

Guidelines for the socio-economic and SWOT analyses

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Activity 1.1



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Partner in charge	PP4 IDECO
Partners involved	LP1 MR; PP2 PDPOV; PP3 RER; PP5 Cres; PP6 MM; PP7 DURA; PP8 MP
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Uses and users of the guidelines

The aim of **activity 1.1 – Sharing and analysis (SWOT) of the district governance model**, is devoted to both provide an assessment of the main lines of development of the district model and the most effective governance system and, on the other hand, to identify the strengths and weakness for planning the necessary actions for the cultural enhancement/development of new tourism products, that will converge in the Meta-District Action Plan. In order to achieve these objectives, two steps are foreseen:

- Socio-economic analysis of the district areas with a focus on the criticalities of the cultural tourism sector
- SWOT analysis of the district model

The present guidelines (structured in two different sections) are intended for the implementation of both the socio-economic analysis and the SWOT analysis; the common document serves the purpose of providing a shared cross-border methodology thus ensuring the coherence of the 5 districts analyses, paramount for the identification of a common strategy (Meta-District of Culture) and common actions for its implementation (Action Plan).

The specific roles and users of the guidelines are detailed as follows:

LP1 MR:

- implements the socio-economic analysis through the collection and analysis of data on the territory of competence within the Po Delta District
- implements the SWOT analysis through the collection of data on 3 case studies (Cultural Districts)

PP2 PDPOV:

- coordinates the activity of data collection and analysis for the Po Delta District, synthesized in a single report;
- implements the socio-economic and SWOT analyses through the collection and evaluation of data on the territory of competence within the Po Delta District;
- drafts the report containing the socio-economic analyses of the 5 district areas and a summary of the analysis of common indicators at cross-border level (D.1.1.1);
- drafts the common report resulting from the SWOT analyses of the partners involved in the activity (D.1.1.2);

PP3 RER:

- contributes to the collection of data for the socio-economic analysis for the Po Delta District;
- implements the guideline for the SWOT analysis through the collection of data on 3 case studies (Cultural Districts)



PP4 IDECO:

- drafts the guideline and coordinates the methodological framework in which to operate
- supports PP2 PDPOV in the drafting of the expected deliverables (D.1.1.1 and D.1.1.2)

PP5 CRES:

- implements the guideline for the socio-economic analysis through the collection and analysis of data on the Cres District
- implements the guideline for the SWOT analysis through the collection of data on 3 case studies (Cultural Districts)

PP6 MM:

- implements the guideline for the socio-economic analysis through the collection and analysis of data on the Medulin District
- implements the guideline for the SWOT analysis through the collection of data on 3 case studies (Cultural Districts)

PP7 DURA:

- implements the guideline for the socio-economic analysis through the collection and analysis of data on the Dubrovnik District
- implements the guideline for the SWOT analysis through the collection of data on 3 case studies (Cultural Districts)

PP8 MP:

- implements the guideline for the socio-economic analysis through the collection and analysis of data on the Patù District
- implements the guideline for the SWOT analysis through the collection of data on 3 case studies (Cultural Districts)

Socio-economic research on sustainable tourism and culture

Guideline and indicators for socio-economic research on sustainable tourism and culture

The guide offers an overview of the **macro-areas** and possible **indicators** for conducting the socio-economic analyses with a focus on the cultural tourism sector, identifying the sensitive areas for sustainable development that enhance the cultural and natural heritage and promote the well-being of local communities.



The aspects of the research, a general overview

Comparative analysis

It allows to evaluate and compare different **economic, social and demographic indicators** between different areas or time periods. These analyses allow the identification of strengths and weaknesses, formulation of targeted strategies or considerations for sustainable development, in order to improve the attractiveness and sustainability of cultural-oriented tourist destinations.

Impact evaluation

Impact assessment is essential to understand the effects of sustainable and cultural tourism on a territory, taking into account seasonality and how tourism itself is distributed. Using GDP and GDP Per Capita is useful for the overall assessment of impacts.

Public policies

Conservation of cultural heritage, training and skills development, incentives for sustainable development. These are just some of the aspects that allow for the development of sustainable and cultural tourism. Evaluating these aspects enables decision-makers to have an idea of how many investments are dedicated to research and development on these topics and consequently plan interventions that promote them.

Occupation

The employment aspect is a crucial part of ensuring long-term sustainability of the sector: analyzing the quality, the age groups mostly represented and how many jobs are generated.

Social

Ensure that the benefits of tourism opportunities are distributed equitably. Using tourism employment and the proportion of tourism-related business to assess the inclusiveness and affordability of tourism.

Analysis and comparison

To conduct an effective analysis of sustainable and cultural tourism, it is paramount to collect a set of data covering various demographic, economic, social, infrastructural and environmental aspects. Below are the macro areas identified and the main data to be collected and processed.



Macro Areas of Analysis

1. Demographics

Demographic and population density analysis essentially provide crucial data for the planning, management and sustainable development of tourism ensuring that economic benefits are well balanced with respect to the environment and local communities.

- **Population** present in the analyzed territories, allows to adequately allocate tourism resources and identify the community that could be involved in cultural activities and develop initiatives that encourage local participation
- **Population density** indicates how many people live per unit area. This helps to evaluate an area's ability to manage tourist flows without compromising the environment or residents' life quality. The indicator allows to know
 - o how populated certain areas are and consequently understanding how capable they are of managing, for example, further tourist flows without compromising the lives of residents or the sustainability of the environment;
 - o balance the needs of residents with those of tourists, identifying presences of over-exploitation of natural and cultural resources;
 - o Identify less populated areas that could be developed to disperse tourist flows, reducing pressure on overcrowded areas and promoting widespread and sustainable tourism.

2. Economical

Including this macro area in the analysis is important to understand the economic impact of tourism and to develop strategies that promote economic growth in a sustainable way.

- **Number of beds in hotels and similar establishments** indicates the available accommodation capacity, useful for evaluating the tourism hospitality potentiality of a region. More available facilities mean a greater capacity to host tourists, which can positively impact the local economy (source: Eurostat)
- **Household spending on tourism** measures the expenditure of households, which is important for assessing domestic demand and tourism spending. High domestic tourism spending may indicate a strong domestic tourism sector (source: Eurostat)
- **Share of GDP generated by tourism** indicates the share of gross domestic product generated by tourism, essential for assessing the economic importance of the tourism sector. A high percentage indicates that tourism is a key sector for the local economy (source: Eurostat)



- **Number of tourists/visitors per 100 residents** is useful for evaluating the tourist influx and load on the local population. A high ratio may indicate a strong impact of tourism on local resources (source: ETIS)
- **Number of second homes per 100 homes** is important for assessing the impact of second homes on the real estate market and land use in tourist destinations. A high number of second homes may indicate a popular tourist destination, but can also impact real estate prices and the availability of housing for residents (source: ETIS)
- **Gross Domestic Product (GDP)** measures the total value of goods and services produced in a territory; it is a general indicator of a territory's economic wealth (source: Eurostat)
- **GDP Per capita** measures the average value of goods and services produced per capita; it is an indicator of the average economic well-being of citizens (source: Eurostat)
- **% of tourism businesses present in the area** measures the percentage of businesses in the tourism sector compared to the total businesses present in the area. A high percentage may indicate an economy heavily dependent on tourism
- **% Public spending compared to GDP** measures the percentage of total government spending in the territory's gross domestic product (GDP). It is useful for understanding how much the government invests in infrastructure and services that can support tourism
- **Investment in the tourism sector compared to GDP** measures the percentage of investment in the tourism sector compared to the territory's gross domestic product (GDP). It indicates the territory's economic commitment to developing the tourism sector
- **Spending on research and development/tourism compared to GDP** measures the percentage of R&D spending in the tourism sector compared to the territory's gross domestic product (GDP). It is important to evaluate the innovation and sustainability of the tourism sector
- **Concentration ration of tourist arrivals by districts (R = absolute average difference between maximum concentration and absence of seasonality/2)** is useful for analyzing the seasonality and distribution of tourist flows
- **Tourist rate [= (presences in the considered period/no. days of the period)/average resident population in the year*1000] in the busiest year and month** is useful to assess the intensity of tourist activity in a specific period
- **Hospitality establishments – costumer movement** indicates the movement of costumers in hospitality establishments by type of establishment and on a monthly or annual basis. This data is fundamental for analyzing tourism trends and seasonality
- **Number of tourists overnight stays in various types of accommodation** is useful for analyzing stay preferences and the impact on tourist facilities (source: Eurostat)



3. Sustainable

- **CO2 emissions from energy use in tourism facilities measures CO2 emissions resulting** from energy use in tourism facilities, which is important for assessing the environmental impact of tourism
- **Water use by tourists, per person and day in relation to use by residential population** measures the use of water by tourists, per person and per day, compared to the use by resident population, useful for evaluating the impact of tourism on water resources (source: Eurostat)
- **Generation of municipal waste by tourists** measures the amount of municipal waste generated by tourists, which is important for assessing the environmental impact of tourism and waste management
- **Discharge of sewage water due to tourism** is useful for assessing the environmental impact and wastewater management in tourist destinations (source: Eurostat)
- **Area used for specific leisure activities, e.g.: marinas, golf courses, ski areas etc., time series** measures areas used for specific recreational activities over time, useful for assessing the development and impact of tourism infrastructure (source: Eurostat)
- **Areas covered by forest and other wooded land (%), time series** measures the percentage of areas covered by forests and other wooded lands over time, to be used in the evaluation of the conservation of natural areas in tourist destinations (source: Eurostat)
- **Protected land and water areas (% land area in tourist regions), time series** measures the percentage of protected land and water areas in tourism regions over time, which is important for evaluating the conservation of natural resources in tourism destinations (source: Eurostat)
- **Sewage water treatment plants – volumes of water treated – time series** measures volumes of water treated by wastewater treatment plants over time, useful for assessing the capacity and efficiency of wastewater management at destinations (source: Eurostat)
- **Percentage of tourist business establishments participating in recognized environmental schemes** measures the percentage of tourism businesses that participated in recognized environmental schemes, useful for assessing the tourism sector's commitment to environmental sustainability (source: Eurostat)
- **Eco-labelled tourism facilities (as % of total)** measures the percentage of tourist facilities with eco-certifications out of the total, which is important for evaluating the environmental sustainability of accommodation facilities (source: Eurostat)
- **Existence of land use or development planning processes, specifically referring to tourism activities** assesses the existence of land use or development planning processes



- that specifically relate to tourism activities, useful for sustainable destination management (source: Eurostat)

4. Cultural heritage

Inventories of cultural and natural heritage.

- **Cultural heritage sites** indicates the number of registered cultural heritage sites; it is important to evaluate the cultural resources of a tourist destination
- **Museums and similar institutions by type and region** this number can help to understand the geographical distribution and types of museums present in different territories
- **Leisure holidays by main type of activity carried out – composition %** indicates the percentage of holidays based on different types of recreational or leisure activities
- **Museums and similar institutions included in museum itineraries** information on how many (number) museums are integrated into specific museum itineraries
- **Museums and similar institutions included in museum itineraries by main type** specific numerical data regarding the main type of museums included in itineraries
- **Museum itineraries that cross protected natural areas, “borgo” municipalities and/or UNESCO sites** absolute values and percentages of museum itineraries that include protected areas of natural and cultural interest
- **Ranking of travel destination territories by type of cultural/landscape activity carried out – quarters** ranking regions/territories based on travel destination for cultural or landscape activities in the quarters
- **Trips with at least one cultural or landscape activity, summer quarter** indicates the percentage related to trips with cultural activities during the summer quarters
- **Expenditure to maintain/restore cultural and historical heritage** measures spending to maintain or restore cultural and historical heritage, which is important for evaluating investment in heritage conservation in tourist destinations (source: Eurostat)

5. Infrastructure and Accessibility

- **Percentage of commercial accommodation facilities participating in recognized information programs on accessibility** this variable measures the commitment of accommodation facilities in making themselves accessible to people with disabilities through the participation in information programs. It is useful to evaluate the accessibility and inclusiveness of accommodation facilities (source: ETIS)
- **Percentage of public transport accessible to people with disabilities and people with specific access needs** measures how accessible public transport is to people with disabilities.



A high percentage indicates a good level of accessibility, which is crucial for promoting inclusive tourism (source: ETIS)

- **Percentage of tourist attractions accessible to people with disabilities and/or who participate in recognized information programs on accessibility** is important to ensure all people can enjoy tourist attractions
- **Length of Road Network – total length of the road network in kilometers** road infrastructure coverage indicator
- **Railway density per 1000 square kilometers** indicator of the density of railway infrastructures
- **Airport traffic – number of passengers and freight through airports annually** indicates the volume of air traffic
- **Port traffic – volume of goods and passengers through ports annually** indicates the volume of port traffic
- **Public transport – accessibility measured by service coverage and frequency** indicates the accessibility and coverage of public transport
- **Digital infrastructure coverage** Percentage of population with access to high-speed internet
- **Tourist Arrivals** - Annual number of tourist arrivals in the area
- **Green areas** – total area of green spaces and parks in square kilometers indicates the quantity of green areas and parks

6. Occupational

Investigating the distribution of operators in the various sectors and their influence; working conditions; opportunities for growth and development; educational levels, inclusion, training programs for tourism operators.

- **Tourism-related employment (% of total employment)** covers the percentage of employment linked to tourism compared to total employment. This datum helps to understand the economic impact of the tourism sector on the job market. A high percentage indicates that tourism is an important economic driver and job creator in the territory
- **Employment rate** measures the percentage of the working-age population that is currently employed. The employment rate is a key indicator of a territory's economic wealth. A high employment rate suggests a healthy and vibrant economy, while a low rate may indicate economic issues and a lack of job opportunities
- **Unemployment rate** measures the percentage of the working-age population that is currently unemployed and looking for a job. The unemployment rate is an important indicator of economic conditions. A high unemployment rate can indicate a struggling economy, while a low unemployment rate suggests robust labor demand



- **Employment by branch activity;** knowing employment by branch activity helps to understand which economic sectors are most relevant in a given area. This is crucial for the development of targeted economic policies and for the diversification of the local economy
- **Employment by age group** assesses employment by age groups, provides a detailed view of the composition of the workforce and allows the development of targeted policies and strategies that improve the effectiveness, inclusion and sustainability of the tourism sector. This type of analysis is crucial to ensuring that the tourism sector can attract and retain a diverse and skilled workforce capable of responding to the challenges and opportunities of the future
- **Employment by gender** allows us to analyze how much this sector is adapting in terms of sustainability, equality and therefore falls within ESG themes. The evaluation of the distribution of employment by gender in sustainable tourism is essential to promote gender equality, improve working conditions, optimize sustainable development policies and foster a diverse and inclusive working environment. These aspects contribute to the construction of a more equitable, productive and sustainable tourism sector

7. Educational Needs

Skill Development and Competence

- **Specialized Training:** Offering specialized courses in tourism management, hospitality, and customer service to enhance the skills of workers in the tourism industry.
- **Continuous Learning:** Providing opportunities for continuous professional development to keep up with changing industry standards and technologies.

Sustainable Tourism

- **Sustainability Education:** Integrating sustainability principles into tourism education curricula to promote eco-friendly practices.
- **Environmental Awareness:** Training tourism professionals on the importance of environmental conservation and sustainable resource management.

Innovation and Technology

- **Tech-Savvy Workforce:** Incorporating digital literacy and technology use into training programs to ensure the workforce can leverage new technologies like AI, VR, and online booking systems.
- **Innovation Training:** Encouraging creative thinking and innovation through problem-solving workshops and courses focused on new tourism products and services.

Cultural Competence and Inclusion

- **Cultural Sensitivity Training:** Providing training on cultural competence to improve interactions with diverse clients and promote inclusive tourism practices.



- **Inclusive Policies:** Educating on the development and implementation of inclusive tourism policies that cater to all demographics, including people with disabilities.

Quality Standards and Service Excellence

- **Quality Assurance Training:** Implementing training programs that focus on maintaining high standards of service and ensuring quality assurance in all aspects of tourism.
- **Customer Service Excellence:** Enhancing customer service skills to improve visitor experiences and satisfaction.

Entrepreneurship and Business Skills

- **Entrepreneurial Training:** Offering courses on entrepreneurship to encourage the development of new tourism ventures and startups.
- **Business Management:** Teaching business management skills, including financial planning, marketing, and strategic planning, to foster more robust tourism businesses.

Research and Development

- **Tourism Research:** Promoting research in tourism studies to identify trends, challenges, and opportunities for innovation and growth.
- **Data-Driven Decisions:** Training professionals to use data analytics for making informed decisions that can drive structural changes in the industry.

Collaboration and Networking

- **Industry Partnerships:** Establishing partnerships between educational institutions and tourism businesses to ensure training programs are aligned with industry needs.
- **Networking Opportunities:** Creating platforms for networking and collaboration among tourism professionals, educators, and students to share knowledge and best practices.

In-depth considerations on how to conduct the analyses

Analysis of capacity and tourist demand

Information on accommodation capacity and travel preferences of tourist is essential to assess whether tourism infrastructure is adequate and sustainable

Employment and economic impact

Useful indicators to understand how much tourism contributes to the local economy. A high percentage of employment in tourism may indicate a strong dependence on this sector, consequently becoming a critical point in case of vulnerable economies. Identifying specific areas and the related concentrated age groups becomes a useful level for the analysis: a high presence of



young people could favor the predisposition to changes and innovative approaches for a more sustainable orientation and at the same time would indicate a sector that is favorable to unemployment decrease

Household and consumer spending

Household expenditure is a topic that is closely linked to the theme, as it reflects tourist demand and can be used to analyze consumption trends and the propensity to spend on sustainable tourism

Contribution to GDP

The share of GDP generated by tourism helps to evaluate the economic importance of tourism and culture and compare it with other economic sectors. This is crucial for planning sustainable development strategies

Sustainability

Specific indicators allow us to have a vision of the impact of tourism and consequently propose policies related to sustainability, ensuring that sustainable development does not impact the cultural and natural resources of the territory

Example of how to conduct a socio-economic analysis

Step 1: Define the Goal

Purpose: **To evaluate the impact of sustainable and cultural tourism**

Key questions: **What is the economic, social and environmental impact of tourism in the area of interest? How can sustainability be improved?**

Step 2: Collect Data (*not exhaustive list*)

Demography

Total population and density

Structure of the population

Distribution of the population

Economy

Tourist presences and types of trips

Contribution to GDP and average tourist expenditure

Accommodation capacity (number of beds in hotels and similar facilities)

Environment

CO2 emissions from tourist facilities

Water use and waste management by tourists



Protected areas and land use for tourism activities

Culture

Number of cultural sites and museums

Museum itineraries and integration with protected natural areas

Infrastructure and accessibility

Transport infrastructure and accessibility of public transport

Percentage of accessible accommodation and attractions

Occupation

Distribution of operators in the tourism and culture sectors

Working conditions and growth opportunities

Percentage of employment linked to tourism

Step 3: Comparative Analysis

Compare the various data collected, to carry out cross-analysis and consequent considerations deriving from step 2

Step 4: Impact Assessment

Analysis of the economic social and environmental aspects of the collected data, with an additional filter/focus on sustainability

Step 5: Public Policy Analysis

Investments: evaluating public investments in sustainable tourism and cultural heritage valorization policies

Training: analyzing training programs for tourism operators

Step 6: Drafting the Report

Summary: summarize the results of the analysis

Recommendations: propose strategies to improve tourism sustainability

Action Plan: preliminary identification of proposed actions based on the recommendations

Step 7: Monitoring and Evaluation

Implementation: put the proposed strategies into practice in collaboration with local stakeholders and tourism operators

Continuous evaluation: monitor key indicators to evaluate the effectiveness of the measures undertaken and make necessary adjustments



Guideline for the SWOT analysis of the district model

1. Aim of the SWOT analysis

One of the core outputs of the project (OI 1.1 Meta-District Strategy and Action Plan) is the development of a joint strategy based on the District Strategy and Governance (Meta-District of Culture), intended as a goal-oriented process embodied in the identification of specific target values, which finds its concretization in an Action Plan including both common actions among the different districts and local level actions aimed at the implementation of the strategy. The strategy will be adopted and implemented by organizations, and includes an operative structure for the identification of subjects and the definition of their role in the implementation. Paramount to the strategy is the definition of the District as an effective governance model for the valorization of the territory with shared public-private objectives on the issues of protection, enjoyment and services offered to users. The Meta-District of culture aims at making culture more effective while optimizing its economic and social impact on a local scale.

Although cultural district models are characterized by unique visions and specific contexts of implementation, an in-depth SWOT analysis of different approaches – in terms of ability to face challenges, valorize assets and meet the set objectives – is required for the identification of principles and strategies that can inform the development and design of the Meta-District of Culture.

2. Scope of the SWOT analysis: the cultural district model and aspects to be assessed

Cultural District Model – takes from project VALUE

A first necessary premise of the SWOT analysis is a clear definition of its scope; the Cultural District Model, developed in the previous experience of the project VALUE is to be intended as a governance model for the valorization of the territory with shared public-private objectives of development, through the joint efforts of the organizations included in it. The creation of a cultural district aims, on the one hand, to make the process of making 'culture' more efficient and effective and, on the other hand, to optimize its economic and social impacts at local scale. Each territorial area organizes its district around its most valuable endowment (assets) both in terms of supply and in relation to the potential demand it can attract. Each of the district will be structured around individual nodes (points of interest or service, based on the different assets to be valorized) that must be connected through the valorization process towards the creation of a network. The greater the interconnections between the various nodes, the more integrated the district becomes, leading to greater economic impacts that can be generated.



The relationships that connect the individual nodes with the enhancement process animate the district community. The exchange between valorization process and nodes can include: information, values, products, technologies, services, etc.; the elements that can be a part of the cultural/archaeological/landscape/environmental district are:

- Individual or “system” cultural assets
- Historical, archaeological and environmental heritage
- Actors that are public entities and enterprises that, regardless of the sector they belong to, are founders of service products
- The territorial infrastructures necessary to activate the enhancement process or to make the products of this process available to visitors (accessibility services, network services, etc.)
- Other territorial endowments (theaters, sport facilities, etc.) whose activity levels can be supported by those of the district valorization process
- The system of relations constituting the district for the valorization of the most valuable asset

Cultural District Model – aspects

Governance and management models of cultural districts invariably reflect the specific conditions of the context in which they are developed, escaping strict attempts at classification. However, in order to guide the analysis of the different applied district governance models, distinctions can be identified along the following aspects:

a) Typology

Four main types of advanced cultural district have been identified in the classification of Stantagata and Francesconi (GCDN, 2018):

- *Industrial cultural district* = born spontaneously from the agglomeration of related organizations looking for mutual support
- *Institutional cultural district* = formalization of existing production processes (‘made in...’ type of branding)
- *Museum cultural district* = result of a top-down approach by policy-makers centered around museum(s) or collections
- *Metropolitan cultural district* = identifies an area in which several cultural organizations are based and mutually reinforce each other

b) Leading organization

Classification based on the leading organization/management structures (GDCN, 2018):

- *Government-led* = at municipal/sub-municipal, regional or state level. Ensures the chance for larger planning and support



- *Quasi-governmental* = district managed by an organization as deemed by a government body. Creates the premises for public-private partnerships
- *For-profit* management = run by development companies and involves entrepreneurs
- *Non-profit arts organization* = typical management model that pulls together arts interests and communities
- *Non-profit, non-arts organizations* = community development corporations using assets to create a cultural district
- *Artist-led* = supported by membership and prioritizing creative placemaking and community development

c) Objectives/functions

The different aims/objectives of the cultural district can provide for a further aspect of classification. Regardless of the governance structure, cultural districts are usually aimed at attracting visitors and planning activities. The identification of the different type of activity (creative industry, entertainment, theatre, museum, industrial, etc.) and different functions (territorial branding, visitors attraction, education, community development, social equity, etc.) represented in existing cultural district models can shed a light on the link between objectives/typology/governance model adopted.

d) Governance

Different governance models can be applied and encountered in the classification of cultural districts, from non-profit organizations, to public/private partnerships, to trusts/foundations. To guide the data collection on the case studies and the subsequent SWOT analysis, a lens is provided on governance assessment (UN-Habitat, 2020): the GAF-MTR (Governance Assessment Framework for Metropolitan, Territorial and Regional Management) adopts three dimensions and six factors for assessing territorial governance at different levels. The three dimensions and the six governance factors are:

GOVERNANCE DIMENSIONS	GOVERNANCE FACTORS	
Institutional solutions	Formal arrangements	Informal arrangements
Decision-making	Governing bodies	Knowledge management
Collective action	Administrative acts	Development visions

Institutional solutions involve the institutional dimension of governance, referring to polity arrangements, that encompass:

- Formal arrangements (statutory/legal)



- Informal arrangements (networks, traditions, social norms, values, culture)

Decision-making regards the political dimension of governance, meaning the involvement of politics, and can be based on:

- Governing bodies (presence of councils, committees, etc.)
- Knowledge management (informed and evidence-based decision-making)

Collective actions refer to the instrumental dimension of governance (policy content) through either/or:

- Administrative acts (binding force of law to the agreements reached by the governing bodies)
- Development visions (collective actions between governments and other local actors outlining medium- and long-term strategic objectives – formulated through broad participatory processes)

e) Representation

One of the aspects included in the evaluation of cultural district models entails the participation of different types of stakeholders (higher educational institutions, trusts, tourism offices, businesses, artists, etc.) in the work of the district. An analysis of the stakeholders participating in the cultural district is essential to understand the representativity of the model and the potential need for the inclusion of subjects – such as the private sector – that are often overlooked or missing altogether from the management process.

f) Resources

An additional aspect to be assessed regards the sources/resources of the cultural districts for funding (state/local government, membership fees, donations, sales, etc.) and the focus of spending (staffing, advertising, planning, etc.). The resources of a cultural district are paramount for its stability, longevity and quality of outputs, and represents therefore a key challenge in its implementation. Assessing different forms of income and spending provides the basis for considerations on the long-term sustainability of the cultural district model.

3. SWOT analysis – foreseen steps and methodology

The SWOT analysis is a planning tool used to assess key factors that intervene in an initiative, either supporting it or negatively affecting the achievement of its objectives. It is used in strategic planning processes and decision-making as it offers a self-assessment tool for the rationalization of management. A SWOT analysis considers **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats of the



context at stake, taking into account the internal (strengths and weaknesses) and external (opportunities and threats) factors.

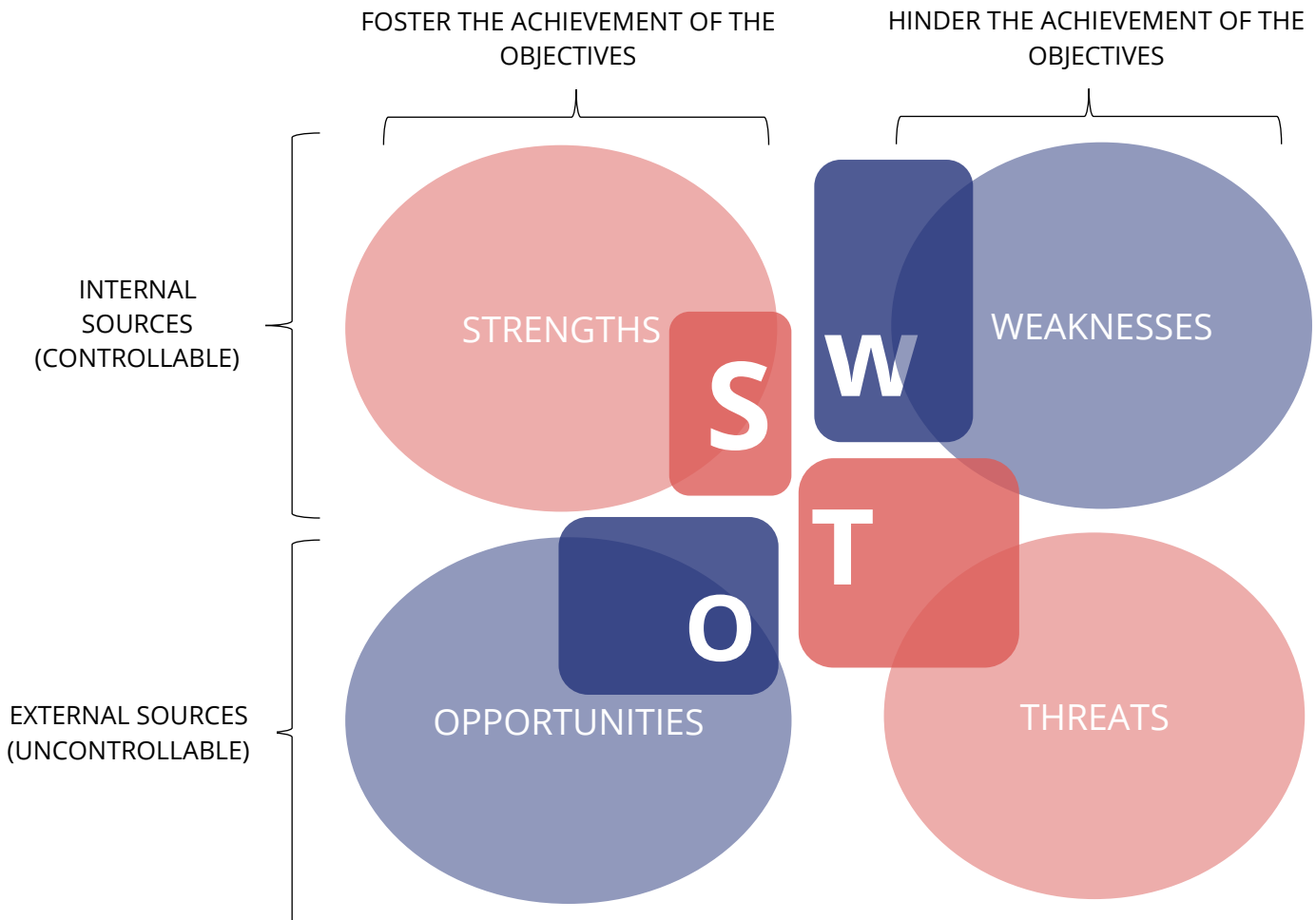
Strengths: positive attributes, internal to the context/organization and controllable

Weaknesses: internal factors, controllable, that can hinder the organization’s ability to achieve its goals

Opportunities: external factors that foster development possibilities

Threats: external – uncontrollable – factors that can hinder the mission/objectives of the organization

Typically, a SWOT analysis is represented through a matrix outlining the abovementioned factors, as in the graph below:



The validity of the analysis heavily relies on the completeness of the preliminary collection of data and information on the specific subject of investigation. In this sense, the success of the SWOT analysis of the district governance models depends on the inclusion of the different aspects (listed in chapter 2 of the guideline) of assessment as well as on the parallel carrying out of the socio-economic analysis (D.1.1.1) that will provide for a comparison framework between the applied case studies and the specific context of the 5 project districts.

The foreseen steps of the SWOT analysis are:

- identification of at least 3 (up to 5) case studies of Cultural District models
- classification of the identified case studies per type of district, leading organization, objectives/functions, governance (dimension and functions), representation, resources
- use of the SWOT matrix to assess the strengths, weaknesses, opportunities and threats per aspects considered in the classification

Methodology

Desk research/review of existing literature and case studies (that can be integrated with online interviews/surveys with managers of the identified cultural districts). Purpose of the collected data: not achieve an overall classification but understand how different cultural districts are shaped in accordance with their contexts and set objectives, identifying weaknesses and strengths of the different approaches. The single SWOT analysis developed by the involved PPs will be merged in a single document (D.1.1.2 SWOT analysis of the district governance models) by PP2 PDPOV, as detailed in the section below.

4. Comparative analysis

The SWOT analysis of the governance models provides the basis for the to-be Meta-District of Culture to learn from other experiences and incorporate an appropriate representation of stakeholders in decision-making. The studies conducted in a coherent – therefore comparable – manner by the involved PPs will allow for the identification of the characteristics and initiatives that could better suit the context of the project, also in consideration of the results of the socio-economic analysis (D.1.1.1 Socio-economic analysis of the district areas). The two outcomes of activity A1.1 represent the first step in the development of the Meta-District Governance Strategy and in its concretization through the Action Plan.



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