



JOINT VISIBILITY STRATEGY

D.T2.4.2

Prepared by: PP6 [Michela Vecchia]

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Foreword

The last phase of the NPA Project's implementation process foresaw the development of a **Joint Visibility Strategy (JVS)** ensuring the further dissemination and capitalisation of project results, as well as their sustainability beyond the funding period.

More specifically, the JVS should be - as defined in the NPA project proposal - a *“common strategy for a durable information exchange and cross-marketing network based on the concept co-designed by partners. Setting out long-term objectives for an effective cooperation labelled with a shared brand, defining joint promotional initiatives for better coordinated local actions and a set of efficient interactive communication tools to enhance visibility for diverse target groups”*.

After three-year cooperation work, NPA partners slightly revised this initial definition based on the experience cumulated, the results jointly achieved, and the changing conditions they faced during the transnational work. Saint Martin's heritage and spiritual legacy remain the common basis for empowering local communities and pursuing sustainable local development, however what produced through the co-creation and participative process triggered different responses from local communities based on a variety of ideas and visions, which can only be kept together through a flexible scheme based on the principle of variable geometry.

In the process for developing the JVS, partners had face-to-face and online discussions aimed at identifying the added value of such a 'tool', and the potential a JVS could have in reinforcing transnational cooperation (also beyond the original NPA partnership) and sustainable local development in a broader perspective.

When reflecting on this, NPA partners discussed the issue under different perspectives putting together evidence from their local territories, heritage and expectations and the potential developments deriving from the continuation of cooperation, also considering the feasibility of joint actions.

All NPA partner organisations agreed that an NPA JVS should:

- Strengthen (and possibly broaden) the existing NPA network
- Define a common vision based on a set of clear and common purposes reflecting joint values and goals on which future cooperation must be founded
- Identify common valorisation fields able to enhance exchange and to create future opportunities for organisations, communities and territories.

Only once the three above-mentioned elements would be discussed, shared and agreed, a common mid-term strategy for proactively involving local communities in a mid- long-term action could be outlined. It was also considered that the identification of a shared strategy must be the first step for reinforcing the NPA Network, and only after this, a common brand and an effective cross-marketing network could be created/set.

The strategy described in the document is therefore the result of this discussion and reflects the common vision of the NPA Network, also based on the values highlighted in the *'Manifesto of the NPA Cities'*. An eventual common brand and cross-marketing network will be ongoing results of this joint strategy.



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1. The Joint Visibility Strategy of NPA Cities

1.1 The Rationale and Objectives

NPA partners agreed that the NPS JVS should be a **plan of action** deriving from a **common mid-term strategy** based on NPA Project achievements, and on the values and common goals as identified in the *'Manifesto of the NPA Cities'*.

As underlined in the *'Manifesto'*, the actions to be implemented in each of the NPA Cities are to be based on the set of concepts/values already at the basis of the cooperation having taken place during the NPA Project:



The overall aim of the strategy/action plan, must be therefore the one of:

1. **Ensuring sustainability** to project achievements
2. **Developing actions** in the field of Saint Martin-related tangible and intangible heritage valorisation (**locally, nationally, and transnationally**)
3. **Increasing awareness of cultural heritage potential** as a driver for local sustainable economic development among local communities
4. **Strengthening both local and transnational cooperation** in a number of valorisation fields commonly agreed
5. **Enriching local initiatives** in connection with other NPA cities
6. **Experimenting social innovation** through Saint Martin's values
7. **Fostering networking**, as well as stakeholders and local community involvement and engagement



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1.2 What to be done

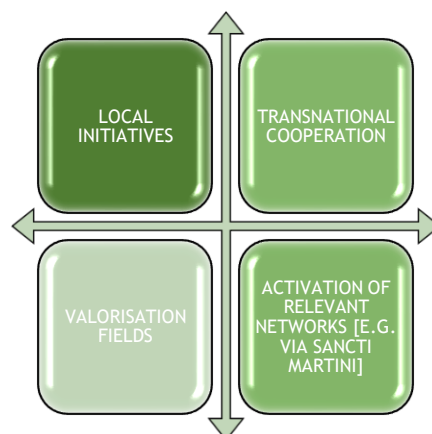
The JVS is a general engagement NPA partners have taken to continue the work initiated thanks to the project in order to make its achievements sustainable beyond the funding period, but even more important, to continue cooperation in order to make the ‘NPA community’ further grow, become a wider network able to promote territories, their heritage and common culture.

1.2.2 Who can continue this work?

All **partner municipalities** declared their interest in continuing their activity for promoting Saint Martin spiritual legacy and cultural heritage, with the intention of further empowering local communities and encouraging an active citizenship attitude, but also of taking the NPA-related activities as an opportunity for making their territories more attractive and thus favouring a sustainable development of the local economy, with particular regard to tourism (especially slow and cultural one) and the cultural industry.

Saint Martin has been the figure around whom **local communities** were invited to reflect on their cultural heritage, on how to put shared values at the centre of their action, and how to build on this for making their community and territories develop around concepts such as valorisation of cultural heritage and sustainability, or values such as hospitality and sharing. The co-creative process initiated thanks to NPA activities paved the way for a more proactive involvement of the local communities who became the main protagonist of a participative approach to local policies and actions. The newly created bond between local authorities and their communities must be therefore maintained and reinforced by creating new opportunities for cooperation, with the aim of accruing the value and benefits/impacts of what already developed.

The involved local authorities and communities must also act together in order to increase the value added of their action, increase the visibility of their efforts and for doing this, they have for sure to join their forces. This is the reason why **strengthening transnational cooperation** in a number of **valorisation fields** commonly agreed, and **enriching local initiatives by connecting them with NPA Cities and other relevant networks** must be an essential component of the JVS. Fostering networking is in fact one of the central elements of the strategy/action plan agreed.





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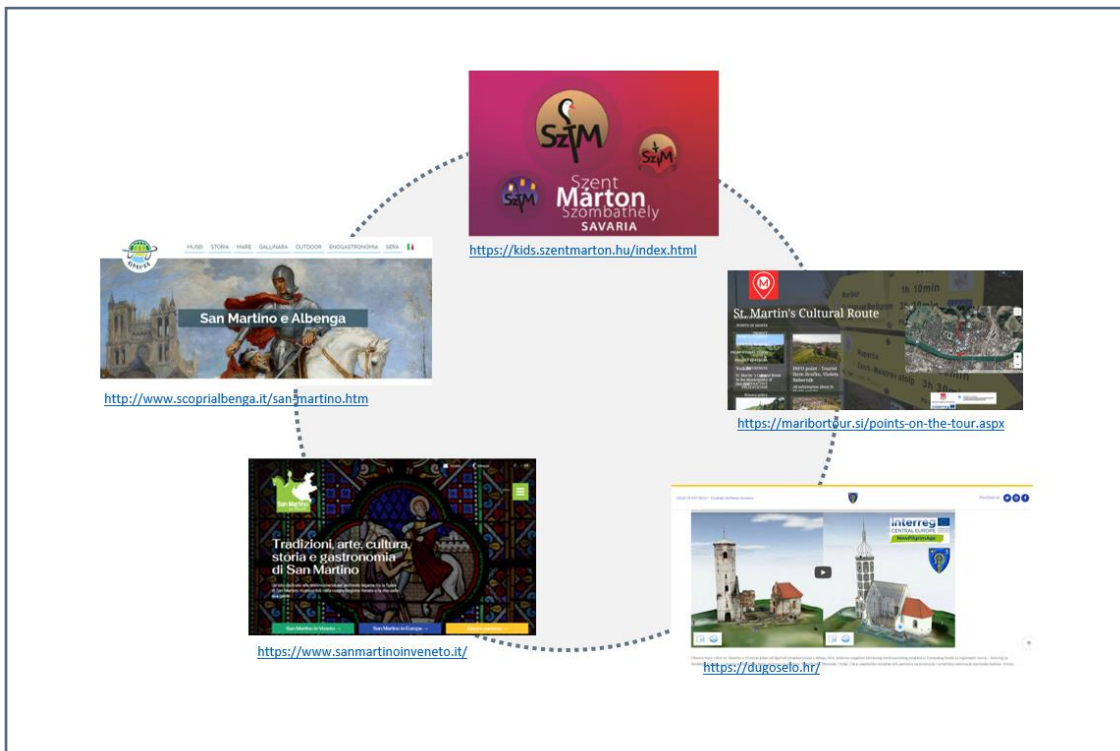
1.2.2 What actions to be taken?

Any action to be undertaken by NPA partner cities must be focused on **increasing awareness of cultural heritage potential as a driver for local sustainable economic development** among local communities, accompanied by an **empowerment action** targeting the **population** aimed at **boosting active participation and engagement**.

A common agreement was found by partners on the need of continuing developing **actions in the field of Saint Martin-related tangible and intangible heritage valorisation** (to be organised **locally, nationally, and transnationally**) according to shared and common goals so that the NPA network can be reinforced/broaden, and territories made known and visited. Additionally, actions making local communities ‘grow’ will also be envisaged, with a particular attention to the **experimentation of social innovation** based on Saint Martin’s values, and to the further **engagement of local communities**.

In order to further **reinforce the NPA network of cities and give it additional visibility**, the results achieved by partners, along with any initiative organised locally and transnationally, will be published in each of the local NPA- and Saint Martin’s dedicated web pages, so that an **initial cross-marketing action¹** will be launched.

An example of information to be mutually published on local NPA/Saint Martin webpages



¹ When mentioning cross-marketing, we usually think to a marketing strategy used in business; the idea behind this type of marketing is finding a company that offers products and/or services that complement and mesh well with what a certain business offers. With a partnership, two businesses are thus able to promote their own and the other business’ products and services simultaneously. The same concept can be applied to NPA cities/regions: we all offer similar ‘products’/services, and the network must be able to promote NPA cities and regions simultaneously. What each of the NPA cities/regions offers, in fact, complements and meshes with what is offered by all the others (traditions, typical products, cultural heritage, ...). The ‘sharing of clients’ (in principle visitors) enhances word-of-mouth promotion, which is one of most powerful marketing drivers.

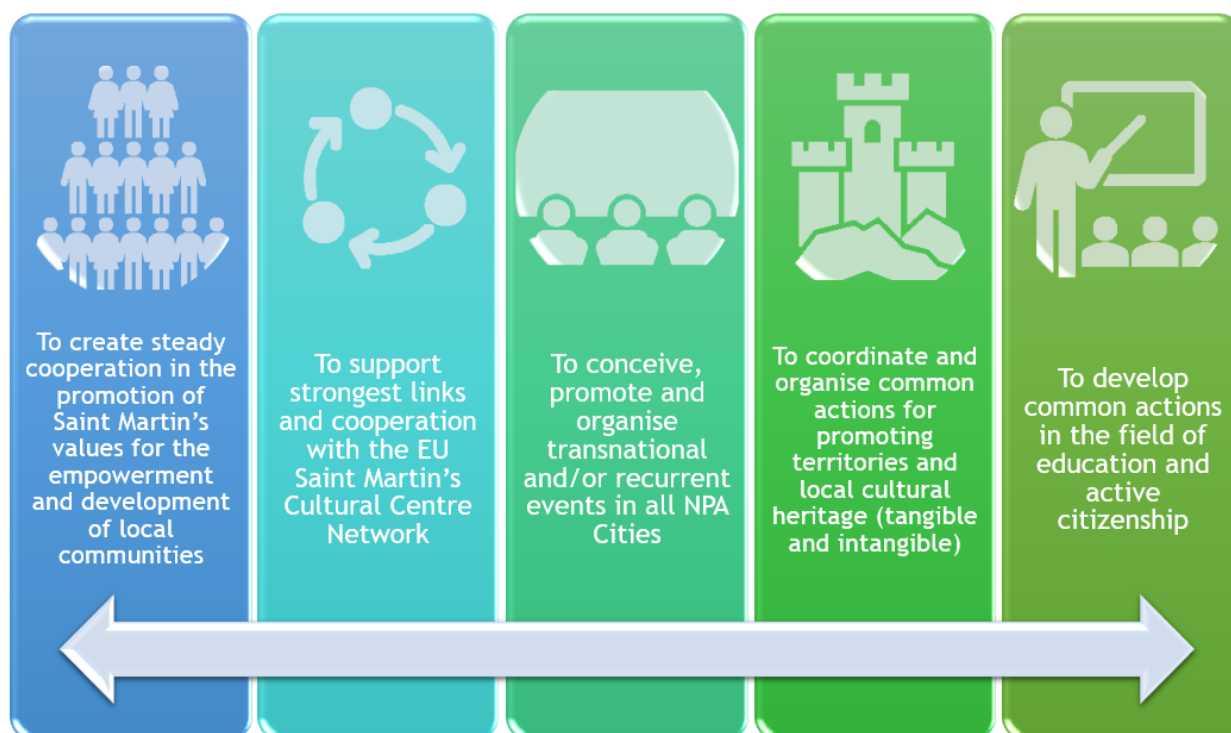


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2. The Action Plan

The ‘*Manifesto of the NPA Cities*’ is the document guiding the action plan agreed by partners as the framework for continuing a collective action in the name of Saint Martin, and for paving the way for a more structured networking action in all the reference territories, to be eventually broaden in the future.

Five are the **initial fields of action** in which initiatives should be promoted. The activities to be envisaged will be initiated thanks to **bilateral or collective initiatives** for which **sustainability in time** should be foreseen. Partners will be free to adhere or not to specific initiatives/actions, although they will be requested to give them visibility if and where possible.





↪ **Network of Towns project**

The NPA Cities, in order to continue cooperation and to strengthen their links (and eventually broaden the current network), envisage the submission of a **Network of Towns** project proposal within the framework of the Europe for Citizens Programme (next Call deadline: 1st of September 2020). The measure supports longer-term forms of cooperation among municipalities and associations, thanks to which partners should elaborate a range of activities focused on one or more subjects of common interest. These activities should have a well-defined target group and involve community members active in the subject area, with at least 30% of participants invited from outside the host country. Actions pursued under the measure should serve as a basis for future initiatives and actions between the towns involved. The priority to be eventually considered by NPA cities is “*Fostering intercultural dialogue and mutual understanding and combating the stigmatisation of migrants and minority groups*”, under which projects aim at **raising awareness on the richness of the cultural and linguistic environment in Europe and promote mutual understanding and tolerance, thereby contributing to the development of a respectful, dynamic and multifaceted European identity** are funded. The valorisation of intangible cultural heritage, as well as the figure of Saint Martin as symbol of sharing and tolerance could be a relevant topic for such a project.

Interested partners: Dugo Selo (HR), Municipality of Albenga (IT), [...] **Possible funding:** Europe for Citizens Programme



↪ **Saint Martin Award for Humanitarian Achievements**

This action is thought out to highlight exemplary people and stories in the reference territories (and beyond) able to revive Saint Martin’s values (sharing, tolerance, support to the disadvantaged, ...) within their communities. Each of the participating towns can candidate three individuals/organisations for the award by explaining in detail the reasons why and the evidence linking individuals/organisations’ action and Martin’s values. An awarding board will be established by involving three members at least of which e.g. one representing the civil society, one the network of Saint Martin’s Cultural Centres, and one being a role model in any field of community development. The Award will be assigned each year in one of the NPA cities (starting from year2, the ceremony will be held in the city of the previous year winner).

Interested partners: Dugo Selo (HR), [...] **Possible funding:** private entities, fundraising, local authorities’ funds



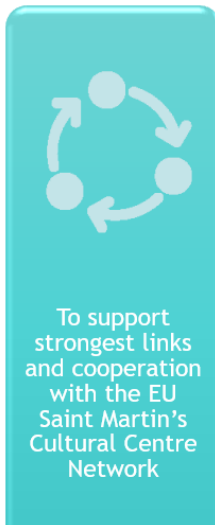
↪ **Close cooperation with the Via Sancti Martini and its local bodies, in particular the European Network of Saint Martin Cultural Centres**

The Via Sancti Martini represents a strong linkage between all NPA Cities, and it is for this reason that already during the NPA Project implementation process, strong bonds with the European Network of Saint Martin Cultural Centres were established, especially in those territories not yet formally included in the network. Plans for further strengthening cooperation already exist and some actions already planned:

- The **Municipality of Albenga** already started some networking actions with the European Network of Saint Martin Cultural Centres, and these resulted in a visit of Antoine Selosse, director of the European Saint Martin Centre - Via Sancti Martini, with whom the possible ways for formalising Albenga’s entrance in the Via Sancti Martini and the organisation of a Saint Martin international event in cooperation with Corsica (FR) and Principality of Monaco were discussed. The possibility of creating a Saint Martin Cultural Centre in Albenga was also considered.
- **UNPLI Veneto** started working for revitalising the Saint Martin Cultural Centre located in the region, and envisages to create a network of contact points along the Via Sancti Martini in Veneto with strong bonds with the European Saint Martin Centre.

Involved partners: Municipality of Szombathely (HU), Municipality of Albenga (IT), UNPLI Veneto (IT), Municipality of Dugo Selo (HR), [...]

Possible funding: public funds for local development and tourism, funds from private associations and foundations, sponsorships



↪ **Organisation of an annual common event in all NPA cities linked to Saint Martin’s Route**

In order to maintain high the attention to the capacity of engaging and involving local communities by the Project in NPA Cities, and to further make the linkage among the NPA Cities stronger, it is considered that the organisation of an annual event - linked to the Via Sancti Martini - in all cities would be an effective action. The simplest option for doing so, is the organisation of a ‘community walk’ along the Via Sancti Martini (local branches) during which the exchange and sharing of ideas among the different components of the local community is encouraged, as well as the cultural heritage located along the route appreciated. The ‘community walk’ should be organised the same day in all NPA Cities so that video links could allow an exchange among the different communities. The event could be organised during the Saint Martin Week (November).

Involved partners: Municipality of Dugo Selo (HR), Municipality of Maribor (SI), Municipality of Albenga (IT), [...]

Possible funding: private funds, sponsorships, fundraising



↪ **Joint international promotion of NPA cities and territories**

All NPA Cities have or are developing tourism management offices that could act as cross-marketing hubs by promoting the initiatives taking place, the cultural heritage to visit, and the touristic offers of the other NPA Cities. This activity can be easily initiated by advertising the results achieved thanks to the NPA project by showing videos of the partner cities and distributing promotional materials. Local tourism managers can then develop a shared plan for a more structured cross-marketing action.

Involved partners: Municipality of Szombathely (HU), Municipality of Dugo Selo (HR), Municipality of Albenga (IT), [...]

Possible funding: no specific funds are needed in the initial phase, apart from shipment costs for providing promotional materials

↪ **Promotion of experiential tourism linked to local productions**

In a time where sustainable and slow tourism are among the most requested forms of tourism, NPA Cities would like to couple their location along the Via Sancti Martini (slow and religious tourism) with experiential offers aimed at valorising their local productions and traditions. An effort will be made by NPA Cities to promote these forms of sustainable tourism by developing specific itineraries in cooperation with local producers, restaurants, sellers of local products, and cultural associations. A circuit could be then created and jointly promoted thanks to local tourism offices and info points (cross-marketing). Some research can be conducted on common typical productions and similar traditions in the food, wine and handicraft sectors.

Involved partners: Municipality of Szombathely (HU), Municipality of Albenga (IT) [...]

Possible funds: public funds for agri-food promotion including EU funded projects, sponsorship, local producers' associations



↪ **Organisation of exhibition and fairs for the promotion of local products**

A large majority of NPA Cities have strong traditions in the agri-food production that could represent a strong driver for developing common experiential tourism initiatives. In particular, wine production unites all territories and could represent an interesting driver for creating a promotion network through initiatives aimed at valorising, with a cross-marketing action, the local productions. In folk traditions, there is strong link between Saint Martin and the wine, as underlined by an Italian proverb saying 'At Saint Martin every wort becomes wine'. The organisation of common events or hosting NPA Cities' producers during local events (e.g. during the Saint Martin Week or any other local relevant event or festival). could be an initial attempt for cross-marketing actions, and could be reinforced by a number of actions aimed at enhancing experiential tourism as well.

Involved partners: Dugo Selo (HR), Municipality of Albenga (IT), [...]

Possible funding: public funds for agri-food promotion, sponsorship, local producers' associations



↪ **NPA Education Network**

Education is for sure one of the fields of action that was taken into account by all NPA Cities, as it is agreed that young students are a powerful driver for promoting mutual understanding, valorising tangible and intangible cultural heritage, and transmitting Saint Martin spiritual legacy (role model). Some attempts for transnational cooperation among schools were already undertaken during the NPA Project lifetime, however all partners agree that additional common actions should be launched. The work in this field should be initiated with very young students (kindergarten, primary and lower secondary school). The Erasmus+ Programme could easily support these initiatives, in particular with actions relating to staff mobility (teaching assignments at schools abroad for professionals involved in pre-primary, primary and secondary school education) and to cooperation among schools. More in particular, a School Exchange Partnership will be taken into consideration, as this action allows starting pupil and staff exchange projects. It mainly supports small projects, bringing together 2 to 6 schools, and lasting 1 to 2 years, although schools who decide to organise long-term pupil mobility may ask for a longer duration (up to 3 years).

Involved partners: Dugo Selo (HR), Municipality of Albenga (IT), [...]

Possible funding: Erasmus+ Programme



↪ **Organisation of transnational/international school contests**

A yearly school contest on two different topics, ‘Saint Martin as a role model in modern times’ and ‘Cultural heritage as a community innovation driver’, will be launched and targeted at secondary upper schools of the NPA Cities. It will be conceived as an idea contest requiring school students to develop a project relating to one of the two themes that can be potentially implemented in their community, also with the support of civil society associations and/or any other relevant stakeholders. An international evaluation board will be established including at least one member per partner city and some experts from school organisations, university, cultural heritage-related organisations, ... The winning projects (possibly one per country) will be awarded with an amount of money allowing the initiation of the project, and then assisted by the Municipality or any other involved stakeholder in fundraising activities allowing the further development/continuation of the project. A network among the schools implementing projects will be created, so that an exchange among the involved students will be initiated. This initiative will be the starting point for eventually develop initiatives engaging young students in transnational initiatives such as school exchange, summer volunteering camps in the field of cultural heritage preservation and valorisation, ... Winning projects will be awarded during an official ceremony taking place during the Saint Martin Week

Involved partners: Dugo Selo (HR), Municipality of Albenga (IT), [...]

Possible funding: fundraising, municipalities own funds

