "International Memory of the World Register" a proposal for the Lead tablets of Dodona. The application file, prepared by the Ephorate of Antiquities of Ioannina and edited by the Directorate of Prehistoric and Classical Antiquities, was promoted in collaboration with the Greek National Commission for

UNESCO and supported by the local community and the Municipality of Dodona, but also the scientific community.

The lead tablets of Dodona are a unique, worldwide corpus of inscriptions that significantly contributes to studying the ancient Greek language, society and religion. These are fragments of fragile, thin sheets of lead on which the questions of the visitors were engraved. Four thousand two hundred sixteen inscriptions have been identified and published, dating from the end of the 6th century B.C. until the middle of the 2nd century B.C.

Other Values

As well as outstanding value for humanity, the archaeological site of Dodona also possesses values of more national and local relevance, which are included here in addition because their consideration in the management process is essential for the holistic and sustainable management of the site.

- Research Values

The whole area of Dodona has been the focus of archaeological research for over a century. The study of the cultural elements of its landscape still has a lot to offer to enrich our understanding of the world of the past in archaeological, historical, anthropological, religious and spiritual terms.

New technologies with unobtrusive methods guarantee a promising future for research into parts of the broader site that have remained buried and intact for centuries.

- Environmental Values

The environmental setting of the valley, surrounded by vegetation-covered mountains and traversed by rivers, constitutes the uniqueness of Dodona's landscape. The land of Dodona, the result of hundreds of thousands of years of natural geological processes, contributes to a particularly fertile and live ecosystem.

- Social Values

The local communities know the area's archaeological, historical, scientific, religious and economic values and identify the site with their home. Locals refer to the area's archaeological sites as 'their homeland'.

Dodona has gained international prominence for being the oldest oracle in Greece due to its references to Homer's epics. Also, from the references in the works of 19th century travelers and after the start of excavations and the reuse of the Theatre, Dodona has become an international cultural centre, especially regarding the ancient Greek Theatre. These

undeniable elements of the site's history have always been and remain a source of local pride and formative factors for local identity.

- Spiritual Values

From the unrecorded era of the Oracle's beginnings to the Roman and Byzantine - Christian era until today, when the archaeological site became a cultural centre, Dodona has never stopped being the spiritual centre of the region. Even when only a few ruins existed in the area, the ancient texts that referred to its ancient greatness kept its spiritual importance alive.

Today, the site is still the focus of living traditions linked to the ancient Greek Theatre, music and culture.

- Educational Values

The educational activities prompted by the Hellenic Ministry of Culture and Sports, as early as the late nineties, through a series of educational programmes and initiatives are of particular importance. Furthermore, the University of Ioannina highly values the area of Dodona for its educational potential. The Department of History and Archaeology has trained archaeology students for half a century by participating in site excavations. In addition, many Secondary and Tertiary schools and students from abroad who visit Greece, thanks to the Erasmus+ programme, come to the archaeological site to participate in various workshops and activities. For two years in a row, a psychiatric conference (2016 - 2017) has been held in the Theatre as well as a theatrical workshop.

- Political Values

Dodona contains two of the most important political buildings, connected with the political and the administrative life of the ancient Epirots: the Bouleuterion and the Prytaneion.

The Bouleuterion forms part of the architectural design of the sanctuary during the early 3rd century. e.g. and is associated with King Pyrrhus. It constitutes a particularly significant monument for the socio-political history of Epirus during antiquity, as the assembly seat of the Apeiros and the Epirote League. The Prytaneion was the administrative centre of the region. Both buildings imply an early democratic administration and cooperation of the ethnē /tribes around Dodona.




- Entertainment Values

The area of Dodona has been a favourite site for cultural, archaeological and recreational tourism for a long time. Additionally, tens of events are organised every summer, attracting people from all around Greece.


Projects and Activities



A. Protection – Restoration – Preservation

<p>«Culture 2000»:</p> 	<p>Within the programme’s framework, extensive excavations and expropriations took place at the archaeological site of Dodona. In addition, water, firefighting, and electricity networks were created, and visitor routes with information signs, viewing plateaus, and rest areas. In addition, the ticket office, the shop, and the café of the archaeological site were constructed while finally, a parking space was created.</p>
<p>«Restoration of the ancient Theatre and the other monuments of the sanctuary of Dodona» C.P.S. 2000-2006:</p> 	<p>Within the programme, the pathology, the problems of the monument were recorded through a series of interdisciplinary studies. The proposals for restoration have been implemented simultaneously.</p>
<p>«Protection, restoration, promotion of the ancient Theatre and the monuments of the Sanctuary of Dodona» NSRF 2007-2013:</p> 	<p>Excavations and restorations were carried out on the monuments, i.e. the Theatre and Western Stoa. At the same time, a leaflet was printed.</p>
<p>«Conservation, Restoration, Promotion of the Theatre and other Monuments of the Sanctuary of Dodona (Phase A)» NSRF 2014-2020:</p>	<p>Restoration works of the monuments continued, and biological sewage treatment and irrigation of greenery were installed. A series of studies were also conducted to install a shelter for protection against direct lightning strikes and to</p>

	<p>expand the internal water network to the east of the archaeological site to create new drinking water supply points for the public.</p>
<p>Subproject 2 «Extension of the parking area and fencing of the original area of Dodona» NSRF 2014-2020:</p>  	<p>The existing parking space was extended by 2000 sq.m. for the reception of larger number of vehicles while a 215m. long fence was constructed. At the same time, the project included redesign of the entrance with new paving and tree planting.</p>

B. Promotion


<p>MILESTONES I, IPA Cross–Border programme GREECE - ALBANIA 2007-2013. From Neighborhoods to Partnership:</p> 	<p>Aerial photography of the archaeological site was carried out, informational signs were placed along this route and a video of the area was created with aerial shots.</p>
<p>«Cultural Infrastructures at the Archaeological Museum of Ioannina» NSRF 2007-2013:</p>	<p>The programme included:</p> <ol style="list-style-type: none"> 1. Accompanying narrative leaflets for children and teachers (<i>Nikandros in the oracle of Dodona</i>),

	<p>2. A book in the Braille system for the visually impaired (<i>In the beginning, it was the tree</i>).</p>
<p>«Cultural route in the ancient theatres of Epirus» (Priority Axis «Protection of the environment and sustainable development» of the Operational Programme of the Region of Epirus) - Ancient theatres of Epirus 2014 - 2020 (NSRF). Regional Operational Programme of Epirus:</p> 	<p>It is a cultural route promising many travelers through time, places and the five senses. Five archaeological sites (Dodona, Nikopolis, Gitana, Ambracia, Kassope), and their theatres, are the main stops, the starting points, from where everyone collects and synthesises the experiences that inspire and can interest them. A film was created on YouTube to promote the cultural route, a volume entitled «The Ancient theatres of Epirus» was published, and informative signs were placed along the Egnatia Highway. At the same time, an educational seminar was being held for professionals-entrepreneurs of tourism, production, and processing.</p>
<p>«Dodona Online» (D.O.L.) - 2016:</p>	<p>In collaboration with the University of Montreal, the Tufts University of Boston, the University of Ioannina and Le Conseil de Recherches en Sciences Humaines du Canada, the programme was implemented with the primary purpose of online publishing the inscribed lead tablets from Dodona.</p>
<p>«Visiting the oracle: An immersive experience» (by Esther Eidinow) - 2020:</p>	<p>In collaboration with the University of Bristol, four short-length films were created for the Oracle of Dodona.</p>

	
<p>UNESCO Programme «Memory of the World» (International Memory of the World Register) - 2022:</p> <div style="display: flex; justify-content: space-around; align-items: center;">   </div> <p style="font-size: small; text-align: center;">United Nations Educational, Scientific and Cultural Organization</p>	<p>Nomination for the inscribed lead oracle tablets of the sanctuary and oracle of Zeus and Dione in Dodona. This project aims to preserve and highlight humanity's «documented heritage» (manuscripts, archival material, illustrations, films).</p>

C. Educational Programmes

i) At the Archaeological Museum of Ioannina

<p>«Melina, the world of Antiquity», (1999):</p>	<p>The programme attempts to highlight the cultural dimension of education. Within the programme's framework, a student's book and a teacher's book about the sanctuary of Dodona (oracle and theatre) were created.</p>
<p>«Nikandros in the oracle of Dodona», from 2007:</p> 	<p>For children 10-12 years old.</p>
<p>«In the beginning, it was the tree», from 2007:</p>	<p>For children with visual issues.</p>

	
«The oak tree in the life of the Epirots», 2009:	For children 12-13 years old.
«Looking for the sacred Oak tree (Phegos): wandering over the remnants of Ancient Dodona», 2010:	Office of Environmental Education, Directorate of Primary Education of the Prefecture of Ioannina.
«Magic on the oracular tablets from Dodona», 2010:	For children 12-13 years old. As part of the celebration of the European Heritage Days.
«Men’s agonies- divine responses», 2011:	For children 12-13 years old. As part of the celebration of the European Heritage Days.
«Dodona: From the archaeological information to the digital reconstruction», 2012:	As part of the celebration of the International Museum Day 2012.
«Going through the pages of the Plants book of the Archaeological Museum of Ioannina», 2013:	For children 4-6 years old.
«Epirus 168-167 B.C. The end or the beginning?», 2013-2014:	For children 13-15 years old. As part of the celebration of the European Heritage Days.
«The Myths of the Molossians: Mythology from the students for the students», 2015:	Student contest.
«Gods and Heroes in the Archaeological Museum of Ioannina», 2016:	For children 9-10 years old.
«Ways of divination in the sanctuary of Dodona», 2017:	For children 10-11 years old.
«Stories of the old Oak», 2017:	For children 7-9 years old.




«The hunt of the lost lighting», 2017:	For children 7-9 years in cooperation with the Laboratory of Science Teaching of the Department of the University of Ioannina.
«Stories told by the old oak tree», 2018:	For children 5-6 years old.
«Winged thunderbolt», 2022:	For children 10-12 years old.
«Dodona of the senses», 2022:	Museum-pedagogical programme for visually impaired people.


ii) At the Archaeological site of Dodona

«Discovering ancient Dodona and its secrets up close», 1997:	As part of the programme, an excavation simulation was carried out for primary school children at the archaeological site of Dodona.
«... and time slipped over the ancient Theatre and left marks», 2013:	As part of the celebration of the European Heritage Days.
«Time and place in Dodona», 2014:	Thematic tours for students. As part of the celebration of the European Heritage Days.
«Dodona: Ancient techniques – Modern technologies», 2015:	As part of the celebration of the <i>Green cultural routes</i> .
«Ασβεστο πυρ..», 2016:	For children 10-11 years old. As part of the celebration of the Environment and Culture: Glorius Stories of Fire.
«The polis of Dodoneans», 2017:	Thematic tours for students. As part of the celebration of the European Heritage Days.
«The acoustics of the Ancient Theatre of Dodona», 2017:	Environment and Culture.
«Getting to know Ancient Dodona, up close», 2018:	Educational visits.
«Discovering ancient Dodona and its secrets», 2019:	For students 13-17.

<p>«Ancient and modern uses of oak», 2022:</p>	<p>For children of 10-11 years old. As part of the celebration of the European Heritage Days.</p>
---	---


D. Athletic Events


<p>«Naïos half-marathon race», 2013-2015:</p> 	<p>In collaboration with E.K.A. Dodona Ioannina, Associations of Dodona Valley, and the Municipality of Dodona, the Naïos Road of 18.5 km was held. From the entrance of the archaeological site of Dodona, the runners crossed the villages of the Dodona valley and returned to the archaeological site.</p>
<p>«Naia Children's Games», 2014:</p> 	<p>In the archaeological site of Dodona, current events were held that refer to the Naia Games of antiquity (wrestling, javelin, shot put, etc.).</p>
<p>«World Table Tennis Day», 2017:</p> 	<p>The World Federation of Table Tennis organised matches with ASFEA Ioannina athletes playing their favourite sport in the orchestra area of the Dodona theatre.</p>

<p>«Yoga experience in Dodona», 2018:</p>  <p style="text-align: right; font-size: small;">Photis Sarras</p>	<p>To celebrate World Yoga Day, yoga classes were held in an energy place, the ancient Theatre of Dodona.</p>
<p>Multidisciplinary action: «1st Artistic Hike - How to construct memories», 2022:</p>	<p>A group of artists (actors, dancers, musicians, visual artists, photographers), with the initial meeting point of the Ancient Theatre of Dodona, hikes to the Ancient Theatre of Amvrakia on a road that will connect the two theatres and create a cultural route. At the beginning and the end of the route, performances were given respectively in the two ancient theatres.</p>
<p>«Naios Basket August (NBA)», 2022:</p>	<p>As part of the “3 on 3” championship, basketball matches were held at the archaeological site of Dodona with the participation of elementary school, high school and adults.</p>


E. Theatrical and Music Events

<p>«Dodona Festival», started in 2017:</p> 	<p>Organised by the Municipality of Dodona, the successful institution hosts in recent years various theatrical performances, concerts and actions: Indicative performances: «Lysistrata» by Aristophanes, «Persians», «Horsemen» by Aristophanes from the national theatre, «Eleni», «Medea» by Euripides, «Medea» by Bost, «The Moonlight Sonata» by Yannis Ritsos - E.R.T. Contemporary Music Orchestra, «Noah's</p>
---	---

	<p>Ark» in collaboration with the Athens Epidaurus Festival, «A country two centuries later» by Andreas Flourakis, «The flowers of destruction», an anniversary performance for the 100 years since the Asia Minor catastrophe as well as concerts by Greek artists such as Dimitris Bassis, Elli Paspala, Natasa Bofiliou, Yannis Haroulis, Orfeas Peridis and internationally renowned such as «Singapore Chinese Orchestra», string quartet «Auner Quartett», and the «Boston Youth Philharmonic Orchestra».</p>
<p>«Dodona Ancient Drama Festival», 2017-2019:</p> 	<p>Within the framework of the festival, the tragedies «Antigone», «Oedipus tyrannous» by Sophocles, «Thesmoforiazouses», «Agamemnon» by Aeschylus, «Electra», «Orestes», «Seven against Thebes», «Iphigenia in Avlis», «Ion» by Euripides, took place in the ancient Theatre of Dodona.</p>
<p>«Art Festivals at the Ancient Theatre of Dodona», 2021:</p>	<p>Celebrating the 60th anniversary of the inauguration of the Theatre and the founding of the Spiritual Movement «Ancient Dodona», the «Epitaph Word Pericles» by Thucydides, translated by Eleftherios Venizelos and «Electra» by Sophocles, took place. Projection on a giant screen of the theatrical performance opened the Ancient Theatre of Dodona on August 6, 1960, and was filmed in London in 1962.</p>

<p>«Naia Festival», 2022:</p> 	<p>During the summer, the company «NAIA ARTS AND CULTURE» organises a music festival that combines the traditional with the rock sound.</p>
--	---

F. General Events – Actions

<p>«August full moon»: Since the 90s:</p>	<p>In the context of the celebrations of the August full moon, various theatrical performances have been presented in recent years at the ancient Theatre of Dodona, such as the play by Niccolò Machiavelli «Mandragoras», «Prometheus Bound», «The Woman of Zakynthos», “Spanos” and «Apology of Socrates» by the National Theatre of Northern Greece.</p>
<p>«Let’s do it, Greece», 2015:</p>	<p>Rainbow Waters supported various sectors, including culture, in the form of sponsorships. In Dodona voluntary action was carried out to clean up the archaeological site.</p>
<p>«Summer Oracle», 2018:</p> 	<p>The institution includes workshops on ancient dramaturgy and lessons for young actors and ordinary citizens every summer in the ancient Theatre of Dodona.</p>


G. Conferences-Workshops

<p>«Dodonaea», 1960 – 1977:</p>	<p>«Dodonaea» was a permanent tourist event of Epirus with various cultural events in the</p>
--	---

	ancient Theatre of Dodona, in collaboration with E.H.M. and the National Theatre.
«Diachronic Dodona», 2014:	Information Day on the Past, Present and Future of the Ancient Theatre and the Archaeological Site of Dodona, March 8, 2014.
«Naia of Dodona, Sports competitions for Zeus», 2015:	Information Day on the Naia Sports competitions in antiquity, June 27, 2015.
«Dodona. The questions of the oracles. New approaches to the inscribed lead tablets», 2016:	Scientific Meeting on the plates of Dodona, Acropolis Museum Amphitheatre, September 16, 2016.
«Connection of Ancient Greek with Psychoanalytic and Group-Analytical Thinking: Omen – Interpretation – Prevention», 2018:	First Group – Analytical Symposium of Ancient Dodona, 7 & 8 July, 2018.
«Connection of the Ancient Greek with Psychoanalytic and Group-Analytical Thinking: The Unconscious Group Dynamics in Antiquity and Today», 2019:	Second Group Analytical Symposium of Ancient Dodona, 7 & 8 September 2019.


H. Digital applications - Websites

<p>Digital application, under the title, “The adventures of Molossides: The journey of Timodamos”, for children 10-13 years old:</p> 	<p>Available at:</p> <p>Play Store</p> <p>https://play.google.com/store/apps/details?id=com.useappility.mio&hl=el</p> <p>App Store:</p> <p>https://itunes.apple.com/gr/app/to-taxidi-tou-timodamou/id953558057?l=el&ls=1&mt=8</p> <p>As part of the European programme «Cultural Infrastructures at the</p>
--	--

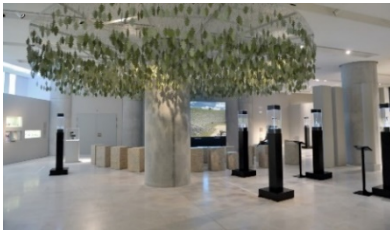
	Archaeological Museum of Ioannina» NSRF 2007-2013.
Audio-acoustic tours in the Archaeological Museum of Ioannina, using tablets:	As part of the European programme «Cultural Infrastructures at the Archaeological Museum of Ioannina» NSRF 2007-2013.
«From Neighborhoods to Partnership» :	<p>The project included the drawing, mapping, and digitalisation of archaeological sites in order to create a digital cultural, thematic route from Dodona to the theatre of Phoenike, which includes and highlights essential points of cultural interest in the region. Applications for smart equipment and applications of visual reality were developed.</p> <p>As part of the European programme «MILESTONES I», IPA Cross-Border programme GREECE - ALBANIA 2007-2013.</p>
«Proxitour» at the Archaeological Museum of Ioannina (A.M.I) 2017-2022:	A digital mobile phone application where the visitor can be guided in A.M.I. by quickly locating the exhibit or monument of his interest and receiving personalised tour information in the Hall of Dodona.
	
«Digital services to monuments»:	The project concerns the ancient Theatre of Dodona. Priority axis «Strengthening regional competitiveness by developing innovation and I.C.T.» of the Op. «Epirus».
«Dodona: in the Shade of the Sacred Oak Tree»: An audio tour of the archaeological site of Dodona:	https://cliomusetours.com/tours/dodona-in-the-shade-of-the-sacred-oak-tree/
«World Pilgrimage Guide» A website with the most comprehensive source of	https://sacredsites.com/europe/greece/dodona.html

religious tourism, including the sanctuary of Dodona:	
---	--

I. Museum kit

<p>«In the Sanctuary of Dodona»:</p> 	<p>It includes a three-dimensional model of the archaeological site of Dodona in the form of a puzzle. It is part of the European programme «Cultural Infrastructures at the Archaeological Museum of Ioannina» NSRF 2007-2013.</p>
--	---

J. Exhibitions

«Hall of Dodona - Archeological Museum of Ioannina»:	Permanent exhibition dedicated to the sanctuary of Dodona.
«C. Carapanos Hall – National Archaeological Museum»:	Numerous votive offerings from the sanctuary of Dodona are part of the collection of metalwork exhibits of the NAM.
«Windy omens»:	An exhibition by photographer Konstantinos Ignatiadis, inspired by the inscribed lead tablets of Dodona. Co-organization of an exhibition: Archaeological Institute of Continental Studies, ANIMART, Thessaloniki Museum of Photography. «Dione» Hall of the Archaeological Museum of Ioannina, 21/7/2014 - 30/10/2014.
<p>«Dodona. The oracle of sounds»:</p> 	Acropolis Museum, 20/6/2016 - 31/3/2017.

<p>«The sanctuary of Dodona and Magna Graecia»:</p> 	<p>Cooperation partners: Ephorate of Antiquities of Ioannina, National Archaeological Museum of Reggio Calabria, Ministry for Cultural Heritage and Activities & University of Salento. National Archaeological Museum of Reggio Calabria, 9/3/2019 - 31/5/2019.</p>
<p>«.. even the trees in the Museum?»:</p>	<p>Photographs and installations by Peros Bechlis. Archaeological Museum of Ioannina, December 9th, 2018- May 19th, 2019.</p>
<p>«Herdsman, Cooks and Shepherds. Husbandry in Ancient Epirus»:</p>	<p>Archaeological Museum of Ioannina, 16 December 2018 – 30 September 2019.</p>

K. Participations

<p>«Mediterranean: a shared space»:</p>	<p>Caixa Forum Barcelona 27/02/2014 - 24/06/2014 Caixa Forum Madrid 24/07/2014 - 06/01/2014.</p>
<p>« Europe's Greece»:</p>	<p>Archaeological Museum of Thessaloniki, April 2014 – April 2015.</p>
<p>«A Journey to the Land of the Immortals - 4,000 Years of Greek Treasures»:</p>	<ul style="list-style-type: none"> - Tokyo National Museum 21/06/2016 - 19/09/2016. - Nagasaki Prefectural Art Museum 8/10/2016 - 4/12/2016. - Kobe City Museum 17/12/2016 - 20/03/2016.
<p>«Gods and Heroes of the ancient Greeks».</p>	<p>Moscow State Historical Museum, 15/11/2016 - 15/2/2017.</p>
<p>Lending an inscribed lead tablet -Museum of the History of the Olympic Games of the Antiquity:</p>	<p>Ephorate of the Antiquities of Ilia (2016).</p>
<p>«A World of emotions. Ancient Greece 700 B.C.-200 A.D.»:</p>	<ul style="list-style-type: none"> - Onassis Foundation, New York, 9/3/2017 - 24/6/2017.

	- Acropolis Museum, 17/7/2017 - 19/11/2017.
«Interactions»:	House of European History Brussels, 04/05/2017 - 31/05/2018.

L. Publications

- **S.I. Dakaris**, *Guide to the Archaeological Site of Dodona*, Ioannina 1971.
- **K.I. Soueref (ed.)**, *Ancient theatres of Epirus*, Ioannina 2012.
- **S. Dakaris, I. Vokotopoulou, A. F. Christidis (eds)**, *The inscribed lead tablets of Dodona of the excavations of D. Evangelidis*, Athens 2013.
- **K.I. Soueref (ed.)**, *DODONA TIMELESS. Information Day on the Past, Present and Future of the Ancient Theatre and the Archaeological Site of Dodona*, Ioannina 2014.
- **K.I. Soueref (ed.)**, *The restoration of the Theatre and the Western Stoa of the Sanctuary of Dodona*, Ioannina 2015.
- **K.I. Soueref (ed.)**, *Dodona. The questions of the oracles. New approaches to utility plates*, Ioannina 2017.
- **C. Malacrino, K. I. Soueref, L. Vecchio (eds)**, *Dodonaios. The oracle of Zeus and Magna Graecia*, Regio Calabria 2019.

M. Lectures

- **«Dodona of the Oracle and the Theatre»** 2014. Event with speakers K. Soueref, G. Smyri, in collaboration with the Diazoma Association.
- **«Dodonaios Logos»**, 2017: Event by the Society of Writers and Writers of Epirus and the Spiritual Movement «ANCIENT DODONA» and speakers Ch. Klitsas, G. Manopoulos, M. Arapoglou, A. Giotis, E. Tzialla-Mantziou.
- **«Putting aside the veil of time: Ancient Theatre of Dodona»** 2020: Lecture and music event with speakers K. Soueref, P. Youni, P. Katsouda, in collaboration with the Diazoma Association.

Business names inspired by the archaeological site



MYRTALI
ORGANICS

MYRTALI ORGANICS



Myrtaly congress



DODONAIA school



DODONA dairy industry



DODONA ice creams



THEA DODONA Hotel



Dioni Hotel

Η ΔΩΔΩΝΗ

Παραδοσιακό Εστιατόριο

DODONA traditional restaurant



EKA Dodona, sports club



Dodona Spa



ΔΩΔΩΝΗ
ΓΕΝΙΚΕΣ ΕΚΔΟΣΕΙΣ

DODONA publications



DODONA bookstore



DODONA hotel



Radio Oracle of Dodona



Jupiter School Tae Kwon Do



Gaia guesthouse



MANTEIO BBQ Restaurant



PRYTANEIO Hotel



MiRTALi
art hotel

MiRTALi art hotel



ΔΩΔΩΝΗ TRAVEL



SMOKED FISH

Virtual Reality Museum

The Municipality of Dodona, adopting the unified strategic development of the community of the Municipality with the archaeological site, plans to create a Virtual Reality Museum in a building of the Municipality.

This project, in the basement of a two-story building, houses a 15-seat virtual reality individual projection room, which also has an interactive screen, as well as a larger multipurpose projection space, with a capacity of 35-40 seats, in which, in addition to the giant screen or projector projections, to host other cultural events such as exhibitions, presentations, speeches.

In the surrounding area of the building, architectural interventions have been made to shape the entrance to the museum, while grassy areas allow the organization of outdoor events.

MANAGEMENT PLAN



Figure 22: Archaeological site of Dodona. (Google maps)

A management plan is a comprehensive plan that provides the objectives of any given project, clearly defines roles and responsibilities, and more to ensure it's a success!

The current management plan includes the following:

- SWOT Analysis
- Legal framework
- Vision Statement
- Mission Statement
- General objectives
- Specific priorities
- The economic context
- Involved stakeholders
- Cooperation modalities
- Needs to be covered and actions to be implemented
- Assessment of the economic impact of management activities
- Risk management
- Marketing strategy
- Evaluation

SWOT analysis

Strengths:	Weaknesses:
<ul style="list-style-type: none">• Dodona has a rich archaeological and historical background. Around the site, the landscape remains intact, and Mount Tomaros offers visitors many options (camping, climbing, hiking).• More than 50,000 visitors come to Dodona every year.• Two new highways (Egnatia and Ionian) facilitate access to the site from the North and South.• There is ample parking for cars and buses, which is under construction and new.• In the nearby villages, restaurants with local food and hotels offer good quality services.• The location is close to Ioannina, the capital city of the Ioannina Prefecture. "King Pyrrhos" and Aktion international airports are situated nearby as well as the international harbour of Igoumenitsa. The two airports and the harbour are gateways for visitors from Western Europe. Dodona is also situated at a distance of 30' - 60' from the main tourist destinations of the area, all year round (the beaches of Thesprotia and Preveza, Metsovo, mountain villages in Zagori and Tzoumerka).	<ul style="list-style-type: none">• There is no public transport to the location. Thus, the visitor who does not have a car is obliged to take a taxi and pay a considerable amount of money.• Enriching and increasing the variety of items available in the souvenir store on the site is necessary. There should be items of various kinds (decor, clothing, toys, utility items) in a wide range of prices and in close connection with the history and the nature of the sanctuary of Dodona. The production of that material should take into account the objects from Dodona exhibited in the Archaeological Museum of Ioannina as well as the National Museum of Athens i.e. the bronzes of Carapanos Collection. The production should follow the necessary standards and technical specifications posed by H.O.C.R.E.D.• There is no information about the facilities offered by the accommodation and catering businesses of the surrounding villages.• As the population decreases and ages, the percentage of the productive population falls and augments the unproductive population.

<ul style="list-style-type: none"> • Low ticket price (6€ and 3€ in winter). 3€ for seniors and free for pupils, students and the disabled. • There is a unified ticket for Dodona, the Ioannina Archaeological Museum and the Byzantine Museum. 	<ul style="list-style-type: none"> • There is a lack of successive connections between tourism and the primary and secondary sectors. • There are a small number of food outlets in the surrounding area. In addition, these stores are not always open, but the customer needs to contact them in advance.
<p>Opportunities:</p> <ul style="list-style-type: none"> • The construction of the Egnatia and Ionia Highways has significantly increased the number of visitors. • The location is close to two international airports (Ioannina and Aktio). • The local community is interested in promoting its culture, and there are a significant number of businesses that produce local products. • Recent decrees of the Ministry of Culture and Sports further promote the connection of the archaeological site with non-profit organizations to promote local cultural production (arts, gastronomy, customs and traditions, etc.). • The recent completion of the restoration work on the lower part of the Theatre will allow it to be effectively used as a space for cultural events. • The modern trend of "experience tourism" increases visits to archaeological sites, especially those that 	<p>Threats:</p> <ul style="list-style-type: none"> • The local population mainly engages in agricultural activities and handles with suspicion the series of restrictions and banning activities around the archaeological site. • The instability in the tourism environment due to the pandemic and its successive waves and local conflicts makes long-term action planning difficult.

preserve the shapes and forms of buildings.	
---	--

The legal framework

The legal framework for protecting cultural heritage in Greece is primarily state-centred. The ownership and responsibility for the operation of the recognized cultural sites belong exclusively to the State.

The state's safety of the natural and cultural environment is an obligation. According to the Greek constitution (1975 as revised in 1986 and 2001, article 24 par. 1), the State should take special preventive or repressive measures. In particular, according to articles 17 and 18, the State protects the property, monuments, traditional areas, and elements. At the same time, the law defines the restrictive measures for this protection as well as the way and the type of compensation of the owners (article 24 par. 6).

The Greek State protects the cultural interests that came from the Greek territory, even if they were removed from it. This law stipulates that safeguarding the country's cultural heritage aims to preserve historical memory. Cultural heritage includes all the cultural goods located on the borders of the Greek territory, while it also includes intangible cultural goods.

The current ruling law is the 4858/2021, "Code of legislation for protecting antiquities and cultural heritage in general". Law 4858/2021 is the fundamental law for protecting antiquities and cultural heritage. The new law seeks to expand, strengthen and modernize the protection of antiquities and contains all the amendments to previous relevant laws.

The State operator responsible for protecting, preserving, and promoting cultural heritage is the Ministry of Culture and Sports, established on June 24, 2013, by services of the former Ministry of Education and Religions, Culture and Sports.

The Ministry of Culture, primarily responsible for covering the resources related to cultural heritage management, supports cultural activities with additional financial resources from European Union funding.

According to the Ministry of Culture, the financial needs of cultural organizations are covered by grants, which may come from the state, local government and European Union programmes or other bodies.

They are also covered by revenues from commercial activities, from the sale of products such as prints and books and the souvenir shop as well as from the revenues of tickets. In addition, resources come from donations and sponsorships. Regarding the souvenir shop that exists on the site, we should mention that it belongs to the " Hellenic Organization of Cultural Resources Development (H.O.C.R.E.D.) " and, consequently, the profits from the sales are not directly used by the Ephorate of Antiquities of Ioannina but go, together with those of all the shops of the archaeological sites of Greece, to H.O.C.R.E.D., which finances, according to its budget, the local Ephorates of Antiquities.

The Ministry of Culture and Sports includes the General Directorate of Antiquities and Cultural Heritage, which is responsible for coordinating and supervising the Directorates, both Central and Regional, that fall under it.

In this context, the archaeological site of Dodona can be an essential cultural asset, that can contribute to economic and social well – being of the whole area.



Figure 23: Buffer Zone A' of the archaeological site of Dodona. (Google maps)

Vision Statement

We aspire to make the Archaeological Site of Dodona a global cultural centre, open and accessible to all people of all ages and all ethnicities. A place where the achievements, wisdom and lessons of the past will help modern well-being.

Mission Statement

The Management plan of the Archaeological Site of Dodona aims to:

- Introduce sustainable and holistic approaches to the archaeological resource management of the area to the whole range of stakeholders with their rights and responsibilities.
- Acknowledge stakeholders' interests, values, responsibilities and efforts for the protection, conservation, use and management of the resources, as well as their rights to access, learn from and enjoy them.
- Suggest cost-effective solutions to the issues faced.
- Establish a way for stakeholder communication and collaboration in order to deal successfully with any potential threat to the site.

Our mission is to get everyone involved in the process of highlighting the uniqueness of the archaeological site of Dodona, which, in a natural environment of unique beauty, contains, among others, the largest Theatre of ancient Greece.

General objectives

The general objectives of the management plan for the archaeological site of Dodona are presented in the following diagram.

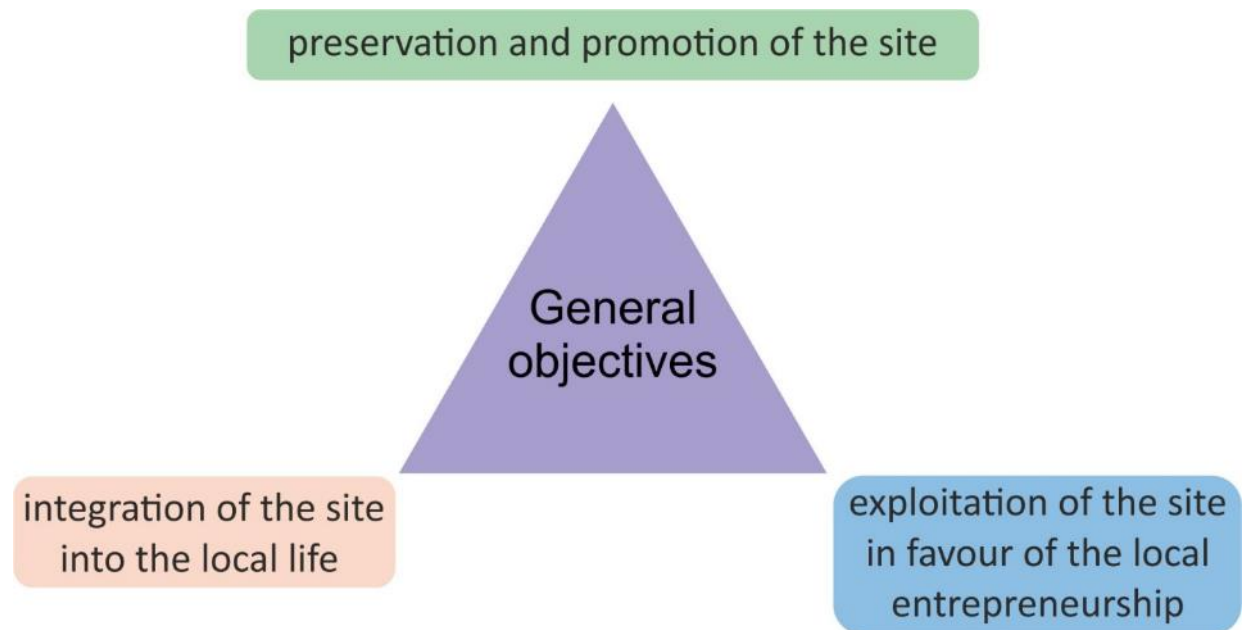


Figure 24: General objectives of the management plan. (Theodoros Alexiou)

For the preservation and promotion of the site

As a virtual repository of information, preserving archaeological material is particularly important at sites open to the public. Scientific study can significantly add to the established knowledge and narratives of the areas concerned. Furthermore, all World Heritage Sites, with their Outstanding Universal Value, extraordinary qualities and global visibility, should be exemplars of sustainable management.

A preservation programme is needed to identify and support projects that employ more sustainable methods of preserving sites by combining traditional conservation with robust outreach and engagement initiatives that raise awareness of preservation issues and involve local communities in the stewardship of cultural heritage.

An excellent way to promote the site is to make it part of a heritage trail like the "Theatre of Epirus" trail. This is another way to engage the public in highlighting cultural heritage in customer-friendly and interactive courses. In heritage trails, different routes are linked with essential items of a particular heritage area. A heritage trail can act as a self-guided

or guided tour. Heritage trails can increase awareness of the local heritage and encourage an interest in conservation; endorse the area's history to visitors; openly recognize important conservation activity and offer a ready-made entertaining or educational trip.

For the integration of the site into the local life

Planning in historic urban areas must be a participatory process involving all stakeholders. The local community lives with the archaeological remains side by side. This means that any management procedures and site usage could significantly impact the local people's daily lives. Of course, their way of life affects the archaeological sites. This influence is more significant when the places and the local community maintain historically, culturally, and/or socially important relationships. It also means that site management does not function as successfully as intended, without their understanding of site preservation and management.

Although it is not always an easy process — and brings up relevant issues — their involvement and the acknowledgement of their right to control their culturally associated places, in terms of interpretations, ownership, and preservation procedures, provides positive outcomes for both the site's preservation and the indigenous community itself. It not only helps in the conservation of the values of a place and reduces conflicts but also encourages indigenous people to convey their messages to a broader audience and to give their interpretation of their culture through the site and empowers them to improve their life through utilizing their heritage.

A general information programme for all residents will encourage participation and involvement, beginning with children of school age. The actions of conservation associations must be motivated, and financial measures must be put in place to facilitate the conservation and restoration of the built environment.

Mutual understanding, based on public awareness, and the search for common objectives between local communities and professional groups, is the basis of the successful conservation, revitalization and development of archaeological sites.

Information technology enables direct and immediate communication. It allows for active and responsible participation by local groups.

Local involvement is an essential element of successful archaeological site management. Recognition of the role of the local community could make a significant contribution to improving the present critical situation of many archaeological sites worldwide.

The benefits of involving the local community are not restricted to site management but could greatly empower the local community itself. It is an opportunity for them to familiarise themselves with the management process, understand and reconsider the importance of their local heritage, and, most importantly, participate in decision-making to improve their socio-cultural activities and avoid impoverishment. Cultural heritage management has a high potential to create economic opportunities and can help to disseminate their unique cultures and histories to the broader public. In pursuing sustainable local development through cultural heritage management, they must also take responsibility for the site's preservation. Because of their physical proximity to the site, their ways of living could have an impact on it. Conservation could be conducted to maximize local knowledge and locally available resources and provide the community with new skills and knowledge necessary for caring for the sites. It would help foster self-confidence and a sense of responsibility among the local population, potentially leading to more respect and care for their local heritage. Local volunteers are also welcomed to clean and maintain the site and its walking paths.

For the exploitation of the site in favour of the local entrepreneurship

The demands of modern forms of tourism, such as cultural and environmental tourism, lead the management of archaeological sites to new modern and pioneering roads, which will not only respect the cultural past but at the same time will highlight and make it familiar and understandable with advanced technological means of information as well as with new communication methods. The reconnection of the archaeological-historical site with its environment can enhance the tangible transformation of the landscape into a functional medium allowing thus a vivid and meaningful approach to the monuments.

The business sector also shows many weaknesses, both in demand and supply. The brief stay of tourists and the consequent low daily expenditure, the lack of services to visitors and accommodation facilities, and an insufficient number of tourist operators connected to the site constitute key critical points for developing local tourism.

There is a minimal provision of services in the area around the archaeological site; this means that the development of the Dodona site will allow the development of local businesses

to provide various services to visitors. Of course, it is self-evident that the land use should follow specific regulations that correspond to the standards set by the current legislation.

Lastly, cooperation with the business world offers the possibility of attracting sponsorships for specific projects under the auspices of the Ephorate of Antiquities of Ioannina, that are not funded by the state budget.

Specific priorities

The activities developed within the archaeological site show the priorities of the management plan, as shown in the figure below.



Figure 25: The activities structure for the organization of an archaeological site. (Theodoros Alexiou)

A key priority is to balance the monuments' historical character and future uses. Through a systematic communication strategy, potential visitors will be sensitized, and the monuments and their environment will be more effectively protected. Their extroverted function as organized sites of interest is strengthened by hosting various events and actions.

The management of the archaeological site of Dodona does not concern only the Ministry of Culture and Sports and the Ephorate of Antiquities but all the local operators. This requires, at the level of Region or Regional Unit, the creation of a cooperation plan of all local partners, led by the competent Ephorate, for the dissemination of archaeological knowledge to the public, as a result of a cultural network providing all sorts of information on the importance of the site and the promotion of the projects by any appropriate means.

The availability of informative material on key points of the area, such as the nearby villages, the natural sites of interest and the local companies, and the promotion of the archaeological site would give a particular dynamic to their visit. Applying new technologies (audiovisual media, digital educational activities, etc.) can function as a supportive medium of information, that will certainly upgrade the visit. The added attraction and expansion of the groups of visitors through the creation of special events for specific social groups (disabled, elderly, etc.) will contribute to the awareness and encouragement of the participation of the public.

Finally, the promotion of the study of the cultural heritage through international conferences as well as through participation to major cultural events (i.e. exhibitions) must be included in the priorities and obligations of the scientific staff of the Archaeological Service.

Implementing a management plan creates conditions for environmental upgrading and cultural, social and economic development of the areas in which the monuments are included. The availability of monuments in use can ensure their historical continuity and turn them into social goods. The future synergies are expected to contribute to the increase of the visits to the site, the extension of the tourist season and the economic and emotional awareness of the local communities.

The economic context

The current management plan takes into account the value chain of tourism - culture - entrepreneurship. Thus, the following subjects are to be included:

1. Digital Services
2. Infrastructure
3. Monuments
4. Business Support
5. Staff

6. Publicity/marketing

The expected results of the management plan for the Archaeological site of Dodona are:

- The improvement of the already existing specialized and branded tourist destination.
- The organization of a structured "experiential" exploration of the archaeological site.
- The increase in visitors to the archaeological site.
- The creation of a "social contract" between the Ephorate of Antiquities and local businesses to enhance the competitiveness of the participating companies while improving the natural and cultural environment around the archaeological site.
- The connection of the archaeological site with the local community of the Municipality of Dodona but also the social and business environment of the Prefecture of Ioannina
- The utilisation of ICT.

A visit to an archaeological site can promote the broad spectrum of benefits - social, economic, and cultural - associated with heritage. An extroverted management of the archaeological site, enriches our understanding of the ongoing relationship between humans and nature and the common and various ways humans organize themselves and interact with other groups. These are critical contemporary issues. Heritage plays a fundamental role in developing collective identities. Where inheritance is used to privilege narratives in ways that benefit specific groups, heritage studies drawn from archaeological research and its material evidence can be used to challenge these narratives.

Publicly accessible archaeological sites can guarantee economic benefits in sustainable and unsustainable ways. Sustainable management of archaeological sites that are open to the public requires understanding how public access and experience combine to help protect the sites concerned. Sustainable management also requires the clear identification of how the development of public access might harm the areas discussed.

The interconnected systems affected by the economic context of the project are:

- The socio-demographic environment

The area's demography shows an increase in older adults and a decrease in young people, mainly due to the proximity to Ioannina, their removal from primary production and the transition to the service sector. The few exceptions of young people returning to the area from the urban centres to engage in agriculture and animal husbandry remain isolated examples.

This management plan aims to reshape the relationship of the archaeological site with local entrepreneurship, promoting businesses established in the surrounding villages and thus giving young people the opportunity to create profitable businesses in the area. In this way, the management plan will slow down the removal of young people.

- The Natural Environment

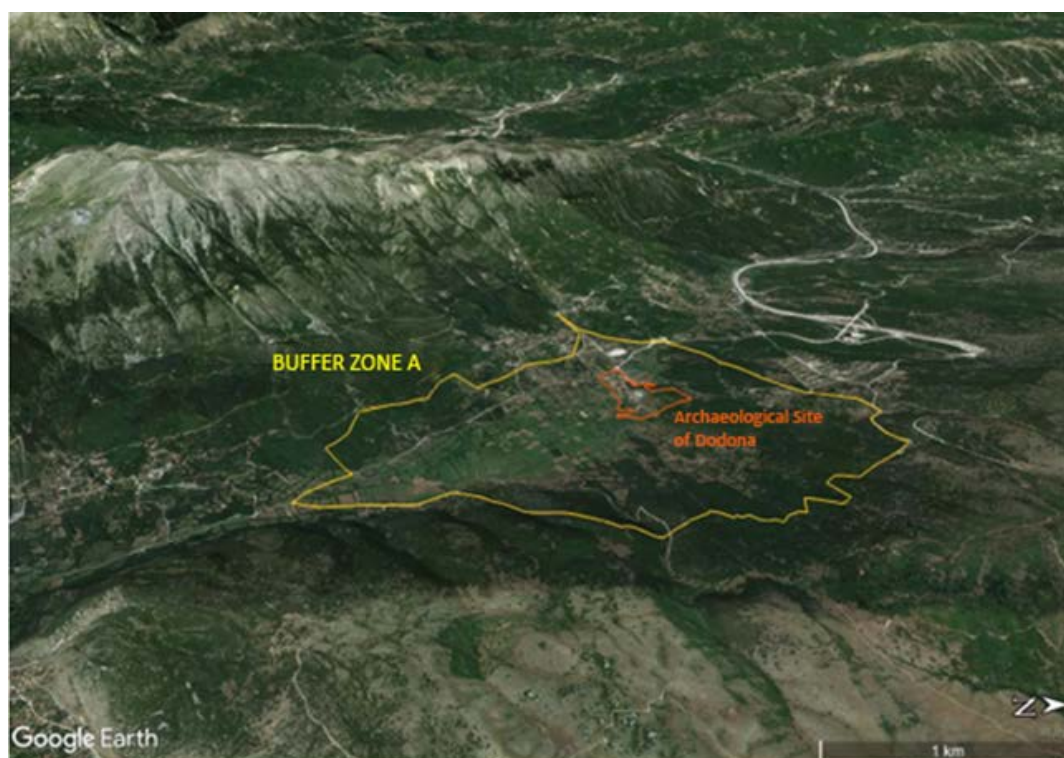


Figure 2611: The archaeological site of Dodona (red outline) along with the Buffer Zone A' (yellow outline). (Google maps)

One of the major challenges of the area's economic development, to which the current management plan aims, is the preservation of the natural environment unscathed, as it is the main factor contributing to the beauty of the landscape. The buffer zone, which was

implemented in the area for this purpose, will allow eventually the local stakeholders to capitalize on the cultural and natural heritage of Dodona.

- The system of fruition

The current management plan is proposed to create a sustainable fruition system both in the archaeological site of Dodona and in the societies of the surrounding settlements, both economically and socially. As far as the archaeological site is concerned, its use in multiple ways, as an archaeological site, as a cultural event site, as a conference hosting infrastructure but also as an integrated experience site, through Augmented Reality systems will transform it to a tourist and cultural destination. This will bring along the development of the wider area, while its further connection with local business by developing an information net will encourage foreigners to visit local businesses for food, accommodation etc.

A similar network for the business operating in the area of Dodona, has been included in the “Ancient Theatres of Epirus”, an initiative funded by the Region of Epirus and implemented by Epirus S.A. A synergy thus is to be expected between the local chamber of Commerce, the Epirus S.A. and the Ephorate of Antiquities of Ioannina. This synergy will help to the promotion of the broader area of Dodona, in Greece and abroad, as a branded tourist product, which reflects tourist services of upgraded quality and identity of the region and the creation of a focus of quality in the "heart" of Dodona, as a point of reference for visitors and a guide for the agencies, businesses and producers of the wider region.

A fruition system should also include a management system according to the archaeological site's specific characteristics, needs, and environment. This system will assist in user monitoring and management, design activities and integrate all the resources that allow us to receive information about users' interests and needs. The results will be given to working committees, groups, workshops and individual meetings with local stakeholders.

The network of businesses throughout Epirus includes approximately 70 companies to date, with 35% relating to the archaeological site of Dodona.

You can find a list of the participant companies in Appendix 2.

- The site's location concerning the country's transport infrastructure.

Since the construction of Egnatia and Ionia Highways, Dodona has been located right at their crossroads. Thus, it has direct access from Athens and Southern Greece, Thessaloniki

and Northern Greece, and abroad, by boat from Italy and road from Albania and the Western Balkans. In addition, during the summer months, it has a direct connection with many foreign countries thanks to the airports of Ioannina and Aktion, while a seaplane connection with Patras, Paxoi and Corfu is imminent. All of the above create a great dynamic in the area, which remains to be exploited by local entrepreneurs.

Involved stakeholders

Stakeholders are individuals, organizations and operators, actively involved in the area under study. The management team must identify the stakeholders, determine their requirements and expectations, and, engage a fruitful cooperation.

Key stakeholders in the area around Dodona may include:

- The Ephorate of Antiquities of Ioannina
- Sponsors, internal and external owners and investors
- ICOMOS
- Environmental preservation organizations
- Researching institutes, universities, specialists
- Consultants, contractors, suppliers, workers
- Local people in the site and around the site
- Tourists and tourism agencies
- Public

Stakeholders can offer resources, knowledge, different perspectives, and concern for specific values that are needed to be recognized to make decisions about the site. If these stakeholders are engaged in the process, they can become mighty forces for the development of the area as it is equally essential for them to understand the managing authority's perspectives, constraints, and values, in case the administration hopes to enlist their cooperation to benefit the site.

If the practicality of engaging stakeholders is being questioned, the following mechanisms and strategies have been developed to help manage consultation and enhance cooperation:

- Convene small workshops to address specific issues: planning is often most efficiently done with relevant stakeholders in small intensive workshops at crucial points in the process;
- Prepare discussion papers on critical issues: a clear exposition of complex topics for comment by relevant stakeholders is a way of soliciting interest and gauging reactions before engaging in face-to-face discussions;
- Undertake a tourism marketing study: determining the site's potential economic benefit to the local community or ways to ensure that profits from tourism stay in the community, displays a commitment to stakeholders;
- Target the educators: enlisting the support of teachers within a community will bring up stakeholders who have a particular interest in the site and are highly regarded by the community; and
- Encourage the development of advocacy groups: community members interested in the site may be eager to contribute their skills. They can be a means of persuading and influencing the larger community for the benefit of the site.

Local Population

The local community lives next to the archaeological site. Many of them owned fields located within the Buffer zone. This means that any management procedures and land use could significantly affect the daily lives of the local people. This influence is more significant when the places and the local community maintain their historical, cultural and economic bounds. It also means that site management will not function as successfully as intended without their understanding of the necessity of site's preservation and management.

Public Authorities

Efficient management provides broad orchestration amongst all stakeholders: elected authorities, municipal services, public administrations, experts, professional organizations, voluntary bodies, universities, residents, etc. This is essential for the successful safeguarding and the sustainable development of archaeological sites and urban areas.

The residents' participation can be facilitated by distributing information, awareness-raising, and training. The traditional urban governance systems should examine all aspects of cultural and social diversity to establish new democratic institutions to suit the new reality.

Of special importance is the pursue of grants that would encourage partnerships with sponsors from the private sector in the areas of conservation and restoration of particular monuments, according to specific studies approved by the competent services of the Ministry of Culture and Sports.

Educational Institutes

The role of educational institutes in the management of an archaeological site is important from at least two points of view: First, in higher education, it is possible to introduce a course in the management of archaeological sites in both archaeological studies and Business Administration studies. Secondly, the visits of pupils and students to archaeological places can be the subject of special treatment by the administrators. As mentioned above, the Ephorate of Antiquities of Ioannina can allocate an archaeological site to hold educational and recreational events for students or events held by the students themselves.

In addition, it is possible through the cooperation of educational institutes with the Ephorate of Antiquities of Ioannina to create new possibilities and prospects for the use of archaeological sites through new I.T. tools, new marketing and management applications, and new methods of attracting tourists.

Another essential point to remember is that volunteers are always welcomed to offer their help either during the organizing of special events or in other sorts of activities.

Private Business

An archaeological site is always a core of interest for local businesses and companies interested in utilizing the tourists that visit the site.

The cooperation between the Ephorate of Antiquities of Ioannina and the local companies can ensure the successful management of an archaeological site. The companies constitute a vital information multiplier and advertiser of the archaeological site. On the other hand, the companies should be informed about the site's history to offer updated information to the visitors and match their activity with the concept of the archaeological site. We should also not forget that tourism companies participate in many tourism fairs every year and promote the relevant archaeological site, along with their own business, as it is a significant advantage and asset of their own business.

NGOs

According to UNESCO, NGOs have invaluable knowledge of modern practices and issues supporting and promoting cultural heritage sites such as archaeological sites and parks. They can directly facilitate the development of spaces at national, regional and international levels. NGOs also play an essential role in disseminating the ethical principles and guidelines of the 2001 Convention. This collaboration is vital as NGOs work directly in the field and with national authorities worldwide.

UNESCO officially cooperates with over 500 NGOs worldwide.

The cooperation with the cultural NGOs constitutes certainly a possibility. These organizations can contribute to promoting and networking the site and its maintenance beautification actions. In addition, members of non-governmental organizations can become multipliers of knowledge about archaeological sites.

Visitors

Opening an archaeological site to visitors is popular in many world areas. It has many benefits, including tourism revenue and local economic development opportunities. But developing sites for tourism may lead to rapid deterioration of the monuments. Any plans for getting economic benefits from an archaeological site have to be carefully considered, and adequate measures have to be taken to ensure proper protection and preservation of the site.

Archaeological tourism known as "archaeotourism" focuses on visiting and experiencing ancient sites and historical places. The motivating forces behind that trend, are a passion for the past and an interest in learning about the ancient or historical cultures that prevailed in the destination area. To minimize any adverse effects of archaeotourism, all stakeholders, including archaeologists, archaeological organizations, conservators, local communities, tourism agencies, and other private and governmental groups responsible for the development, maintenance, and oversight of the site, must work together to prepare and implement an effective and inclusive site management plan.

The sheer number of stakeholders involved in developing a site often complicates the process. An appropriate site management plan must consider all stakeholders' desires, opinions, and voices and balance their needs against the obligation to protect and preserve the site.

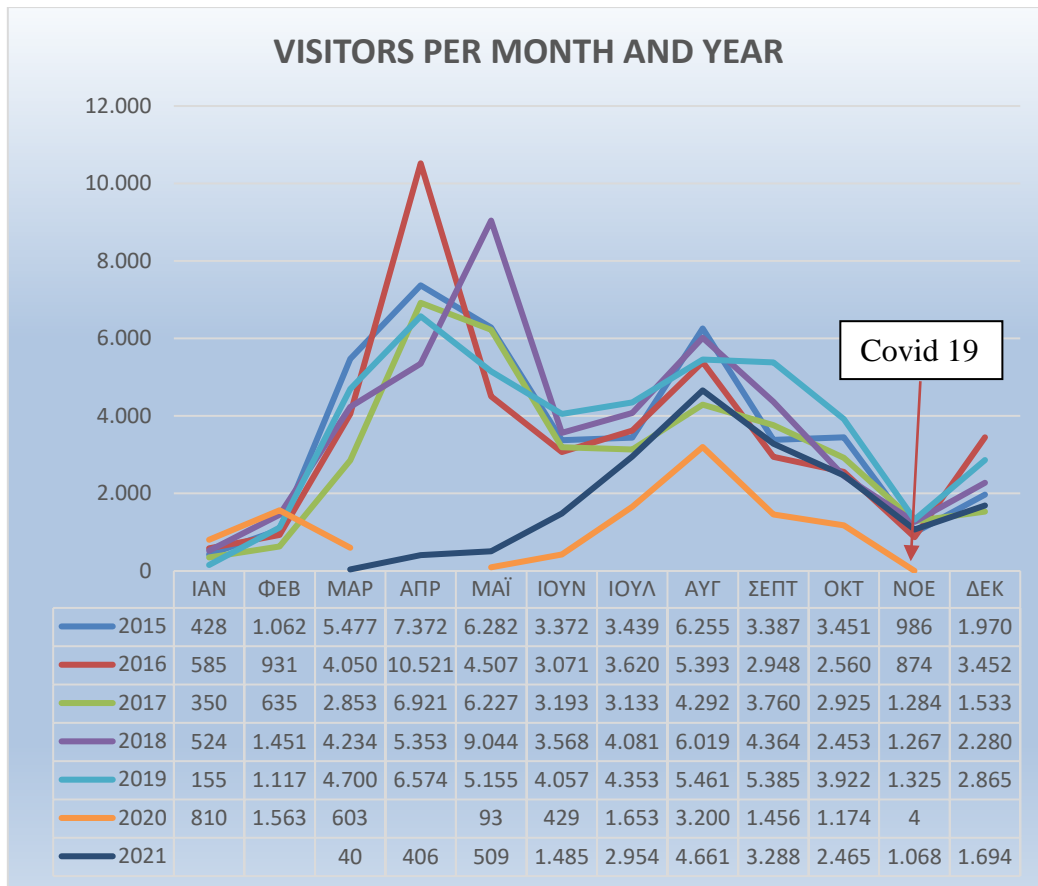


Chart 1: Visitors per month and year in the archaeological site of Dodona. (Source of data: Hellenic Statistical Authority)

As seen in the diagram above, the number of visits to the archaeological site of Dodona during the last seven years, namely from 2015 to 2021, increases in April and May, while a minor increase, after the slight drop in June and July, occurs in August. The increase in August is followed by a major drop in autumn and winter.

This seasonal variation in attendance is due to the particular characteristics of the periods. The area receives many visitors in April and May due to the Easter holidays (in April) and school trips (in May), while August is the primary month of summer holidays.

Cooperation modalities with:

Local Population

The conservation of historic sites concerns mainly the people who live in the same area next to these monuments. The participation and involvement of the residents - and all local interest groups - are essential for the success of the conservation programme and should be encouraged. The purpose of the management plan is, among others, for the local

communities to consider the archaeological site of Dodona and the rest of the area's resources as their heritage, imbued with meanings and values through local and national identity, religious beliefs and concepts of uniqueness, continuity and monumentality. Strategic participatory planning allows these values to be much more involved with conservation and thus strengthens the socio-political context of the latter.

Furthermore, it enables a community - which not only pays for but also restrains the ways of exploiting its property by implementing the relevant law - to participate in its management and benefit from it.

Some of the Initiatives that must be undertaken in order the local community to embrace the place and make its inhabitants feel part of it are the following:

- Collect stories related to the site, inspiring kids and youth to explore the surroundings and helping or funding small-scale trans-border projects like Erasmus+.
- Disseminate heritage museum for the schools, promoting knowledge and kids' activities related to the site.
- Using social media, e.g. engage people by organizing an Instagram photo competition, "fill Facebook with Dodona", #OurD Instameets and a summer postcard competition.
- Issuing a biannual or annual press release with information about the archaeological site, such as the number and type of visitors, comparative data from previous years, news about the archaeological site, future plans, etc., for the local community to remain informed and feel connected to the site.

Capacity-building ensures sustainable protection and management. It is expected that international or governmental aids are available only for a limited period. At the same time, site management is a long-term process and requires continuous care and actions to cope with the changing conditions of the site and society. Thus capacity-building of the local people is the key to sustainable site management and ensures maintenance of the socio-economic opportunities gained through site management.

Public Authorities

The management of an archaeological site should be based on effective collaboration between specialists of many different disciplines as well as on studies undertaken by

researchers, who work together with public services, private enterprises and the broader public. These studies should lead to concrete proposals by political decision-makers, social and economic agents and residents.

One of the main problems proven during the SWOT analysis that was recently carried out is the lack of regular transportation between the major cities of Epirus and the archaeological site. Visitors who arrive in the area have to rent a car. This is not always feasible. The Municipality of Dodona, as the directly interested public entity, should either discuss with the public bus operator (KTEL) or with a private travel agency in order to launch a regular connection, especially during high seasons.

Recently, the Ephorate of Antiquities of Ioannina, has granted permission to the Municipality of Dodona to renovate the entrances of the adjacent villages of Manteio and Dodona to highlight the cultural heritage of the area. Also, as part of these renovations, the Ephorate of Antiquities of Ioannina has consented to construct a park and a refreshment stand to entertain visitors and provide information about the area. This proposal is complemented by the construction of an outdoor gym and a playground.

Educational Institutes

Secondary and higher educational institutions are essential stakeholders for the site. As they are the main ones responsible for the training of the students and their cultural cultivation, they have to closely connect with the Ephorate of Antiquities of Ioannina.

Ways of cooperation are as follows:

- Introducing educational seminars for local guides - more visitors mean a greater need for well-trained guides.
- Training the local educational community in matters of protection and utilization of cultural elements and acquaintance with the natural environment of the area and its rational management.
- Teachers and university personnel can set up an educational network with the assistance of the Ephorate of Antiquities of Ioannina in order to promote the educational value of the archaeological site, i.e. joint excavations.
- The archaeological site of Dodona could become the centre of education for learning the Greek language, provided to international students by the University of Ioannina.

- One step further is the digital representation for educational purposes of ancient activities, such as sports in the stadium or the hypothetical representation of giving oracles.
- Schools can organize educational excursions to the archaeological site and the surrounding area, allowing students to get to know the history of the site.
- An exciting endeavor is publishing a comic book on the site's history. In this way, the interest of young readers will remain undiminished.
- Finally, cooperation with educational institutions and NGOs would create groups of volunteers who could assist in serving visitors, supporting archaeologists during excavations, etc.

Private Business

- Heritage festivals. Properly prepared heritage festivals can be fascinating, as they present to the public the cultural assets of the area and raise the economic impact on the community. Cultural heritage festivals are a vibrant power behind cultural improvement and social connection while bringing monetary sustenance. Cultural heritage festivals are widely well-thought-out in contributing to the economic development of the local inhabitants by providing employment, attracting tourists, and promoting heritage.
- Due to the natural beauty of the area, there is always the possibility for outdoor activities and routes with electric bikes, as they constitute a way of moving around and site-seeing that is compatible with the tranquility of the natural environment of the area.
- During periods of high tourist traffic, professional guides can accompany the visitors to the site, providing the correct information on the site, its history, the buildings etc.
- To connect local entrepreneurship with the archaeological site, there can be postcards or information leaflets for the archaeological site at the reception of hotels, restaurants and local shops.
- As EPIROS S.A. has already worked out a plan to create a business network within the "Ancient Theatres of Epirus" initiative, to create clusters that will bring together the local stakeholders. For that purpose, a synergy between EPIROS S.A., Ephorate of Antiquities of Ioannina and Chamber of Commerce

is more than desirable. Hence, Dodona should provide a brandname that should stand as a synonym for:

- 1) Tourist services of upgraded quality
- 2) Products of authentic ingredients and workmanship.

Making the site part of a Heritage Trail is also an excellent way to promote local entrepreneurship, as visiting local stores will be part of this trail.

NGOs

As mentioned above, cooperation with educational institutions and NGOs would create groups of volunteers who could help serve visitors, support archaeologists during excavations, etc.

In addition, NGOs focusing on culture can be invited to be part of the archaeological site's friends and ambassadors.

NGOs can be involved in initiatives to embrace the place and make its inhabitants feel part of it. As mentioned before, here are some ideas:

- Children and young people find interest in coming upon short stories about places of particular interest. Hence, they can be encouraged to gather such stories and explore their environment. In addition, European initiatives and programmes such as Erasmus+ can be leveraged to support such activities.
- The Ephorate of Antiquities of Ioannina has been producing from time to time educational material for children and young people, which NGOs can utilize to strengthen the site's contact with schools and youth organizations.
- Members of NGOs, schools and youth organizations can, under the supervision of the Ephorate of Antiquities, participate in the maintenance and cleaning of the site.
- NGOs can also be valuable partners of the Ephorate of Antiquities of Ioannina, in using social media to attract visitors, such as organizing a summer postcard competition, #OurD Instameets, “flooded Facebook with Dodona” , and an Instagram photo contest.
- Publish a quarterly or annual press release that includes details about the archaeological site, such as the amount and nature of visitors, comparative data from previous years, recent developments at the site and future plans, etc. For example, an NGO initiative is the proposal for an annual reenactment of the pilgrimage route of ancient times, from the valley of Louros to the sanctuary of Dodona.

Visitors

In the table below, you can see the number of hotels and beds in the area of Ioannina and their distribution by star category. For 2020 the percentage (%) of bed occupancy in Ioannina was 19.1%.

5*****			4****			3***			2**			1*			ΣΥΝΟΛΟ		
Hotels	Rooms	Beds	Hotels	Rooms	Beds	Hotels	Rooms	Beds	Hotels	Rooms	Beds	Hotels	Rooms	Beds	Hotels	Rooms	Beds
11	758	1.608	63	736	1.603	104	1.416	2.924	56	869	1.718	4	40	91	238	3.819	7.944

Chart 2: Number of Hotels and beds by category (2020). (Source of data: Hellenic Statistical Authority)

Archaeotourism increases interest in archaeological sites and cultural heritage and can be a powerful tool to raise awareness and support the conservation and protection of sites. Archaeotourism, however, directly affects the areas, and all stakeholders should work together to mitigate any adverse impacts. Careful assessment by qualified professionals of the impacts of tourism on a site should be an integral part of site development plans. It should be recognized that not all areas should (or can) be opened to tourism. Sites in remote locations can be particularly vulnerable if they cannot be adequately monitored and protected. Supporting development plans that raise awareness of the fragility of sites and empower local communities to act as stewards will help slow the degradation of archaeological sites.

Having already experienced the deterioration suffered by the remains of the Ancient Theatre of Dodona and their painstaking restoration, the Ephorate of Antiquities of Ioannina is called upon to resolve the dichotomy of visitor access to the largest possible area of Dodona and, at the same time, the greatest possible protection of the elements of area.

The current situation, which includes the drawing of a specific route within the archaeological site, we consider adequate, as it allows direct contact of visitors with the site and, at the same time, the protection of the main elements of the monuments from visitor wear. In addition, elements without any archaeological value scattered around the site, such as rocks, which visitors can touch and even sit on, create a sense of familiarity, thus achieving their connection with the site.

Finally, for a global image of the monuments in the form they existed in ancient times, the AR application that will be developed in the area will help.

All of the above are tools that will allow visitors to "immerse" themselves in the environment of Ancient Dodona without causing problems and damage to the monuments. In addition, these tools can promote the area's marketing as they can make Dodona an archaeological site where the antiquity goes hand in hand with modern technologies.

Needs to be covered and actions to be implemented,

- Actions concerning the use of the site for cultural events
- Activities for the acquaintance of pupils and students with the site
- Efforts to gather people at specific points in time, such as the Full Moon of August or the solstices and equinoxes
- Actions to activate sponsors and volunteers

Every step will include the following:

- Set up sustainable economic activities
- Adoption of innovative ICT tools
- Financial resources needed
- Time plan, the involved human resources, roles and responsibilities, etc.
- Training the staff, business people and locals

Sustainable management will require the services of a variety of well-trained people. These will typically include scientists and archaeologists with relevant experience in the natural and cultural resources of the archaeological site, tour guides, maintenance staff, administrative staff having skills in budgeting and scheduling, animators, people trained in providing health and safety services and safe - guarding personnel.

Staffing needs will vary; therefore, a staffing plan should be developed that is informed by the inventory and evaluation of cultural and natural resources, the identified vulnerability and threats to those resources, and the specific objectives associated with presenting the site to the public. The plan should include an organization chart, necessary qualifications for all required positions, and duties and responsibilities for all positions.

Assessment of the economic impact of management activities

Current position

The sources of income for the operation of the archaeological site are the annual budget of the Ministry of Culture and Sports, the funding of the "Hellenic Organization of Cultural Resources Development – H.O.C.RE.D.", the participation of the Ephorate of Antiquities of Ioannina in national, European and international programmes and the sponsorships of private bodies. Therefore, the research, conservation of findings, educational programmes, and other activities in the site are funded from the above sources, which is not enough. The state budget is limited, and national and international programmes are highly competitive. Also, private sponsorships are virtually zero.

Revenues from sales

Promoting, distributing and selling local crafts and other products should provide a reasonable social and economic return to the host community while ensuring their cultural integrity is not degraded.

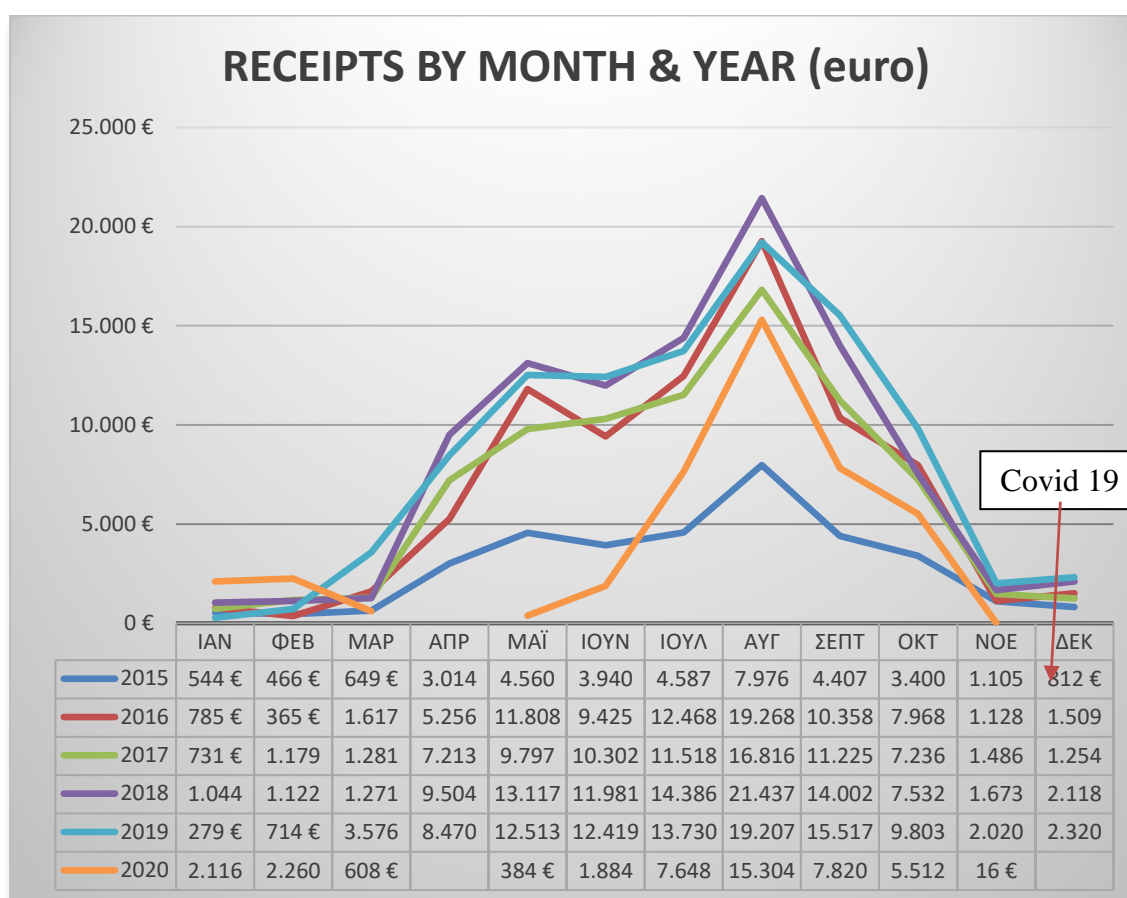


Chart 3: Receipts by month and year. (Source of data: Hellenic Statistical Authority)



Chart 4: Yearly Income. (Source of data: Hellenic Statistical Authority)

As the charts above show the progress of ticket receipts, the trend was steadily upward and was stopped only by Covid-19.

Studies focusing on the economic benefits of cultural heritage predominantly focus on the financial input provided by tourism. In some studies, the local share of the use might be improved. A survey of the economics of heritage conservation discusses the multiplier effect tourism can generate in services purchased in the immediate locality and broader region before proposing an evaluation method to determine which sites are worth investing in tourism development. More recently, in a list of the economic benefits that World Heritage Site status can generate, tourism and growth of popularity are cited as causing the main financial benefit. However, the report highlights social and indirect economic outputs linked

to civic pride, partnerships, and education development. These are, nonetheless, described as being 'soft' as opposed to 'hard' economic benefits.

Economic valuing is one of the most potent ways society identifies, assesses and decides on the relative value of things. The direct use or market value can be measured through an economic transaction, for example, admission fees or wages. Unlike other assets, cultural assets not traded in markets are known as non-market cultural resources. Society values them but cannot be translated into a market price. The impact of this so-called 'market failure' leads to a lack of funding and investment.

- Revenues from participation in E.U. projects
- Revenues from the renting of the site for cultural events
- Other sources
- Ways of enhancing the revenues

Although tourism can play a significant role at some key sites, this is not universally the case. Not all archaeological sites can become popular tourist destinations; some are not attractive enough, and others are located at some distance from popular tourist routes or are too fragile to expose. Not all sites have ancient theatres that can be exploited for use as venues for concerts and festivals. Furthermore, when broader regional tourism strategies are being drawn up as a means for economic regeneration in poorly served regions, archaeological sites themselves are often considered as part of a broader asset base and/or as part of a cluster of activities or itinerary routes, but often with little consideration for economic and social development directly linked to the places in which the sites are located.

Risk management

The past two decades witnessed globalization, rapid societal change, significant global economic fluctuations, considerable increases in tourism, and massive technological innovations. New approaches to conserving and managing archaeological sites reflect the profession's response to these conditions. It considers the complexity of societal context; the range of values and rights involved in heritage decision-making; and technological, scientific, and traditional ways to document sustained archaeological heritage. Nevertheless, despite recent advances in practice, archaeological sites face increasing challenges from development, climate change, tourism, insufficient management, looting, conflict, and inadequate

governmental resources. In addition, as the pandemic has taught us, we should consider volatile factors that can bring about significant changes in everyday life.

Whatever the nature of a disaster affecting an archaeological site, preventative and repair measures must be adapted to the specific character of the properties concerned. Management plans offer an opportunity to improve risk preparedness and promote environmental management and sustainability principles based on:

1. Planning identification
2. Analysis
3. Responses planning
4. Monitoring, and control of risks - uncertain events

Guarding the site

Until today, the Ephorate of Antiquities of Ioannina is responsible for guarding the archaeological site, while all movable finds are transferred to the headquarters of the Ephorate. The staff of day and night guards is assisted by cameras that monitor the area.

Finally, installing sensors that will be activated in the event of a fence violation will add additional security to the archaeological site.

Dealing with natural disasters

The conservation of Dodona's archaeological site has advanced substantially over the past two decades. Scientific techniques for conservation practice have developed by applying new materials (for example, the significant advances in geotextiles), combined with a new appreciation of the deterioration problems associated with the ageing of some older ones (such as concrete).

Archaeological sites and their settings should be protected against natural disasters and nuisances such as pollution and vibrations in order to safeguard the heritage and for the security and well-being of the residents.

The deterioration of the stones of the buildings due to the particular weather conditions is another inherent problem of the site.

Another inherent problem in the archaeological site of Dodona is the abundance of lightning strikes. Amortization of this risk has been accomplished thanks to the installation of extensive lightning protection.

Climate change can have devastating consequences for the archaeological site because, many buildings are becoming obsolete, requiring high expenditure levels to tackle climate change problems. The aim should be to take advantage of strategies arising from growing global awareness of climate change and apply them appropriately to the challenges of safeguarding the archaeological site of Dodona.

Medical incident management

Steps should be taken to keep snakes and dangerous insects out of the area as much as possible, especially during the warmer months.

Suppressively, a first aid station should be set up within the archaeological site equipped with the necessary materials, including a stretcher and a defibrillator.

Staff should be trained in first aid and defibrillator use and retrained each year to be aware of developments in first aid.

Regular monthly checks on available medical material for its expiration date and replacement should be done.

Theft and damage

Archaeological sites and historical places are finite, fragile and nonrenewable. Visitors who stray off the path, climb monuments, and go into areas that are supposed to be closed are not necessarily malicious but look for a unique perspective or vantage point and fail to realize that their actions have negative consequences.

Archaeological sites exist within a larger setting that includes the environment and local communities. While one may be respectful of the site itself, visitors must understand that they must also be respectful of the site's landscape and the local communities' sensibilities and traditions.

Removal or destruction of cultural material is unethical and illegal; often, visitors do not realize that their actions could be unlawful. Laws that govern archaeological sites

worldwide differ, and it is possible that, unless they are clearly stated, some people will not realize that they are doing something illegal.

Archaeological sites contain material evidence that, when studied scientifically, can inform us about the history of humanity. In this way, in the poetic language of the 1964 ICOMOS Venice Charter, they are "infused with messages from the past". Visiting an archaeological site conveys the human past with immediacy that other means cannot achieve. Therefore, the experience of visiting an archaeological site should be available to as broad an audience as possible, provided this does not compromise or destroy the physical evidence of what happened in the past. While a structure can be cosmetically repaired, an archaeological site's historical and scientific value lies entirely in the ability to investigate original material: this distinguishes archaeological sites from other cultural heritage sites.

In this direction, the Ephorate of Antiquities of Ioannina already ensures visitors' access to the largest possible area. At the same time, the day and night guarding of the archaeological site have proven to be sufficient. Of course, as mentioned above, the application of new high-tech surveillance methods will improve the visitors' experience without requiring more contact with the monuments. In contrast, applying artificial intelligence techniques and installing additional sensors in the area will further improve its security against bad intentions and damages due to visitors' negligence.

Marketing strategy

As the below figure illustrates, six factors situated in the outer layer are crucial for sustainable marketing to happen and succeed. These are local community involvement and benefits, partnership and collaboration; authenticity and conservation; visitor mindfulness; interpretation; and economic viability. For effective results, these factors should be internalized into the marketing plan.



Figure 27: Communication mix. (Theodoros Alexiou)

- Current situation analyses
- Definition of the target audience
- SMART Goals
- Means and media

The management of the archaeological site of Dodona also needs to stay updated on technological innovations. By embracing innovative tools for marketing, archeotourism organizations can gain leverage over their competitors and obtain a distinct edge in cost reduction, revenue growth, marketing research, and customer retention. It is also pointed out that the Internet offers multi-promotion and distribution opportunities. Internet Communication Technologies (ICT) have revolutionized the traditional distribution function in tourism, dominated by intermediaries such as travel agents and tour operators during the pre-Internet era. Organizations are now able to distribute their products directly. The 'disintermediating' trend also implies that tour operators can sell direct to suppliers and eliminate travel agents. Travel agents are bundling their packages and excluding tour operators.

Also, a new class of electronic intermediaries is emerging, challenging traditional intermediaries.

Another significant impact of the Internet has occurred on the pricing component of the marketing mix. Pricing has become transparent today, enforcing the need to guarantee online and offline price parity. This has compelled organizations to revisit their brand and positioning strategies. Another innovation is associated with eLearning, which comprises all technology-assisted learning. This tool is extensively used for training, education, and research. Virtual Learning Environments (VLEs) have become popular among tourism educators. ICTs aim to develop info-structure for the entire industry. Also, eTourism is becoming increasingly focused on consumer-based technology innovations to enable organizations/agencies to facilitate interactions with their consumers.

Heritage institutions today recognize that ICT can ease the distribution of information from inaccessible locations, thereby allowing heritage operators to take control of the information available to visitors before visiting the attraction and post-visit explorations. Although museums have used e-Services for heritage interpretation, limited research exists regarding the widening application of the Internet to interpretation techniques. Moreover, the heritage industry can apply e-Services to support online heritage interpretation. Technology thus offers unique opportunities for heritage institutions such as archaeological places to touch "peoples' minds and spirits". The effects of ICT on cultural tourism are profound, and there is a need for heritage institutions to seek updated technological innovations. It is a fact that the Internet has led to unprecedented growth and development in promotional endeavours.

Evaluation

SMART initials stand for **S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**imely. SMART goals are a step-by-step process for effectively formulating and achieving goals and can be used with assessment and performance reviews. SMART goals are used in evaluations to enhance performance management. SMART goals are specific, well-defined, clear, and unambiguous. Therefore, a SMART goal incorporates all of these criteria to help focus your efforts and increase the chances of achieving your goal.

- Quality and maintenance of the site:

A cultural heritage conservation programme refers to activities to conserve cultural heritage sites. These activities may generally be divided into two types:

- Project type activities:

The project-type activities include study, research, investigation, excavation, removal of debris and earth, and conservation such as preservation, renewal, rehabilitation, prevention of deterioration, consolidation, restoration, reconditioning, adaptive use, renovation, remodelling, reproduction, reconstruction, etc. These activities bring the site to a suitable, acceptable, stable and constantly conserved situation and generally have a definite start and end. Some conservation activities may be accommodated within the project definition, such as renovating structures that shall be conserved for adaptive use or continuation of present suitable use.

- Operational activities:

That are applied afterwards, repetitively and periodically, for maintaining the site (such as cleaning the dust, and moisture protection), as well as activities for utilizing the site and adaptive uses (like managing the visitors in the area) carried out after completion of the project period. Spots of the site that can be monitored are:

- Entrance, main space, gift shop, canteen etc.
- Shade spots, signs, explanatory plates, accessibility for the disabled etc.
- Facilities for visitors (Augmented Reality system, Audio Guides, faucet etc.).

- Quality of the services:

New functions and activities should be compatible with the character of the archaeological site.

Introducing new activities must not compromise the survival of traditional activities or anything that supports the daily life of the local inhabitants. This could help preserve historical and cultural diversity and plurality, some of the most valuable elements in this context.

Before introducing a new activity, it is necessary to consider the number of users involved, the length of utilization, compatibility with other existing activities and the impact on traditional local practices.

Such new functions must also satisfy the need for sustainable development, in line with the concept of the archaeological site as a unique and irreplaceable ecosystem.

- Degree of integration of the site in the consciousness of the local population.
 - Degree and ways of exploitation of the site by the local business.
-
- Financial sustainability:

Economic enumerations are a prerequisite to developing heritage tourism in an area. Despite the pronounced economic emphasis, heritage institutions worldwide should aim to develop strategies that maximize local economic benefits and reduce leakages. Also, they should ensure local community benefits through increased income, employment, and tax contributions from tourists. Marketing managers of these institutions have an essential role to perform. They can develop a local community-friendly marketing mix to reap more benefits locally. High-end products made by local artisans can fetch revenue for both the producers and the retailers. Cross-selling local community services to on-site visitors can also facilitate local earnings by purchasing ancillary products. For example, offering coupons or information on a local restaurant, entertainment complex, or lodging facility can strengthen liaison with the region's other travel and tourism industry partners.

THE LEGAL FRAMEWORK

A. Law 4858/2021 is fundamental for protecting antiquities and cultural heritage in general.

CHAPTER ONE

BASIC PROVISIONS

Article 1

Scope

1. The protection afforded by the provisions of the present law covers the cultural heritage of the country from ancient times up to the present day. This protection aims at preserving historical memory for present and future generations and enhancing the cultural environment.

2. The cultural heritage of the country consists of cultural objects found within the boundaries of Greek territory, including territorial waters and other maritime zones over which Greece exercises relevant jurisdiction in accordance with international law. The term cultural heritage also includes intangible cultural heritage.

3. Within the framework of international law, the Greek State shall care for the protection of cultural objects originating from Greek territory whenever they may have been removed from it. The Greek State shall also care, within the context of international law, for the protection of cultural objects, which are connected historically with Greece wherever they are located.

Article 2

Definitions

For the purposes of the present law:

a) “Cultural objects” shall mean testimonies of the existence and the individual and collective creativity of humankind

b) “Monuments” shall mean cultural objects which constitute material testimonies and belong to the cultural heritage of the country and which deserve special protection on the basis of the following distinctions:

(i) “Ancient monuments or antiquities” shall mean all cultural objects dating back to prehistoric, ancient, Byzantine and post-Byzantine times up to 1830, subject to the provisions of article 20. Archaeological monuments shall also include caves and paleontological remains, for which there is evidence that they are related to human existence.

(ii) “Recent monuments” shall mean cultural objects dating after 1830, which deserve protection due to their historical artistic or scientific significance, in accordance with the distinctions of article 20.

(iii) “Immovable monuments” shall mean monuments which have been attached to, and remain on the ground or on the seabed or on the bed of lakes or rivers, as well as Monuments which are found on the ground or on the seabed or on the bed of lakes or rivers and cannot be removed without damage to their value as testimonies. Immovable monuments shall also include installations, structures and the decorative and other elements, which form an integral part of monuments, as well as their surroundings.

(iv) “Movable monuments” shall mean monuments, which are not immovables.

c) “Archaeological sites” shall mean areas on land or at sea or in lakes or rivers which contain or there is evidence that they contain, ancient monuments, or which have constituted or there is evidence that they have constituted monumental, urban or burial groups from ancient times up to 1830. Archaeological sites shall also include the necessary open space so as to allow the preserved monuments to be considered in an historical, aesthetic and functional unity.

d) “Historical sites” shall mean areas on land or at sea or in lakes or rivers which have constituted, or there is evidence that they have constituted, the site of exceptional historical or mythical events, or areas which contain or there is evidence that they contain monuments dating after 1830, or combined works of man and nature dating after 1830, which

constitute distinctive, homogeneous and topographically definable sites, and which deserve protection due to their folk, ethnological, social, technical, architectural, industrial or in general historical, artistic or scientific significance.

e) “Intangible cultural heritage” shall mean expressions, practices, knowledge and information, such as myths, customs, oral traditions, dance, rituals, music, songs, skills or techniques which constitute testimonies of the traditional, folk and literary culture.

f) “Service” shall mean the competent Central or Regional Service of the Ministry of Culture.

g) “Council” shall mean the ad hoc competent advisory collective body, as defined in articles 49-51.

Article 3

Content of protection

1. The protection of the cultural heritage of the country consists primarily in:
 - a) the location, research, recording, documentation and study of its elements
 - b) its preservation and prevention of destruction, disfigurement or in general any kind of damage, direct or indirect, to it
 - c) prevention of illegal excavations, theft and illegal export
 - d) its conservation and, in appropriate circumstances, restoration
 - e) facilitation of access to and communication of the public with it
 - f) its enhancement and integration into contemporary social life, and
 - g) education, aesthetic enjoyment and public awareness of the cultural heritage.

2. The protection of monuments, archaeological and historical sites shall be included among the objectives at all stages of town and country planning, environmental and development plans or plans of equivalent effect or their substitutes.

Article 4

National Inventor of Monuments

1. The monuments shall be recorded, documented and registered in the National Inventory of Monuments, which shall be kept at the Ministry of Culture.

2. The organization and functioning of the National Inventory of Monuments shall be determined by presidential decree, issued upon proposal by the Minister of Culture, which shall specify the manner of recording monuments and protecting data, the conditions of the exercise of the right of access to them for research and other purposes, as well as any other necessary detail. In the National Inventory of Monuments shall be registered, at the latest every three years, a report on the condition of each immovable monument, which shall be prepared by the competent Service of the Ministry of Culture.

CHAPTER TWO

IMMOVABLE MONUMENTS AND SITES

FIRST PART

GENERAL PROVISIONS

Article 6

Distinctions of immovable monuments - Classification

1. immovable monuments shall include:
 - a) antiquities dating up to 1830
 - b) recent cultural objects more than one hundred years old, which are classified as monuments due to their architectural, urban, social, ethnological, folk, technical, industrial or in general historical, artistic or scientific significance

c) recent cultural objects less than one hundred years old, which are classified as monuments due to their particular architectural, urban, social, ethnological, folk, technical, industrial or in general historical, artistic or scientific significance

2. Classification of an immovable monument may include movables that are related to a certain use of the immovable, uses compatible with its character as a monument, as well as its surroundings or its elements.

3. The Minister of Culture, following an opinion of the Council, shall decide on the possibility of removing the monuments referred to in article 2, paragraph b (ii), as well as on their character as immovables.

4. Ancient immovable monuments are protected by law, without need for the issuance of any administrative act. The immovables referred to in paragraph 1 (b) and (c), shall be classified as monuments by a decision of the Minister of Culture, issued following a recommendation of the Service and an opinion of the Council and published in the Official Gazette.

5. The recommendation shall be promptly notified care of the Service to the owner, possessor or holder of the monument, who may submit his objections within two months from the date of notification. If notification turns out to be impossible because the owner, possessor or holder cannot be traced by the Service, an announcement of the recommendation shall be published in a daily or weekly newspaper issued in the capital of the province where the immovable to be classified or its main part is located, and if such a newspaper does not exist, in a daily newspaper of Athens or Thessaloniki, for the provinces of Central Macedonia, Eastern Macedonia and Thrace. At the same time, the announcement shall be affixed on the wall of the immovable to be classified and the Service shall prepare a report thereon. In such a case, the time limit for submitting objections commences from the date of publication of the announcement.

6. The owner or anyone with real property rights over the immovable to be classified, as well as the possessor, holder or user shall allow even prior to the issuance of the decision the employees of the Service to visit and inspect the immovable. He shall also provide them with all the relevant information.

7. The effects of the classification shall apply from the date of notification or publication of the announcement in the newspaper and shall cease to apply if within one year thereafter the decision on classification has not been published. Within the same period, any intervention or activity on the immovable to be classified shall be prohibited.

8. Any necessary detail for the implementation of the preceding paragraphs shall be determined by a decision of the Minister of Culture.

9. The decision to classify an immovable monument, which has been issued in accordance with the preceding paragraphs, may only be revoked due to material error. The decision on revocation shall be issued in accordance with the procedure provided for in paragraphs 4 and 5 and shall become effective upon publication in the Official Gazette. The decision on classification or its revocation shall be communicated to the competent town planning service, the relevant municipality or community as well as to Ktimatologio S.A (Land Registry).

10. The demolition of recent immovables more than one hundred years old or the execution of works for which a building license is required, shall not be permitted without authorization by the Service, even if these immovables have not been classified as monuments. For this purpose, the interested party shall notify the Service of his intentions. Authorization shall be deemed to have been given, if within four (4) months from the date of notification, the publication requirements of the recommendation to classify the immovable provided for in paragraph 5 have not been completed.

11. The Minister of Culture, following an opinion of the Council, shall decide on the necessity to waive the protection of an immovable monument, either in whole or in part, on a permanent or on a temporary basis, so that another monument can be protected.

Article 7

Ownership of immovable monuments

1. Ancient immovable monuments, within the meaning of articles 2 and 6, dating up to 1453, as well as the organized archaeological sites, within the meaning of article 46, belong to the State in terms of ownership and possession, are extra commercium and imprescriptible.

2. Ancient immovable monuments, within the meaning of articles 2 and 6, dating after 1453, are things outside of trade and inadmissible for use, since they belong to the State by ownership or prefecture.

3. Immovable antiquities, which have been or are revealed during excavations or in the course of other archaeological research belong to the State in terms of ownership, are extra commercium and imprescriptible.

4. Newer immovable monuments, in the sense of articles 2 and 6, real estate in which museums are housed, in the sense of article 45, and real estate in general are things outside of trade and inadmissible for use, as long as they belong to the State by ownership or county and have acquired or used or subject to administration and management by the Ministry of Culture and Sports to serve the public purpose of protecting and promoting cultural heritage.

5. The right of ownership of other immovable monuments dating after 1453 shall be exercised in accordance with the terms and conditions of the present law.

6. The properties of paragraphs 1 to 4 are not subject to confiscation. Paragraphs 2, 3 and 4 of article 22 apply accordingly.

7. The administration and management of the properties of par. 1 to 4 is carried out by the State, according to their purpose.

SECOND PART

INTERVENTIONS ON IMMOVABLE MONUMENTS AND THEIR SURROUNDINGS

Article 10

Activities on immovable monuments and their surroundings

1. Any activity on an immovable monument that may result directly or indirectly in its destruction, damage, pollution or disfigurement shall be prohibited.

2. The exploitation of quarries, the extraction of building material, the conduct of mineral exploration, the exploitation of mines as well as the designation of mining sites shall be prohibited without authorization by the Minister of Culture, following an opinion of the Council which shall be granted within three (3) months from the date of receipt at the Ministry

of Culture of the application and the plans required by the legislation on minerals and mines. If the aforementioned time limit has elapsed, it shall be presumed that there are no prohibitive reasons. Authorization shall not be granted if, due to the distance from an immovable monument, the visual contact with it, the morphology of the ground and the nature of the activities for which authorization has been requested, the monument is threatened with direct or indirect damage.

3. The establishment or operation of an industrial, handicraft or commercial enterprise, the installation of telecommunications or other structures, the execution of any kind of technical or other work as well as building activity in the vicinity of an antiquity shall be permitted only upon authorization by the Minister of Culture, following an opinion of the Council. Authorization shall be granted if the distance from an immovable monument or the relationship with it is such that the monument is not threatened with direct or indirect damage due to the nature of the work or the type of business or the activity.

4. For any work, intervention or change of use of immovable monuments, even if the same does not result in any of the consequences referred to in paragraph 1, authorization shall be required pursuant to a decision of the Minister of Culture following an opinion of the Council.

5. In case of emergency and in order to prevent an immediate and serious danger, reparation work, provided that it does not disfigure the existing architectural, aesthetic and other related elements of the monument, may be undertaken without the authorization required under paragraphs 3 and 4, after fully and promptly informing the Service, which in turn may stop the work upon providing notice thereon.

6. Where authorization is required pursuant to the preceding paragraphs, the same shall take precedence over all licenses issued by other authorities with respect to the businesses in question or the execution of the work and its particulars shall be recorded in these licenses upon penalty of nullity. Authorization shall be granted within three (3) months from the date of submission of the relevant application.

7. For the protection of immovable monuments, restrictions may be imposed on their use and function as well as on their building terms in derogation from existing provisions by a decision of the Minister of Culture, following an opinion of the Council.

8. By presidential decree, issued upon proposal by the Ministers of the Environment, Town Planning and Public Works, and Culture, following an opinion of the respective advisory bodies, special terms may be imposed on building and use for the purpose of protecting monuments.

PART THREE

TERRITORIAL REGULATIONS

Article 12

Designation of archological sites

1. Archaeological sites shall be declared and designated or re-designated on the basis of data derived from archaeological research in situ by a decision of the Minister of Culture, issued following an opinion of the Council, accompanied by a topographic plan and jointly published in the Official Gazette.

2. If archaeological sites have not been designated within areas to be covered by pending General Town Plans or Territorial and Urban Organization of Open Cities Plans or other plans with territorial regulations, they shall be designated temporarily pursuant to a plan of a scale of at least 1:2000 prepared by the Service on the basis of adequate scientific data and in particular finds bearing witness to the existence of monuments, which shall be approved by the Minister of Culture by a decision published in the Official Gazette. The relevant act together with the plan shall be communicated to the competent authority within six (6) months from the date of receipt by the Service of the relevant request, and shall apply until the decision referred to in paragraph 1 has been issued.

3. If there has been no delimitation of legally existing settlements, which is necessary for the application of articles 13, 14, 16 and 17, the Minister of Culture shall request the competent body, while sending the relevant plan, to proceed with absolute priority to the delimitation of the settlement to the extent that is necessary for the application of the aforementioned articles. Until this takes place, by a joint decision publisher in the Official Gazette, the Ministers of Culture, and Environment, Town Planning and Public Works shall delimit it temporarily to the extent above referred to and shall regulate any issue relating to the protection of the part of the archaeological site which falls within its temporary limits, such as suspension of building activities and issuing building licenses, or permissible activities.

4. The provisions of article 10, paragraphs 1 to 6, apply mutatis mutandis to archaeological sites. Before issuing the decision referred to in paragraph 1, the opinion of the competent Minister *ratione materiae* shall be required for existing activities falling under his competence, in order to determine whether and under which conditions they shall continue to operate within the context of article 10. This opinion shall be rendered within two (2) months from the day on which the relevant request was sent. If the aforementioned time limit has elapsed, the decision of the Minister of Culture shall be issued without this opinion.

Article 13

Archaeological site beyond settlements

Protection zones

1. In archaeological sites on land located beyond “city plans” or beyond the limits of legally existing settlements, agriculture, stock-breeding, hunting or other related activities as well as building activity may be carried out upon permit being granted by a decision of the Minister of Culture, following an opinion of the Council. The conditions for exercising agriculture, stock-breeding, hunting or other related activities may also be established normatively by a decision of the Minister of Culture.

2. Within the sites referred to in the preceding paragraph, an area may be designated, where building shall be totally prohibited (Protection Zone A), by a decision of the Minister of Culture, following an opinion of the Council and the conduct of a survey by some of its members or a committee composed of its members and specialists, accompanied by the relevant plan and jointly published in the Official Gazette. In this area, only the construction of edifices or additions to existing buildings may be allowed, where necessary for the enhancement of the monuments or sites as well as for facilitating their use, upon a decision of the Minister of Culture specifically justifying the rationale behind it, following an opinion of the Council. The same decision shall determine the location of the edifice within the zone or the part of the building where the addition shall be made. Within the sites referred to in paragraph 1, provided that they are extensive, an area may be designated by a decision of the Minister of Culture, following an opinion of the Council and the conduct of a survey by its members or a committee established by it, accompanied by the relevant plan and published in the Official Gazette, in which or in a part of which special rules shall apply pursuant to the joint decision referred to in the following section with respect to building terms, land use or

permissible activities or all the aforementioned restrictions (Protection Zone B). A joint decision of the Minister of Culture and the ad hoc competent Minister, issued following an opinion of the respective advisory bodies, shall further determine special building terms, land uses, permissible activities, as well as the conditions under which the operation of existing legal activities may be continued. The joint decision shall be issued within three (3) months from the date that the Ministry of Culture sent the draft to the co-competent Ministries.

3. The limits of a protection zone may be re-designated by the same procedure on the basis of data derived from archaeological research and the conditions for the protection of archaeological sites or monuments. Immovables which contain visible antiquities and fall within a Protection Zone A' , shall be expropriated if they are subject to article 19, paragraph 3.

Article 17

Historical sites

Upon decision of the Minister of Culture, issued following an opinion of the Council, accompanied by a delimitation plan and jointly published in the Official Gazette, areas or combined works of man and nature pursuant to the more specific distinctions of article 2(d) shall be designated as historical sites. In historical sites, the provisions of articles 12, 13, 14 and 15, 15A, 15B, 15F shall apply mutatis mutandis.

Article 17A

Protection zones around monuments

1. Around monuments, a Protection Zone A' may be established in accordance with article 13.

2. The designation of a site in an area beyond "city plans" or legally existing settlements as Zone A' shall entail its compulsory expropriation if its original use is suspended.

3. Around monuments, a Protected Zone B' may also be established in accordance with article 13.

PART FOUR

EXPROPRIATION - DEPRIVATION OF USE

Article 18

Expropriation

1. Where necessary for the protection of monuments, the State may proceed, pursuant to a joint decision of the Ministers of Economy and Finance, and Culture, following an opinion of the Council, either to the expropriation, in whole or in part, or the direct purchase of a monument or an immovable which contains monuments, as well as adjacent immovables or monuments.

2. By a similar decision issued under the same procedure, there may be an expropriation in whole or in part or direct purchase of an immovable, if this is considered necessary for the protection of archaeological or historical sites or for carrying out excavations. The purchase shall be effected in accordance with the procedure provided for in article 2 of Law 2882/2001, while in the committee referred to in article 15 of the said law, instead of an expert, an employee of the Service shall participate in case the pecuniary value of a monument must be assessed.

3. It shall be the responsibility of the Service to preserve and protect immovable monuments which are located within immovables owned by local government agencies or other legal persons of public law or ecclesiastical legal persons without the State having to proceed to expropriation.

4. The expropriation or direct purchase shall be effected on behalf of the State at its expense or at the expense of another legal or natural person.

5. The decision referred to in paragraph 1 may be challenged within thirty (30) days from the date of its notification to the interested party; this issue shall be determined by the Minister of Culture, following an opinion of the Council.

6. The recommendation of the Service for a total or partial expropriation or direct purchase of an immovable shall include the justified rejection of other solutions for

protecting the monuments, archaeological or historical sites, as well as basic guidelines on their preservation and enhancement within the immovable to be expropriated.

7. Provided that the owner consents to it, the amount of compensation may be paid in installments, bonds or in kind or by another arrangement, as specifically stipulated in the joint decision of the Ministers of Economy and Finance, and Culture.

8. Provided that the owner consents to it, a private immovable may be exchanged with another immovable of the same value, owned by the State or a local government agency, or compensation may be paid by other legal means. In such cases, a joint decision by the Ministers of Economy and Finance, and Culture shall be issued to be implemented care of the Public Real Estate Company and part of the price of the immovable or the compensation assessed may be paid. The provisions of paragraph 7 shall apply *mutatis mutandis*. In case of issuing bonds, the special terms and conditions for their issue shall be determined by a decision of the Minister of Economy and Finance.

9. The unconditional acceptance of the compensation in kind or the bonds or the first installment or the object of the arrangement under paragraph 7 or the part of the compensation under paragraph 8, shall be deemed to constitute written consent.

CHAPTER FOUR

ARCHAEOLOGICAL RESEARCH AND WORKS FOR THE

PROTECTION OF MONUMENTS

PART ONE

ARCHAEOLOGICAL RESEARCH *IN SITU*

Article 35

Concept of archaeological work

Where, according to the written provisions concerning matters of competence of the Ministry of Culture and Sports, reference is made to an archaeological project, works or works, their scientific, technical, operational and managerial support is included.

Article 35A

Definition of archaeological research *in situ*

” Archaeological research *in situ*” shall mean the exploration of the ground, the subsoil, the seabed or the bed of lakes or rivers for the purpose of locating or discovering ancient monuments, whether such research constitutes excavation on land or underwater, surface research or scientific research carried out by geophysical or other methods.

Article 36

Systematic excavations

1. Systematic excavations shall be carried out by the Service, by domestic scientific, research or educational institutions specialized in the field of archaeological or paleontological research, or by foreign archaeological missions or schools established in Greece. For the carrying out of excavations, a decision of the Minister of Culture shall be required, issued following an opinion of the Council.

2. Foreign archaeological missions or schools established in Greece may manage a maximum of three excavations or other archaeological research per annum, and carry out another three in cooperation with the Service.

3. The conditions for the issuance of the decision referred to in paragraph 1 are the following: a) submission of an analytical report providing *prima facie* evidence of the existence of monuments, defining the site to be excavated and documenting the expected contribution of the specific research to scientific knowledge and the need to proceed to excavation, b) the standing and reliability of the body undertaking to carry out the excavation, c) the experience in excavations and the scientific authority of the director, d) the intra-scientific composition of the team, e) the experience of the members of the scientific team in consolidation, conservation, protection and publication of the finds from the excavation, f) adequacy of the technical infrastructure, and g) adequacy of the budget and the program for excavation, conservation and publication of the finds.

4. The direction of the excavation shall be undertaken by an archaeologist with at least five years experience in excavations and at least two comprehensive scientific publications on excavations or finds of excavations. "Experience in excavations" shall mean the experience acquired after university graduation.

5. The direction of an excavation, which also involves paleontological deposits, shall be undertaken jointly by an archaeologist who has the qualifications of the preceding paragraph and is specialized in the most distant periods and a scientist specialized in paleontology with at least three years experience in excavations. If paleontological deposits are discovered in an on-going archaeological excavation, the director must notify the Service of such discovery without undue delay. The direction of an excavation, which is carried out by the Service in cooperation with foreign archaeological schools, shall be undertaken by an archaeologist appointed by the Service.

6. The direction of an excavation cannot be undertaken by a person who:

a) has violated the time limits for submitting one of the studies mentioned in article 39, or b) has been irrevocably sentenced for a felony or for violation of the legislation on the protection of cultural heritage or for forgery, bribery, theft, embezzlement or receiving the products of crime.

7. Excavations carried out by bodies other than the Service shall be under its supervision; in this respect, the Service shall be represented by an archaeologist having at least three years of experience in excavations.

8. The director shall carry out the excavation within the framework of the prescribed timetable, ensure that, as far as possible non-destructive methods are used, care for the guarding of the site, the preservation of the finds preferably in situ, their consolidation and conservation, as well as ensure compliance with the rules concerning the safety of the project team and third parties. Care shall also be taken to ensure the undertaking of appropriate measures for the restoration of the monuments, if so required, in cooperation with specialists, technicians or conservators. Finally, the director shall care for the landscape designing of the excavated site and, where necessary, for its enhancement, shall complete the work within reasonable time and declare completion of the excavation.

9. The director of the excavation shall facilitate the access of specialists to the excavation site subject to the provisions of article 39.

10. The movable finds shall be transferred without undue delay preferably to the nearest relevant public museum or to an appropriate place of storage under the supervision of the Service and shall be accessible under the conditions referred to in article 39, paragraph 8.

11. The decision referred to in paragraph 1 shall specify the duration of the excavation, which cannot exceed five (5) years. For its extension a new decision shall be required, which shall be issued under the same procedure for a maximum period of five (5) years. A condition for the issuance of the decision of the preceding section shall be the submission of an analytical report which shall entail:

a) the results of the first excavation period, as well as the expediency of continuing the research

b) compliance with the duties referred to in paragraphs 8 and 9 of this article, as well as in article 39, paragraphs 2 and 3

c) any changes in the composition of the research team and the degree of diligence that it has displayed in consolidating, preserving and protecting the finds during the previous excavation period

d) the adequacy of technical infrastructure

e) an analytical account of the previous excavation period and the adequacy of the budget, as well as the adequacy of the program for the continuation of the excavation, the conservation and the publication of the finds.

12. The decision referred to in paragraph 1 may be revoked if the director does not comply with the duties provided for under paragraphs 8 and 9 of this article and article 39, paragraph 3. The decision shall be revoked ipso jure if the director of the excavation has been condemned finally for one of the offenses provided for in paragraph 6.

13. If an incomplete excavation has been abandoned for more than two (2) years ("vacant excavation"), a new decision shall be issued for carrying out the excavation in

accordance with the provisions of the present article. If there are no reasons for revoking the initial decision, the new decision shall be issued preferably in favour of the same body.

14. After the completion of the excavation, for the carrying out of a new excavation in the same site, the provisions of the preceding paragraphs shall apply *mutatis mutandis*. The decision shall be issued preferably in favour of the same director, unless he has not complied with the duties provided for under paragraphs 8 and 9 of this article and article 39, paragraph 3.

15. Excavations may be carried out in an immovable that has not been expropriated for a limited period” of time following notification in writing to the owner by the Service. The owner shall allow the carrying out of the excavation and shall be entitled to compensation for the temporary deprivation of the use of the immovable and for any damage that might be brought to his immovable pursuant to the provisions of article 19. After the completion of the excavation and provided that the finds shall not be preserved in situ, the body which is carrying out the excavation shall restore the site to its previous condition.

16. In case the owner of the immovable is entitled to compensation for the carrying out of an excavation in a private immovable, the compensation shall be paid in accordance with the provisions of articles 18 and 19 by the body that is carrying out the excavation. Eventual expropriation shall take place in favour of the Greek State.

Article 38

Other archaeological research

1. The provisions of article 36 shall apply *mutatis mutandis* to surface or other archaeological research, taking into account its non-destructive character. As directors shall be appointed scientists with a specialization and experience which shall ensure the satisfactory carrying-out of excavations. The institutions referred to in article 36, paragraph 2 may carry out annually three (3) surface or other archaeological research in accordance with the provisions of article 36, paragraph 2.

2. The use of metal detectors or other scanners for surveying the subsoil, seabed or bed shall not be permitted without a permit by the Service. Issues relating to the possession and use of such devices, as well as the procedure for granting the relevant permits, shall be determined by a decision of the Minister of Culture.

3. A decision of the Minister of Culture shall determine the formalities required for issuing the decision referred to in article 36, paragraph 1, the specific duties of the bodies carrying out excavations or other archaeological research and these of the directors of systematic excavations or other archaeological research, the conditions and the manner of implementation of article 37, paragraph 6, the regulations on excavations and any relevant detail for implementing articles 35 to 38.

SECOND PART

WORKS FOR THE PROTECTION OF MONUMENTS

Article 40

Works on immovable monuments

1. Works on immovable monuments and in particular conservation, consolidation, restoration, anastylosis, interment, installation of protective sneds, landscape designing, as well as works directed at rehabilitation or re-use, shall aim at the preservation of their material existence and authenticity, their enhancement and protection in general. They shall be carried out pursuant to a study approved by the Service, following an opinion of the Council or, if the works are of major importance, by a decision of the Minister of Culture, following an opinion of the Council. For the approval of the study, prior documentation of the monument character of the immovable shall be required.

2. Emergency conservation and consolidation work shall be carried out care of the Service without undue delay and without further formalities.

3. If the works referred to in the present article and in articles 41 and 42 are to be carried out by the Service, no building license shall be required.

4. The specific rules governing the elaboration of studies and the execution of works falling within the ambit of the present article shall be determined by a decision of the Minister of Culture. More specifically, they shall refer to recording, listing, documentation and survey of monuments, elaboration of the relevant architectural, structural and diagnostic studies, as well as studies for the preservation, protection, restoration, enhancement, management and the integrated use of monuments, application of quality control systems in conservation and restoration work and any other relative issue.

Article 42

Removal of an immovable monument -

Detachment of parts thereof

1. The removal of an immovable monument or a part thereof shall be prohibited without a permit by the Minister of Culture, which shall be issued following an opinion of the Council on condition that the necessary guarantees are provided for its transfer and reinstatement at a suitable location. In the case of monuments of particular significance which are classified by a decision of the Minister of Culture, following an opinion of the Council, a permit may be exceptionally granted if it is considered that their removal is imperative for their material safeguarding from natural causes or the execution of major technical works which are required for reasons of national defense or which are of major importance for the national economy and satisfy vital needs of the society. The removal of the monument due to the execution of a technical work shall be considered only if, after relevant scientific investigation, every possibility of preserving it in its own environment has been excluded.

2. The detachment of items of sculpture, paintings, decorations, mosaics or other elements from an immovable monument which form an integral part thereof shall be prohibited. In exceptional circumstances, the detachment and removal of such elements may be allowed only if it has been determined by a decision of the Minister of Culture, following an opinion of the Council that it is absolutely necessary for their rescue.

3. The aforementioned works shall be executed pursuant to a study approved by the respective decision.

4. In case of emergency, the activities shall be carried out with the care of the Service, without undue delay or further formalities.

Article 43

Conservation works on monuments

1. Conservation works on movable monuments and on items of sculpture, paintings, decorations or other elements that form an integral part of immovable monuments, shall be carried out by the Service or by persons listed in the Registers of Conservators of

Antiquities and Works of Art mentioned in article 9, paragraph 6 of Law 2557/1997 Official” al Gazette A 271) under the supervision of the Service, pursuant to a study approved by it or, if it is of primary importance, by a decision of the Minister of Culture, following an opinion of the Council. For the approval of the study, prior documentation of the monumental character of the movable or the immovable shall be required.

2. In case of emergency, conservation works shall be undertaken in situ by a conservator appointed by the Service without undue delay and with no further formalities.

3. a. For the study, undertaking and supervision of a conservation project and the operation of laboratories for the conservation of antiquities and movable works of art and real estate, a license is required, granted by the Minister of Culture and Sports, following the opinion of a three-member committee, consisting of the Legal Adviser of the State to the Ministry of Culture and Sports or his deputy, the Head of the Directorate for the Maintenance of Ancient and Modern Monuments of the above Ministry or his deputy and a member of the Educational Staff, Conservator of Antiquities and Works of Art, Department of Conservation of Antiquities and Works of Art of the University of Western Attica or his deputy.

b. The license is granted in any case, as long as the following conditions are met:

ba) To those who have a basic qualification from a School or Department of Conservation of Antiquities and Works

Art of the highest tertiary education (university or technological field) of the country or foreign equivalent and have completed two years of proven professional experience after receiving the basic degree.

bb) To the holders of a decision recognizing professional qualifications for the Conservation of Antiquities and Works of Art by the Independent Department for the Implementation of European Legislation (ATEEN) of the Ministry of Education and Religion, who have completed two years of proven professional experience after receiving of the basic degree.

bc) The license is granted according to the specialty of the conservator of antiquities and works of art. The following specialties are indicated as examples: conservation of stone, ceramic, glass, mosaic, fabric, metal, organic excavation findings, wood, paintings on fabric, book, paper, mural, portable images, leather, photographic material, audiovisual material,

visual works with modern materials. The specialty is determined by the basic or postgraduate degree and the certificate of study program that accompanies it, as well as two years of proven professional experience after receiving the basic degree, by specialty. The possibility of extending the license to other specialties is possible, after a new opinion of the committee based on the basic or postgraduate degree and the corresponding certification of the study program, as well as proven one-year professional experience in each additional specialty. The applications of the candidates for the granting of the license must be examined within two (2) months at the latest from the day of completing the file with all the necessary supporting documents and within the same period of time a decision must be made on the granting or not of the license.

bd) Holders of the above license are automatically registered in the Register of Conservators of Antiquities and Works of Art, which is maintained by the Department of Conservation of Ancient and Modern Monuments of the Ministry of Culture and Sports. The register must include the specialty, as well as the professional status/qualification of the licensed maintainer. Anyone who is a regular or permanent employee of the narrow or wider public sector, cannot be registered in the Register, nor become a contractor for a public or private contract for the study, undertaking and supervision of a maintenance project and the operation of maintenance laboratories. The register is updated every three (3) months.

be) Professional experience means working on conservation projects either of the Ministry of Culture and Sports or of any other public or private body, as long as there is a supervising conservator of antiquities and works of art registered in the Register of Conservators of Antiquities and Works of Art, as well as that acquired in corresponding bodies in member states of the European Union.

bf) A three-member disciplinary control committee of those registered in the Register of Antiquities and Works of Art Conservators is established, which consists of the Legal Adviser of the State at the Ministry of Culture and Sports or his deputy, the Director of the General Directorate of Antiquities and Cultural Heritage of the Ministry of Culture and Sports or his deputy, and the Head of the Directorate for the Maintenance of Ancient and Modern Monuments of the above Ministry or his deputy. The organization's operating regulations are determined by a decision of the Minister of Culture and Sports, which is published in the Government Gazette within six (6) months.

bg) The license is not transferable and is automatically revoked in case of violation of the relevant legislation and in particular of this Code and of the decision of the Minister of Culture (B' 382) referred to in the Ministry of Culture/GNOS/11371/7.3.2000, following a declarative decision of the body disciplinary control.

c. By presidential decree, issued following the proposal of the Ministers of Culture and Sports and Justice, a Code of Ethics for Conservators of Antiquities and Works of Art is drawn up. The Code of Ethics contains the principles, obligations and behavior that the Conservator of Antiquities and Works of Art must strictly follow in the exercise of his profession, as well as the sanctions imposed in case of violation of the conditions set by the Code.

4. The licenses that have been granted based on paragraph 6 of article 9 of Law 2557/1997 (A' 271), as it was valid until its replacement with the previous paragraph, are still valid. The holders of these permits are automatically registered in the Register of Conservators of Antiquities and Works of Art, unless they are incompatible with sub-para. bd) of subpar. b' of par. 3.

5. A decision of the Minister of Culture shall specify the terms and conditions for the establishment and operation of laboratories of conservation of antiquities and works of art.

Article 44

Publication of the results of works

The persons carrying out the works referred to in articles 40 to 43 shall submit annual reports on projects of their specialization at the latest in April of the following year and the final report or publication within fifteen (15) months from the completion of the projects.

CHAPTER SIX

ACCESS TO AND USE OF MUSEUMS AND SITES

Article 46

1. A decision of the Minister of Culture, issued following an opinion of the Council, shall determine for the entire category of organized archaeological sites, historical sites or immovable monuments or separately for important sites or monuments:

a) the terms and conditions for the visit of the public thereto, b) the cultural or other events which may be organized therein, compatible with their character as monuments or protected sites. c) The organization of an event or the use of the aforementioned sites or monuments is possible in the context of the aforementioned decision, upon permit by the Minister of Culture, following an opinion of the Council, which may stipulate specific conditions for such activities. For the use of the aforementioned sites and immovable monuments during these events, a fee shall be paid to the Archaeological Revenues and Expropriations Fund. By a decision of the Minister of Culture, non-profit-making events may be exempted from the obligation to pay the fee. “Organized archaeological site” shall mean the archaeological site, which belongs to the State and requires special care for its enhancement and promotion. An organized archaeological site may also be an excavation site. An archaeological site shall be declared as organized by a decision of the Minister of Culture, following an opinion of the Council.

2.a. The license for the realization of cultural or other events or for the concession of the use of museums belonging to the State, immovable monuments, organized archaeological sites and historical places, in order to carry out cultural or other events, is granted against a fee paid to the Organization for the Management and Development of Cultural Resources (O.D.A.P.). By joint decision of the Ministers of Finance and Culture and Sports, the amount of the fee is determined, as well as the conditions and the procedure for exemption from the obligation to pay it for events of a non-profit nature.

b. The Service shall facilitate the access of specialists who have been granted a relevant permit to movable monuments deposited in public museums and places of storage under its supervision for the purpose of photographing, studying and publishing them, provided that there is no danger for the deterioration of the monuments and subject to the provisions of article 39 with respect to rights of publication.

3. A joint decision of the Ministers of Economy and Finance, and Culture, shall specify the price to be paid by the public for visiting monuments, museums, organized archaeological sites and historical sites, which belong to the State and are protected by the present law. With a similar decision, the general conditions and the procedure for exemption from the obligation to pay the above consideration are defined.

4. By a decision of the Minister of Culture and Sports, issued after the opinion of the competent, as the case may be, Council, the conditions are determined for bodies or persons,

except for the services of the Ministry of Culture and Sports and the ODAP , the conditions, the instruments and the procedure for granting the license for the production, reproduction and dissemination to the public of depictions and copies of monuments, for a fee in favor of the ODAP, as defined in paragraphs 4A to 4D.

4A. The production of images and copies of monuments requires prior permission in the following cases: a) when it concerns a monument, whose nature or state of preservation, exhibition, guarding, maintenance or restoration require access under special terms, conditions or conditions to be determined by the competent authority service and b) when it will be carried out: ba) using complex or bulky equipment or requiring special installation and operating conditions, bb) through laser scanning, with photogrammetric methods or related technologies to create a three-dimensional model, or bc) in the context of a process, which requires special production conditions that affect security, custody, opening hours, public accessibility or other exceptional circumstances.

4B. In any case, prior permission is required for the production or reproduction for distribution to the public of depictions of monuments, for the purpose of profit.

4C. Without prejudice to more specific regulations, the right to produce exact copies of the monuments belongs exclusively to the Ministry of Culture and Sports and the ODAAP. Exact copies bear a special relevant marking by their producer. The production of an exact copy of a monument, as well as the commercial sale of it by another person are punished with the penalty of par. 1 of article 66 and the object is confiscated.

4D. For the needs of par. 4A to 4C: a. "monuments" means immovable monuments that belong to the Greek State and are located in archaeological sites or historical sites or are isolated, as well as movable monuments that belong to the Greek State and are located in museums or collections of the Ministry of Culture and Sports or in the legal possession of natural or legal entities, according to article 23. b. as depiction of a monument is meant the faithful reproduction of the existing image of the monument as a whole or in parts, in any way and medium on a material medium (indicatively on forms or objects) or on an immaterial medium (indicatively audio-visual material, electronic publications, internet, digital applications). The impression that has as its starting point the existing image of the monument but goes beyond it creatively, additively, subtractively or in any other way, such as by scientific interpretation, artistic creation or imaginative inspiration of the creator, is subject to prior authorization only in the cases of par. 4A. c. as an exact copy of a monument is meant the

model that has the same dimensions, the same color and the same patina, strictly and accurately rendering the details and damages, without any additions.

5. With a joint decision of the Ministers of Finance and Culture and Sports, regarding the end of par. 4, the method of calculation, the amount, the cases of exemption and discount, as well as any other relevant issue, are determined. The fee is determined in the decision to grant the license and is paid in advance in favor of the ODAP, according to its applicable procedures.

CHAPTER EIGHT

COLLECTIVE BODIES

Article 49

Local Councils of Monuments

1. By a decision of the Minister of Culture, Local Councils of Monuments shall be established at the seat of every administrative region and in insular regions, where necessary.

The Local Councils of Monuments shall be composed of eleven (11) members as follows:

a) An Associate Judge to the Legal Council of the State, to be replaced by another Associate Judge, as President.

b) Three archaeologists, employees of the Ministry of Culture, to be replaced by other employees with the same specialization.

c) One architect, employee of the Ministry of Culture, to be replaced by another employee with the same specialization.

d) One conservator, employee of the Ministry of Culture, to be replaced by another employee with the same specialization.

e) One architect, employee of the Ministry of the Environment, Town Planning and Public Works, to be replaced by another employee with the same specialization appointed by the Minister of the Environment, Town Planning and Public Works.

f) Three members of the Teaching and Research Staff of university level institutions, or research associates at recognized research centers or specialists with at least five years research experience following their doctorate (PhD) in the field of archaeology, architecture, ethnology, folk archaeology, social anthropology, art history or other fields related to the protection of the cultural heritage, to be replaced by persons having the same qualifications.

g) One representative of the National Union of Municipalities and Communities, who is appointed along with his deputy. In par. b), c) and d), as members of the Local Councils of Monuments, those responsible for the issuance of the relevant executive administrative acts Heads of the Regional or Special Regional Services of the Ministry of Culture and Sports or their legal deputies may be appointed , who in any case are allowed to introduce the relevant issues as well.

2. The Local Councils of Monuments shall render advisory opinions on all issues pertaining to the monuments and sites within their municipalities, with the exception of those referred to in article 50, paragraph 5(c). Upon application by anyone interested, the Local Councils may examine anew an issue that has already been decided, only if new substantial evidence has emerged ex post facto.

Article 50

Central Archaeological Council

Central Council of Recent Monuments

1. By a decision of the Minister of Culture, the Central Archaeological Council shall be established, composed of seventeen (17) members as follows:

a. The Secretary-General of the Ministry of Culture as President.

b. The Legal Councillor of the State to the Ministry of Culture, to be replaced by another Legal Councillor or Associate Judge at the office of the Legal Councillor to the Ministry of Culture.

c. The Director-General of Antiquities and the Director-General of Restoration of Monuments and Technical Works of the Ministry of Culture, to be replaced by persons having similar qualifications.

d. Five archeologists, heads of regional or special regional services of the Ministry of Culture at the level of a Directorate with specialization relating to the competence of the Central Archaeological Council, to be replaced by persons having similar qualifications.

e. Seven professors or associate professors of university-level institutions, research associates of a comparable level at recognized research institutions or other scientists of recognized authority, whether employees or not of the Ministry of Culture, with at least ten years professional and scientific experience following the acquisition of their doctorate (PhD) in archeology, architecture, conservation of antiquities, art history, geology, science and technology of materials, structural engineering and soil-mechanics or other sciences related to the protection of ancient monuments and sites, to be replaced by persons having similar qualifications.

f. One architect, employee of the Ministry of the Environment, Town Planning and Public Works, to be replaced by an employee with the same specialization appointed by the Minister of the Environment, Town Planning and Public Works.

2. By a decision of the Minister of Culture, the Central Council of Recent Monuments shall be established composed of seventeen (15) members as follows:

a. The Secretary-General of the Ministry of Culture as President.

b. The Legal Councillor of the State to the Ministry of Culture, to be replaced by another Legal Councillor or Associate Judge at the office of the Legal Councillor to the Ministry of Culture.

c. The Director-General of Antiquities and the Director-General of Restoration of Museums and Technical Works of the Ministry of Culture, to be replaced by persons having similar qualifications.

d. Three heads of regional or special regional services of the Ministry of Culture at the level of a Directorate with specialization relating to the competence of the Central Archaeological Council, to be replaced by persons having similar qualifications.

e. Six professors or associate professors of university-level institutions or research associates of a comparable level at recognized research institutions or other scientists of recognized authority, whether employees or not of the Ministry of Culture, with at least ten years professional and scientific experience following their doctorate (PhD) in archeology, architecture, conservation of antiquities, art history, geology, science and technology of materials, structural engineering and soil-mechanics or other sciences related to the protection of ancient monuments and sites, to be replaced by persons having similar qualifications.

f. One architect, employee of the Ministry of Environment, Town Planning and Public Works, to be replaced by an employee with the same specialization appointed by the Minister of Environment, Town Planning and Public Works.

g. One architect representing the Technical Chamber of Greece.

3. With the decision establishing the Central Archaeological Council and the Central Council of Recent Monuments, the deputy of the Secretary-General of the Ministry of Culture as President of the Central Archaeological Council and the Central Council of Recent Monuments shall be appointed. When the Secretary-General is replaced by another member of the Council, the deputy of this member shall be called in his position as a Council member.

As Rapporteurs in the Central Archaeological Council and the Central Council of Recent Monuments shall be appointed the heads of the *ratione materiae* competent Directorates of the Central Service of the Ministry of Culture.

4. All matters pertaining to the protection of ancient monuments, archaeological sites and historical sites which have constituted the site of exceptional historical or mythical events up to 1830 shall fall within the competence of the Central Archaeological Council. All matters pertaining to the protection of recent monuments and the remaining historical sites shall fall within the competence of the Central Council of Recent Monuments.

5. Subject to the provisions of the preceding paragraph, the Central Councils shall:

a. Recommend to the Minister principles governing specific aspects of the protection of the cultural heritage, as stipulated in article 3.

- b. Recommend to the Minister the annual programs of expropriations or direct purchases, excavations, restoration, conservation, as well as other works on monuments.
- c. Give advisory opinion on issues relating to:
 - i) monuments and sites located within more than one municipality, at sea or in rivers and lakes
 - ii) the protection of monuments entered in the World Heritage List, as well as other monuments, archaeological and historical sites of outstanding importance
 - iii) interventions of major importance on monuments and sites
 - iv) the designation and establishment of archaeological and historical sites and protection zones in accordance with the provisions of articles 12 to 17
 - v) the compulsory expropriation or direct purchase or exchange of immovables for reasons relating to the protection of the cultural heritage
 - vi) the removal of immovable monuments or a part thereof or the detachment of elements from monuments of outstanding importance
 - vii) the issuance of a permit for demolition in accordance with the provisions of article 6, paragraph 10
 - viii) the classification of categories of movable monuments
 - ix) the export of monuments
 - x) the loan and the exchange of movable monuments belonging to the State
 - xi) the recognition of collectors and the acquisition of collections by the State in accordance with the provisions of article 31
 - xii) the loan, temporary export, exchange and transfer of antiquities forming part of museum collections referred to in article 45
 - xiii) any other important issue referred to them by the Minister of Culture.

6. a) For the implementation of the provisions of article 6, paragraph 11, if both monuments are antiquities, the competent body shall be the Central Archaeological Council, while if both monuments are recent, the competent body shall be the Central Council of Recent Monuments.

b) For any other issue relating to the implementation of these provisions, competent shall be a special body to be established by the Central Archaeological Council and the Central Council of Recent Monuments sitting together in Plenary. The members referred to in paragraph 1 (a), (b) and (c) as well as in paragraph 2(a), (b) and (c) shall have one vote, as the other members. In case of a tie of votes, the vote of the President shall decide the issue.

This body shall also give advisory opinion on the classification of an immovable located within an archaeological site or an antiquity as a monument, in accordance with article 6, paragraph 1 (b) and (c), without waiving their protection.

7. For interventions of minor importance in monuments that are residential complexes, such as external coloring of buildings, replacement of sidewalks, plastering and related works that do not affect the form and shell of the existing buildings, the responsibilities of the Central Councils of par. 5 for these issues exercised by the local Ephorates.

CHAPTER NINE

CRIMINAL LAW PROVISIONS

Article 53

Theft of monuments

1 Theft shall be punished by a temporary term not exceeding ten (10) years (article 372 of the Penal Code), if the stolen property is a monument of especially high value or a monument which has been removed from an immovable monument, an excavated site, a museum, storage places of antiquities or a place where a collection is kept.

2. If theft has been committed by two or more persons joined together for the purpose of committing thefts or armed robberies or for committing crimes provided for in the

present law, a temporary term shall be imposed. The same penalty shall be imposed if the offender commits thefts of monuments habitually or by profession.

Article 56

Damage to a monument

1. Any person who destroys, damages, pollutes, renders impossible or obstructs the use of or disfigures a monument or a cultural object forming part of a museum collection or a cultural object which has been deposited in open or enclosed public, municipal or communal areas shall be punished by a term of imprisonment of not less than two (2) years, if the act is not punishable more severely pursuant to another provision. If the monument belongs to the offender, imprisonment not exceeding three (3) years shall be imposed.

2. If it concerns a monument of especially high value and the act has been committed in the context of an organized criminal activity or by two or more persons joined together for committing such an activity, a temporary term not exceeding ten (10) years shall be imposed.

Article 57

Damage to a monument due to negligence

The act referred to in the first section of preceding article 56, paragraph 1 shall be punished by a term of imprisonment not exceeding two (2) years if it has been committed due to negligence.

Article 66

Illegal intervention or execution of works

1. Any person who, without the permit required by law or in excess of it, commits an act from those mentioned in the provisions of articles 10, paragraphs 2-4, 13, 14 and 15 with respect to a monument, archaeological site or historical site, shall be punished by a term of imprisonment not exceeding three (3) years. The same penalty shall be imposed on anyone who carries out an act or activity in protection zones in the surroundings of monuments or sites, as provided for in articles 15 and 17, in violation of the applicable terms and restrictions.

The same penalty shall be imposed to anyone who commits the acts mentioned in articles 42, 43 paragraph 1 and 46 paragraph 4, without the permit required by law or in excess of it.

2. A prison sentence of at least one year shall be imposed on anyone who imports, exports, possesses casts, copies or imitations of monuments with the intention of disposing of them as genuine or knowingly certifies these objects as genuine through declarations, evaluations, publications, imprints on seals or inscriptions or by any other means or representation, unless the act is punished more severely by another provision. Disposing of the above items as genuine is punishable by imprisonment of at least two (2) years, if the act is not punished more severely by another provision. Copies, imitations and the instruments of their manufacture are confiscated and confiscated.

Article 71

Jurisdiction of the Court of Appeal

In the Athens Misdemeanor Prosecutor's Office, the Director appoints a prosecutor, with his deputy, responsible for the protection of cultural goods, who supervises the entire pre-investigation procedure, prosecutes offenses provided for in the legislation on the protection of cultural goods, oversees the execution of the main and ancillary penalties imposed.

Specifically, for the archaeological site of Dodona :

The Ministerial Decision MCT / GDACH / ARCH / A1 / Φ42 / 1017/ 61 / 10.4.2012 M.D. (Government Gazette 1189 / B / 10.4.2012) "Approval of terms and procedures for the temporary concession of use of monuments, archaeological sites and historical sites for cultural or other events", as supplemented by the Ministerial Decision MCS / GDACH / DPCA / 56 / 56/357180 / 7869/3303, defines the good practices that should apply to the use of monuments for cultural events and delimits the necessary restrictions on a case-by-case basis. The fees for their use are defined in Government Gazette 3046 / B / 30.12.2011 "Fees for photography-cinematography and service of audiovisual works and depictions of archaeological sites, historical sites, monuments, museum exhibitions and collections. Fees for holding events in archaeological sites, historical sites and immovable monuments ".

Archaeological laws concerning the site of Dodona:

- Presidential Executive Order 24-1-1927 - Greek Government Gazette 15/A/25-1-1927: Proclamation of an archaeological site.
- Ministerial Decree - Ministry of Culture/ARCH/A1/Φ43/55927/2935/21-11-1994 - Greek Government Gazette 913/B/9-12-1994: Supplementary declaration of the archaeological site of Dodona.
- Ministerial Decree - Ministry of Culture /ARCH/A1/Φ12/20984/1162/28-4-1995 - Greek Government Gazette 427/B/17-5-1995: Land uses in Zone A of the Archaeological Site of Dodona.
- Ministerial Decree - Ministry of Culture /GDAPC/ARCH/A1/Φ12/21358/921/9-3-2006 - Greek Government Gazette 338/B/21-3-2006: Approval of the partial amendment of No. MC/ARCH/A1/.

B. Determination of Buffer Zone A' and determination of land uses in the Archaeological Site of Dodona

Ministerial Decree of the Minister of Culture/ARCH/A1/Φ12/23196/1180/28-1-1992 - Gazette 98/B/14-2-1992.

For the most effective protection and promotion of the most important Archaeological Site of Dodona and its physiognomy, we define the entire area controlled by the Archaeological Law, (where the ruins of the walled acropolis, the Theatre, the Stadium, the Hiera Oikia (Sacred House) and other buildings extend were connected with the historical past of the ancient sanctuary) as Buffer Zone A as follows:

The area, which includes the extensive ruins of the ancient Sanctuary, as described under the elements A - B - C - D - E - Z - H - I - K - Λ - M - and is demarcated based on pairs of coordinates in the attachment with the topographic table on a scale of 1:5000.

A = The point where the Central National Road of Ioannina - Meligioi, at 18.8 km, branches off to the NW with the Provincial road, which leads to the villages of Kostaniani and Tirgia.

B = The point where the Ioannina - Melingoi National Road at 19.23 km branches off to the West with the asphalted provincial road that leads to the new village of Dodonoupoli.

At point B the boundary of Zone A' departs from the National Road to join with imaginary straight line with the point.

Γ = This point is located on the borders of the requested extension of the village of Dodona at the location of Paliabela, where the newly opened dirt road that leads from Dodonoupoli to the village of Dodona meets an existing stream and a rural road that leads SE to the Central Road of Ioannina - Dodona - Melingoi. To the east of the B - C line, within zone A' extends the location of Kallistes. Section C - D follows the western border of the stream and includes the Souria position in Zone A.

Δ = The point of contact of the new boundaries of Dodona and Manteio villages, where there is a bridge over the stream.

E = Point on the provincial road that leads from the settlement of Dodona to the settlement of Manteio, where a dirt road begins that crosses the place of Souria and ends at the place of Kallistes.

G = Point on the above-mentioned provincial road Dodona - Manteio, where it intersects with a provincial road that starts from the Ioannina - Meligioi National Highway and leads towards the interior of the Manteio settlement.

Point Z is also the northern limit of the existing coherent part of the Mantei village and is about 300m. from the western end of the fenced archaeological site.

H = Section Z - H lies on a dirt road, which at point H turns west towards the interior of the village. From point H to point I, the boundary of Zone A is drawn at a constant distance from the Ioannina - Meligioi National Highway.

Θ = Point within an existing stream.

I = Point on the dirt road that leads to the chapel of Agia Paraskevi, district of Manteio village.

K = Point, where the imaginary straight line from I meets the altitude curve of 700m. at about 150m. E of the chapel of Agia Paraskevi.

From now on, the SW limit of zone A' up to point A follows the 700m. altitude curve along the eastern foothills of Mount Tomaros and along the national road of Ioannina - Meligioi.

Λ = Point on the altitudinal curve of 700m.

M = Point on the Ioannina - Meligioi National Road, where it intersects perpendicularly with the imaginary line L - M.

The section M - N is identified with a section of the Ioannina - Meligioi National Road.

N = This point approximately 450m. from point M.

The section N - W on a rural dirt road opened on the eastern edge of the valley, which leads to the village of Ag. Triada, district of Meligioi community.

Ξ = Point of the above rural dirt road.

O = Trigonometric 847.50 at the top of the hill above the village of Agia Triada.

Π = Trigonometric 760.80 at the top of the next hill to the N.

P = Point within the stream on the 700m. altitudinal curve.

Henceforth, the boundary of Zone A' from P to North follows the 700m. altitude curve up to point S.

Σ = Point on the 700m. elevation within a stream at the eastern end of the Kerasari site.

T = Point on the Ioannina - Melingoi National Road at 18.120 km from Ioannina.

The section T - A on the Ioannina - Meligioi National Road, where A = the starting point of Zone A'.

In the demarcated Buffer Zone A' of absolute protection of the Archaeological Site of Dodona, the following land uses are defined: Building, quarrying, logging, the construction of greenhouses and any construction, for which the permission of the competent Town

Planning authority is required or not, is prohibited. Only the existing cultivation of annual plants, the planting of trees and the installation of surface irrigation pipes or up to a depth of 0.50m., the removal, cleaning and deepening of the existing drainage ditches are allowed. These activities will be under the control and supervision of the competent 12th Ephorate of Prehistoric and Classical Antiquities.

The configuration and improvement of the existing national and provincial road network is allowed, only after the relevant approval of the 12th Ephorate of Prehistoric and Classical Antiquities.

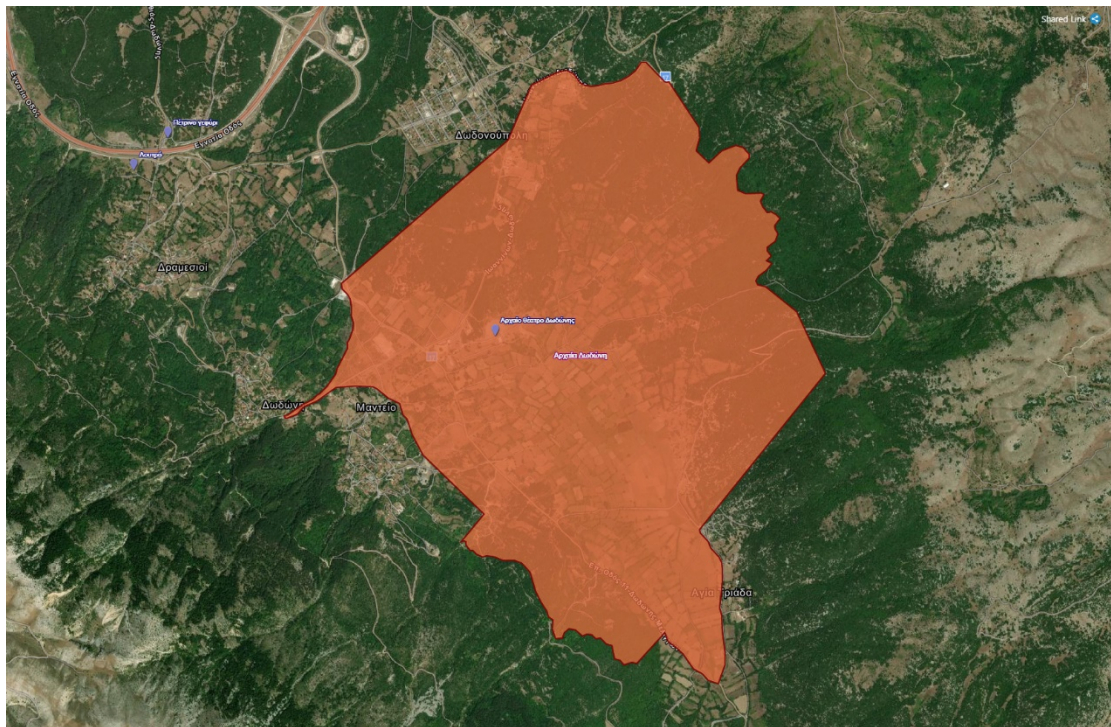


Figure 2812: Buffer Zone A' of the archaeological site of Dodona. (Google maps)

"ANCIENT THEATRES OF EPIRUS" INITIATIVE - LIST OF PARTICIPATING COMPANIES

○ *HOTELS:*

- "Aroma Dryos" Eco & Design Hotel
- "Kores" Boutique Hotel & Spa
- "Mikro Papigo 1700", Hotel&Spa
- "Zagori Suites" Luxury Residences
- "Epirus Palace" Congress & Spa Hotel
- "Hotel Du Lac" Congress Center & Spa
- "Apeiros Hora"
- "Bourazani" Wildlife Resort
- "Rodami" Traditional Appartements
- "Sivota Diamond" Spa Resort
- "Parga Beach Resort" - Parga Beach SA
- "Dioni" Boutique Hotel
- "Ionian Theoxenia" Hotel
- "Byzantino" Hotel
- "Anemolia" Hotel
- "Mirtali" Art Hotel
- "Angelika Pallas"

○ *TRADITIONAL PRODUCTS*

- KARALIS SA – Epirus Milk Industry
- TYRIA PARAMYTHIAS- V.A. Papadopoulos
- VIKOS SA
- KATOGE AVEROF
- "ZOINOS" WINERY
- "POEM" OLIVE OIL
- MOUSELIMIS ORGANIC CULTURES
- Honey Ipirotikis Gis
- AGEMA
- "Diamantis" Distillery
- VERUM HERB

- KOMINI BIO HERBS
 - "The High Mountains" Social Cooperative Enterprise
 - SKARFI Ltd – Dimitrios Pappas
 - METSOVO SA
 - Sofia's Honey
- *RENTAL ROOMS*
 - "Koronisia" Apartments
 - Marousio
 - "Nisista" Guest House
 - "Kipseli" Guest House
 - Villa Niki
 - "Faros" Apartments
 - Villa Ionio
 - Aurora Studios
 - Olympic Holiday - Zigos
 - Feggaropetra
- *TRAVEL AGENCIES:*
 - ISABELLA TOURS
 - KOTSIS TRAVEL
 - ARMONIA TRAVEL
 - Concierge Ioannina
 - BIKEWISE
- *MUSEUMS:*
 - Ecomuseum of Zagori
 - Historical Museum of Ioannina
 - Paragea parga Old Olive- Oil Factory
- *SPECIAL CASES:*
 - Equestrian Park of Preveza
 - "Aktia Nichopolis" Foundation
 - Shell gas station - Taprantzis

- Lolos Hagiography Workshop

- *RESTAURANTS etc.*
 - Protomastoras
 - Bachari Restaurant
 - Alekos Restaurant
 - Blue Coast
 - Vythos
 - Ouzeri Dodona
 - Thea Dodona

BIBLIOGRAPHY

A. Greek

Αϊβαλιώτου 2018: Α. Αϊβαλιώτου, «*Αρχαιολογικός χώρος Φιλίππων-Αρχαιολογικός χώρος Βουθρωτού. Συγκριτική μελέτη δύο Μνημείων Παγκόσμιας Κληρονομιάς της UNESCO*», Πάτρα 2018.

Αναπτυξιακή Ηπείρου Α.Ε. 2021: «*Αρχαία Θέατρα Ηπείρου*», Διαθέσιμο από: <https://ancienttheatersofepirus.gr/> (ανάκτηση 05/12/2022).

Βασιλείου 2008α: Ε. Βασιλείου, «*Η Δωδώνη κατά τους Προϊστορικούς χρόνους*», στο: Κ. Ζάχος (επιμ.), Αρχαιολογικό Μουσείο Ιωαννίνων, Ιωάννινα 2008, 137-141.

Βασιλείου 2008β: Ε. Βασιλείου, «*Δήμος Δωδώνης. Μικρό πολιτιστικό οδοιπορικό*», Ιωάννινα 2008.

Βασιλείου 2016α: Ε. Βασιλείου, «*Η λατρευτική παράδοση*», στο: Σ. Ελευθεράτου-Κ. Σουέρεφ (επιμ.), Δωδώνη, το μαντείο των ήχων, Αθήνα 2016, 41-42.

Βασιλείου 2016β: Ε. Βασιλείου, «*Οι τρόποι μαντείας*», στο: Σ. Ελευθεράτου-Κ. Σουέρεφ (επιμ.), Δωδώνη, το μαντείο των ήχων, Αθήνα 2016, 48-49.

Βλαχοπούλου-Οικονόμου 2016: Α. Βλαχοπούλου-Οικονόμου, «*Η Δωδώνη στο χρόνο. Η αρχιτεκτονική σύνθεση του Ιερού της Δωδώνης*», στο: Σ. Ελευθεράτου-Κ. Σουέρεφ (επιμ.), Δωδώνη, το μαντείο των ήχων, Αθήνα 2016, 27-29.

Γεωργούλας, Σκαλιστή 2017: Γ. Γεωργούλας, Ε. Σκαλιστή, «*Ιερό Δωδώνης. Παρουσίαση νεότερων στοιχείων από τις εργασίες ανάδειξης του αρχαιολογικού χώρου*», στο: Β. Θεοφιλοπούλου (επιμ.), Σπείρα, Επιστημονική συνάντηση προς τιμήν της Α. Ντούζουγλη και του Κ. Ζάχου, Αθήνα 2017, 307-318.

Γραβάνη, Σούλη, Βλαχοπούλου 2014: Κ. Γραβάνη, Χ. Σούλη, Α. Βλαχοπούλου, «*Η ανασκαφική έρευνα στο Ιερό της Δωδώνης*», στο: Κ. Σουέρεφ (επιμ.), Δωδώνη Διαχρονική. Παρελθόν, παρόν και μέλλον του αρχαίου θεάτρου και του αρχαιολογικού χώρου, 1^η Ενημερωτική Ημερίδα, Ιωάννινα, 8 Μαρτίου 2014, 21-42.

Γραβάνη 2016: Κ. Γραβάνη, «*Η πολιτική Δωδώνη. Ο πολιτικός μετασχηματισμός, το Πρυτανείο και το Βουλευτήριο*», στο: Σ. Ελευθεράτου-Κ. Σουέρεφ (επιμ.), Δωδώνη, το μαντείο των ήχων, Αθήνα 2016, 173-177.

Δάκαρης 1969: Σ. Ι. Δάκαρης, «*Ανασκαφή του ιερού τῆς Δωδώνης*», Πρακτικά της εν Αθήναις Αρχαιολογικής Εταιρείας του έτους 1967, Παπαδογιάννη, Αθήνα 1969, 33-54.

Δάκαρης 1971: Σ. Ι. Δάκαρης, «*Οδηγός Αρχαιολογικού χώρου Δωδώνης*», Ιωάννινα 1971.

Επιστημονική Ομάδα ΟΨΟΜΕΘΑ 2015: «*Πάρκο Φιλίππων, 8000 έτη πολιτισμού, ένα ολιστικό μοντέλο ανάπτυξης, 2015*», Διαθέσιμο από: https://drive.google.com/file/d/1nqubuzBD7RFVpW_MHtCJ9SzVImbxCFfR5/edit (ανάκτηση 01/12/2022).

- Ζάχος 2016: Κ. Ζάχος, «*Η Δωδώνη στο χρόνο. Η Δωδώνη στους ρωμαϊκούς χρόνους*», στο: Σ. Ελευθεράτου-Κ. Σουέρεφ (επιμ.), *Δωδώνη το μαντείο των ήχων*, Αθήνα 2016, 30-33.
- Καλογιάννη 2016: Ε. Καλογιάννη, «*Η Δωδώνη στο χρόνο. Η Δωδώνη των πρώτων Χριστιανών*», στο: Σ. Ελευθεράτου-Κ. Σουέρεφ (επιμ.), *Δωδώνη, το μαντείο των ήχων*, Αθήνα 2016, 34-35.
- Κατσαδήμα 2008: Ι. Κατσαδήμα, «*Τρόποι Μαντείας*», στο Κ.Λ. Ζάχος (επιμ.), *Το Αρχαιολογικό Μουσείο Ιωαννίνων*, Ιωάννινα 2008, 160-170.
- Κατσαδήμα 2012: Ι. Κατσαδήμα, «*Η Δωδώνη στους αιώνες*», στο: Κ.Ι. Σουέρεφ (επιμ.), *Αρχαία Θέατρα της Ηπείρου, Διάζωμα*, Αθήνα 2012, 49-61.
- Κατσαδήμα 2016: Ι. Κατσαδήμα, «*Η Δωδώνη στο χρόνο. Η Δωδώνη μέχρι το 167 π.Χ.*», στο: Σ. Ελευθεράτου-Κ. Σουέρεφ (επιμ.), *Δωδώνη, το μαντείο των ήχων*, Αθήνα 2016, 25-26.
- Κατσαδήμα 2018: Ι. Κατσαδήμα, «*Το παιχνίδι στις εκπαιδευτικές δράσεις του Αρχαιολογικού Μουσείου Ιωαννίνων*», στο Κ. Ι. Σουέρεφ, (επιμ.), *Μουσειακοί χώροι στον Εικοστό Πρώτο Αιώνα, Πρακτικές Διάδρασης, Δημόσια Αρχαιολογία 2*, Αθήνα 2018, 189-204.
- Κατσικούδης 2012: Ν. Κατσικούδης, «*Η αγορά και το θέατρο στην αρχαία Ήπειρο*», στο: Κ. Σουέρεφ (επιμ.), *Τα αρχαία θέατρα της Ηπείρου, Διάζωμα*, Αθήνα 2012, 21-48.
- Κατσικούδης 2016α: Ν. Κατσικούδης, «*Νάια, η μεγάλη γιορτή της Δωδώνης. Το Θέατρο και το Στάδιο*», στο: Σ. Ελευθεράτου-Κ. Σουέρεφ (επιμ.), *Δωδώνη, το μαντείο των ήχων*, Αθήνα 2016, 119-122.
- Κατσικούδης 2016β: Ν. Κατσικούδης, «*Τα αφιερώματα. Βάσεις αναθημάτων και τιμητικοί ανδριάντες*», στο: Σ. Ελευθεράτου-Κ. Σουέρεφ (επιμ.), *Δωδώνη το μαντείο των ήχων*, Αθήνα 2016, 133-135.
- Κατσούδας 2014: Π. Κατσούδας, «*Τεκμηρίωση αρχιτεκτονικών και γεωμετρικών στοιχείων του θεάτρου της Δωδώνης με τη χρήση νέων τεχνολογιών*», στο: Κ. Σουέρεφ (επιμ.), *Δωδώνη Διαχρονική. Παρελθόν, παρόν και μέλλον του αρχαίου θεάτρου και του αρχαιολογικού χώρου*, 1^η Ενημερωτική Ημερίδα, Ιωάννινα, 8 Μαρτίου 2014, 87-91.
- Λιάμπη 2016: Κ. Λιάμπη, «*Η πολιτική Δωδώνη. Η νομισματική κυκλοφορία στο Ιερό*», στο: Σ. Ελευθεράτου-Κ. Σουέρεφ (επιμ.), *Δωδώνη, το μαντείο των ήχων*, Αθήνα 2016, 178-180.
- Παπαγιαννοπούλου 2021: Σ. Παπαγιαννοπούλου, «*Σχεδιασμός και ανάπτυξη εφαρμογής επαυξημένης πραγματικότητας σε περιβάλλον Unity για τον αρχαιολογικό χώρο της Δωδώνης*», *Μυτιλήνη 2021*.
- Παπαδοπούλου 2013: Β. Παπαδοπούλου, «*Παλαιοχριστιανική Ήπειρος (4ος-7ος): η μαρτυρία της γλυπτικής*», Ιωάννινα 2013 (αδ. διδ. διατριβή), 128-130.
- Παπαδοπούλου 2014: Β. Παπαδοπούλου, «*Η Χριστιανική Δωδώνη*», στο: Κ. Σουέρεφ (επιμ.), *Δωδώνη Διαχρονική. Παρελθόν, παρόν και μέλλον του αρχαίου θεάτρου και του αρχαιολογικού χώρου*, 1^η Ενημερωτική Ημερίδα, Ιωάννινα, 8 Μαρτίου 2014, 61-70.
- Περιφέρεια Ηπείρου 2017: «*Στρατηγική για την Ολοκληρωμένη Χωρική Επένδυση Πολιτιστική Διαδρομή στα Αρχαία Θέατρα της Ηπείρου*», Ιωάννινα 2017, Διαθέσιμο από:

https://www.espa-epirus.gr/files/stratigiki_oxe_ath_2017_v2.PDF , (ανάκτηση 01/12/2022).

Πλιάκου 2008: Γ. Πλιάκου, «*Η λατρεία και η μνημειακή διαμόρφωση του Ιερού*», στο: Κ. Ζάχος (επιμ.), Αρχαιολογικό Μουσείο Ιωαννίνων, Ιωάννινα 2008, 142-145.

Πλιάκου, Σμύρης 2012: Γ. Πλιάκου, Γ. Σμύρης, «*Το θέατρο, το βουλευτήριο και το στάδιο της Δωδώνης*», στο: Κ. Σουέρεφ (επιμ.), Τα αρχαία θέατρα της Ηπείρου, Διάζωμα, Αθήνα 2012, 62-100.

Πούλιος, Αλιβιζάτου κ.ά. 2015: Ι. Πούλιος, Μ. Αλιβιζάτου, Γ. Αραμπατζής, Α. Γιαννακίδης, Ν. Καραχάλης, Ε. Μάσχα, Μ. Μούλιου, Μ. Παπαδάκη, Χ. Προσύλης, Σ. Τουλούπα, «*Πολιτισμική Διαχείριση, Τοπική Κοινωνία και Βιώσιμη Ανάπτυξη*», Σύνδεσμος Ελληνικών Ακαδημαϊκών Βιβλιοθηκών, Αθήνα 2015.

Σμύρης 2014: Γ. Σμύρης, «*Το θέατρο της Δωδώνης. Προβληματισμοί*», στο: Κ. Σουέρεφ (επιμ.), Δωδώνη Διαχρονική. Παρελθόν, παρόν και μέλλον του αρχαίου θεάτρου και του αρχαιολογικού χώρου, 1^η Ενημερωτική Ημερίδα, Ιωάννινα, 8 Μαρτίου 2014, 81-86.

Σουέρεφ 2021: Κ. Ι. Σουέρεφ, «*Έργα του Εθνικού Στρατηγικού Πλαισίου Αναφοράς (ΕΣΠΑ) της Εφορείας Αρχαιοτήτων Ιωαννίνων (ΕΦΑΙ)*», στο: Σ. Βλίζος-Ν. Πάντζου (επιμ.), Διαχείριση και Ανάδειξη Χώρων και Μνημείων, 2021, 122-134.

Τζουβάρα - Σούλη 1997: Χ. Τζουβάρα - Σούλη, «*Τρόποι μαντείας στο Ιερό της Δωδώνης*», Δωδώνη, Επιστ. Επετηρίδα του τμήματος Ιστορίας και Αρχαιολογίας του Πανεπιστημίου Ιωαννίνων, 1997, 26: 29-70.

Τζουβάρα - Σούλη 2016: Χ. Τζουβάρα - Σούλη, «*Ο Δίας και η μαντική βελανιδιά. Δίας Νάιος, Διώνη και άλλες λατρείες*», στο: Σ. Ελευθεράτου-Κ. Σουέρεφ (επιμ.), Δωδώνη, το μαντείο των ήχων, Αθήνα 2016, 43-45.

Τόπος Συμβουλευτική 2017: «*Πολιτιστική Διαδρομή Αρχαίων Θεάτρων στην Ήπειρο & Τοπική Οικονομία*», Αθήνα 2017, Διαθέσιμο από: <https://diazoma.gr/site-assets/meleti-politistiki-diadromi-archaion-theatron-ireiroutopiki-economia-pdf.pdf> , (ανάκτηση 01/12/2022).

Χόινας 2017: «*Χάλκινος γρύπας από τη Δωδώνη*», στο: Β. Θεοφιλοπούλου (επιμ.), Σπείρα, Επιστημονική συνάντηση προς τιμήν της Α. Ντούζουγλη και του Κ. Ζάχου, Αθήνα 2017, 357-364.

B. Foreign

Andreasen, Kotler 2013: A. Andreasen, P. Kotler, «*Strategic Marketing for non-profit Organisations*», United States of America 2013.

Breznik 2014: A. Breznik, «*Management of an archaeological park*», Ljubljana 2014.

Chhabra 2009: D. Chhabra, «*Sustainable Marketing of Cultural and Heritage Tourism*», Naples 2009.

Emmerling 2012: T. E. Emmerling, «*Studien zu Datierung, Gestalt und Funktion der Kultbauten im Zeus-Heiligtum von Dodona*», Hamburg 2012.

Enseñat-Soberanis et al. 2018: F. Enseñat-Soberanis, O. Frausto-Martínez, M. Gándara-Vázquez, «A visitor flow management process for turistified archaeological sites», *Journal of Heritage Tourism*, 2019, 14:4, 340-357.

Fushiya 2010: T. Fushiya, «*Archaeological Site Management and Local Involvement: A Case Study from Abu Rawash, Egypt*», *Conservation and management of archaeological sites*, 2010, 12: 324-355.

Gartziou-Tatti 1990: A. Gartziou-Tatti, «*L' Oracle de Dodone, Mythe et Rituel*» *Kernos* 3, 1990, 175-184.

Giannitsioti, Touloupa, Poullos 2018: K. Giannitsioti, S. Touloupa, I. Poullos, «*Cultural tourism and cultural heritage in times of change: private initiative in Greece vis-à-vis the Greek State*», 2018.

Hajialikhani 2008a: M. Hajialikhani, «*A new Systematic Management Approach for transmitting the Spirit of Cultural Heritage Sites*», ICOMOS 16th General Assembly and Scientific Symposium, Quebec 2008.

Hajialikhani 2008b: M. Hajialikhani, «*Systematic Stakeholders Management Approach for Protecting the Spirit of Cultural Heritage Sites*», ICOMOS 16th General Assembly and Scientific Symposium, Quebec 2008.

Hannagan 1992: T. J. Hannagan, «*Marketing for the Non-profit Sector*», London 1992.

Katsadima 2017: I. Katsadima, «*Women's inquiries on the oracular tablets of Dodona*», in K. I. Soueref (ed.), *Dodona. The Omen's Questions. New Approaches in the Oracular Tablets*, Ioannina 2017, 131-141.

Katsoni, Spyriadis 2019: V. Katsoni, T. Spyriadis, «*Cultural and Tourism Innovation in the Digital Era*», Sixth International IACuDiT Conference, Athens 2019.

Konstantinou 2021: K. Konstantinou, «*The oracle of Dodona. Contestation over a "Sacred" Archaeological Landscape*», in E. Solomon (ed.), *Contested Antiquity: Archaeological Heritage and Social Conflict in Modern Greece and Cyprus*, Indiana University Press, 2021, 194-218.

Kotler 2008: N. G. Kotler, P. Kotler, W. I. Kotler: «*Museum Marketing and Strategy-Designing Missions, Building Audiences, Generating Revenue and Resources*», Jossey-Bass, United States of America 2008.

Matero et al. 1998: F. Matero, K. Fong, E. Del Bono, M. Goodman, E. Kopelson, L. Mcvey, J. Sloop, C. Turton, «*Archaeological site conservation and management: An appraisal of recent trends*», *Conservation and management of archaeological sites*, 1998, 2: 129-142.

Orbasli 2013: A. Orbasli, «*Archaeological Site Management and Local Development*», *Conservation and Management of Archaeological Sites*, 2013, 15:237-253.

Parke 1967: H. Parke, «*The Oracles of Dodona-Olympia-Ammon*», Oxford 1967.

Parker 2015: R. Parker, «*The Lot Oracle at Dodona*», ZPE 194, Dr. Rudolf Habelt GmbH, 2015, 111-114.

Piccinini 2017: J. Piccinini, «*The Shrine of Dodona in the Archaic and Classical Ages. A History*», Eum 2017.

Sakellariadi 2010: A. Sakellariadi, «*Management Plan for the Cultural Resources of the Area of Philippi: Towards a holistic approach*», 2010.

Sakellariadi 2013: A. Sakellariadi, «*Strategic Participatory Planning in Archaeological Management in Greece: The Philippi Management Plan for Nomination to UNESCO's World Heritage List*», Institute of Archaeology UK, «*Conservation and Management of Archaeological Sites*», 2013, 15: 13-29.

Sullivan, Mackay 2012: S. Sullivan, R. Mackay, «*Archaeological Sites: Conservation and Management*», Los Angeles 2012.

Teutonico, Palumbo 2000: J. M. Teutonico, G. Palumbo, «*Management Planning for Archaeological Sites*», The Getty Conservation Institute, United States of America 2000.

Thomas, Langlitz 2018: B. Thomas, M. Langlitz, «*Archaeotourism, Archaeological Site Preservation, and Local Communities*», Springer, 2018.

Unesco 2021: «*List of NGOs in official partnership with UNESCO*», Available at: https://en.unesco.org/sites/default/files/list_ngos_official_partners_unesco.pdf (accessed 29/06/2022).

Vasileiou 2019: E. Vasileiou, «*L'oracolo di Zeus e Dione*», Dodonaios. L' oracolo di Zeus e la Magna Grecia, 2019, 99-104.

Vasileiou 2020: E. Vasileiou, «*Revisiting prebuilding Dodona*», Documenta Praehistorica XLVII 2020, 404-410.

Wijesuriya, Thompson, Young 2013: G. Wijesuriya, J. Thompson, C. Young, «*Managing Cultural World Heritage*», Unesco, Paris 2013.

The document has been produced with the financial assistance of the European Union. The content herein is the sole responsibility of the authors and can under no circumstances be regarded as reflecting the position of the European Union and/or the ADRION programme authorities.

This document is supported by the Interreg ADRION Programme funded under the European Regional Development Fund and IPA II fund.

Project budget: 1.664.336,80 EUR

Project duration:

1 February 2020 – 31 January 2023

