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Onderwerp: Schriftelijke vragen ex art. 47 RvO aan het College van GS, gesteld door de heer dhr. R. Dercksen van de PVV betreffende dienstreizen naar Hongarije en Groot Brittannië (d.d. 27-08-2012)

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Toelichting:

GS heeft ingestemd met dienstreizen naar Hongarije en Groot Brittannië vanwege het ondertekenen van de "Grant Agreement" met de Europese Unie.

Daarover heeft de PVV-fractie de navolgende vragen.

1. Kent u het artikel "Duizenden overheidsbestuurders doelloos op reis" in de Elsevier 27 juni 2012? Zo ja, welke conclusie heeft u daaruit getrokken?

Antwoord:

Ja, dat artikel is ons bekend. Wij concluderen dat uit onderzoek van Elsevier blijkt dat veel ambtenaren en bestuurders buitenlandse dienstreizen ondernemen zonder dat daar duidelijke doelstellingen voor zijn geformuleerd of dat resultaten na terugkomst worden geëvalueerd. De provincie Utrecht stuurt op heldere doelstellingen vooraf aan een dienstreis. Daarnaast dient er altijd achteraf een verslag gemaakt te worden van de reis waaruit blijkt of de doelstellingen behaald zijn.

2. Zijn voorafgaande aan het verlenen van de toestemming voor beide reizen, doelstellingen geformuleerd die behaald moeten worden? Zijn die doelstellingen SMART-geformuleerd? Zo nee, waarom niet? Graag ontvangen wij een opgave van de doelstellingen. Indien er vooraf geen doelstellingen zijn geformuleerd, wat is daarvoor uw verklaring?

Antwoord:

De doelstellingen van het project zijn opgenomen in het Projectvoorstel Limes Tourism Connection, waarvoor Europese Subsidie is aangevraagd en toegekend. U ontvangt dit projectvoorstel inclusief de



financiële onderbouwing bijgaand (bijlage 1).

3. Graag ontvangen wij van beide reizen een verslag waaruit blijkt in hoeverre de burgers van de provincie Utrecht baat hebben gehad bij deze dienstreizen.

Antwoord:

Bijgevoegd ontvangt u het verslag van de dienstreis naar Groot Brittannië (bijlage 2. Zie ook Statenbrief d.d. 11 september 2012 'Melding buitenlandse dienstreis). De bijeenkomst in Groot Brittannië is de eerste stap in een groter proces. Dit proces moet op de lange termijn leiden tot een versterking van de recreatieve en toeristische waarde van de Romeinse Limes, ook in de provincie Utrecht. Daar zullen de burgers uit de provincie Utrecht baat bij hebben.

De bijeenkomst in Hongarije heeft nog niet plaatsgevonden waardoor nog geen verslag beschikbaar is.

4. Wat zijn de kosten voor deze reizen?

Antwoord:

De dienstreis naar Groot-Brittannië (Newcastle) bedroeg voor twee personen in het totaal €1199,48. Hiervan wordt €730,84 gedekt door de Europese subsidie ten behoeve van de ontwikkeling van duurzaam toerisme. De overige €468,64 wordt gedekt door de Nederlandse Limessamenwerking. Hiervan komt 11,3% ten laste van de provincie Utrecht, wat neer komt op een bedrag van € 52,91.

De dienstreis naar Hongarije dient nog plaats te vinden. Hiervoor zijn nog geen kosten gemaakt. De totale kosten van deze reis zijn begroot op €650,-

Gedeputeerde Staten van Utrecht,

Voorzitter,

Secretaris,

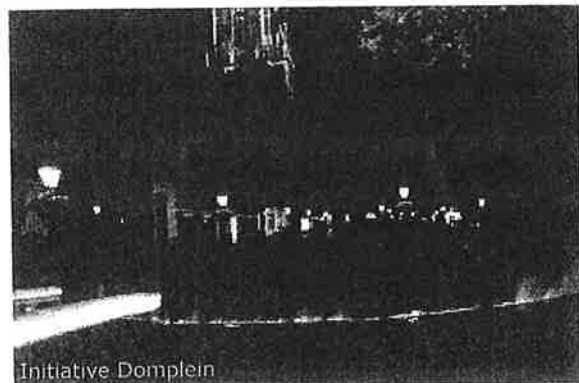
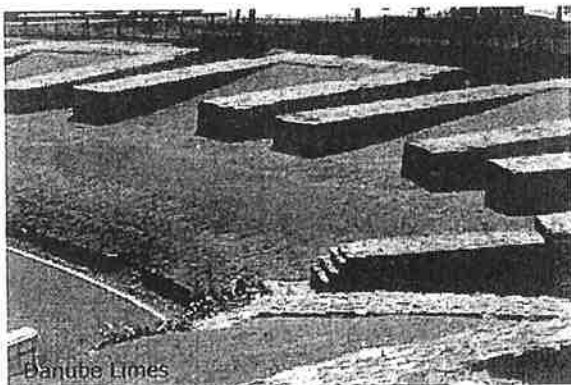
Limes Tourism Connection

Developing the frontiers of the Roman Empire as a transnational European sustainable tourism product

Project proposal

European Commission
Enterprise & Industry Directorate General

Call for Proposals: 12/G/ENT/TOU/11/411B



"We've inherited not only a remarkable physical structure but a remarkable opportunity" - Hadrian's Wall Heritage

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Limes Tourism Connection - Developing the frontiers of the Roman Empire as a transnational European sustainable tourism product

V.1. Objectives

The 'Limes', frontiers of the Roman Empire, stretches from the west of the UK, through the Netherlands and Germany, to the Black Sea in Romania. It further extends into Turkey and through northern Africa to Morocco. Once a barrier, it is now a facilitator, providing a focal point for tourism development and other economic activities. The remains of the Limes today consist of vestiges of built walls, ditches, forts, fortresses, watchtowers and civilian settlements. The Limes has the potential to be the largest, most compelling visitor destination in Europe. It's an interlinked chain of world class attractions that tells a unique story from history. The Limes is for a large part already denominated as UNESCO World Heritage, other elements are under consideration for inclusion.

At this moment, international cooperation on tourism is still modest. Previous and present EU cooperation around the Limes focuses on the scientific and policy domain. Tourism initiatives are regional, to some extent connected at national levels, but there is no coordinated and structural international cooperation.

This project aims to catalyze the international networking process around the Limes heritage, to connect relevant national and regional stakeholders, cultural resource managers and the tourism sector, professional and voluntary initiatives, in order to develop the Limes into a transnational sustainable tourism product.

Objective

Development and promotion of a sustainable transnational tourism offer based on Limes European Heritage, by:

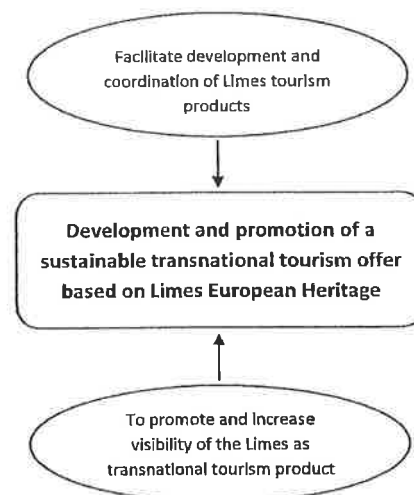
A Facilitating development and coordination of Limes tourism products through exchange of information

B Promoting and increasing visibility of the Limes as a transnational tourism product

Project activities and outputs include (more explanation in section V3 and further):

- Networking activities and an international working conference to connect stakeholders at national and international level
- Development of a joint strategic agenda for sustainable transnational cooperation with concrete project proposals
- Development of a joint web portal as a basis for further cooperation and joint promotion

Partners are all national coordinating organizations with regard to the Limes: Province of Utrecht (NL) (providing the national Limes project manager on behalf of the three Dutch Limes Provinces), the Hungarian Limes Association (HU), Institute for Austrian History (AT), Hadrian's Wall Heritage Limited (UK). They are supported by the German Limes Route Association and Deutsche Limeskommission (letters of support are available).



V.2. Justification

V.2.a Needs and Constraints

Complexity of the cultural heritage tourism product

Cultural heritage tourism is defined as "travelling to experience the places and activities that authentically represent the stories and people of the past and present" (National Trust for Historic Preservation, USA). The aim of heritage tourism is a blend of education, entertainment, preservation and profit. Cultural heritage tourism is important for various reasons: it has a positive economic and social impact, it helps preserve the cultural heritage, it establishes and reinforces identity, it facilitates harmony and understanding among people (Richards, 1996).

A **tourism product** in itself is a complicated product. It consists of many components, including aesthetics, entertainment, events, transportation, accommodations, food and beverage services, shops. This implies that it is difficult to maintain and control the quality of the experience. To overcome this hurdle, tourism related businesses, agencies, and organizations need to work together to package and promote tourism opportunities in their areas and align their efforts to assure consistency in product quality.

To develop **tourism products based on cultural heritage** is an even bigger challenge. It includes the need for a proper and sustainable management of the cultural heritage base. And for a common understanding between cultural resource managers and the tourism sector. Primary tasks and interests of monument preservation institutions lie in recording the monuments within their broad cultural and historical roots (Lengkeek, 2009) and providing information in a scientifically accurate way. This approach must necessarily be extended beyond these interests toward a wider relationship. It is vital to set up a commitment to achieve appropriate balance between preservation, conservation, access and sustainable economic use for tourism.

Needs and constraints within different target groups

With regard to cultural heritage tourism products, the following target groups/stakeholders can be discerned:

- National coordinating platforms
- Cultural resource managing organisations (museums, universities, research institutions)
- Local, regional, national governments
- Tourism sector: marketing organisations and tourism businesses
- Voluntary initiatives
- End-users: (potential) tourists

Partners observe that there is a need for more understanding and exchange between different target groups:

- **National Coordinating Platforms with regard to the Limes** have created good results in influencing and refining national and regional policy initiatives and heritage protection. In most cases, activities are limited to the public domain. In all cases, the potential of stronger transnational cooperation is acknowledged and the ambition to achieve this, is present.
- **Cultural resource managing organisations** (museums, universities, research institutions) have extensive knowledge on heritage and have e.g. developed informative websites. However, the connection with concrete tourism experiences, bookable offers etc. can still be considerably strengthened.

- **Tourism/Marketing organisations** are keen on developing an attractive tourism offer. Some organisations, mainly the smaller ones operating in a niche market, offer products to experience the Roman heritage on different places along the Limes. There is no professional and coherent offer that enables to experience the Limes as a transnational, pan-European phenomenon. Only a very small part of the actual tourist potential of the Limes is currently utilized. In order to be able to present historically correct information in an attractive way that is appealing to different market segments requires the combined expertise of historians, cultural asset managers, and tourism marketers – and for the Limes also at a transnational level. These are not natural partners.
- A substantial number of tourism products related to the Limes (in particular routes, e.g. a long distance cycling route) have been developed by **voluntary initiatives** (e.g. the long-distance Limes cycling route by the 'European Cyclists' – in Dutch 'Europafietsers', www.europafietsers.nl) by people who invest their leisure time. Among the experts on Roman history, there are also large numbers of people that practice it as a serious hobby (e.g. historic reenactment groups). There are already links with (e.g. historic reenactments in the Archeon theme park in the Netherlands) on a case-to-case and location-focused basis. Connecting these initiatives to the professional tourism sector and to museums, on-site exhibitions, etc, in a more coherent way, will greatly enhance the accessibility of the Limes heritage.
- **Local, regional and national governments:** efforts have been made and results have been achieved with regard to regional planning and protection. Tourism development is usually one of the policy aims, however it has received relatively little attention. Some governments are already examples of good practice in this respect, others are only just starting to develop. Activities have so far been limited to the national level. A need for transnational exchange and coordination has been identified, but not yet effectuated.
- For (potential) **tourists**, even the tourists interested and knowledgeable on Roman History, the Limes, frontier of the Roman empire, is an entity that is difficult to experience as a coherent and transnational phenomenon. Visibility is limited, elements are dispersed, information in the field is scarce. The public perception of the Limes is rather vague. On the other hand one can see an increase of interest in 'soft tourism' (cycling, boats, walking) during the last two decades.

V.2.b Target groups and number of direct/indirect beneficiaries (in summary)

Table VI shows a list of target groups as mentioned in V.2.1, with an indication of the number of beneficiaries. For the direct beneficiaries, we give an indication of the number of organisations from the different target groups that will directly participate in the project's networking activities. Beyond this number, there is an extensive number of additional organisations that will be connected with via the (development of) the Limes Web Portal. Eventually, as indirect beneficiaries, all (potential) tourists visiting the Limes-sites as well as inhabitants from the regions concerned, will benefit from an enhanced tourism offer initiated by the Limes Tourism Connection.

Table 1 – target groups

Target group	Indicative number
<i>Direct beneficiaries</i>	
National coordinating platforms	5 organisations
Cultural Resource Managing organisations	15 organisations
Tourism sector (marketing organisations, businesses)	25 organisations
Voluntary initiatives	10 organisations
Policy makers from various institutions in different administrative levels (EU-wide, national, regional, local, owner of property).	15 organisations
<i>Indirect beneficiaries</i>	
(Potential) Limes tourists	> 4.000.000
Organisations and initiatives connected with via Limes Web Portal	75 organisations
Unique visitors Web Portal	5000 (year 1) – 100.000 (year 5)

V.2.c Reasons for the selection of target groups and activities

The direct target groups are selected because of their direct involvement with the Limes cultural heritage or their position in the tourism chain – enabling to function as a vital link between Roman heritage and the tourism market. They all indicate a need for stronger exchange and collaboration with other target groups. An impulse via this project is needed to overcome reluctance between different target groups (e.g. from tourism sector to cultural resource managers and the other way round) and to extend collaboration to an international level. So far, this could not yet be facilitated within the regular working agendas of the partner organisations. National coordinating platforms are directly taken aboard as project partners, as they have the best overview of the state of the art, and have the capacity and network to convey opportunities to a large stakeholder network.

Tourists are indicated as indirect beneficiaries: they are the eventual end-users of the products that will be developed. This project is aimed as a catalyst, with networking and joint project development as an important 1st step. Tourists will therefore benefit indirectly.

V.2.4d/e/f Relevance of the project

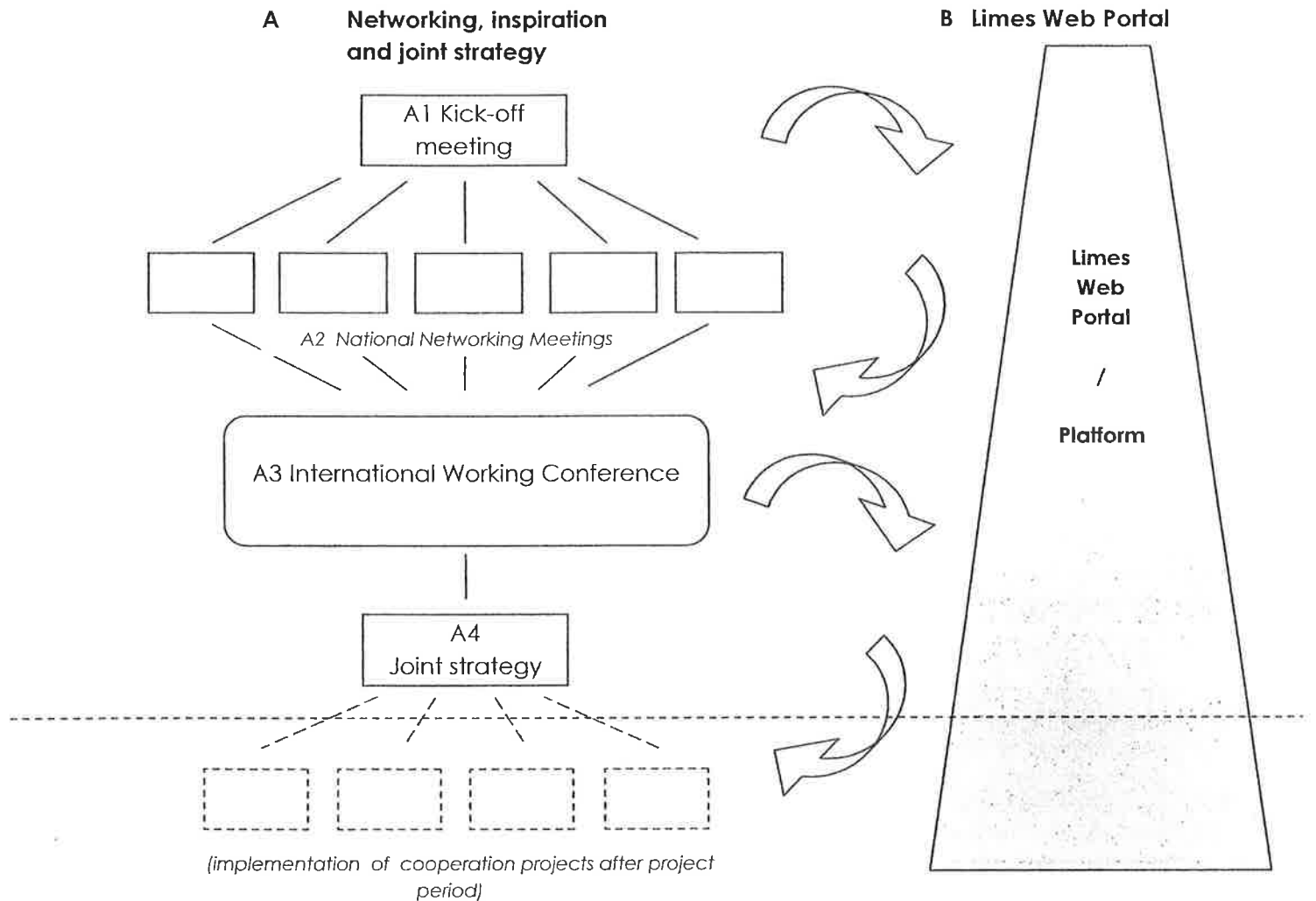
For the direct **target groups**, the Limes transnational tourism project will provide a great opportunity for networking and product development beyond their usual circuit and to address their needs and overcome their constraints as formulated in V.2.a. They will be assisted to work demand-oriented and indirect beneficiaries, (potential) Limes tourists, will benefit from an enhanced Limes experience and the eventual, demand oriented new products (for references, see text box 3) and will find their way through the transnational offer more easily via the Limes Web Portal.

This project is relevant to the preparatory action 'Sustainable Tourism' and the objectives/priorities of this call (12/G/ENT/TOU/11/411B). Within this call, specific objectives are

- 'to promote and increase visibility of different transnational tourism products', physical or virtual, focused on thematic aspects. → *visibility will increase via a joint web portal that will be established within this project. Next to this, innovative visualization strategies to show intangible or perished aspects of the Limes, will be exchanged to enhance the visitor experience across this former frontier.*
- 'To contribute to the promotion and development of a sustainable and responsible tourism offer' → *Limes Tourism Connection ensures a sustainable and responsible tourism by taking the UNESCO Guiding Principles as a point of departure and create mutual understanding between tourism sector and cultural resource managers/policy makers.*
- 'To facilitate the exchange of information on and coordination of such trans-national activities'. → *Limes Tourism Connection facilitates exchange of information and coordination of Limes tourism products on national and European level via national networking meetings to set the agendas and an international working conference*

Next to this, the call asks the proposed actions to fulfill a number of characteristics on e.g. sustainability. More explanation on how these characteristics are fulfilled by our project can be found in section V9.

V.3. Detailed description of activities



A Making the link: networking activities, inspiration and joint strategy

- A1 1st partner meeting including site visit, prepared by a 'frontrunner' partner (venue: UK, Hadrian's Wall)
- A2 State of the art and opportunities: national networking meetings (in each partner country)
- A3 An international working conference (venue: in The Netherlands)
- A4 Joint strategy and action plan: a follow-up meeting (venue: in Hungary)

A1 Kick-off partner meeting

The kick-off partner meeting is meant to discuss and prepare the programme for the national networking meetings and to provide some peer review and intervision on each other's state of the art and opportunities to improve cooperation. The meeting is hosted by frontrunner Hadrian's Wall Heritage (HWHL), recognized as 'a great example of a Destination Management Organisation', and will include dissemination of their experiences and good practices.

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Partners are all national coordinating organizations with regard to the Limes:

- the Province of Utrecht (NL), department of Economy, culture and leisure (providing the national Limes coordination on behalf of the three Dutch Limes Provinces: Zuid-Holland, Utrecht, Gelderland),
- the Hungarian Limes Association (HU)
- Institute for Austrian History (AT)
- Hadrian's Wall Heritage Limited (UK).

They are all highly competent to connect all relevant stakeholders and to boost the development of the frontier of the Roman Empire as a transnational tourism product. Letters of support are available (added as an annex to the project application) from the German Limes Route Association and Limeskommission. More information on the partnership can be found in textbox 1.

Textbox 1

Partner organisations

Coordinator: Province of Utrecht (National project Limes)

In the Netherlands, the Limes stretches over three provinces (Zuid-Holland, Utrecht, Gelderland). These have set up a cooperation. The 'National Project Limes' aims at sustainable protection and development of the Dutch Limes through:

- Ensuring the preservation of the Limes by sufficient protection in regional and national policy (spatial and administrative).
- Developing the Limes into an interesting tourism product in order to show residents and tourists/visitors the cultural history of the area.
- Increasing the knowledge of the history, development and value of the Limes heritage by research and documentation.

The National Project Limes officer is formally part of the staff of the province of Utrecht (department of Economy, Culture & Leisure). She cooperates with heritage organisations and with regional, professional and voluntary stakeholders, and reports to a board of representatives from all three provinces.

Hungarian Limes Association

The Hungarian Limes Association intends to establish and maintain a unique cultural path, which includes the museums, exhibitions, archeological parks and memorial places of the ancient Roman times situated along the Pannonian Limes. The Association also aims to contribute to the ongoing and future tasks of the Danube Limes World Heritage Project, and the protection of the archaeological sites. As a part of its activities, the Association provides information on the sites, programs and the concerning World Heritage tasks, organizes regional professional groups and establishes regular connection with the responsible governmental institutions, local and other authorities, professional organizations and their members, maintains the sites of the "Ancient Roman Limes in Hungary" cultural path and supports the foundation of new sites, exhibitions and programs.

Hadrian's Wall Heritage Limited

Hadrian's Wall Heritage Limited is recognized as 'a great example of a Destination Management Organisation'. Realms of its activity, next to destination management, are conservation, preservation, access and sustainability. This combination of access and sustainability coupled with destination marketing allows for effective packaging and promotion of the Hadrian's Wall/Limes cultural heritage which has proven to be successful (section VB).

Institute for Austrian History

is a more than 150 year old institution directly supervised by the Austrian Federal Ministry of Research and Sciences. It has 32 permanent staff. The institute acts in a coordinating function in respect of the AT Limes and various related issues (museums, tourism) and provides information on the sites. It also acts as a communication platform for future Danube Limes World Heritage nomination in other Danube countries.

The project is supported by the German Limes Route Association and Deutsche Limeskommission. Letters of support are added as an annex to the project application. Representatives of these organizations will be involved and e.g. be invited for the transnational working conference.

A2 National networking meetings: setting the ambition

4 national networking meetings will be organised to connect different target groups at national level, and to prepare input for the international working conference (A3).

- Theme of national meetings: potential synergy cultural heritage (sites/museums) and tourism sector, exchange of marketing strategies (if existing). E.g.: which target groups are addressed by each organization. In the preparation of this proposal, a provisional agenda for the national networking meetings has been made, tailored to the topical issues and needs per country (textbox 2).
- Exchanging ideas and ambitions for new tourism products related to Limes heritage
- Defining international ambitions and expectations (input for working conference)

Textbox 2 Topics and invitees national networking meetings

Besides the general agenda points and preparation for the working conference, the partners have identified the following topical issues for the national meetings (A2):

UK

- Integrate and encourage 'thematic' tourism bodies (based around a particular type of holiday, e.g. walking or cycling) into Destination Management, increase destination support (entry destinations, transportation carriers).
- Invitees: NewcastleGateshead Initiative, DFDS Seaways, Saddle Skedaddle Cycling Holiday Specialist, HF Holidays (Hiking Holidays).

Austria

- Development of a new destination strategy for ship cruises on the Danube with relation to the Limes. At the moment, there is no reference at all to the Limes heritage although many ships pass the Limes sites on their way up and down the Danube.
- Development of an event strategy – coordinating local events (e.g. special exhibitions and/or Roman events) from small scale local Limesmuseums.
- Invitees: TUI travel business, International Danube Tourism Commission, e.g. Donauschiffahrt Brandner, Donauwschiffahrt Ardagger.

The Netherlands

- Connecting Limes sites to tourism offer combined with visualisation in the landscape. Case studies from each Dutch Limes province will be provided (e.g. for Utrecht: the Roman castellum Fectio/ Leidsche Rijn-Hoge Woerd).
- Invitees: Recron (organisation for entrepreneurs in the recreation sector), National Tourist organisation ANWB, Europafietsers, tourism marketing organisations (RBT's / VVV's), three Dutch Limes provinces, Nieuwland (organisation that will run the new visitor's centre next to Fectio), the Limes Cultural Heritage Group ('Limes erfgoedkring) – representing the Dutch museums that have a primary concern with the Limes.

Hungary

- Connecting Limes tourism with wine tourism. The Romans introduced into Pannonia the wine-making. Several contemporary Hungarian wine regions are located close to the Limes (Pannonhalma, Ászár-Neszmély, Etyek-Buda, Tolna, Pécs, Szekszárd, Kunság, Hajós-Baja).
- Connecting Limes sites on the Danube and on paths, involving other tourist programs: natural sites and reserves, other cultural sites and programs.
- Invitees: Hungarian TDM Association, Institute of Cultural Heritage Management of Hungary, Hungarian Tourism Zrt, Tourinform, Neszmély Hilltop Winery, local governments, National Museum.

A3 International working conference

Next step is an international working conference (venue: the Netherlands). where the project partners, together with representatives from all target groups, will meet to merge their international ambitions and expectations into a joint transnational agenda, and to work on the formulation of concrete project proposals for new Limes tourism products.

Elements of the working conference:

- Inspiration: presentation of best practices Limes tourism products from partner countries (e.g. visualization strategies – good practice Illuminating Hadrian's wall, cycling route, 'Archäologiepark Carnuntum Betriebsgesellschaft Austria, visualization of former Limes Castellum Domplein – good practice strong local and regional cooperation,
- Input of tourism marketing experts on current state of play Limes tourism products & marketing strategies, and on ideas for new products (on the outcomes of action A2), opportunities to develop new product market combinations,
- Working sessions (creating new product market combinations) based on opportunities formulated by tourism marketing experts,
- Discussions on external partner support from private sector organisations – transport providers etc to share what they can bring to the marketing of the products being developed,
- Setting joint ambition and outlines for a joint strategy and projects,
- Input for web portal ('B') and discussion on additional digital media opportunities

All partners will invite and take representatives from their national networking meetings (A2) to the transnational conference. Tourism operators will be selected on this purpose a.o. on their capacity to build trans-frontier packages. Representatives of relevant European institutes and organisations will (EC, Committee of the Regions will also be invited.

A4 Joint strategy and action plan with concrete project proposals

Based on the results of the conference, the partners will develop an networking strategy and action plan. This will include projects, that partners aim to implement jointly. The action plan will be concrete, and will include projects with a budget and lead organization for each project. The meeting held for this purpose will take place in Hungary and will be prepared by the Hungarian Limes Association and Province of Utrecht, with input and involvement of all other partners. All partners will be involved in the finalization of the proposals. Aim is to have a joint strategy and projects that can be launched with appropriate attention of the media. The Hungarian Limes association will take care of the development of a solid communication strategy which will include gaining attention from media, sustaining cooperation and contacts within the Limes Tourism Partnership, involvement of new parties from other Limes countries (e.g. Romania) and from all target groups.

Partners will use the European signature (logo, slogan) in all communication materials and will communicate that these networking activities and development of the web portal (B) could not have been made possible without the support of the EU, as these activities are not part of their regular working agendas.

Textbox 3 (Transnational) Limes tourism products

The Limes Tourism Connection project is aimed at enhancing the Limes as a transnational sustainable tourism product. This transnational product will consist of many components, Examples of components / (sub)products / projects that could be developed based on the networking activities within this project:

- Expand the (German) concept of Limes Cicerones to other countries, expert and entertaining guidance, offering an extensive program of events with guided hikes, tours, information and theme evenings
- Development of a transnational standardized signposting system
- Development of joint tour suggestions for a multi-country Limes travelling experience
- Development of concrete travel packages / tour offers for individuals and groups
- A brief Limes 'trailer' / promotion movie
- Expansion of the concept of virtual Limes Worlds: interactive 3D world in which visitors can find out about the Limes in their original environment

B Limes – frontiers of the Roman Empire web portal

In parallel with the networking activities (A), a multilingual Limes web portal will be developed.

- It will start as a simple portal with links to relevant national sites (e.g. www.limes-oesterreich.at, www.romanfrontiers.org; www.danube-limes.eu, www.hadrians-wall.org, www.limesstrasse.de, www.ripapannonica.hu);
- During the project and afterwards, it will be expanded with entrances and texts for several target groups (professional and volunteer organizations as well as (potential) visitors) in different languages and e.g. an interactive Limes map that connects route information with information on sites/musea/other activities for visitors (an eventual reference could be e.g. <http://www.veloland.ch/en/welcome.cfm>).
- Possibilities to develop a joint 'app' / layers and using other digital media will be explored (presentation at working conference (A))

The Limes portal/website is not an aim in itself, its development is connected to the networking activities and will also be used as a starting point for a process to inventory and connect existing initiatives and to explore possibilities for further cooperation and joint marketing.

A stakeholder analysis for this purpose is planned and budgeted. Partners have committed themselves to the expansion and maintenance of the portal after the project period.

Partners ensure that the European signature (logo, slogan) will be used prominently at the website and will communicate that development of this portal is supported by the EU.

Project Outputs (more detailed in V7)

- (kick-off meeting and follow-up meeting)
- 4 national networking meetings
- 4 international Limes agendas with stakeholder support, one for each participating country
- International working conference: opportunities for new product market combinations
- A transnational agenda, networking&communication strategy for the Limes as transnational tourism product
- An action plan with future cooperation projects (2013-2017) and new product market combinations

V.4. Methodology

In summary, the methodology of the Limes transnational tourism connection, reflected in the description of activities, consists of two core elements:

- Facilitating product development (A): stimulating connections between the tourism industry and cultural resource management, on national as well as international level
- To make a 1st step towards joint promotion (B): a Limes web platform

A Methods of implementation

Facilitating product development (A) will be effectuated via networking activities: as 4 national/regional networking meetings (setting the agenda) and a transnational working conference, preceded by a kick-off partner meeting and as conclusion a follow-up partner meeting.

The second part of the method of the implementation is the development of a joint web portal/platform, with a solid inventory of existing initiatives and opportunities as a part of it.

B Reasons for proposed methodology

Networking activities through face to face working sessions (A)

Partners have chosen for face to face working sessions because:

- Meeting face to face is essential to create trust amongst stakeholders
- It allows for exchange and cross-fertilisation, more than meeting bilaterally or communicating in written
- It allows to include inspiring presentations from frontrunners with possibilities to interact and receive advice from them directly afterwards. This concept (LUIM - Limes inspiration and exchange meetings) has proven to be successful in the Netherlands.

Web platform

As a step towards a more coordinated transnational tourism product, one should have a platform for information and exchange. As stated before, for direct stakeholders as well as eventual end-users (tourists), it is difficult to get a comprehensive view of the tourism offer related to the Limes. Information on e.g. history and routes is available, but dispersed, not at a transnational level and not connected to concrete tourism packages / experiences. A first step to greater visibility and a connected tourism offer will be made via this project, by developing a transnational portal. Partners have chosen for this approach because:

- A portal that connects initiatives is feasible to be realized within a one year project duration
- It contributes to sustainability of the project results and continuity of cooperation after the project: it asks to be expanded!
- It is not an aim in itself, it is supportive to the networking process and overall aim of the project. Its development needs stakeholder mapping and contacting existing initiatives, which comes with opportunities to explore possibilities to connect initiatives and for further cooperation
- It provides the opportunity to have existing information on national levels translated into several European languages, a basic requirement and still unaddressed need identified by the partner organisations.

C How the project intends to build on a previous project or previous activities

Partners have not yet cooperated in this formation. However, they all have been involved in other cooperation projects and will take their experiences and networks within the Limes Tourism Connection project. Next to this, all project partners can be considered as front runners in some respect. They will take advantage of each other's expertise and have budgeted time for peer review and intervision.

Some examples of the partner's cooperation projects, activities and expertise:

Culture 2000 project "Frontiers of the Roman Empire" (1.7.2005 – 30.6.2008)

The primary goals of this project were to establish a network of archaeologists and cultural heritage managers across Europe and to set up an inventory of Limes sites in respect of description, protection, conservation, presentation and management. Institute for Austrian History was partner and project manager. Partners were from AT, DE, HU, PL, RO, SLO, SK, UK.

Central Europe Project "Danube Limes – UNESCO World Heritage" (1.10.2008 – 30.9.2011)

The main project goals are to raise awareness about the Limes monuments and to enhance the process for the Limes UNESCO application on local, regional and national level. The Institute for Austrian History was partner and provided project and communication management. Partners are from AT, CZ, DE, HU, PL, SLO, SK.

Hadrian's Wall Heritage Limited is recognized as 'a great example of a Destination Management Organisation'. Realms of its activity, next to destination management, are conservation, preservation, access and sustainability. This combination of access and sustainability coupled with destination marketing allows for effective packaging and promotion of the Hadrian's Wall/Limes cultural heritage which has proven to be successful (section V8). The 1st partner meeting (prepared and hosted by Hadrian's Wall) (and other project activities in part A) will be used to disseminate their experiences and good practices.

LiMission

In the Netherlands, on regional and national level, a national cooperation project ('LiMission') has been set up. The province of Utrecht has been closely involved. Aim was to increase coherence and cooperation in the LEADER-areas along the Limes, to stimulate the development of tourism products and to increase and promote the visitor experience. Within this project, the concept of LUIM-meetings (Limes inspiration and exchange moments) has been used, which has proven to be successful and has led to concrete projects (e.g. the MobiLimes, a mobile infocentre). The concept will be disseminated and used for the national networking meetings (A2), good practices used within the LUIM-meetings can also be used by partners on national level and at the international working conference (A3).

D Procedures for internal evaluation

To assure that the project's objectives are met and the project is running as smoothly and as efficient as possible, partners will evaluate the internal procedures within the partnership. This evaluation is focused on: finance, the project objectives and internal communication.

Evaluation on Finance: as is stated in the draft grant agreement, after 6 months, an interim financial statement is requested. The lead partner will make sure this statement is submitted in time. For this, the coordinator will compose a format to be filled in by all partners. The coordinator will collect the information and draw up the interim financial report. Also, the state of affairs regarding the finances will be compared with the state of affairs on the progress regarding the content: meeting the objectives. If necessary, appropriate measures will be taken to balance the progress and finances.

Evaluation on Project Objectives: after 6 months an interim technical implementation report is requested.

Evaluation Internal communication: During the first partner meeting, partners will make clear arrangements for internal communication. After six/seven months, at the time of formulation of the interim report, they will be asked after their experiences on internal communication so far, and suggestions for improvement if necessary.

Crucial for the project's success is (amongst others) the communication with the target groups in each country. As described before, these organizations will be involved in activity A2 (national networking meetings), and some of them also in activity A3 (International working conference). Therefore smooth and clear communication with them is of vital importance to the partnership. Directly after the National networking meetings (A2), participants will be asked to fill out a brief survey on their experiences so far and their expectations with regard to future communication and involvement: elements of the survey: questions on how they want the coordinating platforms to communicate with them, and on in which way they want to be involved. The results will be used by each partner to optimize the communication with the national organizations during, but also after the project.

E/F Level of involvement and activity of other participants in the project / role of each participant

All members of the partnership will attend the kick-off and follow-up meeting, will organize a national networking meeting (A2) and will attend the transnational working conference (A3). They will prepare their national agenda and input for the working conference (based on the outputs of the national networking meeting), input for the Limes Web portal (B), and contribute to the eventual joint agenda and action plan projects (A4).

The Coordinating Partner: Province of Utrecht (National Limes Project Officer (with assistant), part of the department of Economy, Culture and Tourism, will provide the general project management. Next to this, the Province of Utrecht will:

- Coordinate the development of the Limes Web Portal (B) (including stakeholder analysis, subcontracting of website design, collecting input from other partners – acquired via a.o. the national networking meetings)
- Prepare the transnational Working Conference
- Coordinate the development of the joint agenda for future cooperation

In addition, participant Hadrian's Wall Heritage Ltd will:

- Organise the kick-off meeting (in consultation/cooperation with lead partner province of Utrecht), including inspiring presentations

The Institute for Austrian History will:

- Connect with International organization related to tourism industry operating in all the Danube countries, e.g. International Danube Tourist Commission, ARGE Donauländer Working Cooperation
- Facilitating exchange of information about former EU Limes project activities and results

The Hungarian Limes association will:

- Connect with the Romanian Limes-related organisations
- Organise the follow-up meeting (A4) and assist in the development of the joint agenda and future communication strategy. For this, the Hungarian Limes association will benefit from its close connection with a.o. MTI, the largest Hungarian news agency (MTI's news taking over the Hungarian and foreign media)

G Team proposed for implementation of the project

All members of the team have adequate professional qualifications and experience to fulfill their project tasks.

- The **Dutch Limes Project Manager**, Province of Utrecht, will be the project manager for the Limes Tourism Connection, with **assistant** (both internal staff). She has extensive experience at different levels of government with the management of complex spatial development and cooperation projects. The Dutch team has solid financial management capacity, proven by e.g. providing management and being the treasurer of the programme 'Treasure chamber of Utrecht': a fund with a total budget of € 4 million that supports a variety of projects concerning cultural heritage.
- The **two staff members participating from the Institute for Austrian History** (both internal staff, manager and assistant) are specialists in Provincial Roman, Limes studies and classical archaeology. They are involved in the UNESCO World Heritage nomination process for sections of the "Frontiers of the Roman Empire" World Heritage Site since 2003 and have experience in organizing events and conferences. They have been respectively manager and communication manager of the Frontiers of the Roman Empire Culture 2007 project and the Central Europe project 'Danube Limes – UNESCO World Heritage'.
- The **two staff members participating from the Hungarian Limes Association** (both internal staff, manager and assistant) is experienced on the organization of regional professional groups, has expertise on communication and strong media contexts, and has a good network with organizations from all target groups in Eastern Europe, which will be opportune for their tasks within action A4 (strategy, action plan, communication and connection towards e.g. potential new partners in Eastern Europe)
- The **two staff members from Hadrian's Wall Heritage Limited** (both internal, manager and assistant) has achieved remarkable successes in the last years, HWHL is recognized by the UK National Government as 'a great example of Destination Management'. They have achieved an international reputation for the quality and innovation of their conservation management, interpretation and visitor management planning and delivery, tourist destination management and marketing, events and heritage-led regeneration and economic investment for Hadrian's Wall World Heritage Site and Hadrian's Wall Country. They will thus be the right organization to set an example and provide directions, advice and inspiration at the kick-off meeting (A1).

External staff (consultants) will be hired for a number of actions:

- To provide inspiration for new projects on national meetings and the international working conference, and to provide advice on joint marketing strategies (action A2 and A3)
- To assist in preparation and organization of the transnational working conference (action A3) and the follow-up: to provide advice on the formulation of new joint projects and tourism products, including funding opportunities (action A4).
- To design and develop the Limes Web Portal and provide advice on further use of digital media (action B, presentation at working conference A3)


For their selection, appropriate tendering procedures will be applied.

V.5. Duration and plan of action

The project will take 12 months in total. In table 2, a detailed plan of action is illustrated.

Table 2 Plan of action

Month:	1	2	3	4	5	6	7	8	9	10	11	12
Activities:												
General project management												
Component A: Networking, inspiration and joint agenda												
A1: 1 st partnermeeting												
A2: National networking meetings												
A3: International working conference												
A4: Follow-up meeting & joint strategy												
Component B: Limes Internet portal												
Development Limes web portal												

-  Preparation
- I Interim report
- F Final report incl. results of evaluation survey amongst stakeholders
- J Joint agenda/project proposals/communication strategy

V.6. Estimated impact on target groups

At the end of the project,

All direct target groups:

- Have discussed and defined the roles of cultural heritage organisations and tourism businesses/marketing organizations in the development of the Limes tourism product across Europe
- Have identified the needs of the prospective target groups and end-users in more detail
- Have a better view and ideas on alternative and new presentation methods in museums and open air sites, that can be used to enthuse and involve other stakeholders within their country
- Are inspired by frontrunners and have established cross-sectoral and international connections
- Have developed concrete project proposals (including finance) that can be started with right after the ending of this project.
- Have a clear view and joint agenda for transnational cooperation that can (also) be used to give their own projects a strong impulse
- **Cultural Resource Managers** will have an insight in the needs and wishes of different groups of end-users and will be assisted to work demand-oriented
- The **tourism sector** (marketing organizations and private businesses) will have more insight in the guiding principles for sustainable tourism development based on cultural heritage (UNESCO) and will, together with cultural resource managers, have discussed and develop sustainable, demand-oriented tourism products based on these principles. They will learn and put into practice that sustainable tourism principles do not have to be a burden for demand-oriented product development.
- The **indirect beneficiaries**, all (potential) tourists as well as inhabitants will eventually benefit from the regions concerned, will benefit from an enhanced tourism offer initiated by the Limes Tourism Connection.




V.7. Publications and other outputs

- 1 kick-off partner meeting including minutes (A)
- 4 national networking meetings: setting the agenda including reports (A2)
- 1 inventory of initiatives as input for portal and working conference (B)
- 4 Inspiring presentations on good practices with regard to visualization, tourism product development and sustainable transportation and accessibility, to be disseminated via the Limes Tourism Connection Stakeholder Network and the Limes Web Portal (powerpoint presentations)
- 5 advices from tourism marketing experts with potentials for development of demand-oriented Limes-related tourism products (reports)
- 1 international working conference (A3) incl. report
- 1 transnational joint Limes agenda for future cooperation including communication strategy,
- Action plan with at least 5 projects (proposals) for future transnational cooperation and joint Limes tourism products
- 1 Limes Tourism Connection database with Limes contacts from all different target groups that have been participated in and/or are relevant for the project and for future cooperation
- 1 international Limes web portal (B)
- 1 brief survey on satisfaction with project activities and expectations for future cooperation, including report (amongst participants of working sessions A3 and A4)

These outputs can be used as indicators and targets for evaluation (interim and ex post), together with numbers of unique Limes Web Portal visitors.

V.8. Multiplier effects

The project methodology implies that partners commit themselves to achieve a multiplier effect. Networking meetings at national level are set up to connect and inspire relevant target groups (tourism entrepreneurs, museums, municipalities) to start with the development of new projects and to approach third parties to join. At the transnational working conference, participants will have working sessions to work on joint project proposals. The Limes Tourism Connection will provide assistance (time is budgeted for) in the development of an action plan with SMART (Specific, Measurable, Attainable, Relevant and Time-bound) projects that can be started with directly after the ending of this Limes Tourism Connection project, thus generating a multiplier effect.

Next to this, one can expect the 'tourism multiplier effect' as such: tourists that are attracted by new tourism products will spend money directly on the product but in addition in the local area. Revenues and taxes can be invested to further improve tourist products, infrastructure and image, the area will become a more popular tourist destination attracting even more tourists, etc.

Some examples from Hadrian's Wall, where economic impact since 2006 has been investigated:

- Illuminating Hadrian's Wall (a 'world class event'!) reached an estimated world wide audience of one billion, delivered an immediate economic impact of £3m incremental visitor expenditure to the Hadrian's Wall corridor and generated £4.5 million worth of media coverage,
- Hadrian's Wall Heritage Limited has realized a tenfold increase in media coverage, attracting over one million visitors to Roman sites, including 40% growth in users of the Hadrian's Wall Path National Trail, 50% growth in use of the Hadrian's Wall Country Bus,

60% growth in visitors to Hadrian's Wall Country website, 40% increase in participation in Hadrian's Wall Country local produce scheme. This has led to an £880 million annual injection to the visitor economy, from 3.5 million staying visitors that account for over 15 million bednights, a growth of 17% in two years.

V.9. Sustainability

The development of sustainable tourism is a key underlying principle to all the partner organisations participating in the project. E.g. Hadrian's Wall Heritage has much expertise in promoting responsible tourism mitigating the potential negative environmental effects of increasing visitor numbers to sensitive World Heritage archeological sites. Environmental and social sustainability underpins the economic potential of all the work that is undertaken and follows the aims of the European Landscape Convention (ELC). Attention for sustainability is a core element of the project methodology, by connecting Limes cultural resource managing organisations with the tourism sector, and by having policy makers and national coordinating platforms aboard that are working with the UNESCO principles. The Limes is for a large part already denominated as UNESCO World Heritage, other elements are under consideration for inclusion. Sustainability of the project outputs is assured.

Financial and institutional

Partners are national coordinating organizations, for which Limes development is a core activity. The sustainability of these organizations and therefore their capacity to follow-up the project proposals and joint agenda is assured. This also applies for the maintenance and expansion of the Limes Web Portal. (Technical) hosting of the site is budgeted, maintenance and expansion will become part of the regular working agendas of the partners after the project – financial support from other target groups will be acquired.

The financial sustainability of outputs / (transnational) tourism products to be developed is also assured by direct involvement of the tourism sector (for which economic sustainability is a prerequisite). Private sector involvement and funding, also for public initiatives, is an explicit element of the programme of the transnational working conference (A3). Expertise from Hadrian's Wall will be used for this programme element.

REMINDER: The quality of the budgetary form has an impact on the evaluation of the proposal. The items in this budget should therefore be further detailed on a separate sheet.

Province of Utrecht (co-ordinator)

Form B/1

Forward budget - Expenditure Summary Sheet

Expenditure	Costs (EUR)
1.1 Beneficiary's own staff personnel costs **	20.970,19
1.2. Other costs	4.450,35
<i>Travel and subsistence expenses</i>	1.450,00
<i>Equipment</i>	0,00
<i>Consumables and supplies</i>	0,00
<i>Miscellaneous</i>	3.000,35
1.3. Services subcontracted	41.600
1. Total direct costs (1.1 + 1.2 + 1.3)	67020,54
2. Indirect costs***	1467,91
3. TOTAL ELIGIBLE COSTS (1 + 2)	68488,45
4. NON ELIGIBLE COSTS	
5. Contributions in kind	
TOTAL COSTS FOR THE BENEFICIARY (3 + 4 + 5)	68488,45

* see rules in grant agreement and guide for submission

** give indication of the different types and categories of resources (technical, administrative, etc.) and full detail of the related costs, by using a separate sheet.

***in case of a flat rate max 7% of "1"

Indirect costs percentage : 7% of 1.1. Staff Costs

7

Hadrian's Wall Heritage

Form B/1

Forward budget - Expenditure Summary Sheet	
Expenditure	Costs (EUR)
1.1 Beneficiary's own staff personnel costs **	6.650,00
1.2. Other costs	5.750,01
<i>Travel and subsistence expenses</i>	2.050,01
<i>Equipment</i>	0,00
<i>Consumables and supplies</i>	0,00
<i>Miscellaneous</i>	3.700,00
1.3. Services subcontracted	800
1. Total direct costs (1.1+1.2+1.3)	13200,01
2. Indirect costs***	465,50
3. TOTAL ELIGIBLE COSTS (1+2)	13665,51
4. NON ELIGIBLE COSTS	
5. Contributions in kind	
TOTAL COSTS FOR THE BENEFICIARY (3+4+5)	13665,51

* see rules in grant agreement and guide for submission

** give indication of the different types and categories of resources (technical, administrative, etc.) and full detail of the related costs, by using a separate

***in case of a flat rate max 7% of "1"

Indirect costs percentage : 7% of 1.1. Staff Costs	7
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99

Summary Forward Budget for the Operation

Expenditure		Total Eligible costs	Total Action Costs
Summary sheet by beneficiary			
Co-ordinator - Province of Utrecht		68488	68488
Hadrian's Wall Heritage		13666	13666
Research Institute of Austrian History		19603	19603
Hungarian Limes Cultural Association		9031	9031
TOTAL COSTS			110788
TOTAL ELIGIBLE COSTS		110788	

Form B/1

Form B/2

Financing plan	Revenues	Amount EUR	Percentage of eligible costs %
Co-financing by the applicant (1)+(2)		total	
		27697	25,00%
Monetary contribution (1)		0	0,00%
Own resources (2)		27697	25,00%
Other third party co-financers* (please specify below)		total	
There are no third party co-financers		0	0,00%
			0,00%
			0,00%
Contribution requested from the Commission		total	
		83091	75,00%
DG Enterprise		83091	75,00%
			0,00%
			0,00%
Direct revenues expected from the operation (please specify below)		total	
The partnership does not expect direct revenues from the project		0	0,00%
			0,00%
			0,00%
Estimated bank interest generated by the grant requested over the period of implementation of the action		total	
			0,00%
SUBTOTAL ELIGIBLE REVENUES		110788	100,00%
Value of contributions in kind		total	
		0	Balance check
Contribution allocated to the other non-eligible costs		total	
		0	-0,10
OVERALL TOTAL		110788	

* A co-financing statement form ("C") must be filled in for each contributor.

A

h

Hungarian Limes Cultural Association

Form B/1

Forward budget - Expenditure Summary Sheet	
Expenditure	Costs (EUR)
1.1 Beneficiary's own staff personnel costs **	2.271,92
1.2. Other costs	5.800,00
<i>Travel and subsistence expenses</i>	2.600,00
<i>Equipment</i>	0,00
<i>Consumables and supplies</i>	0,00
<i>Miscellaneous</i>	3.200,00
1.3. Services subcontracted	800
1. Total direct costs (1.1+1.2+1.3)	8871,92
2. Indirect costs***	159,03
3. TOTAL ELIGIBLE COSTS (1+2)	9030,96
4. NON ELIGIBLE COSTS	
5. Contributions in kind	
TOTAL COSTS FOR THE BENEFICIARY (3+4+5)	9030,96

* see rules in grant agreement and guide for submission

** give indication of the different types and categories of resources (technical, administrative, etc.) and full detail of the related costs, by using a separate

***in case of a flat rate max 7% of "1"

Indirect costs percentage : 7% of 1.1. Staff Costs	7
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A

Research Institute of Austrian History

Form B/1

Forward budget - Expenditure Summary Sheet	
Expenditure	Costs (EUR)
1.1 Beneficiary's own staff personnel costs **	12.152,77
1.2. Other costs	5.800,00
<i>Travel and subsistence expenses</i>	3.300,00
<i>Equipment</i>	0,00
<i>Consumables and supplies</i>	0,00
<i>Miscellaneous</i>	2.500,00
1.3. Services subcontracted	800
1. Total direct costs (1.1+1.2+1.3)	18752,77
2. Indirect costs***	850,69
3. TOTAL ELIGIBLE COSTS (1+2)	19603,46
4. NON ELIGIBLE COSTS	
5. Contributions in kind	
TOTAL COSTS FOR THE BENEFICIARY (3+4+5)	19603,46

* see rules in grant agreement and guide for submission

** give indication of the different types and categories of resources (technical, administrative, etc.) and full detail of the related costs, by using a separate

***in case of a flat rate max 7% of "1"

Indirect costs percentage : 7% of 1.1. Staff Costs	7
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Minutes Project Limes Tourism Connection

Kick-off meeting

Date and time: Friday 15th June 2012, 8.30-17.15

Location: Hexham, United Kingdom

Participants

- Ms Tamar Leene – Province of Utrecht in behalf of the Dutch Limes Association
- Ms Patricia Plaizer – Province of Utrecht in behalf of the Dutch Limes Association
- Ms. Sonja Jilek – Research Institute of Austrian History
- Mr. Peter Bernat – Hungarian LIMES Cultural Association
- Ms. AnnaMaria Priskin – Hungarian LIMES Cultural Association
- Mr Bryan Scott – Hadrian's Wall Trust
- Ms Neil Carney – Hadrian's Wall Trust

Minutes

08h30 Arrivals and coffee

09h00 Presentation on Hadrian's Wall Heritage – 'The complexities of Managing the Hadrian's Wall World Heritage Site'

Presentation is added (appendix 1)

09h45 3. Presentation of the Limes Tourism of other Partner-organisations – an introduction to managing the Frontier/Limes within Austria, Hungary and Utrecht/Netherlands

The presentations of the Research Institute of Austrian History, The Limes Cultural Association and the Dutch Limes Association are added (see [appendix 2, 3,4](#))

11h00 8. A peer review of the international opportunities for the Roman Limes Tourism Connection – An overview of the current situation and development opportunities identified by each individual partner within the Connection Project

The presentations of "Hadrian's Wall Heritage - Sustainable Development as a tool for Visitor Management", "Austria - Development of Danube River Cruises and Limes event programme" and "Connecting visitor sites and development of wine tourism along the Limes" are added. (see [appendix 5, 6,7](#)).

The Dutch Limes Association gave an oral presentation where they explained that in the past period there was a lot of focus on small initiatives and local visualisation and local routing. There was a focus on supply driven product development and there was a lack of attention for the communication and promotion of these products. At this moment, there is a shift to a more need-driven product development. Research has been done to recreational needs along the Roman

Frontier in the Netherland, and based on this research, private and public partners are now working on an action plan to how to increase public awareness of the importance and uniqueness of the Roman Frontier and the touristic potential. Although this action plan is still under construction, we expect that the focus will be on connecting existing high potential visitor sites by routes and events en organising national promotion by linking the Roman Frontier to existing brands (co-branding).

11h40 Discussion on the international opportunities, what are learning points

- *Brand identity - general levels of awareness of the FRE and its composite partner regions and brands was poor, or non-existent. An opportunity to develop activities to heighten the awareness of the LIMES via printed and broadcast media (a BBC-like documentary) should be explored.*
- *Transnational walking and biking routes - opportunities to develop shared opportunity following the presentations and that could provide a linking thread to each project partner objectives. There are already routes for biking from Katwijk to the Black sea, but there is a lack of PR. We should explore if it is possible to cooperate with organisations like EuroVelo.*
- *Transnational cruise routes. There are a lot of cruise boats along the Rhine. Is it possible to connect this to the Roman Frontier theme.*
- *Web portal - it was agreed in order to progress that aspect, a brief would be designed and commissioned.*
- *Brand identity: it was discussed if it would be wise to develop something like a mascot. This is not primary a public task, but a good mascot (e.g. a small roman figure on a key chain) will connect young people with the theme. Also we should explore if it is possible to get something like a common logo. Developing things like this is expensive. It was discussed if it is possible to organise something like a design competition for a mascot.*
- *Create packages. The possibility to create packages was discussed. This is a niche market. It would be good to explore the possibility to reach this niche market.*

12h15 Lunch

13h15 Discussion about the project

13h15 National networking meetings: Aims, objectives and outcome ambitions

Discussions on partner national meetings were undertaken. The main focus is to discuss on a national level with national stakeholders what opportunities are for increasing tourism potential. Each partner was to coordinate their own programmes to be held before half October, with outcomes to be reported to the International Conference.

13h30 International conference: Setting the agenda, possible dates, participants to invite

It was agreed that the international conference will be held in the end of October of November. A date will be set before September 1st. Possible venues are Leiden and Utrecht.

Each partner will invite represents from the tourism field as well as professionals involved in public awareness and archaeology. Agreed was to ask

An internationally renowned conference key note speaker. Suggested was mr James Rebanks. Hadrian's Wall will approach Mr Rebanks and ask him to attend the conference and to provide an

overview into the research studies he has undertaken on the impact of and opportunities to be taken from the economic development opportunities, linked to World Heritage Site status.

14h00 Joint strategy, action plan and web portal: the subcontracting of a bureau that can make an action plan – assistance we can collectively offer to the Institute of Austrian History.

It was agreed that Utrecht will coordinate the call for bids. Hadrians Wall will provide Utrecht with a concept call for bids for the Webportal (subcontract 6, 7,8) and the making of a transnational agenda (subcontracts 3, 4, 5). The concept will be sent to each partner before September 15th.

14h15 Reporting for the European Union

Ms. Plaizier held a presentation reporting for the European Union (see appendix 8).

It was agreed that each partner would provide its report and invoices etc. before August 1 2012 for the interim report to Patricia by email and stamped and signed by regular post

14h30 Communication

Ms. Plaizier held a presentation on communications (see appendix 9: communication Guidelines and web portal). A commitment was agreed that all communications with regard the Project would include the require EU partner logos as provided by the province of Utrecht. All partners acknowledged this request and had demonstrated its use on all presentations delivered that day.

Furthermore, it was agreed that we would make a poster to present the project on the international Limes Congress that will be held in Bulgaria in September. The Dutch Limes Association will make a concept and send it to each partner.

15h00 Questions

15h15 Site visit: Hadrian's Wall

The formal proceedings extended through a working lunch, and the meeting closed at 15h30. Thereafter followed a site familiarisation visit to Hadrian's Wall. The group was taken to Houseteads Roman Fort – the most iconic and well preserved Roman fort within the World Heritage Site. The museum and visitor facilities at the fort are mid-way through an extensive £1million renovation, and the museum interpretation has recently been fully revamped. The delegation had the opportunity to visit the museum, understand the interpretive concepts that are primarily designed to demonstrate the importance of the Roman Fort within the landscape of Hadrian's Wall, and gain a close understanding of the positioning of Hadrian's Wall as the north west Frontier of the roman Empire. The familiarisation visit included an exploration of the fort, and a short walk along a stretch of the Hadrian's Wall Path national Trail, the 135km national walking trail asset that is managed and marketed by the Hadrian's Wall Trust. The visit ended at 17h30, with a group dinner at a local SME business that is a member of the Hadrian's Wall Country business engagement programme. This programme is designed to fully integrate the many small and medium size enterprises within the Hadrian's Wall World Heritage Site to encourage economic development, whilst also allowing a full range of quality products to be marketed as a unique attribute to the World Heritage Site. The diner delegation was joined by Dr Nigel Mills, Director World Heritage and Access for the Hadrian's Wall Trust.

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