GOVERNANCE INSTRUMENT FORM

This Governance Instrument has been documented by CERTESS Partner **LP**

and it has been given the reference code **6C-GI-LP-5**

1. GENERAL

1.1. Title of the instrument

Glossary

1.2. Proprietary Organisation /Developer

Certess Project

1.3. Typology [1]

	A. Hard Law
X	B. Soft Law

2. DESCRIPTION

2.1 Objective/s [2]

To provide a common terminology regarding cultural tourism, cultural heritage and itineraries.

2.2 Affected/interested parties [3]

Stakeholders involved in the promotion of cultural tourism initiatives, especially project design & implementation, networking and production of methodological documents.

2.3 Content

The glossary contains definitions for key concepts in cultural tourism development, set in alphabetical order. However, it needs to be emphasized that providing definitions is not a simple task and that even though it is important to agree on what a word means, it is also important to be aware of the difficulties and resulting implications. The Glossary stems from the Glossary developed within the 6FP Picture (see below) but incorporates other terms linked to the INTERREG IVC Programme, the European and Council of Europe involvement in cultural promotion and valorisation, EEA, project management guidelines deriving from ISO and PMBOK.

2.4 Expected results [4]

The results of the system is the establishment of a common basis for all stakeholders, making sure that possible conflicts do not arise from misunderstandings regarding the meaning of words themselves.

		1191R4	European Cultural Routes Transferring Experiences, Sharing Solutions	

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2.5   Relevance to RIP development stages [5]

X	A. Theme selection & justification
X	B. Route promoters legal setup
X	C. Local stakeholders' involvement & support
	D. Route physical setting & infrastructuring
	E. Route marking & signposting
	F. Route technical support facilities (water points, rest benches, etc.)
	G. Route hospitality services (hostels, rest houses, hotels, etc.)
	H. Route food & beverage services (restaurants, bars, hotels, etc.)
	I. Route tourist services (info-points, travel agents, etc.)
	J. Points of interest → Cultural & historical heritage (monuments, archaeological areas, etc.)
	K. Points of interest → Cultural & historical services (museums, exhibition centres, etc.)
	L. Points of interest → Environmental heritage (protected areas, parks, etc.)
	M. Trade elements of interest → Local typical products
	N. Immaterial elements of interest → Cultural events, local folklore, etc.
X	O. Branding & promotion strategies → Route/theme & logo
X	P. Branding & promotion strategies → Route section areas
X	Q. Branding & promotion strategies → Interterritorial/transnational sectoral networking
	R. Development of tourist products & services (card, packages, gadgets, etc.)
X	S. Development of ICT products & services (thematic websites, virtual tours, etc.)
X	T. Development of educational/learning tools
X	U. Development of printed information products

Additional information and notes

Recommendations from Picture project (see below) :

➢ Choose your definition carefully and be aware of its implications. This is to help ensure that you do not have to work with a concept that is too restrictive or does not enable a strategy to develop.

➢ Acknowledge the comprehensive nature of cultural tourism and to be aware that choosing narrow definitions restricts the scope of their cultural tourism policies. Comprehensive definition means comprehensive policies!

➢ Make knowledge-based decisions. Define your priorities. Be aware of the diversity of cultural tourism elements, of the variety of potential impacts, and of the challenge posed by governance in this context. Make the content of their policies reflect this complexity/diversity.

Source of information [6]

The Glossary developed in CERTESS project and attached hereto draws its contents from the experience of a similar exercise made within the FP6 project named **Picture " Pro-active management of the Impact of Cultural Tourism upon Urban Resources and Economies"**:

http://www.culture-routes.lu/picture/glossaire_list.php3?id_rubrique=17

N.B.

The present form is accompanied by the English version of the Glossary.

Compiled by the Lead Partner on 20 June 2013.

Explanatory notes

1   <u>Typology</u> → 'Hard laws' are … (regulatory), while 'soft laws' are … (incentive|promotion|information).

2   <u>Objectives</u> → Describe the general and specific objectives that the Governance Instrument (GI) intends to pursue.

3   <u>Parties</u> → Identify here the entities (organizations, categories, individuals etc.) interested/involved/affected in the application of the GI of reference.

4   <u>Results</u> → Describe the results from the application of the GI of reference.

5   <u>RIP stages</u> → Indicate the stage of the RIP development process which the GI of reference could be associated to.

6   <u>Source</u> → Provide details of the official source of information (legal bulletin, private agreement, etc.) from which the information on the GI of reference has been obtained.

A

Active Participation.   A relationship based on partnership with government in which citizens actively engage in the policymaking process. It acknowledges a role for citizens in proposing policy options and shaping the policy dialogue, although the responsibility for the final decision or policy formulation rests with government. (OECD 2001)

Activity.   The smallest identified item of work in a project process. (ISO10006:2003)

Application Pack.   Set of documents, including the Application Form and Co-financing statement templates plus the INTERREG IVC Programme Manual and other relevant documents, to enable the submission of applications to the Programme through calls for proposals. (INTIVC)

Assessment.   An umbrella term for description, analysis and evaluation. (Landscape Guidelines, 1995)

Audit.   The objective of an audit (i.e. an assurance engagement) is for an auditor to evaluate or measure a subject that is the responsibility of another party against identified suitable criteria, and to express a conclusion (i.e. opinion) that provides the intended user with a level of assurance about that subject. In other words: auditing is measuring facts against criteria and reporting a conclusion. (Encyclopedia of Business and Finance)

Authenticity.   Describes the relative integrity of a place, an object or an activity in relation to its original creation. In the context of living cultural practices, the living context of authenticity responds to the evolution of the traditional practice. In the context of an *historic place* or object, authenticity can encompass the accuracy or extent of its reconstruction to a known earlier state. (ICOMOS, ICTC, 2002)

B

Benchmarking.   Involves comparing actual or planned project practices to those of comparable projects to identify best practices, generates ideas for improvement, and provide a basis for measuring performance. (PMBOK Guide, 2008)

Best Practice.   A process, technique or innovative use of resources that has a proven record of success in providing significant improvement in cost, schedule, quality, performance, safety, environment or other measurable factors that impact the health of an organization. (Reliable Plant)

Built Heritage. Is the most common manifestation of cultural tangible heritage. It consists not only of buildings but also structures of architectural, engineering or historical significance, notably archaeological sites and objects, open spaces, gardens and parks, archival materials, industrial objects and machines; transportation vehicles and other man-made elements with cultural, social or historical significance. (Picture Project)

C

Certifying Authority (CA). The CA is mainly responsible for drawing-up and submitting certified statement of expenditure and application for ERDF payment to the European Commission. Moreover, it is responsible for making the ERDF payments to the Lead Partner of approved projects. (INTIVC)

Coalition. Refers to a collaborative process between partners based on mutual interest and deep commitment to shared objectives. A coalition can be tightly (when it relies on a prescribed system of rules or some form of legal intervention) or loosely (informally) assembled, according to its context and purposes. (Picture project)

Co-financing Statement. A written confirmation of each partner's financial contribution to the operation. (INTIVC)

Competent Authority. The competent authority or authorities are that or those which the Member States designate as responsible for performing the duties arising from the EIA Directive. (European Directive 97/11/EC)

Consensus Decision-making. Is a decision process that not only seeks the agreement of a majority of participants, but also to resolve or mitigate the objections of the minority to achieve the most agreeable decision. (Picture Project)

Conservation. Describes all of the processes of looking after a *Heritage Place*, *Cultural Landscape*, *Heritage Collection* or aspect of *Intangible Heritage* so as to retain its cultural, indigenous or natural heritage significance. In some English speaking countries, the term Preservation is used as an alternative to Conservation for this general activity. (ICOMOS, ICTC, 2002)

Consultation. A two-way relationship in which citizens provide feedback to government. It is based on the prior definition by government of the issue on which citizen's views are being sought and requires the provision of information. (OECD, 2001)

Continuous Improvement. Continuous improvement is an ongoing effort to improve products, services or processes. These efforts can seek "incremental" improvement over time or "breakthrough" improvement all at once.

Among the most widely used tools for continuous improvement is a four-step quality model—the plan-do-check-act (PDCA) cycle, also known as Deming Cycle or Shewhart Cycle. (ASQ)

Cultural Heritage.   Has both tangible and intangible components. Tangible cultural heritage refers to built heritage, cultural landscapes and all man-made elements with cultural significance. Intangible cultural heritage refers to the practices, representations, expressions, memories, attachments, values, beliefs, as well as the knowledge and skills, religion and spiritual values that communities, groups and, in some cases, individuals, recognize as part of their cultural heritage. It is sometimes called living cultural heritage, and is manifested inter alia in the following domains: oral traditions and expressions, including language as a vehicle of the intangible cultural heritage; performing arts; social practices, rituals and festive events; knowledge and practices concerning nature and the universe; traditional craftsmanship; construction of medieval churches and cathedrals. (Picture Project)

Cultural Landscapes.   Describe those places and landscapes that have been shaped or influenced by human occupation. They include agricultural systems, modified landscapes, patterns of settlement and human activity, and the infrastructure of production, transportation and communication. The concepts of cultural landscapes can be useful in understanding the patterns of activity as diverse as industrial systems, defensive sites and the nature of towns or villages. (ICOMOS, ICTC, 2002)

Cultural Resources.   Encompass all of the Tangible and Intangible Heritage and living Cultural elements of a community. (ICOMOS, ICTC, 2002)

Cultural Routes.   Cultural, educational heritage and tourism co-operation project aiming at the development and promotion of an itinerary or a series of itineraries based on a historic route, a cultural concept, figure or phenomenon with a transnational importance and significance for the understanding and respect of common European values. (EICR)

Cultural Route Operator.   Is an organisation or a grouping of organisations legally registered in one or several of the Council of Europe member states, or a public institution, which carries the legal, financial and moral responsibility for the management and functioning of a cultural route and represents the route vis-à-vis the Council of Europe. (EICR)

Cultural Sites.   A site, place or area of heritage significance that contains a number of buildings or structures, a cultural landscape, monument, archaeological sites, historic building or other structure, religious and cultural institutions, or historic human settlements, together with the associated contents and surroundings or cartilage. They may have meaning to an indigenous community. Cultural institutions such as museums and art galleries are included in this category. (Picture project)

Cultural Tourism.   Is essentially that form of tourism that focuses on culture, and cultural environments including landscapes of the destination, the values and lifestyles, heritage, visual

and performing arts, industries, traditions and leisure pursuits of the local population and host community. It can include attendance at cultural events, visits to museums and heritage places, and mixing with local people. It should not be regarded as a definable niche within the broad range of tourism activities, but encompassing all experiences absorbed by the visitor to a place that is beyond their own living environment. (ICOMOS, ICTC, 2002)

Culture.   Can be defined as the whole complex of distinctive spiritual, material, intellectual and emotional features that characterize a community, society or social group. It includes not only arts and literature, but also modes of life, the fundamental rights of the human being, value systems, traditions and beliefs. Culture encompasses the living or contemporary characteristics and values of a community as well as those that have survived from the past. (ICOMOS, ICTC, 2002)

D

Deliverable. A tangible or intangible object produced through project execution. A deliverable can be created from multiple smaller deliverables. (Projectsmart)

Destination Management.   Is the integrated procedure adopted to manage tourist destinations. It deals with four key-elements: the destination offer (the visitor's experience, the image of the destination and its appeal); the mix of different visitors (visitor studies); the marketing communications (knowledge and promotion) and the organizational responsibility (planning, policies, programmes, partnerships and leadership), articulated at various scales (tourism offices/local authorities/metropolitan organisations/ regional organisations/federal state, autonomous regions or provinces/national authorities). (Picture project)

Developer.   The applicant for authorisation for a private project or the authority which initiates a project. (ERM, 2000)

Durability of Project Results.   One of the basic requirements of any public funded project is to demonstrate at the application stage that the planned results to be achieved within the project will not be lost at the end of the funding period. (INTIVC)

E

Efficiency.   The term efficiency has many possible meanings. The most common definition identifies efficiency with obtaining a given output at the minimum cost or, equivalently, with maximizing output for a given level of resources. (Evalsed, Inforegio)

European Economic Interest Grouping (EEIG).   Is a type of legal entity created on 25.07.1985 under European Community Council Regulation 2137/85 and It is designed to make it easier for companies in different countries to do business together, or to form consortia to take part in EU

programmes. Its activities must be ancillary to those of its members, and, as with a partnership, any profit or loss it makes is attributed to its members. Thus, although it is liable for VAT and employees' social insurance, it is not liable to corporation tax. It has unlimited liability. It was based on the pre-existing French Groupement d´intérêt économique (G.i.e.). (en.wikipedia.org)

Eligible costs. Costs that are in line with the programme requirements and can be approved for co-financing from the ERDF. (INTIVC)

Enlarged Partial Agreement (EPA). In December 2010, the Committee of Ministers of the Council of Europe adopted Resolution CM/Res(2010)53 establishing an Enlarged Partial Agreement (EPA) to enable closer co-operation between states particularly interested in the development of Cultural Routes. The Enlarged Partial Agreement on Cultural Routes seeks to reinforce the potential of Cultural Routes for cultural co-operation, sustainable territorial development and social cohesion, with a particular focus on themes of symbolic importance for European unity, history, culture and values and the discovery of less well-known destinations. It helps to strengthen the democratic dimension of cultural exchange and tourism through the involvement of grassroots networks and associations, local and regional authorities, universities and professional organizations. It contributes to the preservation of a diverse heritage through theme-based and alternative tourist itineraries and cultural projects. (Council of Europe)

European Regional Development Fund (ERDF). The ERDF is intended to help reduce imbalances between regions of the Community. The Fund was set up in 1975 and grants financial assistance for development projects in the poorer regions. In terms of financial resources, the ERDF is by far the largest of the EU's Structural Funds. (INTIVC)

Evaluation. The process of determining the merit or worth or value of something; or the product of that process. The special features of evaluation include a characteristic concern with cost, comparisons, needs, ethics, and its own political, ethical and cost dimensions; and with the supporting and making of sound value judgements, rather than hypothesis-testing. The term is sometimes used more narrowly (as is "science") to mean only systematic and objective evaluation, or only the work of people labelled "evaluators". (Scriven M., Evaluation Thesaurus)

External Expertise and Services. Costs paid on the basis of contracts and against invoices to external service providers who are sub-contracted to carry out certain tasks of the project are eligible. Public procurement rules must be observed in selecting a company or individual to provide external expertise. It is recommended to provide maximum rates for certain services (e.g. fees of speakers/ moderators). (INTIVC)

F

First Level Control (centralised/ decentralised). The management and control systems of the Member States, which are based on Art 4 of the Reg. 438/2001, shall include procedures to: • verify the delivery of the products and services, • verify the reality of expenditure claimed, • ensure compliance with the terms of the Commission decision on the programme, • national and Community rules on, in particular, eligibility of expenditure, public procurement, state aid, protection of the environment and equality of opportunity. In this respect, the term 'First Level Control' has been established for this control phase (contrary to the system control of Art. 10 of the Reg. 438/2001). (INTIVC)

First Level Controller. An institution/individual responsible for verification of financial documentation of beneficiaries in a given country. (INTIVC)

G

Good Practice. In the context of the INTERREG IVC programme, a good practice is defined as an initiative (e.g. methodologies, projects, processes, techniques) undertaken in one of the programme's thematic priorities which has already proved successful and which has the potential to be transferred to a different geographic area. Proved successful is where the good practice has already provided tangible and measurable results in achieving a specific objective. (INTIVC)

Governance. Refers to the bringing together of various actors to achieve shared purposes and benefits in certain areas of development. (Picture project)
Modern governance is not based on centralised 'command and control' but is dispersed across multiple centres of authority (Hooghe and Marks, 2003). There are many self-organising, inter-organisational networks which complement markets and government hierarchies as governing structures for allocating resources and exercising control and coordination (Rhodes, 1996). Two dimensions of governance exist — vertical and horizontal coordination — which work in combination. (EEA, Report No 2/2012)

Governance Flexibility. Refers to various mechanisms for achieving desired policy outcomes, in particular: regular reviews; reassessments and adjustments to new realities and demands; responsiveness to change. (Picture project)

H

Heritage. Is a broad concept that encompasses our Natural, Indigenous and Historic or Cultural inheritance. (ICOMOS, ICTC, 2002)

Heritage Place. A site or area of heritage significance that contains a number of buildings and structures and cultural landscape, monument, building or other structure, historic human settlement, together with the associated contents and surroundings or cartilage. Heritage places include those, which may be buried or underwater. (ICOMOS, ICTC, 2002)

Host Community. Is a general concept that encompasses all of the people who inhabit a defined geographical entity, ranging from a continent, a country, a region, a town, village or historic site. Members of the host community have responsibilities that include governing the place and can be regarded as those who have or continue to define its particular identity, lifestyle and diversity. They contribute to the conservation of its heritage and interact with visitors. (ICOMOS, ICTC, 2002)

I

Impact. A consequence affecting direct beneficiaries following the end of their participation in an intervention or after the completion of public facilities, or else an indirect consequence affecting other beneficiaries who may be winners or losers. Certain impacts (specific impacts) can be observed among direct beneficiaries after a few months and others only in the longer term (e.g. the monitoring of assisted firms). In the field of development support, these longer term impacts are usually referred to as sustainable results. Some impacts appear indirectly (e.g. turnover generated for the suppliers of assisted firms). Others can be observed at the macro-economic or macro-social level (e.g. improvement of the image of the assisted region); these are global impacts. Evaluation is frequently used to examine one or more intermediate impacts, between specific and global impacts. Impacts may be positive or negative, expected or unexpected. (Evalsed, Inforegio)

Incentives. In the context of policy-making, are tools that encourage actors to act in a certain way. Financial incentives refer to some form of material reward - especially money - in exchange for acting in a particular way. Moral incentives can be used when particular choices are widely regarded as the 'right things to do' or as failures by the community. Coercive incentives refer to law enforcement and punishment tools in order to lead actors to the desirable goal. (Picture project)

Indicators. Are parameters or values derived from parameters that give information with regard to a particular phenomenon. It allows decision-makers to evaluate and compare complex environmental and socio-economic data. In a policy context, it allows measurement of quantitative or qualitative objectives. (Picture project)

Indigenous Cultural Heritage. Includes both Tangible and Intangible expressions of culture that link generations of indigenous people over time. Indigenous people often express their cultural heritage through "the person," their relationships with country, people, beliefs, knowledge, law, language, symbols, ways of living, sea, land and objects, all of which arise from Indigenous

spirituality. Indigenous Cultural Heritage is essentially defined and expressed by the Traditional Custodians of that heritage. (ICOMOS, ICTC, 2002)

Information.   A one-way relationship in which government produces and delivers information for use by citizens. It covers both "passive" access to information upon demand by citizens and "active" measures by government to disseminate information to citizens. (OECD, 2001)

Innovative Character of Results.   Projects financed under the programme have to explain the innovative character of their expected results. Applicants should make sure that their own project and its expected achievements will be of added-value compared to these past or existing initiatives. (INTIVC)

Intangible Cultural Heritage.   Is the practices, expressions, knowledge and skills that communities, groups and sometimes individuals recognise as part of their cultural heritage. Also called living cultural heritage, it is usually expressed in one of the following forms: oral traditions; performing arts; social practices, rituals and festive events; knowledge and practices concerning nature and the universe; and traditional craftsmanship. (UNESCO)

Integrated approach.   Cross-sectoral approach, in which projects are linked to different programme subthemes, even though they have to clearly focus only on one. (INTIVC)

J

Joint Technical Secretariat (JTS).   The JTS is responsible for the day-to-day management of the programme. (INTIVC)

L

Lead Partner (LP).   The LP has full financial responsibility for the entire operation including all partners and is responsible for the proper reporting of progress to the respective Joint Technical Secretariat as also stipulated in the Subsidy Contract. (INTIVC)

Local Authorities.   Are the policy-makers, administrators and public managers who manage the city affairs. It includes the administrative unit and the whole of the Council body – the elected members and the officials. (Picture project)

M

Mainstreaming.   Mainstreaming may apply to impacts considered to be priorities. The term is used to refer to the process of extending innovative practices to mainstream programmes and policies. (Evalsed, Inforegio)

Management Responsibility . Success requires the participation of all members of the project team, but remains the responsibility of management to provide the resoruvces needed to succeed. (PMBOK Guide, 2008)

Managing Authority (MA). The MA bears the responsibility for managing and implementing the Operational Programme; it acts as interface between the European Commission and the participating states and regions and ensures compliance of the programme with Community regulations and policies. (INTIVC)

Metrics. Things to measure in order to better understand performance levels. (Reliable Plant)

Milestones. A type of Objectively Verifiable Indicators providing indications for short and medium-term objectives (usually Activities), which facilitate measurement of achievements throughout a project rather than just at the end. They also indicate times when decisions should be made or action should be finished. (Council of Europe)

Monitoring. Involves the measuring and recording of relevant variables (bio-physical and socio-economic) associated with development impacts (e.g. traffic flows, air quality, noise, employment levels). The activity seeks to provide information on the characteristics and functioning of variables in time and space, and in particular on the occurrence and magnitude of impacts. (Picture project)

Multi-Level Governance . The term is understood as non-hierarchical forms of policymaking, involving public authorities as well as private actors, who operate at different territorial levels, and who acknowledge their interdependence. (EEA, Report No 2/2012)

Multi-Stakeholder Cooperation. Takes place when many groups or individuals with divergent interests work together towards the most acceptable or desirable goals and solutions in view of wider community benefits. (Picture project)

N

National Co-financing. Amount of money not covered by the ERDF. It can be local, regional or national. In any case, it must be a public funding. In each partner state different rules apply to the national co-funding mechanism. (INTIVC)

National Contact Point. Institution designated by each Member States to promote the programme amongst potential project applicants in their country and support them in generating projects. (INTIVC)

O

Objectively Verifiable Indicators (OVI). Measurable indicators that will show whether or not objectives have been achieved at the three highest levels of the logframe. OVIs provide the basis for designing an appropriate monitoring system.

Operation. Any project or action carried out by the final beneficiaries of INTERREG IVC. (INTIVC)

Operational Programme. A document developed by EU countries and/or regions and approved by the Commission, which defines their priorities as well as the programming required to achieve these priorities. It serves to implement a Community support framework. (INTIVC)

Output (also see **Result**). Outputs directly result from activities of the operation. They are typically measured in physical or monetary units such as: number of meetings/seminars/training sessions, number of collaborative projects, number and type of reports/policy tools/written concepts, and many others. (INTIVC)

P

Partial Agreement. Is a term used within the Council of Europe to refer to a major activity of European cooperation that is organized by the Council of Europe but does not include all of its member states. This form of activity dates from a resolution adopted by the Council of Europe's Committee of Ministers on 2 August 1951. (EICR)

Partnership Agreement. In order to secure the quality of the implementation of the project, as well as the satisfactory achievement of its goals, the Lead Partner and the partners have to conclude a partnership agreement. The partnership agreement allows the Lead Partner to extend the arrangements of the subsidy contract to the level of each partner. (INTIVC)

Paying Authority (PA). Authority designated by the Member State for the purposes of drawing up and submitting payments applications and receiving payments from the Commission. (INTIVC)

Preparatory Costs. Costs incurred for the development of the operation. Are only eligible for approved operations and only if the activities took place and the related costs were incurred between 1 January 2007 and the date of submission of the application form to the programme. These costs must be paid out by the end of the first reporting period. They have to be reported in the first progress report. The eligible preparation costs are subject to a ceiling of EUR 30,000. (INTIVC)

Process. Set of interrelated or interacting activities which transforms inputs into outputs. (ISO10006:2003)

Progress Evaluation.   Assessment of progress made on achievement of the project objectives. (ISO10006:2003)

Progress Report.   The report to be submitted every six-month to the JTS. It includes both activity and financial information related to the project's implementation. It also comprises the controller's confirmation of expenditure. (INTIVC)

Project.   Unique process, consisting of a set of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements, including the constraints of time, cost and resources. (ISO10006:2003)

Programme Manual.   Part of the Application Pack. Intended to assist applicants in drafting applications, as well as in implementing and finalizing the approved operations. (INTIVC)

Programme Priorities.   Thematic areas around which programme is structured. (INTIVC)

Progress Report.   Comprised of the Activity Report and the Financial Report. It documents the progress of the operation and serves as payment request. Lead partners of operations have to submit a progress report at the end of each reporting period to the Joint Technical Secretariat. (INTIVC)

Project Assistance Form (PAF).   A form filled in by a Lead Applicant of a project in order to receive feedback to their project idea. (INTIVC)

Project Management.   Planning, organizing, monitoring, controlling and reporting all aspects of a project and the motivation of all those involved in it to achieve the project objectives. (ISO10006:2003)

Project Partner.   All project partners other than the Lead Partner. (INTIVC)

Project Purpose.   The central objective of the project. The Purpose should address the core problem(s), and be defined in terms of sustainable benefits for the target group(s). For larger/ complex projects there can be more than one purpose (i.e. one per project component). (Council of Europe)

Public.   The "public" means one or more natural or legal persons, and, in accordance with national legislation or practice, their associations, organisations or groups. (Aarhus Convention, 1998)

Public Authority.   (It could be either:)
- Government at national, regional and other level;
- Natural or legal persons performing public administrative functions under national law, including specific duties, activities or services in relation to the environment;

- Any other natural or legal persons having public responsibilities or functions, or providing public services, in relation to the environment, under the control of a body or person falling within subparagraphs (a) or (b) above;
- The institutions of any regional economic integration organization referred to in article 17, which is a Party to this Convention.

This definition does not include bodies or institutions acting in a judicial or legislative capacity. (Aarhus Convention, 1998)

Public Consultation.　A process involving the public which is very strong and formalized, therefore obliging the competent authority to take the results into consideration. (SUIT, 2001)

Public Involvement.　a) The spectrum of interactions between project proponents and third parties at any stage in an EIA. The term includes information exchange, consultation and participation. (ERM, 2000).　b) The mechanism that a project sponsor uses to ensure that individuals, groups and organisations potentially affected by its decision are informed and given an opportunity to provide input to project planning and design. (ERM, 2000). (Picture project)

Q

Quality Assurance.　A set of activities or processes that are designed to ensure that products, goods and/or services satisfy the requirements of customers in a systematic and reliable fashion. (Reliable Plant)

Quality Control.　Measures such as inspection, testing and engineering which are used to oversee and positively influence quality. (Reliable Plant)

Quality Plan.　Document specifying which procedures and associated resources shall be applied by whom and when to a specific project, product, process or contract. (ISO10006:2003)

R

Reporting Period.　Project implementation is subdivided into six-month periods running from:
- January to June
- July to December.
For each six-month period, a progress report has to be submitted to the JTS. (INTIVC)

Resilience.　The ability of a social or ecological system to absorb disturbances while retaining the same basic structure and ways of functioning, the capacity for self-organization and the capacity to adapt to stress and change. (EEA, Report No 2/2012)

Result. Direct and indirect medium/long term effect of the project activities (e.g. number of regional policy changes, number of integrated energy plans ready for implementation, number of risk prevention measures adopted). Results shall be quantified each time it is appropriate. (INTIVC)

Route Outline Plan. A strategic document defining precisely how the good practices and governance instruments are going to be implemented in the <u>operational programme</u> of each partner region. (CERTESS, 2012)

S

Shared Costs. Certain budget costs which are covered by more than one project partner; they should be limited. (INTIVC)

Sites. Places with natural and/or cultural values and distinctive characteristics or meanings, typically with a discrete physical ensemble of features that are identified, respected and protected as places of special value. Many sites are in public ownership and operate within strong legal or regulatory frameworks: others include large areas of private property. It is common for sites to have natural and cultural values or characteristics. (WTO)

Soft measures. Non-physical measures such as policies, plans, programmes, procedures. (EEA, Report No 2/2012)

Stakeholders. Any individuals, groups of people, institutions or firms that may have a relationship with the project/programme are defined as stakeholders. They may – directly or indirectly, positively or negatively – affect or be affected by the process and the outcomes of projects or programmes. Usually, different sub-groups have to be considered. In the context of the project, "Stakeholders" are all of the people and organizations who take part in the process of tourism, form those who produce the material that helps a future visitor determine the nature of their vacation, to those who organize the transportation, manage the destinations and ultimately manage the Cultural Routes, places and attractions that the tourist visits. The visitor is a key stakeholder in the process, as is the local community. (WTO)

Stakeholder Analysis. a methodology for identifying and analyzing the key stakeholders in a project, and planning for their participation. (The World Bank, 1998)
It involves the identification of all stakeholder groups likely to be affected (either positively or negatively) by the proposed intervention, the identification and analysis of their interests, problems, potentials, etc. The conclusions of this analysis are then integrated into the project design and help setting up the Stakeholders' Table. (CERTESS, 2012)

Stakeholders' Table. A group of stakeholders assisted by experts, constituted in order to assist the competent authority in the decision-making and related activities. (CERTESS, 2012)

Steering Group.   A body consisting of representatives of all project partners, which is responsible for joint project management and decision-making on strategic level. (INTVC) For the purposes of CERTESS project, the Steering Group is called **Steering Committee**. (CERTESS, 2012)

Structural Funds.   The EU's Structural Funds are administered by the Commission to finance Community structural aid. They comprise the Guidance Section of the EAGGF for agriculture, the Regional Fund for structural aid under the regional policy, the Social Fund for social policy measures, and the Financial Instrument for Fisheries (FIFG). Financial support from the Structural Funds mainly goes to the poorer regions to strengthen the Union's economic and social cohesion so that the challenges of the single market can be met right across the EU. (INTVC)

Subsidy Contract.   Contract between the Managing Authority and the operation's Lead Partner. It determines the rights and responsibilities of the Lead Partner and the Managing Authority, the scope of activities to be carried out, terms of funding, requirements for reporting and financial controls, etc. (INTVC)

Sustainability (of a project).   The likelihood that the positive effects of a project (such as assets, skills, facilities or improved services) will persist for an extended period after the external assistance ends. (Ifad)

Sustainable Future.   Refers to the ability of an action to be carried out without diminishing the continuation of natural processes of change or damaging the long-term integrity of natural or cultural environments, while providing for present and future economic and social well being. (ICOMOS, ICTC, 2002)

Sustainable Tourism.   Refers to a level of tourism activity that can be maintained over the long term because it results in a net benefit for the social, economic, natural and cultural environments of the area in which it takes place. (ICOMOS, ICTC, 2002)

Sustainable Tourism. Sustainable tourism development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Sustainability principles refer to the environmental, economic and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability. Thus, sustainable tourism should:
1. Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.
2. Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.

3. Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income earning opportunities and social services to host communities, and contributing to poverty alleviation.

Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building.

Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary.

Sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience for tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them.

(UNWTO, Sustainable Development of Tourism - Conceptual Definition, 2004)

T

Tangible Cultural Heritage. Encompasses the vast created works of humankind, including places of human habitation, villages, towns and cities, buildings, structures, art works, documents, handicrafts, musical instruments, furniture, clothing and items of personal decoration, religious, ritual and funerary objects, tools, machinery and equipment and industrial systems. (ICOMOS, ICTC, 2002).

Target Group(s). The intended beneficiaries (individuals, households, groups, firms) of an intervention. An intervention may have more than one target group. This term should be distinguished from "population" in the statistical sense. (Evalsed, Inforegio)

Transnational Cooperation. Part of the former B strand of the ETC (as well as of the Interreg III during the 2006-2006 programming period); its main aim is to promote the cooperation and a better integration among large groups of European regions which have similar characteristics. (INTVC)

Tourism Projects. Include all of the activities that enable, facilitate, or enhance a visit to a destination, including the provision or upgrading of related infrastructure and facilities. (ICOMOS, ICTC, 2002).

W

Work Plan. A plan of activities (and may include resources) to be conducted within the lifetime of the project.