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 **SOCRAT**

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# INTERREG ITALY-CROATIA PROGRAMME 2021-2027 PROJECT SOCRAT

## 01.1 SOCRAT Strategy

Final Version – February 2026

# SOCRAT

Socializing Craft & contemporary Art for sustainable Tourism

## 01.1 SOCRAT Strategy

### WP1

#### Document information

Project name	SOCRAT - Socializing Craft & contemporary Art for sustainable Tourism
Project ID	ITHR0200383
LP	Pino Pascali Foundation, Museum of Contemporary Art
PP	National Confederation of the craft sector and small and medium enterprises Bari – PP2 Veneto Region – PP3 Veneto Institute for Labour – PP4 Region of Istria – PP5 Kvarner Region Tourist Board – PP6 The institution for the development of competence, innovation and specialization of Zadar county INOVAcija – PP7 University of Zadar – PP8
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## INTRODUCTION

The SOCRAT project recognises the significant potential of synergistic collaboration between Civil Society Organisations (CSOs), Cultural and Creative Industries (CCIs), and Contemporary Artists. Drawing insights from diverse regional contexts across the programme area, this strategy outlines a unified approach to foster innovative cultural tourism models that leverage this triangulation to enhance the value of heritage, empower communities, and ensure long-term viability.

The project adopts a joint cross-border strategy and methodology, leading to the development of a shared Joint Action Plan (JAP) with its main principles implemented in each regional plan.

This joint strategy for disseminating and promoting the SOCRAT model aims to foster a holistic, community-led approach to tourism development and community empowerment by strengthening collaboration among the project's three pillars: artists, local industry, and civil society organizations.

Serving as a common guide for partners and stakeholders, it promotes sustainable tourism and supports local communities through the use of Creative Living Labs, ultimately contributing to reducing regional vulnerability to tourism fluctuations.

## VISION

To foster a dynamic, innovative, and resilient tourism landscape across the programme area, driven by collaborative innovation born from the synergy of cultural, creative, and civil society actors. This will result in the generation of innovative, experience-based tourism prototypes capable of evolving into sustainable market products and promoting lesser-known destinations, deeply enriching local communities and preserving shared heritage for future generations.

## MISSION

The SOCRAT Strategy is dedicated to fostering effective and synergistic collaboration among Civil Society Organisations, Cultural and Creative Industries, and Contemporary



Artists. Through this triangular model of engagement, we aim to collectively co-create sustainable and culturally enriching tourism models, focusing on generating innovative, experience-based prototypes designed for medium-term market sustainability, visitor attractiveness, and the promotion of lesser-known destinations. We will achieve this by establishing supportive ecosystems, addressing critical funding gaps, enhancing cross-sectoral capabilities, advocating for enabling policies, and ensuring tourism's benefits are authentically rooted in community values.

## STRATEGIC PILLARS

The following six strategic pillars form the core of the SOCRAT approach, guiding our actions to cultivate a collaborative and sustainable tourism future, with an emphasis on inter-stakeholder cooperation:

### 1. Cultivating interdisciplinary innovation hubs

**Strategic Aim:** To establish structured and adaptable environments that promote deep convergence and co-creation among CSOs, CCIs, and Artists, with the specific aim of developing innovative, experience-based tourism prototypes intended for medium-term market sustainability, balancing visitor appeal with cultural heritage and contemporary creativity for sustainable tourism development.

**Key Focus Areas:**

Developing accessible physical and virtual spaces for multi-stakeholder collaboration in which CSOs, CCIs, and Artists play a central (e.g., Creative Living Labs).

Implementing frameworks that support interdisciplinary project initiation, collective stakeholder engagement, and shared knowledge generation.

Providing impartial facilitation and specialised support (e.g., curatorial guidance) to effectively manage the complexities of triangular co-creation.

Fostering the development of innovative, experience-based tourism prototypes that demonstrate potential for market sustainability, attract visitors, and contribute to diversifying tourism flows towards lesser-known areas.



## 2. Enabling sustainable funding and revenue streams

**Strategic Aim:** To address financial challenges by exploring ways to diversify and improve access to funding and revenue for the development of sustainable tourism products and initiatives that leverage cultural heritage and contemporary creativity.

**Key Focus Measures:**

Exploring and promoting blended funding models that effectively combine public grants, private investment, and alternative funding sources to benefit joint CSO-CCI-Artist ventures. Advocating for streamlined application processes and flexible funding structures that support both long-term sustainability and fair compensation across the collaborative spectrum.

Supporting the development of viable business models for prototypes to ensure their ability to attract visitors and generate income from market demand.

## 3. Empowering stakeholders through enhanced capabilities

**Strategic Aim:** To enhance and strengthen the individual and collective capabilities of CSOs, CCIs, and Artists, enabling their effective participation in and leadership of sustainable tourism development through enhanced inter-group understanding.

**Key Focus Areas:**

Implementing targeted cross-sectoral training programmes focused on key skills in the areas of management, digital technologies and sustainability.

Fostering mentorship and peer-learning networks that specifically connect CSOs, CCIs, and Artists to facilitate knowledge transfer and best practice sharing.

## 4. Anchoring tourism in authentic community values

**Strategic Aim:** To align tourism development with local identities and community priorities, encouraging approaches that recognise shared interests and promote inclusive participation among CSOs, CCIs, and Artists.

**Key Focus Areas:**

Encouraging participatory and co-design practices that involve local communities and the three stakeholder groups in shaping tourism-related activities.



Exploring ways to strengthen local benefits through opportunities for learning, cultural continuity, and modest income generation, while remaining attentive to potential social and spatial imbalances.

Supporting exchanges and collaborations that bring together multiple viewpoints, including artistic and critical ones, to reflect on tourism's wider cultural and social implications.

### 5. Enabling policy environments and streamlined governance

**Strategic Aim:** To better understand how current policy and governance frameworks shape collaboration among CSOs, CCI, and Artists, in order contribute to a more supportive context through dialogue and shared learning.

**Key Focus Areas:**

Engaging with public institutions to discuss practical ways of easing collaboration and reducing administrative complexity across sectors.

Sharing insights and good practices that can inform gradual improvements in local or regional policies supporting cultural and tourism partnerships.

### 6. Strengthening networks and fostering effective communication

**Strategic Aim:** To build effective inter-stakeholder networks and ensure effective communication channels that optimise the collaborative potential and visibility among CSOs, CCI, and Artists across the programme area.

**Key Focus Areas:**

Developing a cross-border digital platform functioning as both an informational portal and a promotional showcase for artists, artisans, creative industries to facilitate information sharing, partnership matching, and showcasing successful triangular collaborative projects. Organising regular, structured, and informal networking events specifically crafted to foster strong relationships and identify new collaboration opportunities between all three stakeholder types.

Implementing facilitated dialogue sessions to bridge communication gaps and promote joint problem-solving across the CSO, CCI, and Artist communities.



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Translating the SOCRAT strategy into actions aimed at disseminating and promoting the model, thus ensuring that it reaches a wide audience, with a long-lasting impact on the development of special interest tourism.

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## STAKEHOLDERS' FEEDBACK

### Introduction

This chapter summarises the contributions collected from local stakeholders as part of the validation process of the SOCRAT Strategy. The aim of the consultation was to verify the coherence of the strategy with the needs of the territories involved, as well as its capacity to effectively guide the development of innovative models of sustainable cultural tourism. The feedback collected contributed to strengthening the strategic framework, improving its clarity, relevance and potential for implementation across the different territorial contexts.

### Area of Competence and Typology of Stakeholders Involved

As with the methodology, the strategy consultation also engaged stakeholders from a range of different fields:

#### **Italy**

- Artists and cultural operators
- Cultural and creative industries
- Civil society organisations
- Local actors participating in presentation events

#### **Croatia**

- Cultural and museum institutions
- Public bodies and local administrations
- Tourism and territorial development organisations
- Cultural and creative associations
- Experts and operators in the cultural sector



## Comments Received on the Strategy

The feedback collected reflects an overall very positive assessment of the SOCRAT Strategy, which is considered coherent, innovative and strongly oriented towards sustainable territorial development.

Among the most appreciated aspects:

**Centrality of local identity and authenticity:** the strategy valorises the specific stories, practices and heritage of the territories, avoiding standardised tourism models.

**Community-based approach:** recognised as a fundamental element for ensuring sustainability and the active involvement of local communities.

**Role of art as a connecting element:** art is perceived as a bridge between people, places and narratives, capable of generating deeper and more meaningful tourism experiences.

**Clarity of objectives and strategic pillars:** the structure of the strategy is considered well-defined, applicable and transferable across different contexts.

**Potential for innovation in cultural tourism:** strong capacity to integrate craftsmanship, contemporary creativity and tourism development.

A number of areas for attention and improvement also emerged:

- The need to strengthen financial support and incentives for initiatives that combine contemporary art and cultural heritage.
- The importance of simplifying administrative processes and facilitating access to funding.
- The need to better define the modalities of operational implementation and the measurement of results.
- The opportunity to integrate digital solutions to broaden the impact and accessibility of cultural experiences.

With regard to the SOCRAT Strategy, stakeholders highlighted several areas for potential strengthening, primarily related to the operational implementation phase and the long-



term sustainability of actions. In particular, the need was underlined to provide greater financial support and dedicated incentive tools for projects integrating cultural heritage, craftsmanship and contemporary art, which are often complex and characterised by high realisation costs. A further suggestion concerned the simplification of administrative processes and access to funding, in order to facilitate the participation of local actors and reduce barriers to the implementation of strategic initiatives.

Stakeholders also emphasised the importance of further clarifying the operational modalities for implementing the strategy, including tools for measuring results and the impact generated, so as to ensure a more effective evaluation of actions and their replicability across different territorial contexts. Finally, the opportunity emerged to strengthen the integration of digital solutions and innovative tools, capable of broadening the accessibility of cultural experiences and improving the connection between local communities, cultural operators and the tourism sector.

Overall, these suggestions confirm the robustness of the proposed strategy, while at the same time highlighting several levers for improvement that would serve to strengthen its effectiveness and long-term impact. Stakeholders also demonstrated a strong willingness for future collaboration, confirming their interest in participating in the upcoming project phases and in testing the proposed model – with high levels of engagement also evident during the local events.

The SOCRAT Strategy is perceived as a solid and promising framework, capable of guiding the transition towards more sustainable, inclusive and innovative models of cultural tourism.



## LIST OF ANNEXES

The present Strategy is accompanied by the following annex, which constitutes an integral part of Output 1.1 and is essential for ensuring the operational continuity and formal uptake of the Strategy beyond the project lifetime.

### ANNEX 1

This document translates the strategic vision of the SOCRAT Strategy into a structured set of concrete, measurable and time-bound objectives and targets, organised across three temporal horizons: short-term (within 3 months of project end), mid-term (within 2 years) and long-term (within 5 years). This document covers key areas, including the dissemination and open accessibility of the Strategy, the sustainability of the triangular collaboration model, the replicability and transferability of the SOCRAT approach, and its progressive integration into local and regional development policies and funding frameworks.

Given the diversity of institutional profiles, mandates and resources represented within the consortium, each partner (together with its relevant local and regional stakeholders) will identify the objectives and activities most appropriate to their own institutional mission and operational context, indicating concrete and specific commitments accordingly, on all or on a selection of the actions listed. These individual and collective commitments will form the substantive basis of the **Memorandum of Understanding (MoU)**, expressing the shared intention of the partnership to ensure the uptake, sustainability and transferability of the SOCRAT Strategy and its outputs beyond the project lifetime.

The MoU will be jointly and collaboratively developed by all partners and their relevant stakeholders on the basis of Annex 1, and will be formally signed by the legal representatives of all SOCRAT partners before the end of the project.



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## 01.1 SOCRAT STRATEGY ANNEX 1

Final version – February 2026

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## General Commitments

### **Objective G.1: Ensure open and multilingual access to the SOCRAT Strategy**

The SOCRAT Strategy is published in Italian, Croatian and English in downloadable PDF format and linked from the institutional website of each partner within 1 month of project end.

#### **Responsibility**

All partners (publication on own website);

Partner (monitoring of accessibility and updates);

Lead PP4 (support to LP for updates if needed).



## Short-term Objectives (within 3 months of project)

### Objective S.1

#### Promote the Creative Living Labs as the primary site of SOCRAT Strategy implementation

**S.1.1:** Each partner publishes a minimum of 2 social media posts on its institutional channels, sharing experiences and materials from the local Creative Living Lab and explicitly framing them as expressions of the SOCRAT Strategy.

**S.1.2:** Each partner that operates an institutional newsletter publishes at least 1 article dedicated to the local CLL experience and its connection to the SOCRAT Strategy.



## Mid-term Objectives (within 2 years of project end)

### Objective M.1: Sustain multi-stakeholder collaboration between CSOs, CCIs and Artists

**M.1.1:** Each partner maintains at least 1 active communication initiative per year (social media campaign, newsletter, or equivalent) keeping alive the dialogue and visibility of the SOCRAT triangular collaboration model among CSOs, CCIs and artists in their territory.

**M.1.2:** Each partner produces or co-produces at least 1 multimedia piece (video, photo reportage, or equivalent) with strong promotional value, documenting and narrating the local Creative Living Lab experience, within 12 months of project end.

**M.1.3:** The partnership jointly organises at least 1 working session within 18 months of project end, to assess the interest and feasibility of a new Creative Living Lab building on past experiences and proposing new collaborative products.

**M.1.4:** Each partner participates in at least 1 sectoral event (tourism-focused or involving the identified target groups) within 2 years of project end, to share and disseminate the SOCRAT experience.



## Objective M.2: Promote the replicability and transferability of the SOCRAT Strategy

**M.2.1:** The partnership collectively identifies at least 2 new funding opportunities (Adriatic area and beyond) suitable for capitalising on SOCRAT results and financing follow-up projects, within 18 months of project end.

**M.2.2:** Each partner identifies and joins at least 1 relevant online community or network, individually or as a project, within 2 years of project end, in order to amplify SOCRAT's impact and generate new collaboration opportunities.

**M.2.3:** Each partner initiates at least 1 collaboration or synergy with another project or organisation working on themes related to SOCRAT within 2 years of project end.

**M.2.4:** Each partner establishes contacts and promotes collaboration with at least 2 associations, networks or districts relevant to the SOCRAT Strategy (artisans, CCIs, artists, etc.) within 2 years of project end.



## Long-term Objectives (within 5 years of project end)

### **Objective L.1: Embed the SOCRAT collaborative model in training and community practices**

**L.1.1:** At least 3 partners develop or contribute to training initiatives for artists and artisans on collaborative models inspired by the SOCRAT approach, within 5 years of project end.

**L.1.2:** At least 2 partners establish a connection between the Creative Living Lab experiences and recurring local community moments (festivals, periodic events, celebrations, etc.), integrating SOCRAT-derived products or formats into community life within 5 years of project end.

### **Objective L.2: Increase tourism operators' capacity to valorise collaborative artistic-artisanal products**

**L.2.1:** At least 3 partners undertake targeted actions to engage and prepare tourism operators in their territory to incorporate and promote tourism products developed through artist-artisan collaborations, within 5 years of project end.

### **Objective L.3 – Mainstream the SOCRAT model into local and regional development policies**

**L.3.1:** At least 3 partners initiate formal dialogue or collaboration with local or regional authorities with the aim of integrating the SOCRAT working methodology and tourism product development approach into local or regional development plans, within 5 years of project end.

**L.3.2:** At least 2 partners engage with local or regional authorities or bodies to explore the activation of public or public-private financial instruments capable of sustaining ongoing collaboration among the SOCRAT target groups (artists, CCIs, CSOs) and local communities, within 5 years of project end.

