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DEVELOPMENT FUND



INT-HERIT PROJECT

**OPERATIONAL IMPLEMENTATION
 FRAMEWORK**

BAENA (SPAIN)

MAY 2019



Excmo. Ayuntamiento
 de Baena





**HERITAGE STRATEGIES
IN SMALL AND
MEDIUM- SIZED
EUROPEAN CITIES**

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MESSAGE OF THE BAENA'S MAYOR

Jesús Rojano

Archaeological finds are, in their very essence, a great surprise, no matter how much evidence there may be that presupposes their existence.

A municipality, especially if it is a small one, such as those that form part of the INT-HERIT network, is, in this case, faced with an extraordinary challenge that can also become an important opportunity to diversify and promote local economic development. The necessary flexibility and adaptability, which this complex situation requires, does not exclude the provision of adequate planning instruments and implementation processes that allow effective work and lead to the achievement of expected results.

This is the scenario in which 9 small European cities have had the opportunity to work associated

with the INT-HERIT Project, within the framework of the URBACT III Programme and aimed at improving the management models of the heritage resources of our respective municipalities.

Together we have tackled common challenges, shared learning, exchanged both good practices and critical analysis by local actors themselves, partners and experts associated with the project. The challenge, at the end of the project, is to transfer this learning to the implementation of our management strategies, involving local political representatives, the technical teams of the municipality and the citizenship as a whole. Transnational cooperation has shown itself, once again, as a powerful tool to facilitate the local advancement of the cities and territories of the European Union.



PART I. REPORT

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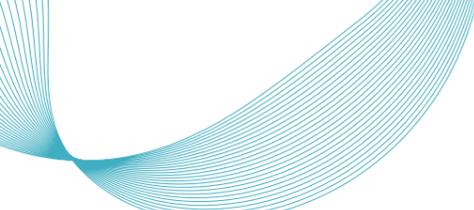
1) INTRODUCTION AND CONTEXT

Local political stage and the policy framework for implementation



The municipality of Baena has a high number of heritage sites available managed by its own local government. Through Estrategia de Desarrollo Integrado BAENA 2020 (Integrated Development Strategy Baena 2020) the city proposed a starting point from which they promote a sustainable and integrated development between the years 2016 and 2020. According to the heritage management, the previously mentioned strategy contained a line of action named BAENACULTURA, which through various initiatives tried to improve the state of preservation and enhancement of some heritage sites and specifically their management.





Particularly this effort was concentrated in Torreparedones archaeological site, in Baena's Castle and in a smaller extent in the rest of heritage and cultural city resources. Three scopes of action were effectively established with their own objectives. In this context, the Local Government has led the INT-HERIT Project (URBACT III Programme) together with a network of smaller European cities, also rich in cultural heritage and in need of a better sustainable and integrated management, focusing on how actions are implemented and how to learn from that initiative.

There have been two events at the beginning and during the analysed period (2016 - 2019), which negatively affected the implementation process of Estrategia Baena 2020 in the same way as the main actions taken by BAENACULTURA. In a way, the negative response from the State about FEDER money to finance actions included in BAENA 2020 has forced a reduction of the number of actions and their outreach, together with their priority. On another note, a lessening of the city population combined with the economic crisis effects has decreased the municipality incomes and has also provoked a negative impact on the local economy. All this together has had an adverse impact on the municipality's site management, what was reflected in a diminution of political and technical effort, which could have been done differently.



The 1,5% Cultural Joint Committee has recently (March 2019) positively reviewed the Project presented by Baena's Government for the protection and enhancement of the Torreparedones archaeological site, valued at 1.227.068 Euros. The State will contribute 75% to the actions, 920.000 Euros, and 300.000 by the Local Government. It is intended to carry new investigations, excavations and promotion of different settlements such as baths, the castle, etc. inside the archaeological site.

Nevertheless, the creation of the INT-HERIT Project has allowed in a way to balance that scarcity with the main activities of a transnational learning project; from which we can deduce positive achievements in terms of knowledge. Those achievements about implementation processes can be found alongside this text. The previously mentioned positive impact is sustained by two elements. On one hand, the exchange of experiences and expertise based on international cooperation between cities as URBACT promotes. On the other hand, through the Local Group ideas and proposals, which have facilitated the orientation and enhancement of the specific actions to the local politics and technicians during its implementation.



2) STARTING POSITION

Implementation origins

In broad terms, the implementation of actions related to heritage resources management in cities with similar population size and political, economic and technical capacities as Baena is characterised by a difficulty in keeping a stable strategic plan due to possible scarcities and unexpected events. In practical cases, implementations are usually said to be disconnected actions without a common plan.

Strategies like BAENA 2020 and BAENACULTURA action line in terms of cultural management represent an innovative solution to this trend. However, when external funds could not reach the expectations, the weaknesses of the proposal were exposed. Because of that, it shows an absence, close to a disappearance, of a plan or integrated strategy of actions along with the consequent difficulties in the operation implementation frame. It was affected by big imbalances regarding the lack of resources and staff, nonsense actions or inefficient tracking.

We can broadly describe aspects about how actions implementation has been managed in the three scopes under INT-HERIT analysis:

- 1) Baena's Castle
- 2) Torreparedones archaeological site
- 3) Museums and other cultural resources

Since the first years of the present century, there have been a number of important investments in local heritage management. Particularly during the first decade it exceeded twelve million Euros investments, although this quantity was lowered after the beginning of the economic crisis. However, and thanks to financial diversification, mainly by public funding, the Local Government high level of expenditure (in quotation) has continued. As an example, the 2018 local quotation is estimated around 18,5 million Euros, and investment in heritage resources will approach one million.



In relation to local heritage management actions taken in Baena, there are some problems and specific challenges mentioned here:

INTEGRATED MANAGEMENT AND POLICY FRAMEWORK

It is important to highlight the low number of specialized staff to manage the heritage intervention proposals development and tracking. That scarcity is also reflected on administration, remarkably when formally hiring suppliers and services. The continuous and organized coordination within departments and services is not guaranteed because of the lack of stated structures and procedures. In the same way, the complete cooperation with other administrations responsible for heritage management is not channelled, in particular with the Junta de Andalucía. The regional administration broadly controls and checks the sites for their conservation, but barely contributes financially or promoting, neither takes an active role in managing structures which depend on other administrations. The operational logic of the implementation has been characterized by a classic model in specific project management, involved or not in a plan or an action programme framework. These projects are developed in a pragmatic combination of necessities, priorities and opportunities. For this reason, it hinders the logic procedure of actions and continuous monitoring and tracking. Likewise, it is frequent to seek external technicians out to support in the specific technical tasks associated with the interventions.

PUBLIC-PRIVATE PARTNERSHIP

Baena's heritage sites management, including investments, adaptations and public usage has been under Baena's Local Government ownership. There have been few exceptions regarding the allowance to manage some tourist installations owned by the municipality (Mesón del Monte, Albergue Rural Ruta del Califato). Those limitations have supposed difficulties when pulling together and sharing perspectives. It has been a repetitive tendency within other nearby municipalities, where some exceptions prove the rule. Something similar happens when dealing with civilian society who has no availability of associative structures organized to share aims and responsibilities in terms of heritage management.

MONITORING AND TRACKING

As it has been previously stated, further on legal-administrative tracking of each action, there has not been a proper monitoring and evaluation of the processes, results and impacts of the carried-out operations. Data gathering in public sites can be roughly monitored tracking the access to them, the sold tickets incomes and visitors' basic data. So, it can be stated that from the information compiled throughout the different actions related to integral sites management (excavations, conservation tasks, public usage, other cultural and economic activities, etc.) track and analysis, there is not a system based on learning and enhancing the management and services provided.

LOCAL ACTIVE PARTICIPATION

It broadly confirms the absence of previous organized and permanent instruments for participation of those who are related to local heritage management and also of citizens. Regardless of that, there are some specific situations such as events, specific project design, activities celebrated, etc. where they do take part.



3) IMPLEMENTATION PLAN

Plan's panoramic,
blockages and barriers

According to the previously described incidents and limitations, the planned actions have been readjusted in an analytical perspective tracked during the INT-HERIT Project realisation. It is, therefore, an internal work plan for the development of this Project in a shared context with the municipality's political and technical duty-bearers. The local committee did not formally accept the papers about implementation, which could be defined as 'informal' under the institutional framework and political direction. The readjusted implementation plan gathered the following related strategies and actions:

- STRATEGIC PRIORITY 1.**
Adequacy and opening of the Castle for cultural and touristic activities
 - Action 1.1** Proposal under regulatory framework for private, public and social activities.
 - Action 1.2** Temporary adjustments for its use in the deposit tanks.
 - Action 1.3** Integral site management models (spa or other intensive usage).

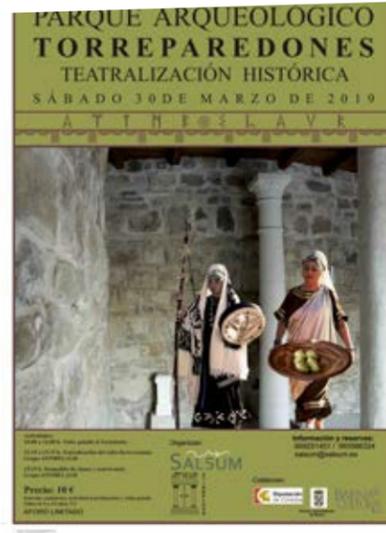
- STRATEGIC PRIORITY 2.**
Actions actualisation and coordination in Torreparedones related to the preservation, enhancement and public usage
 - Action 2.1** Development of a voluntary and public participation programme.
 - Action 2.2** Landscape improvement actions and public use.
 - Action 2.3** Proposal for a preservation plan, usage and management model. (public, private and mixed)

- STRATEGIC PRIORITY 3.**
Development of punctual actions to enhance cultural resources
 - Action 3.1** Actions suggestions to state the municipality ownership of the Old Hospital building and a proposal for an intervention and usage plan.
 - Action 3.2** Actions suggestion for adequacy and new usage for the Museo del Aceite. (Olive Oil Museum)
 - Action 3.3** Others.

- STRATEGIC PRIORITY 4.**
Design and launch of mechanisms to improve and to manage the cultural heritage
 - Action 4.1** Baena's Historical Site Declaration.
 - Action 4.2** Proposals for integrated management models about heritage and tourists city resources.

- STRATEGIC PRIORITY 5.**
Proposals for social participation and governance
 - Action 5.1** General programme to promote citizen participation.

- STRATEGIC PRIORITY 6.**
Proposal to re-launch the «Baena Cultura» Brand
 - Action 6.1** Launch of a local brand related to the BAENA CULTURA concept, promoting its positioning in the market.



Each of the priorities and actions mentioned were described around the corresponding objectives, indicators of result or final products and indicators of measurement.

The centre of attention and analysis carried out by the INT-HERIT Project has focused on the priorities linked to the Castillo de Baena and Torreparedones archaeological site, as well as to a lesser extent to the management associated with other cultural resources such as the Museo del Olivar y el Aceite.



The barriers and challenges encountered do not differ from the logic and conditions described in the previous sections. The operational response has also been in line with previous practice, although with two substantial changes due to the existence of the INT-HERIT Project:

The contact with the experience and know-how of other cities and experts involved in INT-HERIT, as an instrument to improve knowledge and learning when applying it to local heritage management.



The availability of the Local Action Group as a means of participation of local actors from different areas of action linked to heritage management, which has made it possible, to have an untried framework of dialogue and proposition of ideas, until the exercise of the municipal heritage site management.

Although the objective of the INT-HERIT Project was not to analyse the state of execution of the actions, but the way in which they have been implemented. It should be noted that those priorities on which the actions were concentrated had been previously numbered 1,2 and 3, although with different intensity. Thus, the focus of the project has been directed to those actions that have been specially addressed within these three priorities. The political leaders, municipal technicians, members of the Local Group and technicians of the INT-HERIT Project have been involved through support or pilot experiences, as well as with the production of different communication resources in the effective implementation of such actions. An account of that involvement and the analysis of the way of doing during the implementation is included in the following points.

AS A SUMMARY; WHAT WAS PLANNED TO BE DONE AND WHAT WAS DONE BASED ON THE PRIORITIES OF STRATEGY 2020:

PLANNED

EXECUTED OUTSIDE THE INT-HERIT FRAMEWORK

1. Adaptations and opening of the castle for cultural and touristic activities.

- 1.1. Proposal of a regulatory framework for cultural activities with private, public and social usage.
- 1.2. Temporary adaptations to use the water tanks.
- 1.3. Comprehensive models of site management (spa or other intensive usage).

1.3. A private investor maintains interest and contact with the City Council, but does not present an investment plan.

2. Update and coordination of actions in Torreparedones related to the conservation, value and public usage tasks.

- 2.1. Development of a volunteer and public participation programme.
- 2.2. Landscape improvement actions and public usages.
- 2.3. Proposal for a preservation plan, uses and management model (public/private/mixed).

2.2. The new visitor centre has been opened with a permanent visiting schedule and the number of educational and cultural activities has grown. There have been no other interventions to improve the quality of visitor reception.
2.3. The wording of the aforementioned plan has not been activated. Yes, an informal model of public-private cooperation has occasionally been experienced due to excavations in the amphitheatre (see Case Example INT-HERIT).

PLANNED

EXECUTED OUTSIDE THE INT-HERIT FRAMEWORK

3. Development of specific actions to improve cultural resources.

- 3.1. Proposal of actions to determine the municipal ownership of the Old Hospital building and proposal of intervention plans and uses.
- 3.2. Proposed adaptation actions and new uses for the Museo del Aceite.
- 3.3. Other.

3.1. Not developed.
3.2. A technical project of renovation and new approach of the Museum has been drafted. The funding support for the LEADER Programme has been submitted.
3.3. Not executed.

4. Actions of design and implementation of mechanisms for general improvement and operational management of cultural heritage

- 4.1. Baena's Historical Site Declaration.
- 4.2. Proposals for an integrated management model for the city's heritage and tourism resources.

4.1. A report has been addressed to the Junta de Andalucía to reactivate the formal declaration process.
4.2. Not executed.

5. Proposals for social participation and governance.

- 5.1. General programme to promote citizen participation.

6. Proposal to relaunch the BAENA CULTURA brand.

- 6.1. Launch of a local brand related to the BAENA CULTURA concept, promoting its positioning in the market.

6.1. Not executed.



4) THE RESPONSE TO THE CHALLENGES OF IMPLEMENTATION

Internal evolution, difficulties and wise choices to overcome the challenges



1.- INTEGRATED APPROACH

Among the objectives set out in the implementation policy of actions in the field of cultural management by Baena, both the improvement of the level of strategic planning and the consistency of the operational framework associated with such planning were defined. To a large extent, it remains a pending issue, justified in part by the external financial dependence, the lack of internal technical capacity in terms of structure and administrative endowment, and ultimately in the political orientation of the city government.

Beyond a theoretical discussion about the benefits or weaknesses linked to planning and its different forms, introducing an integrated approach from both a horizontal and vertical perspective, is within the possibilities that the implementation could reach.

In this sense, a slight progress can be mentioned over the starting situation, although it is more linked to an informal model of integration than to a systematically articulated model.

In this way, the presence of the Local Group, the active participation of the Mayor and the hiring of a technician within the structure of the City Council have been dynamic elements that have contributed to facilitate this internal work with other municipal services, both administrative and sectorial in the field of tourism, urban planning or culture. The integration between them, thanks to this triple collaboration, political, technical and social, has proved to be a good example to start developing internal formal structures within the municipality aimed at facilitating the internal integration of the different services; the necessary training and support to sustain coordination and tracking.

In the same way, it is possible an improved vertical integration, based on the experience gained with the implementation of the INT-HERIT Project.

2.- LOCAL ACTORS' PARTICIPATION

The map of local actors involved in heritage management tasks has some limitations related to the general characteristics that this work has in the municipality. The involvement of the private sector in any type of activities related to cultural heritage is very scarce. At the same time, there are no effective public policies aimed at revitalising this lack of interest. Even when a private company participates in a subsidiary manner in the management of an equipment or cultural nature, its way of doing does not present distinct elements regarding how similar tasks are carried out in other fields, such as tourist, cultural or service sectors. Ultimately, this is not a sector of activity that has its own personality.

In this situation, the stable participation of private economic actors in the Local Group created to encourage and guide the participative action from the INT-HERIT Project has been null; limited to few specific contacts with a specific actor either by the Mayor's Office or other political or technical representatives of the City Council.

It is the same lack that it is found in the private sector as what it is found in the field of organized associations. It is noted that this does not enjoy a recognized vitality in the municipality because it concentrates its potential in the field of the celebration of Semana Santa (Holy Week). It is worth noting in this sense, the recognition obtained by UNESCO as Intangible Cultural Heritage to the 'Tamboradas drum-playing rituals' that have been

effectively promoted by the national association of municipalities that promotes this tradition, in which the City of Baena has an important role.

In this context, the Local Group has been formed on a regular basis by political representatives and municipal technicians, independent professionals specialized in urban planning, heritage or tourism, some individual citizen or association member, as well as education representatives from the municipality and technical team of the INT-HERIT project.

However, the existence of this group has made it possible to count, in a stable manner, on an instrument of engagement from which different initiatives framed within the BAENACULTURA Action Plan have been addressed. They have carried out more than a dozen meetings in which a "protogroup" has been consolidated, in a constructive manner, to develop a structure from where actions in the area of cultural heritage in the municipality are revitalized with a more active role in terms of decisions, management and governance. This is an open scenario that obviously requires the interest of the City Council and its decision in order to facilitate a participatory approach.

In this sense and to improve the training of the actors involved in the Local Group, technical sessions and a series of study visits have been organized to connect with similar heritage sites to delve into the knowledge of the management mechanisms that they implement.

3.- MEASUREMENT OF THE IMPLEMENTATION

The measurement of how the implementation of heritage management is developed in Baena faces the same difficulties in terms of institution general management and the lack of specific data made at a local level from those public instances that, at the regional or national level, observe different variables linked to development at local scale.

From a quantitative point of view, it is the economic variables of execution of the budget that have a more effective tracking, while the qualitative analyses, more suited for carried out actions from services such as culture or tourism, have hardly any type of monitoring or analysis.

In practice, this deficit means that; in relation to local heritage management, there is no good source of local information indicators, and these are hardly available in relation to the control of expenditure and income; monitoring of investments, control of promoting jobs, control of visitors and the evolution of their number. Even so, there is no established and permanent system to ensure and take advantage of this analysis.

The problem has been addressed by the technical team associated with the INT-HERIT project to at least underscore the negative impact derived from this lack. Despite everything, it is not among its possibilities to implement any task with this objective.

It should be noted the evident social impact of all these actions through the local media and social networks that systematically echo this.

The City Council has progressively begun to support and be supported by the work of researchers associated with different universities involved in research work related to the local heritage of Baena, in order to share the knowledge generated not only in conservation aspects and study of heritage, but also of its management. In particular, a number of different Master's thesis have been carried out with researchers from the Universities of Cordoba (UCO) and Seville (US), in relation to topics such as cultural tourism, the diagnosis of heritage resources or the proposal for a Declaration of Historical Settlement. More specifically, the archaeologist Luis Lázaro, also connected to the Local Group, is developing a PhD thesis at the UCO aimed at designing a model for measuring impacts on the sustainability of the archaeological site of Torreparedones. This is a participatory research that has developed a first stage of quantitative and qualitative data collection that is expected to shortly show results that are understood as the basis from which to establish and consolidate a model of monitoring and tracking a significant number of variables, shaping a strategic plan. This can be an effective salutary lesson in the management of the site. The City Council actively cooperates with this research, which should allow it to seize the results to define and install a stable monitoring system regarding the management of the set of heritage sites of the municipality.

4.- OPERATIONAL FRAMEWORK, FROM THE STRATEGY TO THE ACTION PLAN

The City Council, as planned, has carried out a reassignment of jobs that, however, does not seem to have affected the organizational structure or generated internal procedures for the execution and operational monitoring of the projects management and actions included.

As for the actions operative logistics, it remains effective, based on the monitoring of the existing protocols in those areas where the municipal competence is concentrated, as well as: urban planning, works, public services or social services; while it is more deficient in those others where the absence of competition or the lack of a formal internal management structure is demonstrating. The management of cultural heritage belongs to this last point, and as so it does, it reflects these difficulties, which in practice turns out to be a poor strategic planning accompanied by a deficient operational framework of control, monitoring and evaluation of the actions.

The high level of dependence already mentioned regarding external financing sources, which make possible the intervention in matters of heritage by small municipalities, is an almost insurmountable obstacle when working with consistent strategies, as well as with realistic implementation plans. Overcoming this barrier is almost impossible as long as these external circumstances persist.

Due to the lack of the aforementioned operating system, it is still difficult to maintain a current and

updated data capture system and consequently to take advantage of the analysis and learning that could be derived in order to effectively and effectively optimize the implementation of the actions.

The operational structure of staff, both politically and technically, which depends on the limited material and human resources available, is deprived of teamwork and the multidisciplinary nature that a more complex structure could provide and with it the benefits derived from that same complementarity between the actors involved.

Neither the horizontal nor the vertical structure are being oriented towards greater integration in a programmed manner, as previously described. Only the recent presence of local actors committed to the tasks of the Local Group has been significant, although, nevertheless, it has no real capacity to impact the operational mode of heritage management.



5.- PUBLIC & PRIVATE COLLABORATION PROMOTION

This is an essential issue for the management of cultural heritage from the municipality due to the magnitude of the existing resources and the scarce capacities and available means to tackle this task in a unique way from the City Council. However, the experience in this is limited to the traditional policy of administrative concessions of municipally owned cultural facilities (Museo del Aceite, Mesón del Monte, Rural Hostel...) with unequal results and little evaluation and improvement. There is hardly any experience in the different phases of a project that have had private or associated social actors, from the definition of the same, the investment or the subsequent management.

Knowing that this practice involves innovation in terms of economic, administrative and hiring services of the City Council. It is advisable a proposal to train and recycle the staff involved. But all this will not be effective without a prior change in the political culture in this matter, from which priority is given to this approach and technical and human means are facilitated. In short, it is a change of political orientation in the usual procedure of the administration.

Through an event, there is a reflection on this matter in the field of municipal heritage management. Given its interest, this issue has been taken as an example of development in the framework of the INT-HERIT project. This is the previous process re-

lated to the discovery of the Roman amphitheatre in the archaeological site of Torreparedones. Despite the limitations in the economic aspect, it is precisely because of its complexity and the obligatory participation of a wide group of public, private and social actors, that, in an informal way, an unprecedented cooperation scenario has been tried so far. It is understood that the learning and experience gained as a result of this simulation represented a first step towards a policy determined to promote this new orientation in the management of other resources.

The Castle of Baena represents an opportunity to take advantage in this sense. After a high public investment (about 4 million euros) for the tasks of rehabilitation and reconditioning of the monument, the adequacy of the attractive underground space occupied by old water tanks for the supply of the city is still to be carried out. It is an opportunity from which to test cooperation formulas that, however, have not been materialized in the last two years.

Two actions could give consistency to a political action determined to promote this joint solution in a truly difficult and unfavourable context for this type of initiative. On the one hand, the creation of an up-to-date, coherent, precise and attractive dossier that describes the state of the site, the adjustments made and pending, as well as the possible fixed and the temporary activities that could be developed after the total public opening of the site.

On the other hand, the development of a professional strategy for investors attracting endowed with the means and political support necessary to attract and specify cooperation proposals from potential investors and managers.

Despite the limitations, both the Local Group and the Technical Team united around the INT-HERIT Project have worked to cover both needs. Some results in technical and management documents form have been produced by and transmitted to the municipal government, which will be able to make use of them if it decides to bet in a clear way on this public-private cooperation approach as a basic strategy for the management of the patrimonial resources.

Finally, as an outstanding achievement of the municipal policy on heritage, it must be mentioned the increasing interest because schools are integrating the heritage topic into the students' school curriculum and how they are also developing numerous communication and educational resources mainly focused on the archaeological site of Torreparedones. The IES Luis Carrillo Sotomayor and the SAFA Baena School stand out for their activity. Among the educational material Highlight different didactic notebooks, stories, models, etc. and among communication resources, stand out publication of books and magazines, blog, georeferencing of sites, conferences and seminars, etc.

Among the excerpts included at the end of this report, there are explanatory comments, from various interviews with members of the Local Group, about some of the achievements. The same happens in the viewing of the different videos produced in the context of the INT-HERIT Project.



6.- EXPLORING INNOVATIVE FINANCING SOURCES

The search for alternative funding sources has barely been experienced, not only because of its apparent scarcity or difficulty, but because, despite the scarcity of own resources, it has not figured on the municipal political agenda. The cultural policy has also not taken advantage of the attractiveness able to captivate potential stakeholders interested in a hypothetical co-financing. Thus, it is a completely opened strategy for possible development.



AS A SUMMARY; WHAT WAS PLANNED TO BE DONE AND WHAT WAS DONE BASED ON THE PRIORITIES OF STRATEGY 2020:

PLANNED

EXECUTED INSIDE THE INT-HERIT FRAMEWORK

1. Adaptations and opening of the castle for cultural and touristic activities

- 1.1.** Proposal of a regulatory framework for cultural activities with private, public and social usage.
- 1.2.** Temporary adaptations to use the water tanks.
- 1.3.** Comprehensive models of site management (spa or other intensive usage).

- 1.1.** Draft a release. It has not been submitted to a municipal political decision
Drafting also of a Report of Uses.
- 1.2.** Discussed within the ULG and highlighted its interest. No formal decision has been made by the City Council.
All these aspects are collected in an INT-HERIT video.

2. Update and coordination of actions in Torreparedones related to the conservation, value and public usage tasks.

- 2.1.** Development of a volunteer and public participation programme.
- 2.2.** Landscape improvement actions and public usages.
- 2.3.** Proposal for a preservation plan, uses and management model (public/private/mixed).

- 2.1.** It has not been activated, except to create the INT-HERIT Local Group that has been especially active (13 meetings, work visits and conferences...).
- In relation to the management of the archaeological site INT-HERIT has produced a video.

PLANNED

EXECUTED OUTSIDE THE INT-HERIT FRAMEWORK

3. Development of specific actions to improve cultural resources.

- 3.1.** Proposal of actions to determine the municipal ownership of the Old Hospital building and proposal of intervention plans and uses.
- 3.2.** Proposed adaptation actions and new uses for the Museo del Aceite.
- 3.3.** Other.

- 3.1.** Not developed.
- 3.3.** Not executed.

4. Actions of design and implementation of mechanisms for general improvement and operational management of cultural heritage

- 4.1.** Baena's Historical Site Declaration.
- 4.2.** Proposals for an integrated management model for the city's heritage and tourism resources.

- 4.2.** Not executed.

5. Proposals for social participation and governance.

- 5.1.** General programme to promote citizen participation.

- 5.1.** On behalf of the INT-HERIT Local Group, in addition to the work meetings, a series of seminars aimed at promoting and training citizen participation and volunteering in the municipality were held. It has been shown in a video.
In addition, together with the IES Luis Carrillo de Sotomayor, it has been promoted a cultural volunteer action (Museum Day 2019) with the aim of providing stability to it.

6. Proposal to relaunch the BAENA CULTURA brand.

- 6.1.** Launch of a local brand related to the BAENA CULTURA concept, promoting its positioning in the market.

- 6.1.** Not executed.
The INT-HERIT Project has produced a video presenting the integrated value of the municipality's cultural resources for its management.



5) A LEARNING JOURNEY

Travel journal

From an external technical perspective:

> In general, the strategic planning framework is very limited and fragile, both in the general policy of the municipality and in the different sectoral areas.

> Generating knowledge, understood as the analysis and monitoring of the implementation from a critical perspective of improvement, it is not in the DNA of the organization. This perspective does not exist internally, it is not incorporated in municipal management practice, nor does it easily do so when it is part of a specific project such as INT-HERIT.

> The internal organizational structure is equally fragile and poorly endowed. In particular, in the departments related to the management of heritage, both in terms of human and material resources.

> Nor was there any previous experience of stable participation by local actors in the management of local heritage.

In spite of these adversities, different achievements have been reached throughout the implementation period of the strategy, specifically, referring to some of the challenges indicated at the beginning.

* Although there have been no formal steps that can be taken as progress in horizontal integration, it has been informally learned about how flexibility and adaptability are key when it comes to overcoming challenges.

* It has been learned to launch management dynamics of the European project and to attract the interest of certain representative actors.

* From the collaboration of these local actors in the Group, the ability to generate dialogue and proposals and to create the bases of a governance environment in its early stages has been acquired.

* Other actors of the municipality had an influence, as well as other town councils of the near surroundings:

- Strategies to promote social participation in local heritage management implemented by the municipalities of Almedinilla and Gilena, as well as those involved in the project MEMOLab; as it is possible to know and disseminate through a video created in the INT-HERIT project during the celebration of some days dedicated to this theme in our city.

Excmo. Ayuntamiento de Baena

JORNADA

“PARTICIPACIÓN CIUDADANA Y VOLUNTARIADO CULTURAL”

Baena
23 de Noviembre
Casa de la Cultura,
9.30-14 horas

Información e inscripciones:
☎ 627 642 042
✉ int-herit@ayto-baena.es

EUROPEAN UNION
URBACT
Driving change for better cities
INT-HERIT
2018
Asociación de Vecinos de Baena
Córdoba
Cultura Directa
Andalucía Next
MAYORALDÍA DE BAENA

LEARNING IN INT-HERIT TRANSNATIONAL PROJECT FIELD:

LEARNED

The governance model established in the Intercomunale Leiedal, where different municipal, provincial or inter-municipal public institutions share, together with other actors and external experts, the management related to heritage management projects such as TRANSFO.

The participatory approach from which promotes heritage management the Greek city of Dodoni has highlighted the role of the community to keep heritage resources alive, whether museum, religious or ethnographic.

In the city of Armagh, it has highlighted the value of public enquiries to determine the citizens' interest regarding different options related to the local policy of preservation or enhancement of heritage resources.

In the same way, in the city of Mantova, there was an opportunity to know in detail how public-private-social cooperation is a valuable tool to guarantee the management of all the stages associated with the enhancement of heritage by powerful agreements; creating spaces and common working groups that multiply the purpose and objectives of the actions. The professional environment in which these relationships are developed is also an element to be highlighted in the context of shared learning.

IMPLEMENTATION IN SHORT TO MEDIUM TERM

This inter-municipal political structure has proven to be a useful instrument in public management related to economic development, infrastructures and other areas of local political management. It is relevant to develop consortiums or shared management forms for Baena's heritage resources, such as the Castle or the Torreparedones archaeological site.

The evolution of the Local Group INT-HERIT of Baena can allow, according to the members of the Group, a dynamic of participation that in some cases derives in support or cooperation in the municipal management of resources.

Certain types of consultations can help to make informed decisions in a variety of ways to choose and, in general, when taking complex or strategic decisions that affect the management of Baena's local heritage. This is the case of the usage that affects the Castle. In particular, to the underground deposits or, in general, to the model of public-private management that could be established for the integrated management of local resources.

The effective incorporation of professionals and specialized companies to this process is a way to stimulate the expert work of some of these professionals in the preparation of reports on the usage of the Castle, renovation of the Museo del Aceite or declaration of the Historic Site. This first step can be linked to support a process of entrepreneurship by professionals with this profile and with the aim of attracting others by locating and focusing their activity around these resources.

LEARNED

To prevent the decline of urban centres and in particular, the methods against the loss of centrality, population and economic activity has been an important part of the policies observed in Cahors and Espinho where they found great talent for political commitment, technical teams aligned and ability to manage and search for financial resources.

Alba lulia has been a partner that has provided assistance in the management of complex administrative situations, as well as tracking and monitoring actions, which represent a permanent challenge in which technologies can help.

IMPLEMENTATION IN SHORT TO MEDIUM TERM

The local political commitment to the preservation and enhancement of heritage has been verified in Baena with the participation of political representatives in both the Local Group and transnational activities. In the midst of a process of renewal of Local Corporations, the coming months and years will be an appropriate time to evaluate whether this participation has a positive impact when it comes to keeping this commitment active and reflected in specific policies.

Baena's experience in management of ambitious heritage recovery projects, e.g. Castillo de Baena, has preceded in time the complex experience that Alba lulia has when developing similar actions in the historic buildings of its citadel. This learning extends both to the technical proposals and projects to be defined, as well as to the administrative procedures and the control of the implementation and direction of the public works. Conversely, the challenge of incorporating new technologies as useful tools for municipal management is an open challenge not only to heritage management, but to other local policies that have to do with mobility, social services and others.



INT-HERIT, AN IMPLEMENTATION PROJECT

TRAVEL JOURNAL

INT-HERIT is a network of cities that share and learn together in the implementation scenario of their cultural heritage management strategies. A type of methodology poorly known and that has been tested for the first time by the URBACT Program. Both for URBACT and for the other actors involved (cities, experts, interested parties...) it was an unknown landscape. What has happened along the way, what lessons are drawn from the INT-HERIT network, especially from the eyes of a navigator housed in the internal team of the Leading Partner of the Consortium? A journey in several steps from notes written in the **travel notebook**.

1ST STEP

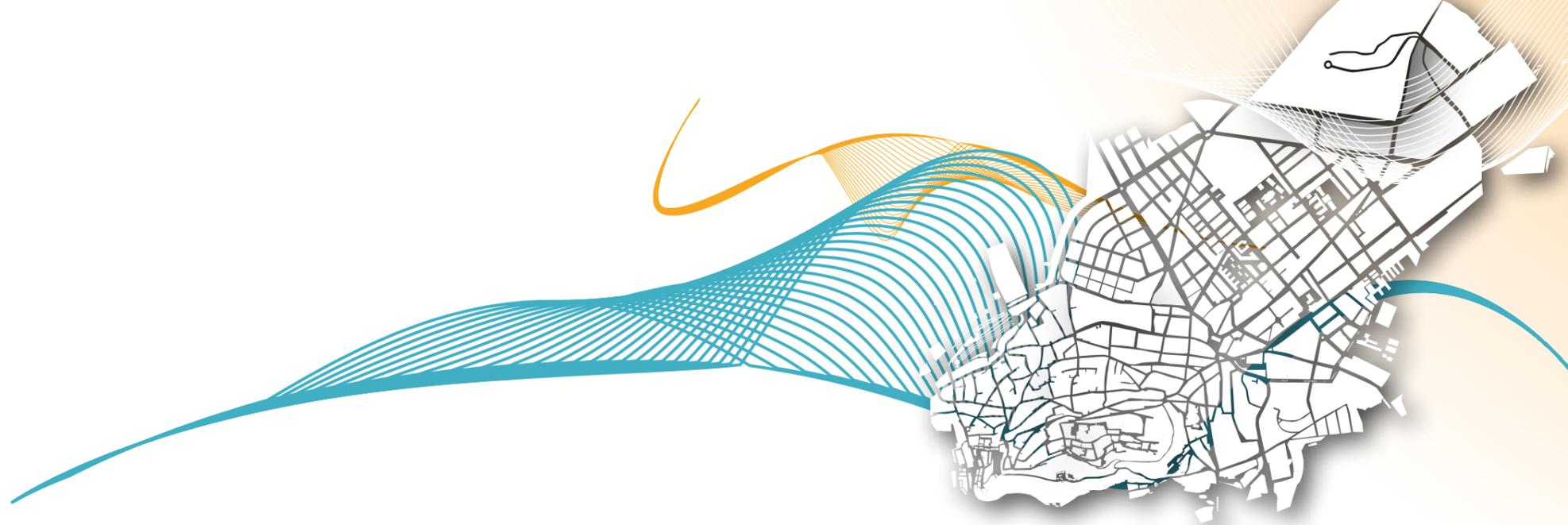


Observe, monitor, analyse, evaluate, extract knowledge of the process of implementation of the plans. All these are not usual practices, neither from the promoter of the plans, nor from those other external entities that contribute to the financing of the same.

Usually, the administrative performance has been controlled more, without considering, in general, the development of a device from which to apprehend knowledge and generate learning. The task is, in general, of a controlling nature and guarantor of good administrative praxis, but he forgets to become into detective mode to look for and capture the gossip and rumours of the operational framework, the "small print" of the process and, in general, to initiate an exhaustive scan of the implementation development of the plan. A banquet to be served by lawyers and accountants, but in whose preparation, there are not many systems analysts, pedagogues or philosophers, as examples of professions who love the method.

In this sense, the internal work dynamic itself, within the experimental implementation networks promoted by URBACT, has been simmering. From the beginning, the landscape of the implementation was limited around the margins where challenges were installed, both obligatory and optional, which are generally faced by those who travel this itinerary. There is no doubt that they constituted good guidelines. Those immersed in the implementation can easily return to them in case of getting lost, converted into transverse axes of knowledge, articulators of observation and reflective analysis, carved menhirs to guide pilgrims.

Once marked the path, the cities of these networks needed an operating system. Different experts and actors were called to design the internal mechanism, a necessarily slow process of construction and deconstruction of its parts, as if it were a Meccano, until it came up with the precise organs that will finally launch the Operational Framework for Implementation. But let's leave the method in peace and return to the cities and their plans.



The plans or strategies are the exit point of the implementation race for the cities of the INT-HERIT network. Let's look back on the itinerary followed in the last two years and take some comments from our logbook:

✈ - THE PLAN

Is it a plan when we talk about small cities and competences that are not underlined in the centre of the municipal task such as heritage management? In many cases, these are unequally connected and interconnected actions given the high dependence that these small administrations have to guarantee stable investments in objectives that go beyond their basic obligations. Between the apparent improvisation and the lack of a plan, reality forces us to be aware of the opportunities that external financing presents, according to an interviewed Mayor.

This is why the investment deficit is closely associated with the management deficit in all its components. Only the municipal political commitment to safeguard the important sig-

ns of the local heritage and, in short, meet human needs, explains this municipality's commitment to the benefit of cultural goods and welfare of the citizenship, even though these are not a priority in the basic charter of competencies. Pure European DNA.

And in any case, with a more or less established formal plan, would you tell me what results are expected to be achieved? What vision awaits at the end of the road, what scenario? Questions to strengthen the march and prepare the trip in sum.

✈ - THE ENVIRONMENT

Comme ci comme ça, the perception changes daily. The political and social framework surrounding the management of heritage from small municipalities can be seen as an impossible challenge or a commitment that cannot be postponed. The centralized management of heritage assets still has a lot of weight in a large number of European countries. In fact, such small municipalities are left to their own devices in terms of municipal ownership. Besides in exceptional

cases where the extraordinary quality of management by local actors stands out; vertical integration is not the outstanding note we find. Neither is cultural tourism the magic solution, nor the manna that will heal the poor municipal coffers when the offer spreads to all corners of the continent. The available resources are scarce, and consumers do not always choose this offer, even though the statistics indicate global increases. But in smaller municipalities, many times, these incomes are passing birds, unable to offer economic sustainability in the management of cultural goods.

In summary, a bird's-eye view does not seem to give definite clues, or magical solutions that guide the implementation or to clear up the doubts to come. Better to risk and advance in the management of an archaeological site or to leave this opportunity to rest forever?

✈ - THE OPERATIVE FRAMEWORK

It is not coincidental that this point occupies the heart of our journal. And what a pity. Very little attention is paid to the daily practice of municipal

management. What little interest and how much knowledge flowing into the drain on the way to the stream.

If we emphasize the importance of the operational framework is because this is where we can appreciate the details, the little things. Here each piece, regardless of its size, is called to provide high-quality system performance or dangerously lead to failure.

Human and social values are behavioural patterns that should not be so strange for management and go to the appointment at this point in the road. Wisdom, at the time of undertaking certain investments or the regulated and scalable nature thereof, gains weight in the balance that inclines decision making. Anchoring socially and politically the steps to be taken, when talking about common heritage, is another applauded recommendation. In the guide of the good implementer, there are elements such as assessing the constraints of the environment and testing prototypes and pilot actions before drawing highways in the sky. Where applicable, everything is easier if done in company, surround-



ded by professional teams with good practices crossing the T's and dotting the I's. The will, the effort and the commitment, which are not lacking, are the necessary fuel for the operational machinery to ascend when the road is steepened. And if it is necessary to detour, it is. The important thing is that each long road always begins with a first step and that the road is made by walking. Learning from it is like the philosopher's stone of implementation. A gem not always sought after.

- MONITORING AND TRACKING

As a result of the above mentioned, the passage is immersed in a table game. The game of Implementation. That's what our wager is called, it throws us irremissible, like Alice in Wonderland to the bottom of a deep abyss, a sinister black hole.

And it is not that we were not warned. Without indicators, data collection, gait recorders, risk analysts and evaluators of the implementation, falls can be resounding and so it happens too often.

Some common sense would not hurt. Too many excuses are heard when again and again we talk about this challenge with INT-HERIT present in nine European countries. Regardless of the magnitude of the investments, the quality and the formality of the management plans, the typology and character of their patrimonial assets, here is the feature common to all of them and believe it, almost without exception, that confirms the rule.

We refer to common sense because it shares this socializing feature with the heritage and the human being. It is assumed that everyone accompanies us as human beings and, by extension, to those goods that are, or should be, common. It does not seem difficult to send by habit information and data trackers to place some probes of impacts capture, to take advantage of own and strange information nodes close to the simplest of the roads. And yet, how low is the listening, almost deaf, directing this piece of the concert implemented.

It has been very difficult to glean some example cases, even at the Pro-

gramme level. Some stories that show effective solutions related to this monitoring hunger so paradoxical as ignorant in the full bloom of big data. A recognition to our ignorance?

- REALISATION

In this travel notebook the moment of execution motivates an anticipation movement. If at the point of departure, the eye was invited to look in the distance at the results of the implementation to specify results, once the gear is launched to execute the actions, the attention should not be distracted from the uses and users to whom it must arrive and benefit the result.

Maintaining uses and users, present not only in spirit, but also in the physical space of the intervention, is an advantageous warning for navigators that can prevent errors or imbalances in the final result.

This way, the danger of seeing infrastructures, or closed facilities or implementation spaces that live in the limbo of lost dreams can be anticipated, with no backward step to take and no public way to follow. If the uses and users are installed from the starting line in the control room of this implementation trip, we probably do not have to go to the rescue of any implementer arrested in

the 'prison square', always ready to satisfy their appetite.

- LESSONS LEARNT

Lightly changing the indolent practice described at the beginning of this book, things in relation to knowledge management, which is nothing but management, should go better, as well as implementation.

The road widens once this initial blunder is overcome, and the gains can illustrate the decision making of all those involved in the game: political representatives, professional teams, interested parts, private entities, citizens and organized society.



FINAL STAGE ← OF A LONG TOUR

Under the asphalt, there are the people, the organized groups and the participative governance. Under the pavement, as a deep yearning that underlies the stones of the road of the implementation of any plan, the participatory method, ready to be endorsed and finally come to the surface. Cleared its necessity, nothing remains but to deepen the practice. Let the implementation process not be shipwrecked. This requires an adapted method to the changing and ex-

cutive circumstances that govern it. In the end, as in the beginning, in the absence of rigid plans, come at least flexible operational and monitored dynamics of implementation. Any port in a storm in the convulsive scenario of the implementation.



6) SUMMARY

Tracing footsteps,
drawing the future

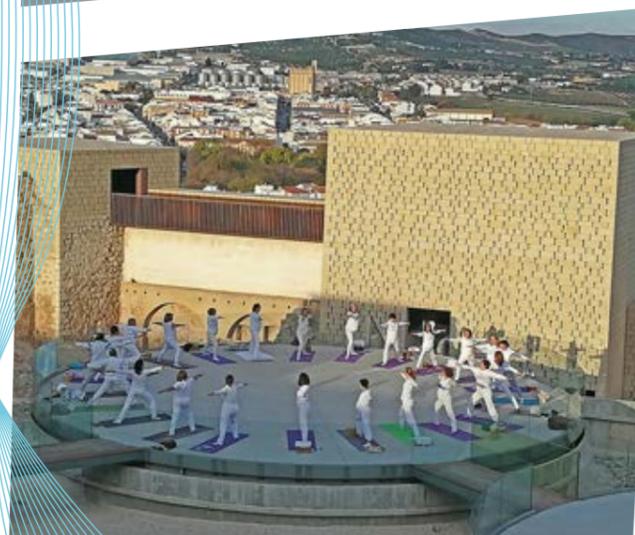
Most actions regarding municipal management of cultural heritage, specifically Torreparedones, have been and continue to be executed, but at a slower pace than originally planned, given the scarce complementary funding to municipal investment. The implementation of actions in the rest of the patrimonial resources has guaranteed the maintenance and attention to the public, but without addressing other objectives related to the Castillo de Baena, in which activities or actions were not conducted to facilitate a temporary or permanent use of the space for cultural, social or educational uses.

The recent impulse (March 2019) that in terms of funding has been received by the Mixed Commission of the 1,5% cultural for the development of new actions in the archaeological site of Torreparedones can be an excellent opportunity to define these new actions in the frame of a strategic policy of management of the municipality's patrimonial resources, considering the positive

actions that from the project INT-HERIT, in particular, the Local Group, have been taken.

In the absence of a framework program that provides coverage and form to an articulated strategy around a set of barely connected actions, the work plan has had those same characteristics, that is, investments have been executed responding to the urgency or relevance, but especially to the availability of means. Regardless of this, it is necessary to multiply the effort to design a coherent strategy around the cultural heritage of the municipality under a vertebrate, inspiring and attractive brand.

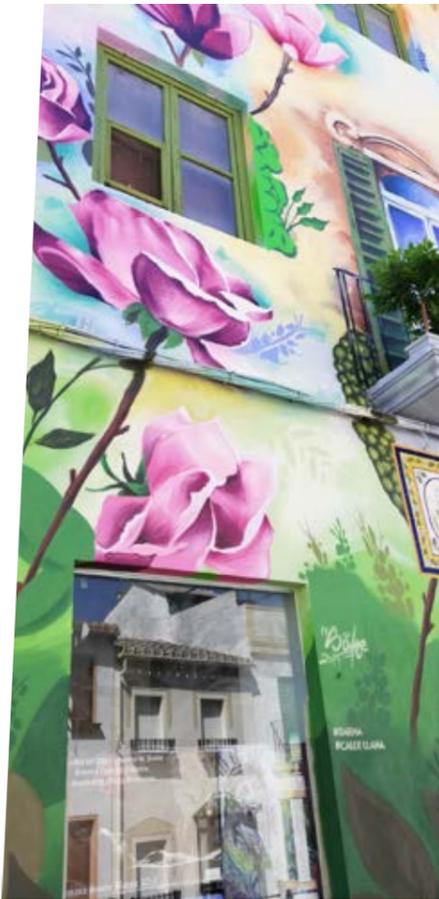
In the same way, even recognizing some incentives towards greater coordination and integration between human (political and technical) teams of the municipality linked to cultural heritage; a greater relevance in this direction is still to be achieved.



Difficulties have been observed when defining a specific direction in terms of management, whether highlighting its public, private or mixed nature, and defining an outlined and consolidated organizational, professional and operational model. The endowment of economic and human resources has not allowed either. It can be concluded that the current situation is similar to the initial one of the INT-HERIT Project in 2017.

However, despite the fact that managing such an outstanding heritage is the main achievement of a small municipality, the objective is simply to keep it alive, increase its value, promote research and conservation and ensure accessibility and enjoyment for the citizens. In this sense, the work is done, but there is no doubt, at this point in the 21st century, that only a living heritage managed from a sustainability perspective (particularly economic) guarantees its future survival and stimulates pride for the heritage of the citizens, neighbours and tourists. This is an area of intelligent management, of taking advantage of opportunities, of fostering innovation and active participation of all actors.

If it is worth highlighting a new ingredient in the local menu of heritage management, it is convenient



to point out the presence of the Local Group formed under the INT-HERIT Project. In spite of the lack of active presence of some sectors of the city that could have a more intense connection with the local patrimony and probably without having had a fluid communication with the citizenship, it has been possible to constitute a working group where politicians and the technicians of the municipality, together with professionals, technicians, researchers or representatives of the education sector have deepened both creatively and critically how the challenge and actions of heritage management were being developed in Baena. Although the results were very basic and the proposals are not necessarily consistent, the Group has proved to be a valid instrument to open a participatory space for management, as well as a possible focus of answers regarding collaboration and commitment to the pending challenges to be solved.

The transnational learning provided by the INT-HERIT network of cities must undoubtedly be highlighted by the relevant good practices associated with the experiences and the quality of the review of local heritage management by the representatives of the associated cities and experts during the celebration of the transnational seminar held in Baena. All this has served to keep alive the challenges to be solved in terms of heritage management in the municipality's agenda; regardless of the effective priorities and the decisions taken from the political level by the people in charge of the municipality.

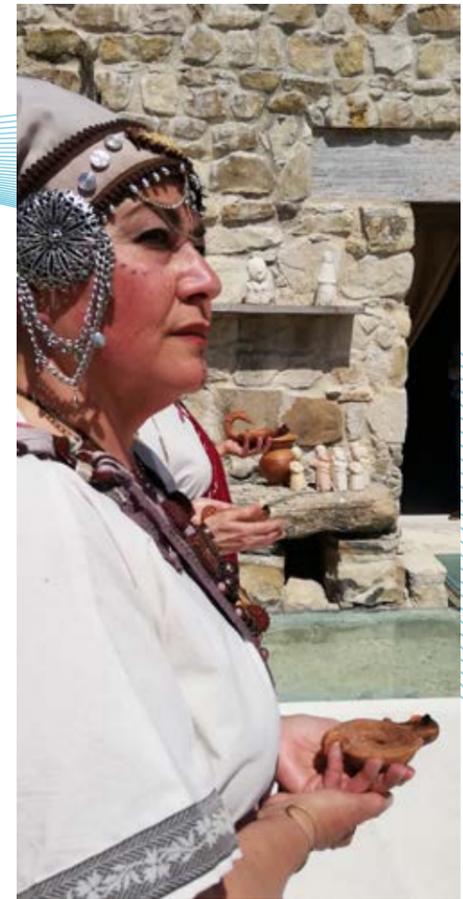
In summary, the major challenges identified at the beginning of the implementation of the

INT-HERIT Project are still valid, although there have been advances. A greater integration is achieved through operational improvement in interventions, the consolidation of a participatory model or the prioritization of public-private collaboration as a satisfactory model to ensure sustainable management; the set of challenges are still present. But this will be difficult to implement unless a plan or strategy is defined before including these challenges, mark the objectives and the way forward to achieve them. Given the holding of municipal elections and the constitution of a new City Council very soon, it is expected that this issue will be considered again and, in this sense, some of the lessons learned can yield results.

Planning, citizen participation, political commitment and financial innovation; all from a sustainability perspective, are once again the cornerstones on which a solid and effective implementation model for the management of Baena's cultural heritage could be sustained.

Looking ahead and after the parenthesis that involves the process of municipal elections that are held in our country on May 26th, 2019, It is said to be an opportunity for elected political leaders to be able, in an open process to public participation, to resume the necessary planning and operational implementation measures to optimize the local heritage management system.

The learning obtained from INT-HERIT, embodied in the different products created during the project, can be an attractive element to feed the policies of heritage management in Baena in the years to come.



CHORAL ANALYSIS OF IMPLEMENTATION

(SELECTION OF COMMENTS
COLLECTED IN INTERVIEWS WITH
DIFFERENT ACTIVE MEMBERS OF
THE LOCAL GROUP INT-HERIT)

"... The INT-HERIT project has been a great opportunity for Baena in the search for new tools for the management of its heritage, since it is currently something that it lacks... Although some steps have been taken to advance in the search for solutions, they do not seem enough..."

"... I could analyse the project within a Master's thesis. This has been considered as a very positive tool in the search for new management models of the city's heritage resources... It is important to note the importance of tracking the actions that are carried out, of "monitoring" them, in order to be aware of the real results and find out if the marked strategy works or not..."

Ángela María de las Morenas
Technical architect
Member of ULG

"I have learned about the possibility of managing heritage from different approaches; some may suppose a 'revolution' for the city... It has been a meeting with cities facing the challenge of managing heritage with finite resources, complex options, limitations and many obstacles of all kinds, but also with some cities that apply innovative approaches, promote heritage as a key element in their strategies from a political point of view. They have examples of technical excellence in their human resources; they have in their citizens the most committed and courageous agents in the shared cultural heritage management... they demonstrate that it is possible to articulate the essential vertical integration between different administrations..."

Raquel Moreno
Director of Europe Direct Centre
Member of INT-HERIT Coordination Team

"I have not detected changes; the important thing is that I think the problems have been detected; we probably have the tools and ideas to intervene, but, to date, no clear measure has been taken on heritage issues..."

"... The corporation, in general, is betting on social issues. Population and patrimonial issues are in a second or third level... This issue is not essential in a plenary session or a usual gathering. It is more about other issues such as Holy Week or Oil with which the heritage has to be linked. We think about it, and they have told us from outside... Heritage has to connect with those issues that attract tourists and the population... It is a matter too evident, but we have not put it as a first reference in our work..."

"A master plan for the Castle and renovate Torreparedones should have already been done. Even sometimes, master plans are useless, even unread things are approved, what is needed is to execute it. Unlike the urban documents, which seem to be more serious. Other issues became secondary, we need an executive plan for the heritage..."

"The INT-HERIT project has been very interesting for me personally and in a sense that can be transferred to the City Council, you see ways of working from other perspectives that make you realize that things can be done by changing the way you think or organize... Also the involvement of the population and politicians is essential..."

"Oneself sometimes handles in a more simplistic way rather than more complex... To achieve something, you have to move from a broad perspective, multiple perspectives, from mainstreaming to see how the heritage fits into a society..."

Manuel Albendín
Municipal Architect
Member of ULG

"... From the City Council, no area has really been created outside the Project and the related agents... The way of working has not changed much, and the BASIC programmed modifications or adjustments have yet to be made... At the beginning of the implementation, I felt very excited about the perspective of the future and about the learning of an unknown subject for me. This feeling has undergone ups and downs during the process, but the contact with the other cities has made me keep optimism and think about a prosperous and economically rich future..."

"We positively value the creation of the Local Group, to know the unknown, to know similar problems and many options or plans of the cities to reach and make it known among the ordinary people, my team... It is very important to work with a PLAN, a planning before the INVESTMENT..."

"... And negatively, not having achieved a larger number of participants and finding that, from the City Council, there is a lack of general knowledge, it is not a priority, the plans of the Government Team are few or unaware of the IMPLEMENTATION..."

Berta Guijarro
Councillor of Baena City Council (PP)
Member of ULG

"In Torreparedones... the management remains the same, there has been no substantial change. Effectively what has happened is a change in the participation of other agents such as educational centres that have been interested in collaborating with the work that takes place there..."

"The management body that should help is not formed, so there is not a budget, it has been commented, but it has not arrived... The participation of other administrations is complicated, because it is municipal property. The Diputación, I do not know if it would participate it. The University is even collaborating economically now. There is some communication, but there is a lack of an organ that seeks financing. In the daily practice of management, specialized personnel, more technicians are needed..."

"The number of visitors is solid in recent years, around 6000... The scientific interest and support of the University are undeniable; the dissemination of scientific knowledge is recognized, but perhaps the social dissemination of that knowledge is lacking... It has been achieved a unique attraction of Baena but it lacks the infrastructure, dissemination, organizing events that are referents... There are many things, not excessively expensive..."

José Antonio Morena
Municipal Archaeologist

"I think there has been a good Local Group within the INT-HERIT Project, with remarkable absences, where people have worked well, people have been participatory, with good ideas, but the real effect based on the proposals that have been developed, has not been seen yet. In the end, we have not succeeded in changing anything about what is being done in the management by the municipal government..."

"It is very interesting that cities share experiences, some of which can be extrapolated... If something is clear for INT-HERIT in Baena is that we have a very large range of intervention in many aspects. We will have to try; there are projects that match and have continuity over time and others that do not end up working as expected..."

"We need a Strategic Tourism Plan that must address all the challenges of heritage, along with a plan to maintain it..."

"I believe that there is still a great detachment on the part of the local public towards their heritage... We have not been able to develop this attachment beyond what some people may see as a tourist opportunity... There is also a lack of sentimental attachment."

"We have seen through INT-HERIT different management models... It would be interesting for the local group formed around INT-HERIT to continue working..."

"It is fundamental to understand the Castle, not isolated, but together with the neighbours... to be able to develop empathy, pride, belonging to the heritage..."

David Bazuelo
Councillor of Baena City Council (IU)
Member of the Local Group

"Now we have a more comprehensive vision of heritage. The work that we are doing arose almost by chance, due to archaeological concerns in the site; the excavation of the sanctuary began and then we have been somewhat overwhelmed by the findings, the adequacy of the Museum, the support of the cultural 1% to rehabilitate the Castle..."

"I do not think we are working with the planning that we should, nor do I think we are improvising. The problem is that, as local administrations, we depend on funds from other administrations, we depend on the opportunity of the open calls. We would like to have more planning and be more independent in the management. We have a management deficit in tourism services... where we have the challenge of making an important leap."

"Innovation focuses on the recreation of the Torreparedones site. New technologies facilitate the visualization of the past and also the approach from physical distance. This allows us to add sensations and emotion..."

"We do not expect income from the site. We assume that it is a deficit management, but we need positive impact on catering, commerce and hospitality sector, thanks to the number of visitors that generate more consumption and, ultimately, economic income sector in Baena and indirectly in the Town Hall. We do not insist on making the site or the Castle profitable... What interests us is that it is visited, disseminated and known. Over time, they may increase their income together with complementary activities placing there."

"Public-private collaboration in management is something very interesting that we will regulate much better in the future. Right now, we are trying to give ease to all the companies that develop activities, organize visits... Our flexibility towards them helps us to increase the visits to divulge the site..."

"In terms of cooperation together with institutions, I think there is still a lot to do... Until now the collaboration has been almost casual, because we are financed more with European funds and because it is a local commitment that has been worthwhile, but there should be a clear commitment by other institutions as happens, for example, in Medina Azahara."

"We have ups and downs, criticisms and praises, different opinions in society in general. People who understand that we have a treasure and people who understand that we have other priorities. We are developing employment plans from the City Council that facilitate temporary contracts to people in the agricultural sector. This has helped citizens to end up internalizing the site as a source of employment. I believe that the level of acceptance is good, and people react with pride. Investments in the field are usually approved unanimously by all political groups."

INT-HERIT has helped me to see the problem from the point of view of management, which is shared by the medium cities of Europe. I have also been able to visualize that heritage is available to citizens and that they have to embrace it as their own."

Jesús Rojano
Mayor of Baena (PSOE)
Member of the Local Group

PART II.- SET OF DOCUMENTS

II.1 Case Examples

II.1.1 Archaeological site of Torreparedones, the cooperation between different actors as the basis for shared management models.

(<https://www.int-herit.eu/developing-public-private-partnerships/>)

II.1.2 Co-creating solutions for the sustainable management of Baena Castle.

(<https://www.int-herit.eu/cases-examples-baena-2/>)

II.2 Videos

II.2.1 Video Case: Torreparedones

II.2.2 Voxpop Video: BAENA HERITAGE - Searching Volunteers

(<https://www.youtube.com/watch?v=NYbgCOBYWQs>)

II.2.3 Voxpop Video: Baena Castle

II.2.4 Voxpop Video: BaenaCultura

II.3 Solution Story

II.4 Peer Review Baena Castle

(https://www.int-herit.eu/wp-content/uploads/2019/02/INT_HERIT_Peer_Review_Baena_Castle.pdf)

II.5 Peer Review Archaeological site of Torreparedones

(https://www.int-herit.eu/wp-content/uploads/2019/02/INT_HERIT_Peer_Review_Torreparedones.pdf)

PART 2. SET OF DOCUMENTS



INT
HERIT

"COMPARTIR
CULTURA,
HACER
CIUDADANÍA"

URBIO