WWII-MONUMENTSEE

Assessment for developing a new regional tourism product/ cultural route of post-World War II Monuments in SEE

Guidelines for developing a cultural route dedicated to post-World War II monuments in South East Europe

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RegionalCooperationCouncil

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1. Introduction

The project **"WWII-MONUMENTSEE - Assessment of post-World War II monuments in South East Europe in order to develop a new regional tourism product/ cultural route"** (herein referred as **WWII-MONUMENTSEE**) implemented by EXPEDITIO was financed through a grant provided by the Regional Cooperation Council's Tourism Development and Promotion Project. The RCC's project is funded by the European Union and implemented in an effort to contribute to the growth and competitiveness of the six Western Balkans economies by supporting development and promotion of joint regional cultural and adventure tourism offer. This assessment is one of the WWII-MONUMENTSEE project's outputs.

The project WWII-MONUMENTSEE was carried out from November 2018 to June 2019.

Locations of the project: Albania, Bosnia and Herzegovina, Kosovo[1]*, Montenegro, Serbia and the Republic of North Macedonia.

Post-World War II monuments found in South East Europe area represent important potential for the development of a regional cultural tourism route. These monuments, mostly built after World War II on the whole territory of former Yugoslavia and Albania primarily represent memorials to fighting against fascism, but they are much more than that and some of them possess exceptional artistic value. Following the changes occurring during the 1990s in South East Europe these monuments have been disregarded, which has lead to their neglect due to lack of maintenance and in some cases to their devastation or complete destruction. Revived interest for these monuments started at the beginning of 21st century, since 2006, stimulated by foreign artists and researchers, as well as those from the SEE region. Furthermore, the importance of post-WWII monuments has begun to be rediscovered in connection with tourism, as well. However, all these initiatives and activities are sporadic, more often launched from abroad than by countries where the monuments are situated, and they are not synchronized, so that these monuments are not offered as a unique tourism product, neither at the level of individual countries nor of the SEE region. In addition, there are no data about these monuments collected at one place, nor a detailed analysis of their value, state and potentials for the development of touristic routes.

Specific objective of the project WWII-MONUMENTSEE is: Completed the initial stage in developing new SEE regional tourism product/ cultural route - post-World War II monuments, through carrying out an assessment. The **overall objectives** are: Developed new SEE regional tourism product/ cultural route - post-World War II monuments; Enhanced (employment and sustainability of the) SEE regional tourism through developing new tourism product/ cultural route; Contributing to economic growth in SEE region through strengthening regional tourism and cultural routes.

The **activities** realized during the WWII-MONUMENTSEE project include: Forming a regional team of experts and defining the concept and methodology of work; Research and data collecting in the six SEE economies and producing six individual "Assessments of post-World War II monuments in South East Europe for developing new SEE regional tourism product/ cultural route" by selected researchers; Organizing a one-day regional expert workshop; Producing a regional "Assessment of post-World War II monuments in South East Europe for developing new SEE regional tourism product/ cultural route"; and Distributing the results of the project to all the stakeholders.

The producing of **six individual "Assessments of post-World War II monuments in South East Europe for developing new SEE regional tourism product/ cultural route"** included the following activities and segments:

- **A review of the general state of the WWII heritage**, which was intended to provide a general picture of the treatment of this segment of cultural heritage in six economies, including: the legal framework regulating the protection, management and maintenance of the WWII monuments; institutions / key stakeholders responsible for the protection, management, maintenance, promotion of the WWII monuments; an official list / a database of WWII monuments; previous initiatives (artistic projects, researches, promotion, activism ...); an overview of stakeholders and a general review of the overall state of the WWII monuments: their protection, maintenance, use, management and touristic valorization.

- **Analysis of an expanded list of monuments** was carried out using the official lists of protected WWII monuments in individual economies, as well as a List of Proposed Sites for WWII Monument Route provided by the Regional Cooperation Council, containing 40 pre-selected monuments that needed to be included.[2] The analysis of monuments was

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[1] This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence

[2] The list provided by the RCC included 40 monuments:

Albania: Shkodër, Kamëz, Mother Albania (Tirana), Pezë e Vogël, Bërzhitë, Elbasan, Pishkash

Bosnia-Herzegovina: Vraca Memorial Park (Sarajevo), Vogošća Monument, Battle of Neretva Memorial Museum (Jablanica), Mostar Partisan Cemetery, Sutjeska Monument (Tjentište), Zenica, Novi Travnik, Jajce, Sanski Most,

made using the established criteria[3].

Kozara (near Prijedor), Banja Luka

Kosovo*: Prishtinë/Prishtina (city centre), Brezovicë/Brezovica Monument, Mitrovicë North/Mitrovica, Partisan Martyrs Cemetery, Matiçani Hill, Prishtina

Montenegro: Dola Memorial Site, Nikšić Monument, Barutana Memorial (Podgorica), Kolašin Memorial Museum, Berane Monument

Serbia: Jewish Cemetery (Belgrade), Memorial Park Jajinci , Kosmaj Monument, Čačak Memorial Site, Kadinjača Monument Site (near Užice), Bubanj Memorial Park (Niš), Šumarice Memorial Park (Kragujevac), Monument to the Revolution (Leskovac)

Republic of North Macedonia: Skopje Earthquake Monument, Kičevo Ossuary, Makedonium (Krushevo), Prilep Monument, Veles Ossuary

3   The following criteria were applied:

VISUAL AND AESTETIC QUALITIES: Abstract form; Forms that defies the convention of traditional monuments; Forms which hides deep symbolic and/or universal meaning behind its abstract shape; Created by famous, well-known or widely accomplished artists from the era

HISTORICAL & CULTURAL SIGNIFICANCE: Tell universal histories of overcoming adversity and enemy defeat; Focus of human-level/civilian victory or tragedy; Relate compelling histories that are little known outside the region

- **A proposal of potential routes** for each of the economies was made using the expanded list of monuments. Possibilities for different levels of routs have been recognized: regional route/s, routes within the countries, local routes. Furthermore, different topics have been considered, including: artistic value, designer(s), famous persons, the size, possibilities for filming, possibilities for mountaineering, antifascism, etc. Possibilities for including these monuments in the existing routes or the area's tourism offer have also been considered.

NATURAL BEAUTY: Favor monument sites located in remarkable natural sceneries; Favor monument sites in close proximity to national parks, scenic rivers, etc.; Favor monument sites in serene locations away from other touristic crowds

TOURISM: Promoting Tourism in Under-served Areas

CONDITION: In areas free of political/religious/ethnic tensions or violence; In areas not affected by landmines or other dangerous devices; Relatively intact and not dangerous or risky to traverse; Existing in a reasonable state of order and maintenance; Not excessively defaced or vandalized

ACCESSIBILITY: Within a reasonable proximity to well traveled & maintained roads and highways, Within a reasonable proximity to touristic services (lodging, food, fuel, etc); Reasonable to locate by tourists unfamiliar with the area; Fully accessible for majority of the year, except in cases of extreme weather conditions

- **Detailed analysis of selected monuments** was based on the already made analysis of up to 10-12 monuments in each economy contained in the List provided by the RCC, as well as the expanded list of monuments selected by the researches. The detailed analysis was made using a questionnaire prepared by a regional expert team.
- **A list of references and annexes** has been provided for each assessment, including, among other things, an official list of protected WWII monuments; a list of stakeholders; additional material important for reviewing the general state of the WWII heritage

Based on individual Assessments in six economies **a joint regional assessment of post-World War II monuments in South East Europe for developing new SEE regional tourism product/ cultural route was produced, entitled "Guidelines for developing a cultural route dedicated to post-World War II monuments in South East Europe".**

The process of producing the joint regional assessment included the following steps:
- **Review of 6 national assessments** (Albania, Bosnia and Herzegovina, Kosovo*, North Macedonia, Montenegro and Serbia) produced by researchers' team in charge of

producing the "Assessment on Post-World War II Monuments in South-East Europe" and **identify regional and optional trans-national theme(s) for cultural route** on post WWII monuments in SEE region;
- **Consultations** with WWII MonumentSEE project team, regional expert team and researchers' team;
- Presentation of the draft regional assessment at the **regional expert workshop, assessing inputs discussed at the workshop and including relevant in final version** of recommendations on integration of post-WWII monuments in SEE region in existing certified Council of Europe cultural routes;

These guidelines are based on the analysis of the current situation and recommendations for further steps towards creating potential touristic routes dedicated to WWII heritage. Steps have been presented that need to be taken in order for these routes to be developed and put into practice, including: touristic route management, marketing and promotion, sustainable development, as well as coordination of all the transnational, i.e. regional entities that are part of the cultural route. Special attention has been given to certification of cultural routes, and their possible integration in the existing cultural routes. WWII heritage present in the region has enormous potential for the development of a regional route by following the established criteria, while it will be needed to provide additional information about the infrastructure and suprastructure and to involve tour operators and travel agencies to take part in the final designing of itineraries and in their later distribution. kasnije i u distribuciji istih.

- Defining **recommendations on:**
  - **integration** of post-WWII monuments in SEE **region in existing certified Council of Europe cultural routes**;
  - **integration** of post-WWII monuments in SEE region **in existing SEE national tourism products**;
  - **development of SEE regional tourism product** on cultural route of post-WWII monuments in SEE region.

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2. Geopolitical context of the Western Balkans

2.1. Socio economic context of the Western Balkans

The WB6 (Albania, Bosnia and Hercegovina, Kosovo*, Montenegro, The North Macedonia and Serbia) are small size economies that heavily depend on remittances, therefore need deeper and reinforced regional cooperation. This idea is strongly backed by the European Commission Strategy for the Western Balkans, while the potential EU membership are among most significant drivers of change for the region. The accession process remains the only instrument and alternative available for irreversible reform and state-consolidation processes in the Western Balkans.

Shared cultural space and shared memory present a competitive advantage for cooperation in the region. Yet that was also the biggest source of challenge that arise between nation states, in particularly with falling apart of Jugoslav Federation. The region has a bold record of conflict as being on crossroads, and heritage is more divisive factor than cohesive. The contested discourses about the past were one of the most potent ways of fueling the very conflicts of the

Yugoslav dissolution. Therefore, cohesive heritage together with the traces of joint multicultural and Yugoslav heritage, were purposefully attacked and destroyed in the past. Respectively the WWII monuments that refer to common past (and country) are not played out through memorial practices nor adequately recognized as potential for example tourism products and destination development. In rare cases when tried, the most commonly used approaches have stayed within the comfort zone and being placed under universal tourism products. Thus, they avoided dealing with heritage-related processes, contestations and dissonances, and failed to develop highly competitive and unique tourism products based on heritage, particularly WWII monumental heritage.

Nowadays, regional cooperation between governments expanding as result of many top-down but also local initiatives. The initial goal of regional cooperation to overcome past conflicts are shifted to economic growth and development.

The tourism policies are in place in all WB economies, however there is a strong need to ensure greater competitiveness and sustainable tourism growth. Important efforts to extend the type and range of tourism linked to natural and cultural resources are invested, yet the modest commitment of financial resources to implement any plans fully is a serious challenge.

The WB6 economies have shown commitment

to registering and cultural assets within their respective laws, however, the key documents for the protection and development of cultural heritage have limited focus on how they relate to tourism. Therefore, emphasizing the strong links among cultural heritage strategies, tourism and wider economic development would be important.

Due to size of WB region, tourists often combine two or more economies of the WBs at once. Tourism creates new job opportunities (employment growth, especially in seasonal labor markets), stimulates entrepreneurship, attracts funding and investment, supports economic development, enhances well-being of the citizens. Establishing strong links among cultural heritage strategies, tourism and wider economic development is of utmost importance. An integrated approach is to development of new (cultural) routes and product offers is a significant potential that hold wider benefits in the form of increased sustainability and inclusiveness, and broader economic impacts.

However, a value of cultural tourism is not only economic but also it has a social impact. Cultural tourism exposes visitors to different ideas, concepts and ways of life.

Further growth and development might be reached through balancing tourism development with cultural development, yet labor supply, infrastructure and strong links among all sectors public-private-academia-civil are preconditions.

2.2. Regional, inter-regional and macro-regional cooperation

The EU practice various frameworks to engage stakeholders to move towards cohesion, equal regional development and better co-ordination between EU members, but also with third countries. All instruments in place are backed with adequate strategies, that on one side securing integrated frameworks and on other political platforms providing good governance and multi-sectoral, multi-country and multi-level cooperation.

The lately developed EU macro-regional strategies (MRS) arise from a need to find more targeted solutions to common societal challenges. Thus, the MRS address those issues which countries cannot solve alone but which require transnational efforts. They cover large geographical areas and aim at strengthening the coordination of actors, policies as well as resources on their transnational agenda.

The macro-regional process is built on three core elements:

a) The strategy – dedicated to breaking silos through transnational and cross-sectoral cooperation;

b) The platform – established by the group of committed stakeholders (representing relevant

multi-level governance levels) for the purpose of interacting on the macroregional issues;

c) The road map – in a form of agreed way to cooperate and reach the set objectives, targets and indicators.

Currently four macro-regional strategies are in place: EU Strategy for the Danube Region (EUSDR), EU Strategy for the Adriatic and Ionian Region (EUSAIR), EU Strategy for the Alpine Region (EUSALP) and EU Strategy for the Baltic Sea Region (EUSBSR). Out of those MRS two are of high relevance for WB6 - EU Strategy for the Danube Region (EUSDR) and EU Strategy for the Adriatic and Ionian Region (EUSAIR).

1. EU Strategy for the Baltic Sea Region (EUSBSR) was the first MRS in Europe approved by the European Council in 2009. The Strategy is divided into three objectives, which represent the three key challenges of the Strategy: saving the sea, connecting the region and increasing prosperity.

2. **EU Strategy for the Danube Region (EUSDR)** was adopted in 2010 and endorsed by the Council in 2011. It aims to make best use of existing EU funding sources to achieve common objectives and connects nine EU member states Germany, Austria, the Czech Republic, Hungary, Slovakia, Slovenia, Romania, Bulgaria and Croatia; three accession countries Bosnia and

Herzegovina, Montenegro and Serbia; and two neighbourhood countries Moldova and Ukraine.

The Danube Region Strategy addresses a wide range of issues; these are divided among 4 pillars and 12 priority areas. The pillars covering regional connectivity, environmental protection, strengthen of the region and building prosperity. The priority area under the regional connectivity is dedicated to "culture and tourism, and people-to-people connection".

3. **EU Strategy for the Adriatic and Ionian Region (EUSAIR)** is adopted by the European Commission and endorsed by the European Council in 2014. The Strategy was jointly developed by the Commission and the Adriatic-Ionian Region countries and stakeholders - four EU Member States Croatia, Greece, Italy, Slovenia and four non-EU countries Albania, Bosnia and Herzegovina (BiH), Montenegro, Serbia.

The general objective of the EUSAIR is to promote economic and social prosperity and growth in the region by improving its attractiveness, competitiveness and connectivity. The EUSAIR are also implemented through 4 pillars: blue growth, regional connectivity, environmental quality and sustainable tourism.

4. **EU Strategy for the Alpine Region (EUSALP)** is established in 2016 and aims at addressing Alpine-specific challenges,

such as the balancing of development and environmental protection, the enhancement of competitiveness, and the reduction of territorial disparities. It involves seven countries: Austria, France, Italy, Germany, Slovenia, Liechtenstein and Switzerland, and 48 regions.

In 2016 first report on the implementation on MRS was adopted by the European Commission involving 19 EU and 8 non-EU countries. It shows that there is an equal participation of non-EU countries in the EUSDR, the EUSAIR (and the EUSALP) with EU Member States. This helps immensely to promote and help non-EU countries joint work on commonly defined objectives.

Regional initiatives in the sector of tourism are strongly supported both by EUSDR and EUSAIR as tourism are among key sectors that can relatively quickly generate visible results.

Even the local top-down initiatives are more dominant and expanding, even though there is high local ownership, real political will is lacking.

3. Tourism in the Western Balkans

3.1. Context

As travel and tourism continue to expand globally, the region can position itself to benefit further from tourists' increased interest in the new experiences and authentic history and culture it offers.

Identified as emerging tourist destinations, the WB6 have all reported double-digit increases in recent years, making them one of the fastest-growing regions. The WB region has the potential to capture an even more significant tourism marker share thanks also to its natural and cultural heritage.

However, to ensure greater competitiveness and sustainable tourism growth, it is necessary to have more effective institutions and mechanisms that foster partnerships with the private sector, and stronger horizontal and vertical co-ordination of relevant bodies at different levels of governments and across the region. It also requires identification how tasks, roles and responsibilities will be divided among economies, as well as budget to underpin the framework for implementation. The economies need to review their specific human resource needs, organisational structures and capacity-

building approaches to improve efficiency and allow scope for future innovation.

In first step it is an urgent to bring tourism infrastructure into line with internationally recognized standards. The accessibility of the region by air, land and sea needs significant improvement to attract greater numbers of international and domestic tourists.

The WB economies could forge stronger links between natural and cultural resource strategies and tourism. Governments would benefit from more systematic consultations among relevant public institutions and civil society stakeholders and should be more open and committed to scientific research to support untapped potentials of heritage for tourism, such as for example the WWII monumental heritage, move toward development of tourism products based on those potentials/themes and offer at the market as part of larger Pan-European offer but also stand-alone regional offer.

The professionalization of the tourism workforce is the significant skills gap in the sector. All six economies need to review their existing frameworks for vocational education and practical training (VET), higher education, and lifelong learning to strengthen their links to tourism in order to match labour supply with demand. They also need to make tourism a more attractive career choice and strengthen the links between businesses and academia to address employment and skills development issues more

effectively.

Last but not least, tourism data and statistics shall be also in line with international standards and good practice. Existing data need to be more robust and comprehensive to inform forward-looking strategic planning and decision making, and to facilitate monitoring of implementation.

Particular emphasis on finding synergies between sectors such as transport, culture, investment promotion, skills and education are needed to move forward in regional tourism products development.

Investment policy and promotion are key for investments in tourism infrastructure, such as to transport visitors to and around a destination, and to provide adequate accommodation, entertainment and other facilities. Public and private investments play an important role in promoting the attractiveness and competitiveness of a destination and in supporting small and medium-sized enterprises (SMEs) and local development.

Accommodation is one of the most important elements of the tourism offer and of tourists' overall experience. Accommodation is provided by both businesses and individuals, and is increasingly marketed by digital platforms for renting private accommodation. In local tourist areas, accommodation can be one of the key economic drivers. The six economies benefit from the presence and interest of international

hotel chains and are characterised by a diversity of accommodation. However, more detailed analysis of visitor accommodation depends on the availability and accuracy of data, which need improvement.

Destination branding and product development have improved the tourist offer, targeting specific tourism market segments. Private-sector involvement in policy design and implementation is slowly increasing**.** The economies have taken steps to attract more international visitors from emerging markets and neighbouring countries by improving accessibility, branding and perceptions. However those are still in its infancy.

Each economy has taken steps to liberalise visa arrangements with many countries, including those in the European Union (EU), the People's Republic of China and India. They are also establishing regional hub airports attracting low-cost as well as some domestic carriers.

Safety – International competition for tourism revenue is increasingly dependent on the quality of the offer and the assurance of a safe, secure and seamless travel experience. Tourists expect all destinations to be safe. The safety and welfare of tourists should be a priority for policy makers. Safety and security issues have gained importance in recent years due to terrorist acts, local wars, natural disasters, epidemics and pandemics.

3.2. Performance

Cultural routes, being understood as an idea, a public policy tool, and a form of inter-organisational collaboration, have been spreading across the world since the 1980s, especially in Europe, where the route trails cross practically all European cities and regions. Cultural routes are mostly considered in the context of the functions and competences of routes, particularly in the aspect of geographical space; the importance of local, regional, and transnational tourism for the sustainable development ; the area of cultural, social, and civic activity; ways of understanding routes in local communities ; the promotion of sustainable tourism development, including cultural tourism ; and, sustainable development of infrastructure.

The Balkan countries in international tourism statistics is determined by the World Tourism Organization (WTO), which monitors and analyzes the state of international tourism in over 200 countries worldwide.

Despite its natural geographic community (the Balkan peninsula) and a number of similarities in the historical and socio-economic development, the World Tourism Organization (WTO) refers to the Balkan countries not as to only one subregion. They are divided between two tourist subregions - Southern Europe and Eastern Mediterranean and Central and Eastern Europe. In 2015, Southern Europe and

Eastern Mediterranean Subregion, attracted 225.2 million international tourists (WTO, 2016). This is 18.9% of the tourists in the world. The subregion has received 175.8 billion USD revenues from international tourism or 14% of the revenues from international tourism in the world. The average revenues per tourist who arrived in the subregion are 780 USD. Within the European tourist region the subregion of Southern Europe and Eastern Mediterranean accepts 37.1% tourist arrivals and receives 39% revenues from international tourism, and the results of these indicators are ahead of the other tourist subregions. In 2015, the Balkan countries were visited by 96.716 million foreign tourists - 8.15% of the arrivals worldwide and 15.9% of the arrivals in the tourist region. The most visited countries are Turkey and Greece, followed by Croatia. The lowest number of arrivals is in North Macedonia, Bosnia and Herzegovina. It is noteworthy that small countries like Montenegro and Slovenia feature a significant number of arrivals, while Romania and Serbia, despite their larger territories do not stand out with significant tourist flows. Therefore, the tourist resources' potential is utilized to varying degrees in different Balkan countries and they are characterized by different levels in the development of their tourism industry.

Compared to 2015 almost all Balkan countries recorded growth in arrivals. The largest is in Bosnia and Herzegovina (+ 26.5%), Romania (+ 16.9%), Montenegro (+15.5%), Macedonia (+14.2%), Albania (+13,3%), Bulgaria (+12.7%).

Consequently, tourism in the Balkans is developing rapidly (+ 11.9%). It is significantly higher than the European average (+ 4.7%) and the world average (+4,6%) .

Most visitors are arriving from the European tourist region. The reasons for their arrivals are various – holidays, visiting relatives and friends, participation in conferences and trade shows, cultural exchange trips, etc.

According to the recently updated long-term outlook and assessment of future tourism trends produced by the UN World Tourism Organization (UNWTO), the number of international tourist arrivals worldwide is expected to increase by an average of 3.3 percent per year from 2010 to 2030. This represents some 43 million more international tourist arrivals every year, reaching a total of 1.8 billion arrivals by 2030. Europe has consistently been the biggest generator of international arrivals and is expected to account for more than 45 percent of arrivals in 2020, maintaining an average growth rate of 6.5 percent. While Northern and Western Europe have seen much slower growth in recent years (Northern Europe: 5 percent in 2011; Western Europe: 3 percent in 2011), Central/Eastern Europe and Mediterranean Europe have been the main generators of growth on the continent (percent in 2011).

The power of tourism lies in its significant economic impacts. According to the World Travel & Tourism Council (WTTC) and Oxford Economics, in 2011, tourism generated 9 percent of the global GDP. One in every twelve jobs (255 Million in total) around the globe is supported by tourism. This is 6 times more than the global automotive industry, 4 times more than the global mining industry and a 1/3 more than the global financial industry. In Europe tourism is the biggest employer, exceeding the auto industry.

Creation of regional tourist routes will contribute to better recognition of tourism in this part of the Balkans, as well as further increase in the number of tourists and relevant content for them.

4. Themes tourism and tourism routes as drivers of destination attractiveness

4.1. Grouping themes

Theme-based tourism reinforces the identity of the territory, both internally and to the outside world. It coordinates and shapes the energies of local tourism agencies and authorities, and the activities of private businesses and associations. Themed tourism is easier to develop where language and culture are shared, within a homogeneous landscape and, particularly, within a single administrative jurisdiction. Even in a single country, developing tourism collaboratively is complex thus crossing of political borders, whether intranational or international adds further levels of difficulty.

Transnational theme-based tourism is still in the early stages of development. Very few of the cases and illustrative examples presented have histories of over ten years. Even fewer can confidently say they have a fully developed and operational tourism strategy. At the simplest level, cross-border tourism is dependent on policies and procedures relating to visas and border control. Progress has been made in recent years thanks to multilateral agreements that may exempt travelers from the visa requirement. Transnational themed tourism products offer visitors an immersive experience through the discovery of whole regions, in their richness and diversity. Whether in Europe or in other areas of the world, they also enhance synergies, and strengthen cross-border collaboration.

Themes are the basis on which tourism professionals, whether in the public or private sector, construct and market tourism products. They correspond to the motivation of travellers, whether they relate to history, food, well-being or any other domain of human interest.

Five types of transnational themed tourism
Each of these six models has different requirements, needs different skills and resources, and will be developed and marketed differently.

1. **Localized, cross-border initiatives**. This is the simplest case: two or more regions or towns that are separated by a border see an interest in developing and promoting tourism based on a common theme.

2. **Itineraries and travel corridors**. Any transnational initiative based on an itinerary can be considered a travel corridor, whether travelled by car, by train, on foot, or by any other means.

3. **Thematic or cultural networks** - The basis of this model is partnership between destinations, local authorities, cultural sites, academic institutions or other bodies, based in several different countries. The initiatives are led by groups or associations, bringing together public and private partners, enabling collective decisions. They are often supported by a Scientific Committee.

4. **Promotion of thematic experiences**. In the case of theme and experience promotion, the link to specific initiatives or institutions is much looser than in the previous examples. The goal is to promote a type or style of tourism, including values and life-style.

5. **Strategic regional cooperation**. At the highest level, tourism is a strategic economic tool; policy decisions are taken and cooperation agreement signed between governments to promote transnational tourism.

The benefits of themed networks and routes

- Enhanced abilities to promote the unique attributes of a destination or destinations.
- The potential to spread demand: with a themed approach, a destination can generate benefits in peripheral regions or at specific times of year.
- The chance to redefine a mature destination and rejuvenate its growth. It can provide an innovative framework for strategic product development.

- Capacity to develop a greater level of cohesion within the tourism industry and the supporting commercial community, and to instill a sense of pride within resident populations.

Theming can therefore be a strategic tool in promoting economic development and regeneration:

- Revitalise declining areas and/or open up new destinations; creating new employment opportunities; providing an impetus to foster public-private partnerships and stimulate entrepreneurship; and, enhancing conditions to attract funding or private sector investment.
- Create opportunities for transboundary cooperation and collaborative destination marketing.
- Develop cultural understanding and strengthening of social cohesion and the cultural links between people at the local, regional, national and/or international levels.
- Protect and promote the natural and cultural heritage – both tangible and intangible, through generating income for preservation and providing economic viability to activities which might otherwise be "lost", particularly those related to more traditional sectors such as agriculture or handicraft.

Today the **concept of experience is crucial for modern tourism marketing.** It evokes different emotions, physical and spiritual memories that make the experience more personal and memorable. In a sense, all tourism of a cultural

nature is experiential. **Events-based marketing** has become a staple of destinations that are developing experiential tourism. *Western Balkans are rich in cultural diversity which makes them very attractive for linking up with walking tours.

Challenges of an *administrative* nature for cross-border thematic routes:

- The reluctance of tourism authorities to pursue cross-border opportunities, given their mandate to develop tourism within their own boundaries, to differentiate their destination, to brand it and promote it;
- The reticence of governments to support initiatives that appear to encourage travel out of the jurisdiction;
- Difficulties in coordinating tourism policies and strategic priorities, and the need to develop inclusive governance models;
- Variations in administrative structures, modes of funding, and decision-making processes
- Differences in economic development and sophistication of the tourism sector from country to country;
- Issues relating to branding, brand ownership and determining the *hierarchy* of brands
- Problems associated with making elements of the story and theme meaningful given that travellers may only experience one part of the route or destination.

4.2. The concept of tourism route

The term route sometimes designates a themed tourism product in the form of an itinerary, and sometimes simply a network of similarly themed products or destinations.

In all cases, it is a way of structuring tourist visits and grouping sites and assets over an extended geographical area, guiding the traveller through a journey of discovery. Sometimes this is an itinerary, to be followed by car, on foot, or by any other means. In other cases, it is a network of attractions and sites. It can be a physical road or trail, or may simply be a network of destinations.

Categorisation of the routes – 3 key types

- **Linear routes** which are based on one or several starting point and one end point. With linear routes, the physical route itself is often the thematic focus;
- **Network routes** where the route and its various elements form an archipelago of points but may not be connected sequentially or physically. The routes are often unified on a thematic basis rather than physical continuity with no specific start or end; and
- **Territorial routes** where the cultural routes involve a large geographical area sharing a theme. These themes are based on elements of civilisation and how these are integrated into the region's culture and identity.

Governance needs to be balanced between these important levels: ministers, national coordinators and thematic coordinators. Strategies are usually long-term processes, so constant capacity and resources are needed to implement it and strengthen national coordination mechanisms. There is definitely a gap between political commitment and actual follow-up at both administrative and implementation level, so the ownership needs to be strengthened. Multi-stakeholder governance is supported by all MRS, but grater participation of the civil society can strengthen the bottom-up strategies, as well as the participation of the private sector.

Other challenges concerning administrative capacity:

- Insititutional and staff fluctuations
- Resource limitations
- Disparities in economic, insitutionsal and administrative capacity
- Weak implementation chains between decision makers and key implementers
- Insufficient representations and commitment from all participating countries and
- Lack of common reference frameworks

The marketing of routes and networks is complex, and includes:
- Identifying and defining the theme;
- Shaping and packaging the concept;
- Developing products for the market; and

- Promoting the whole.

Marketing covers multiple issues: branding and positioning; the various elements and quality of the visitor experience; aspects such as interpretation, access to supporting services such as accommodation, food and drink; signage and wayfinding; and the training and coordination of local businesses. In other words, marketing is concerned with the entire visitor experience. The marketing of themes and theme-based tourism cannot be the sole responsibility of tourism authorities. Rather, it must be a collaborative effort that involves the public sector, tourism professionals, other private businesses, and the local community as a whole. Tourism themes or routes are created and developed through partner collaboration.

5. Routes sustainable management

5.1. Routes sustainable management

The establishment of an institution for the management of a tourism / cultural route should first clarify the issues related to the scope of its activities, especially in consideration of the different typologies of cultural monuments, and then determine who the key stakeholders are and how the partnership is achieved within that route.

Currently, the most common way of managing cultural heritage sustainably takes the form of cultural routes. The cultural routes phenomenon stems largely from their innovative organization, so different from the past institutionalized and formalized heritage management structures that were not able to adapt to the contemporary discourse on cultural heritage, which is currently one of the pillars of sustainable development. This new concept prioritizes the active participation of many different stakeholders in heritage management: not only public sector organizations with institutional designation to this end, but first and foremost entrepreneurs who create heritage-related products, tourists who visit places covered by the route, and people who create this type of heritage.

One of the examples of an independent body that manages cultural heritage in the United Kingdom is the charity "Historic Royal Palaces". The "Historic Royal Palaces" is an independent public body founded by Royal Charter in 1998 so as to take care and maintain the unoccupied royal palaces on behalf of the Queen. With respect to its status, the "Historic Royal Palaces" is an independent, private, charity foundation whose responsibilities are defined by the Crown, and which is contracted by the Secretary of State for Culture, Media and Sport.

In addition to the Tower of London, the charity also manages the Hampton Court Palaces, the Banqueting House in Whitehall, the Kensington Palace State Apartments, the Kew Palace and the Hillsborough Castle in Northern Ireland.

The charity is independently financed in full, and does not receive funding either from the Government or from the Crown. The funds necessary for the implementation of the annual budget are provided primarily from ticket sales, sales revenue (souvenirs, props, publications, etc.), from the functional income and event-related income, as well as from membership fees, sponsorships, grants and donations.

The responsibilities of the charity cover:
- maintenance,
- conservation, and
- public presentation of the Tower.

In terms of organization, the management of the

charity is implemented on three levels:

1. **Advisory level** - The Board of Trustees which oversees the work of the Executive Board, including the Crown representative. All members of the Board have a non-executive role;

2. **Strategic level** - the Executive Board is headed by Executive Director;

3. **Operational level** - an independent charity "Historic Royal Palaces" in the form of a humanitarian foundation.

In addition, there is a world cultural heritage advisory body – the Advisory Committee "The Tower of London WHS Consultative Committee" that includes local partners, local authorities and heritage experts. The role of this advisory body is to review progress in achieving set goals, assist in the implementation of the annual activity plan, and consider proposals, challenges and problems of maintaining world cultural heritage. The Advisory Committee meets at least once a year.

There are several organizational forms of designated routes that can help manage a cultural route competitively. One of the possibilities is to establish a special institution that will deal exclusively with the WWII monumental heritage in order to plan, organize and supervise the activities of establishing value chains, creating a system of tourist experiences, networking and establishing public-private partnerships. Any other activity regarding cultural and historical heritage, and culture in general, would not be the subject of interest of such an organization. The advantage of this option is that it focuses attention on one topic, thereby streamlining the available resources. The disadvantage is in the danger that other heritage sites may remain excluded from the process of developing the system of tourist experiences. Another option would be to establish an organization that would deal with all cultural monuments, but also other tourist attractions. Such an organization can be structured as a Destination Management Organization (DMO), with special departments that work on maintaining quality, protecting and developing products and attractions, promoting and marketing, and administration and finance. This usefully involves a much wider scope of operations, professional management and more.

The experience of effective routes has shown that partnerships between the private and the public sectors are one of the key factors of success. When talking about partnerships, we do not just mean the necessary cooperation between the private and public sectors at the cluster and/or destination level. Rather, it should be a concrete partnership shaped around the route conceived as a product.

Good management of routes by different partners requires a precise and well-defined management policy, with clear guidance on accountability and commitment. At the stage when the network starts to develop its common products, legal structure and organization, and when the time comes to appoint a Steering Committee, the establishment of a coordination office, and the definition of formal membership rules and membership fees assume particular importance.

The basic elements of the quality management model for networked routes are:
- A legal basis (statutes and by-laws or work models);
- A shared administrative structure; and
- Shared obligations (financial or other).

Although, as structures, routes represent a very diffuse, decentralized model of operation, the establishment of a network with legal representation often requires the definition of a central contact point. In terms of administrative structure, the establishment of an office for coordinating the network by way of a coordinator and an administrative officer are necessary for everyday management, addressing the needs of new and existing members, provision of information, organization of meetings, etc.

Sustainability is achieved through different models of fundraising:
- Membership fees;
- Ticket sales;
- Through foundations, sponsors and donations;
- Through the support of national and transnational programs;
- Through financial revenues (stocks, investments, bonds, etc.);
- Other means.

The management model should address the following key aspects of route management:
- Development management;
- Brand management;
- Experience management;
- Marketing management;
- Visitors' management.

Examples of cultural routes management models:

Roman Emperors and Danube Wine Route

- The Danube Competence Center (DCC), based in Belgrade, is a Danube focused association of tourism actors for a sustainable and competitive destination Danube.
- The association's main task is to build and support networks of tourism stakeholders by enhancing transnational cooperation through various tourism development and promotional activities while implementing and promoting a unique tourism brand for a competitive European Danube region.

DCC receives financial support by the German Federal Ministry of Economic Co-operation and Development (BMZ), through its agency Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

Counting 80 members from all Danube countries, DCC is guided by the principles of membership and partnership. In 2019, the extension of the cultural route *Roman Emperors and the Danube Wine Route* got new partners from Montenegro, Bosnia and Herzegovina, Northern Macedonia and Albania.

DCC has the legal status of an association. It is financed from membership fees, donations, through project support and the like. DCC members come from the public, private and non-governmental sectors.

DCC has been managing the cultural route since 2012, via an organization body and the route coordinator.

Transromanica is registered as a voluntary association in accordance with the German law, consists of 10 members including national and regional public and private partners from seven countries, and collects membership fees from its members. Among its members, there are institutions, tourist organizations and regional authorities. Members pay an annual membership fee to the Association which is managed by a Secretariat. In exchange for a membership fee, members are given the license to use the Association logos, and the right to place their information on the Transromanica website.

Transromanica is managed through an organizational body with a legal status, budget and staff. 58% of its members are organized

into associations and connected to the route. Volunteers and professionals work for the association. Revenue is generated from membership fees, income and sponsorship. Administrative bodies include the Executive Committee, and the scientific members of the Committee.

In the establishment of the network, the following basic criteria have been taken into consideration:

Cultural and historical criteria:
- Percent of Romanic locations and monuments;
- Condition of included locations and monuments;
- Degree of historical significance.

Tourism-related criteria:
- Territorial coverage;
- Feedback and presence in tourist guides;
- Openness to the public, number of events, interpretation.

Other criteria: PR, youth work, tourism marketing

5.2. Development of an integral tourism product

The simplest definition of a cultural-tourist product is a combination of attractions, accommodation and transportation. Cultural "products" are not buildings or objects from the past, but result from their proper interpretation.

When packaging a tourism product, it is necessary to link the individual products and services into a unique experience to be delivered to tourists (often at a single price). Moreover, it is important to keep in mind that tourists want to get a unique experience out of their trip, one that is made up of a number of different products and services. Therefore, it is not enough to create only an inventory of attractions and services, but it is necessary to look at what the tourist desires, what her/his needs and expectations are.

Together with the natural and man-made attractions, the tourist product (route) also covers transport, food and beverage, accommodation, entertainment, wellness, events, shopping, tasting programs, collecting of wild plants and more.

There is no precise time frame recommended for product packaging. Packages can be:
- Half-day packages;
- One-day packages;
- Weekend packages;
- Extended-stay packages;
- Weekly packages;

- Ten-day packages, etc.

In order for the organization-managed product or route to ensure self-sustainability, it is necessary to consider, at the time of their packaging, at the range of products and services based on which the organization and its participants plan to generate revenues and create value for their clients. The product portfolio should balance between the products and services that are charged (that generate revenue) and those that are not (that generate visibility and client experience). It is also useful to know which products are already active, and which may become available in a future time, both in short-term and long-term.

5.3. Marketing strategy and tourism route promotion

For a tourist route to become competitive and sustainable, it is necessary to define the key elements of the tourist route marketing strategy.

A clear tourism vision – the need for a clear and understandable vision (in defining the destination area included in the tourist route).

Using modern technology and knowledge, visions are created by Destination Management Organizations (DMOs). It is important to emphasize that a tourism vision should reflect the general attitudes of the entire public sector (not just tourist authorities) and the local population, which may be achieved through operational marketing activities that target all key actors.

Accessibility – Easy access to attractions of the tourist route affects the success of the tourist route as a whole.

A tourist route must provide access to attractions for different types of traffic and allow for their combinations. At a tourist route destination, internal traffic should also be developed so that tourists can move about without problems.

Development of tourism products – a tourism route should create tourism products based on

its resources and a logic that is grounded in the way that it positively influences (in the medium and long run) the number of tourists and tourism revenue. The products that bring quick success require less means for development and marketing in order to achieve the desired effects.

Provision of experience – beside the development of basic services (accommodation, food, accessibility), a tourist route should also provide special services, first and foremost a special tourist experience. Tourists are keen on spreading word about the experience they had, which results in an excellent "word of mouth" marketing, and affects positively the image of the tourist route and the tourist destination it covers.

5.3.1. Proposal for the marketing (and communication) activities

Having defined a unique selling proposal and established the management organization of the tourist route, it is necessary to create the identity elements of the tourist route, followed by the implementation of promotional and communication activities that build the image of the route and the destination it covers.

Database creation

The first step in building up the brand is to create the necessary database from which the initial materials, as well as the subsequent standard campaigns are created. It is a complex database that includes different types of materials:
- PHOTO AND VIDEO MATERIALS DATABASE (systematization of existing material and production of what is missing. For example, it is necessary to produce short videos about the route and its individual products / attractions covered by the cultural route);
- STAKEHOLDER DATABASE (contacts with basic information of providers of services in the fields of tourism, traffic, event organization, cultural institutions, etc.) in the wider WB area;
- CLIENTS DATABASE (contacts with basic information of agencies, tour operators, cruiser operators, faculties, and other subjects

of interest);
- DATABASE OF DESIGNATED CULTURAL ROUTES THAT COVER OR PARTIALLY COVER THE SAME AREA (contacts with basic information on LOCALITIES in the WB area);
- MEDIA DATABASE (basic information on the media, and on published articles – press clippings, press conferences, internet and social networks, TV campaigns, social network campaigns, etc.).

Publishing activities

It is necessary to provide brochures (uniform in design) that provide general information on the tourist offer of the cultural route, but also ones that specialize in certain tourist products or services. It is necessary to publish Travel Guide **brochures**. It is useful to re-print them in different languages. In addition to the brochures, it is important to print flyers with defined tourist packages and brief information on the cultural route. It is also useful to print a map of a cultural route with a map of the wider destination it covers. Given that an on-line approach has been encouraged following the recent trends, the mentioned materials should be offered to tourists in electronic form as well. This will ensure better availability of information and reduce printing costs. Additionally, access will be provided to those market segments that do not care for printed materials, but store materials in electronic libraries.

Advertising in written and electronic media

The digital technology developments bring about ever-increasing changes in the ways of communication with consumers. It is necessary to combine digital media with a more traditional approach:

- A website in the informative-commercial form (with an interactive map, weather information, on-line video game, calendar of upcoming events, introduction of several social media. It is also useful to enable multilingual access, and it would be attractive to enable on-line booking of events and packages, etc.);
- Advertising on the internet presentations of stakeholders (electronic marketing): banners, dedicated webpages and others;
- Advertising in print media (continuous communication with tourists through interviews, promotional texts and photographs in daily and tourism-focused print media);
- Advertising on electronic media (presentation of events and tourist offer in the form of public appearances);
- Advertising on radio stations.

Organization of study visits

Study visits are a tried-and-true way of presenting a cultural route and the destination as a whole, showcasing new segments of the offer and general interest raising, and cover the following:

- Organization of high-level delegation visits independently, but also in cooperation with

the compatible routes in the WB (visibility and cost reduction);
- Organization of journalist visits;
- Organization of specialized groups' visits.

Information and PR

Every successful promotional campaign begins with adequate information (which was the reason behind the long-standing formulation "informative propaganda activity"). Providing information is the basis for successful development of public and media relations, and entails:

- Regular public reporting on conducted activities, holding press conferences, giving interviews to written media, presence in electronic media, providing editorial boards with press releases and press kit materials;
- Setting up billboards for site and tourist offer promotion (event announcements);
- Active placement of content on social networks, and updating of the already posted news, data, photos, etc.;
- Placement of info-boards and signs, and the maintenance of tourist signaling in order to better inform tourists;
- Use of modern technologies in site presentation (digital presentations, photo galleries, selection of video materials).

Souvenirs and promotional material

One of the best methods of communication is to offer recognizable, authentic and characteristic

souvenirs related to the theme of the cultural route. These are the souvenirs that reveal at first glance where they come from. In addition to souvenirs, this item also includes promotional material.

Participation in tourism fairs

The aim of the participation at fairs is to ensure the visibility of the cultural route and the destination it covers. Fairs should be selected for potential participation based on a market research, in accordance with the Marketing Plan and the available data on (potential) tourist demand.

Participation in events, congresses and seminars

It is necessary to take part in the organization of events, congresses and seminars. The final aim of this participation is to maintain and increase the positive reputation of the products, creating positive "rumors" and encouraging the "word-of-mouth" promotion.

Membership in international organizations and associations, and cooperation with international and state institutions

A network of similar-minded institutions that share same interests also represents a good communication channel. Cooperation with

faculties and science institutions can *inter alia* reduce the issue of the lack of qualified workforce, especially in the domain of providing services (guides, informative activities, waiters, etc.). Student organizations, university career development centers, and the cooperation with businesses and similar organizations can help organize student internships, student volunteer work, and student exchange with the universities in WB countries and beyond.

Cooperation with the following institutions and organizations is advised:

- Cooperation with faculties for tourism, economy, culture and others (in the country and other Danube-region countries, through student internship mechanisms);
- Cooperation with science institutes for cooperation and research;
- Cooperation with professional associations and organizations;
- Cooperation with line and other ministries;
- Intermunicipal cooperation;
- Cooperation with Chambers of Commerce, and certain specialized associations;
- Cooperation with tourist agencies and their associations;
- Cooperation with hotel operators, and their specialized associations in the country, the WB region, and beyond.

Training and research programmes

In order to gain knowledge and raise quality, organize that knowledge and develop activities

based on the lessons learned, the following activities are proposed as very important:

- Trainings for monitoring trends, and capacity building activities for tourism stakeholders;
- Specialized trainings in different fields: communication and animation, tourism guidance service, cultural space animation, marketing tools, quality standards in tourism, and others.
-

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6. Recommendations / Guidelines

6.1. Recommendations for the integration of post-WWII monuments in SEE region in the existing certified Council of Europe cultural routes

The Cultural Routes of the Council of Europe represent a programme of cultural, education heritage and tourism aimed at developing and promoting an itinerary or a series of itineraries based on a historical route, cultural concept, a figure or a phenomenon of transnational importance and importance for the understanding and appreciation of the common European values. Each cultural route is based on a European theme, research and explanation of historical facts, figures, art movements, specific landscapes, or culture, common for different regions of Europe.

The activities of cultural routes are harmonized with the overall activities at the local, national and international level.
- They are conducted in the following five main

priority fields of action:
- Cultural tourism and sustainable cultural development;
- Enhancement of memory, history and European heritage;
- Contemporary cultural and artistic practice;
- Co-operation in research and development;
- Cultural and educational exchanges for young Europeans.

Certification of a cultural route - Evaluation criteria for networks
- Theme selection – European and unique
- The scope of theme including a list of the undertaken researches of the theme
- Territorial scope
- Number of included member states
- Number of network members
- Partners' agreements – tour operators, travel agencies, destination management companies
- Agreements with associations, institutions
- Financial sustainability   management
- Legal foundations – statute, internal regulations
- Transparency
- Fields of activity (conferences, trainings, education)
- PR, publications, workshops, web, signalization   visibility
- Flow of visitors.

Through previous chapters we have defined the steps, from theme selection to organization and promotion, that need to be taken into account

when initiation the process of defining, and eventual certification of a WWII heritage route.

- In accordance with the available documentation of local researchers, it can be concluded that several routes with potential to be developed and certified stand out (Route "Monumental Heritage of the Balkan Countries", "A Route of Monumental Stonework").
- A survey of the certified routes of the Council of Europe shows that several certified routes are located on the territories of countries within the scope of our research (Albania, Bosnia and Herzegovina, Kosovo*, Serbia, North Macedonia and Montenegro), including:

TRANSROMANICA - The Romanesque Routes of European Heritage (Serbia);

Certified "Cultural Route of the Council of Europe", 2007

Iter Vitis Route - The Culture of vine, winemaking and viticultural landscape (Serbia, Montenegro, North Macedonia)

Certified "Cultural Route of the Council of Europe", 2009

The European Cemeteries Route (Bosnia and Herzegovina, Serbia)

Certified "Cultural Route of the Council of Europe", 2010

Reseau Art Nouveau Netvork (Serbia)

Certified "Cultural Route of the Council of Europe", 2014

The Roman Emperors and Danube Wine Route (Serbia, through extension of the route also includes Albania, North Macedonia, Bosnia and Herzegovina, Montenegro)

Certified "Cultural Route of the Council of Europe", 2015

Trail Iron Curtain - The iron curtain trail follows the physical border running from the Barents Sea down to the Black Sea; cycling route (Serbia, Macedonia)

Certified "Cultural Route of the Council of Europe", 2019

European Route of Industrial Heritage - industrial heritage from the 18th century on (Serbia)

Certified "Cultural Route of the Council of Europe", 2019

ATRIUM - Architecture of Totalitarian Regimes in the 20th century (Albania)

Certified "Cultural Route of the Council of Europe", 2014

It can be noted that the attractions (WWII heritage) partly fit into the theme of several certified routes (e.g. ATRIUM, The European Cemeteries) and that only by one country from the area that is the subject of our work is included in the routes. If a consensus is reached that the stated themes correspond with the part of monumental heritage emphasized in the documentation of local researchers, it well be necessary to make an effort to become a part of the mentioned routes through their extension.

On the other hand, it is possible, through marketing activities ("next to", "near by"), to use the existing certified routes and divert the activities of tourists from the primary route, encouraging them to visit and do sightseeing of the monumental heritage. While doing so, a care must be taken that what we offer has adequate service and infrastructure coverage.

6.2. Recommendations for the integration of post-WWII monuments in SEE region in the existing SEE national tourism products

From the documentation of local researchers it can be concluded that the Integration of proposed sites and some cases of itineraries into national tourism products will have to meet the established quality criteria and standards that exist in each country. Apart from the need to develop a narrative that could be adopted and integrated into the existing or future national tourism products, the branding process should start as early as possible in order to increase the visibility and accelerate the process of developing an individual tourism product.

During the workshop held in Podgorica on 14 May 2019 the local researchers expressed the problems that need to be solved in order for the WWII heritage to be integrated into a unique tourism products. One of the identified problems is a Narrative, which is a problem rather at the regional than the national level of the route. This problem can be overcome if the art, an individual, achievements of women in the domain of monumental heritage, etc. are taken as a narrative, or if a consensus is reached primarily at the level of professionals in the countries of the region, as well through integration in

the existing certified routes mentioned in the previous chapter of this document.

The second problem raised by local experts at the workshop in Podgorica is the devastation of monumental heritage, as well as unresolved questions of management and protection of the monumental heritage.

It is necessary to work, at the national level, on raising awareness of the importance of monumental heritage and take quick action towards its valorization.

By analyzing the documentation provided by local experts it can be noted that the infrastructure and suprastructure around many monuments contained in the expanded list is scarce. In order to initiate the process of activation of monumental heritage it is recommended to single out the monuments that are available for sightseeing, while classifying other monuments into those that will be available in a medium term, and those that require substantial investments in order to be integrated into a cultural route.

The fastest integration into the existing tourism products can be achieved with memorial parks (e.g. Memorial Complex "The Battle for the Wounded on the Neretva River" (Jablanica – Bosnia and Herzegovina), Memorial Complex "The Valley of Heroes" at Tjentište (Bosnia and Herzegovina), "Kragujevac October" Memorial Park in Kragujevac (Serbia), "The Syrmian

Front " Memorial Complex (Adaševci- Serbia) and others), as well as with the monuments that in greatest part have adequate infrastructure or require the shortest time for it to be made functional.

Local experts also presented framework cultural routes which provide good foundations for developing a tourism product in the next phase. All the researchers gave special importance to the designers of the monuments, showing, in a remarkable way, that such rounded routes can be part first of the national, and then of the regional cultural routes (Thoma Thomai Dhamo and Hektor Dule (Albania), Jordan Grabuloski (Macedonia), Bogdan Bogdanovic (almost all the monuments), Miodrag Živković (in several countries) and others). Such a concept of routes at the national level can especially contribute to raising awareness of the importance of monumental heritage.

Some experts have already adapted potential routes for the use at the national level (as a destination -Serbia, as a potential itinerary - Montenegro, combined form of tourism – Bosnia and Herzegovina, thematic - Macedonia), with clear connections with potential regional routes.

Cooperation between experts in culture and tourism, travel agencies, as well as decisions-makers at the level of ministries responsible for culture, education and tourism is needed in order for the monumental heritage to find its adequate place in the tourism offer.

6.3. Recommendations on next steps for development of regional route

Stakeholders mapping and analyses

A comprehensive stakeholder mapping and analyses is recommended in order to identify the readiness to enter the dialogue on development of future regional tourism product on WWII monuments. The stakeholders from the sector of culture and tourism industry shall be mapped, but also investments and developmental agencies, trade associations, chamber of commerce, and local communities as it would be of utmost importance to establish of strategic partnerships and create the credible Steering Committee.

Establish the regional cross-sectoral Steering Committee (SC) on WWII regional route.

The SC shall consist of regional representatives holding multiple competencies and be mandated to discuss most optimal model for development of the regional route against the models of the transnational themed tourism presented in Chapter 3.1.

In view of developing the regional route on WWII as a new stand-alone or spur of existing Council of Europe Cultural Routes, whereas

the Council of Europe (CoE) emphasize the importance of scientifically validated themes of the certified CoE Cultural Routes, the structure of the SC shall be further build upon sub/committees or units as following:

- scientific unit that mobilize interdisciplinary knowledge holders, researchers and experts;
- coordinating unit that can be later turned to regional management organization / structure, and
- legal unit dealing with local, national and transnational legal frameworks.

Reaching consensus on formulation the theme for the regional route

The well-constructed *theme* is crucial as it is the principal marketing tool. Every interaction with a partner or a customer and every marketing message will be determined and shaped by the theme. In other words, it is in *basis* of the route.

However, formulation of the theme might be impacted with decision on new stand-alone route or regional route seek synergies with already existing CoE or other Cultural Routes. In the case of later, the formulation shall be under the umbrella of already existing route theme or network's brand.

Apart from a research carried out and provide respective data supporting the theme, it shall offer the situation analyses too. Following that the well-constructed theme is extensively discussed and agreed by stakeholders. The

extensive consultations on the theme for the regional route with stakeholders, in particular with local communities, business and tourism industry is strongly recommended.

Beside engaging with stakeholders in consultations, the complementary process on wider public dialogue on interpretation and ways of presenting the WWII monuments could be done in order to bring in public focus and create the momentum for this highly sensitive (and neglected even denied) and emotional issue of WWII monuments in the region.

The dialogue might be carried out in form of forums, conference, but also on various ICT platforms.

Situation assessment, including asset and market evaluation

The proper market research might be too early for route in progress however, it is recommended to ensure the vialability of the future (regional) tourism product.

The asset evaluation needs to cover the:
- economy of the territories, including its weaknesses and dependencies;
- industries, crafts and skills in all the territories concerned;
- culture, traditions, festivals/events, gastronomy;
- characteristics of the towns, villages and countryside, in terms of economic activity,

demographics and population; and
- landscape and natural assets in all territories concerned.

The market evaluation will cover, among other things the:
- expected profiles of future visitors – including from the evidence of current visitors;
- size and nature of the domestic market – including proximity of major towns and cities;
- access to the territories concerned and to key sites, whether by air, road or other means;
- comparison with other transnational initiatives on the same theme.

The situation assessment shall be also done as can support the decision on stand alone route or spur, as well as to assess benchmarking against comparable initiatives. Apart from that the assessment on how critical is the route primarily for tourism strategies, but also other linked strategies in place of involved territories.

The legislative frameworks in place shall be also assessed and be part of overall SWOT analyses.

Possible synergies with certified Council of Europe Cultural Routes (CoE CR)

The significant potential for synergy is with newly CoE CR certified **Liberation Route Europe.**

Liberation Route Europe is an international remembrance network linking regions impacted by the liberation of Europe from Nazi occupation

in 1944-1945. The route connects important historic sites of the Second World War currently at territories of Belgium, the Czech Republic, France, Germany, Italy, Luxembourg, the Netherlands, Poland and the United Kingdom. The Route combines historical content with a multi-perspectivity approach, remembrance tourism and memory transmission tools at European level.

Also the newly certified CoE CR **Iron Curtain Trail** hold potential for collaboration. The Trail retraces the physical border stretching from the Barents Sea to the Black Sea dividing Easter and Western Europe for almost half a century following the end of the Second World War. It is a living lesson in European history of the 20th century as combines cultural and historic sites, monuments, museums and landmarks linked to the political, military and ideological barrier erected during the Cold War as a reminder of peace and reconciliation that have followed the fall of the "Iron Curtain". The Trail is the cyclable route for more than 10 000 km and covers 20 European countries, including Croatia and Serbia from the WB region.

Apart from lately certified CoE CR, the already holding certificate of the CoE CR presented in Chapter 5.1. (Roman Emperors and Danube Wine Route, ATRIUM, European Cemeteries Route etc.) are also fully relevant for seeking synergy.

Elaborate the most optimal format of the regional route management organization

There are several forms of managing a cultural route. The organization that manages the cultural route takes care of sustainability and further development of the cultural route, as well as marketing activities and reputation management. For a possible model of route management, see Chapter 4.

Develop the ICT platform and media channels, for early visitors virtual experience on the theme

This process shall be combined with further research and publication of data and results on WWII monuments, but also to create demand that might speed up the administrative and sector relevant process on starting the collaborative on development of new regional tourism products.

Procjena spomenika posvećenih II svjetskom ratu u Crnoj Gori za formiranje novog regionalnog turističkog proizvoda/ kulturne rute u jugoistočnoj Evropi
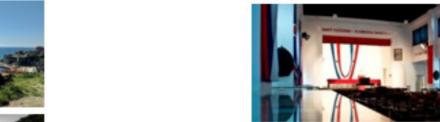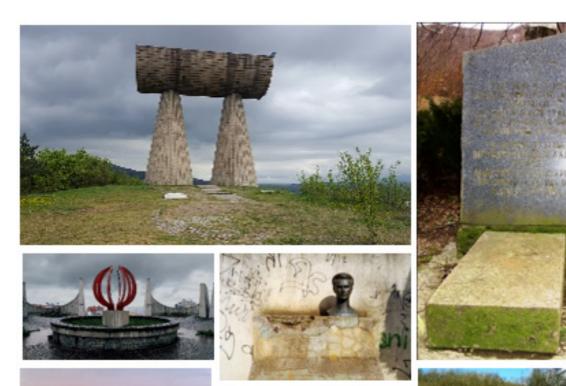
Procjena spomenika posvećenih II svjetskom ratu u Bosni i Hercegovini za formiranje novog regionalnog turističkog proizvoda/ kulturne rute u jugoistočnoj Evropi

Procjena spomenika posvećenih II svjetskom ratu u Srbiji za formiranje novog regionalnog turističkog proizvoda/ kulturne rute u jugoistočnoj Evropi

Vlerësimi i monumenteve të pas-Luftës së Dytë Botërore në Kosovë me qëllim të zhvillimit të një produkti të ri rajonal turistik/rrugë kulturore në Evropën Juglindore

Евалуацијата на спомениците посветени на Втора светска војна во Северна Македонија за воспоставување на нов регионален туристички производ/културна рута во Југоисточна Европа

Vlerësimi i monumenteve të kushtuara Luftës së Dytë Botërore në Shqipëri për formimin e prodhimit të ri turistik rajonal/rutës kulturore në Evropën Juglindore