

JOINT STRATEGY FOR PRESERVATION OF CULTURAL HERITAGE BASED ON ECOMUSEUMS

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Cultural Heritage

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Joint Strategy for Preservation of Cultural Heritage

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1. Introduction

To decide how, in a strategic way, ecomuseum could be an important mechanism to preserve heritage we have to understand the concept. It is not simple as its meaning is not unequivocal, there are many definitions and they have changed a lot since 1960-ties when 'ecomuseum' had emerged as a concept. Even one of 'ecomuseum fathers' – Georges Henri Rivièrè modified it several times between 1973 and 1980. The final was published in 1985 and it is the most often cited:

'an instrument conceived, fashioned and operated jointly by a public authority, and its local population. The public authority's involvement is through the experts, facilities and resources it provides; the local population's involvement depends on its aspirations, knowledge and individual approach. It is a mirror in which the local population view itself to discover its own image, in which it seeks an explanation of the territory to which it is attached and of the populations which have preceded it, seen either as circumscribed in time or in terms of the continuity of generations. It is a mirror that the local population holds up to its visitors and so that it may be better understood and so that its industry, customs and identity may command respect. It is an expression of man and nature. It situates man in his natural environment. It portrays nature in its wilderness, but also as adapted by traditional and industrial society in their own image. It is an expression of time, when the explanation it offers reach back before the appearance of man, ascend the course of the prehistoric and historical times in which he lived and arrived finally at man's present. It also offers a vista of the future, while having no pretension to decision-making, its function being rather to inform and critically analyze. It is an interpretation of space – of special places in which to stop and to stroll. It is a laboratory, insofar as it contributes to the study of the past and present of the population concerned and of its total environment and promotes the training of specialists in these fields, in co-operation with outside research bodies. It is a conservation centre, insofar as it helps to preserve and to develop the natural and cultural heritage of the population. It is a school, insofar as it involves the population in its work of study and protection and encourages it to have a clearer grasp of its own future. This laboratory, conservation centre and school are based on common principles. The culture in the name of which they exist is to be understood in its broadest sense, and they are concerned to foster awareness of its dignity and artistic manifestations, from whatever stratum of the population they derive. Its diversity is limitless, so greatly do its elements vary from one specimen to another. This triad is not self-enclosed; it gives and it receives¹ (Rivièrè, 1985)'.

The Joint Strategy for Preservation of Cultural Heritage is multi-aspectual and tend to be universal. However, ecomuseums in particular countries develop differently and are on various stages of advance. In consequence some objectives and task may better fit to some ecomuseums and countries and others are relevant to others, where different mechanism need improvement. The

¹ Rivièrè, G.H., The ecomuseum: an evolutive definition. *Museum*, 37 (4). 1985, p. 182-183.



strategy is based on analysis made for ecomuseums involved in the project, however it is open and new ecomuseums, also from other countries join and be engaged in its implementation.

The strategy is based on research and analyses done in the preceding phase of the project. They delivered information and data concerning current situation in ecomuseums concerning their management and operation in reference to safeguard and maintain cultural heritage (tangible and esp. intangible) to be taken into consideration in the process of building the strategy.

The overall goal of the Joint Strategy for Preservation of Cultural Heritage is to provide guidelines for sustainable management, preservation and recovery of culture through information and communication technologies, creative industry, integration of culture in tourism offer to boost economic growth respecting environment. It delivers incentives to undertake actions on an individual ecomuseum level to improve the operation and recommends cooperation of ecomuseums on a regional, national and international level and to involve in cooperation institutions and organization that can contribute to enhance their cooperation and recognition.



2. Analysis of the situation

Ecomuseums and other ecomuseum-like initiatives aimed at safeguarding cultural heritage, both tangible and intangible differ in their operation systems and approaches towards preservation and use. However, we observe that, in general, they share values, assets and problems and obstacles at the same time as well as see similar opportunities and threats. To shape a transnational strategy that would be relevant to various ecomuseums and other ecomuseum-like initiatives we need to understand well the current situation, note similarities, tendencies, philosophy and potential perspectives.

To investigate the situation we have applied the SWOT analysis focused on safeguarding intangible heritage as well as conditions to favour or hamper its maintenance. The analysis includes nine ecomuseums and ecomuseum-like initiatives from five countries (Austria, Croatia, Hungary, Italy, Poland and Slovenia). In some cases an individual ecomuseum was analysed in other it concerned wider territory including several ecomuseums.

To understand better understanding the complexity of the situation we have to take into consideration the difference between the level of development of ecomuseums, fact that the research includes also entities that do not formally operate as ecomuseums, e.g. open air museums and areas searching for a good mechanism to safeguard cultural heritage and intend to develop an ecomuseum (see descriptions above).

Despite all these circumstances all analysed ecomuseum and ecomuseum-like initiatives share the belief in the value of natural and cultural heritage, both tangible and intangible, share the common mission to safeguard it and consider it a capital for local social and economic development.

The table below includes the ecomuseums and ecomuseum-like initiatives that were analysed and thus provided the guidelines for this strategy.

No	Ecomuseum	Country
1.	Ecomuseum Batana	HR
2.	Ecomuseum Mošćenička Draga	HR
3.	Seasonal Lakes of Pivka Ecomuseum	SL
4.	Delta 2000 Consortium Area*	IT
5.	Ecomuseum of Salt and Sea	IT
6.	Ecomuseum of Carp Valley	PL
7.	Lake Valancei Area**	HU
8.	Open Air Museum Stübing	AT
9.	Balaton Area***	HU

* DELTA 2000 Consortium includes following ecomuseums: Ecomuseum of Argenta's Valli, Ecomuseum of Aquatic Plants, Ecomuseum of Deer and of the Mesola Forest



** Lake Valancei Area includes following ecomuseums: Valley of Arts, Golden Carp Fishing Museum, Rendek Farm and Ecomuseum, Szenna Open Air Museum

*** Balaton Area is the region where ecomuseum is planned to be developed.

Analysis was done cumulatively for all areas, divided into four SWOT categories: strengths, weaknesses, opportunities and threats in order to searched for some general patterns and schemes based on similarities, common tendencies, shared circumstances and strategic aspects. All individual statements and opinions were grouped in wider categories.

2.1. Strengths

In case of strengths analysis we divided them into nine categories that have more general character. The order reflects the value of subsequent categories. Absolutely the most important is community involvement and cooperation, than three following (potential of heritage, ecomuseum offer and maintenance of knowledge and skills).

1. Community involvement and cooperation
2. Heritage potential
3. Ecomuseum offer
4. Maintenance of knowledge and skills
5. Tourism
6. Sites / areas of special value
7. Branding
8. Education values
9. Other strengths

2.1.1. Community involvement and cooperation

One of the most important strength listed for most of areas is community involvement in a wide sense, including volunteering as well as cooperation between various local stakeholders (representing various sectors of the community, mainly public and social) and other partners. Involvement and community participation foster identification of inhabitant with the area and its cultural heritage and ecomuseum proves to be an effective vehicle. It is very much in line with the approach of New Museology: ,The approach taken by New Museology is different. Museum activity is seen as intrinsically connected to creating and fostering a sense of citizenship. Tourism is never the only economic resource and is seen as a way of enhancing local inhabitants' wellbeing, a means for facilitating the transformation of their "territory" into something closer to local interest – and not vice versa. Ecomuseums that asked the regions where they were located to hold "public meetings on the landscape" to discuss how landscape was being transformed or do this by using



“parish maps” created with their residents, those that drew up “contracts for rivers” to clarify the use of water resources, planned new ways to structure agricultural and food supply chains to shorten the distance between producer and consumer and at the same time guarantee the quality of traditional products, or organized associations of local growers to create new brand names, products and distribution networks¹², that talked with producers about how to make their economic activities compatible with maintaining their area’s cultural qualities² (p. 73).

2.1.2. Heritage potential

Good knowledge of heritage and awareness of its value and potential for social and economic development is important strength of ecomuseums. Richness, uniqueness and diversity of the heritage determine the attractiveness of ecomuseums both for internal and external visitors. As ecomuseum sets much store by the relation between environment and culture, it has comprehensive approach, both values of natural and cultural heritage are taken into account. What is more ecomuseums are focused on all aspects of tangible and intangible heritage.

2.1.3. Ecomuseum offer

Thanks to diversity of heritage, its good knowledge and cooperation ecomuseums are able to create interesting and comprehensive tourist and education offer for internal and external visitors based on all resources, including intangible cultural heritage. The offer can include various attractive sites (e.g. mills, artisan workshops, natural phenomena, traditional food processing plants, industrial constructions), exhibitions, art galleries, private mini-museums and collections as well as multimedia presentations, cultural events, festivals, fairs. Ecomuseums, in general, are excellent in the interpretation of local heritage – making a great experience out of it.

2.1.4. Maintenance of knowledge and skills

The knowledge of local history, natural resources, changing economy, legends, specific events, local personalities (e.g. artists, writers, poets, composers), its recording, photographing collecting, from others (e.g. elderly people) is of great value and serves not only keeping collective memory but also enriches the potential of heritage. Not less important is making condition for cultivating traditional skills (art, artisan, profession) by means of demonstrations, interactive workshops, making fashion and market for traditional products contributes to maintain endangered skills and pass them to present and future generations.

2.1.5. Tourism

² Maurizio Maggi, Ecomuseums in Italy. *Museologia e Patrimonio* - vol. II - jan/jun 2009, p. 70-78.



Ecomuseums are able to deliver products that are desired in the modern tourism trends: unique sites, exhibited in innovative and creative manner, interactive way of visiting places with hands-on offers (in place of passive guiding), contact with passionate people that love what they do and the place they live. Ecomuseums can offer adventures, emotions and unforgettable memories for tourists. Tourism based on ecomuseum offer enables generating jobs or at least additional source of income for local community. Ecomuseums can contribute to local development, mostly tourism, and also play the role of incubator of new ideas.

2.1.6. Sites / areas of special value

Ecomuseums are often located in areas of specific values or of special protection status (national protection systems – e.g. National Parks, Biosphere Reserve UNESCO, UNESCO World Heritage List, Natura2000) that makes them up places of higher interest for potential visitors. Unpolluted environment and living tradition foster organic farming or at least traditional way of growing plants and using traditional species of plants also could be an asset. Ecomuseum thus can benefit from well-known and respected brands.

2.1.7. Branding

On the other hand ecomuseums can build their own branding system, guaranteeing the quality of heritage interpretation, authenticity, reliability of the information, making heritage a ‘living’ experience. It could be strong if based on specific criteria being complied by all ecomuseum partners and sites. Clear communication of the brand based on local heritage. Obtaining prestigious national and international prizes for operation and safeguarding heritage not only motivates community and ecomuseum partners but also attracts visitors (enhance the brand of ecomuseum).

2.1.8. Education values

Education values seem underestimated strength in eyes of analysed ecomuseums. But some point useful and quality information and knowledge delivered by ecomuseum as well as enjoyable, practical education by experience. Ecomuseums offered targeted education and are able to prepare didactic programs on heritage for schools.

2.1.9. Other strengths

There are some other strengths that do not follow any of above mentioned categories, but are important for individual ecomuseums and areas like: establishment of on-site intangible cultural heritage-team, skills to easily integrate new content and methods. In one case low economic impact is the strength (in a highly touristic place). An important asset seems multidisciplinary character of



ecomuseum combining intangible cultural heritage safeguarding with tourism, museology-presentation, digital promotion and use of digital technology.

2.2. Weaknesses

In case of weaknesses analysis we divided them into ten categories that have more general character. The order reflects the value of subsequent categories. There were much less weaknesses listed than strengths. There is no one weakness that dominates all others, they are mentioned 3-6 times (from the least numerous – on bottom of the list).

1. Local development
2. Tourism
3. Sustainability
4. Qualification of staff
5. Mode of operation
6. Ecomuseum offer
7. Promotion
8. Legal framework
9. Community involvement and cooperation
10. Other obstacles

2.2.1. Local development

It reflects the situation that ecomuseums are often located in the underdeveloped areas characterized by insufficient infrastructure (roads, waste management systems) and facilities (public transport). The other issue is development priorities, where safeguarding and use of intangible cultural heritage is not high on the list (in general has peripheral interest lagging behind direct economic and social issues).

2.2.2. Tourism

Development of tourism seems important opportunity for safeguarding the intangible cultural heritage, however tourism is often associated with mass tourism that is considered of true economic impact and due to this reason this type of tourism is more desired by underdeveloped communities and authorities. In some places regions are not prepared to receive tourists (no tourism information system) and it is very much affected by seasonality.



2.2.3. Sustainability

The main issue is ensuring the sustainable mode to finance the operation of ecomuseum. Some ecomuseums do not have a permanent financing, others have but it is not relevant to ecomuseum needs and cost of operation. Ecomuseums run by municipalities face rather inadequate financial support and most ecomuseum have none or small income from selling services. The other difficulty that ecomuseum faces is the dependence of involved individuals and private owners of sites.

2.2.4. Qualification of staff

Ecomuseums, especially run by NGO cope with the problem of qualified staff (management, financing, research, international cooperation) but also experts tourism and at the same time they lack professional approach (employed staff), as their operation is based on passionate volunteers. It is also issue of no experience with regard to intangible cultural heritage and heritage management.

2.2.5. Mode of operation

Various weakness were named concerning mode of operation: for some ecomuseums there is no planning, esp. based on participatory methods, in some ecomuseums there is no procedure for involving new partners that can bring different experiences, new concepts and ideas, in others there is no sufficient team (which moreover is often based on volunteers) or common visual identity that can identify partners as part of ecomuseum.

2.2.6. Ecomuseum offer

Ecomuseums differ in the assessment of ecomuseum offer – more often they are proud of it and considered it the strength. But some see weak points as well. One of the weakness seems to be lagging the modern trends in interpretation of heritage to make the offer attractive and engaging. The other issue is how to turn the ecomuseum offer into a marketable tourist (education) product enabling to experience various aspects of local tangible and intangible cultural heritage.

2.2.7. Promotion

Ecomuseums face problems with various methods of promotion: visibility within and outside the region is lacking, ecomuseum has no own webpage or is not active in social media, nor regular updating printed materials or existing promotion actions are disperse undertaken by individual ecomuseum partners.



2.2.8. Legal framework

Two ecomuseums from Croatia complained on lack of legal framework for registration, that might also be the problem for other countries – all project ecomuseum have no legal status as ecomuseum – they operate in the form of NGO, are related to municipalities, company, private initiative or informal partnership. In Austria no ecomuseums have developed and unclear definition (not specifying the mode of operation and status) could be the reason.

2.2.9. Community involvement and cooperation

Though community involvement and cooperation are considered the strongest point of ecomuseum as it is practically not possible to develop one without, only two ecomuseums mentioned the problem with community involvement. It is rather a problem with quality of involvement and cooperation and that may be more common. The involvement of a narrow group of local inhabitants in ecomuseum operation may also happen in other ecomuseums. Lack of people interested in joining association dealing with heritage might especially concern young people (often mostly elderly people value more heritage resources and their maintenance and get actively engaged). In one ecomuseum it is difficult to foster intergeneration cooperation enabling transfer of tradition and interest of young people to learn traditional skills.

2.2.10. Other obstacles

Other problems seem specific for particular ecomuseums: ambiguities in defining intangible cultural heritage (tangible versus intangible), costs incurred by project activities and public participation (for municipalities) and insufficient use of existing historic monuments, that would serve for presenting local intangible heritage.

2.3. Opportunities

The category opportunities includes plenty of ideas that were grouped into eight categories of a more general character. The order reflects the value of subsequent categories. The most numerous opportunities mentioned by almost all ecomuseum participating in the analysis refer to tourism and local development which are closely linked to each other.

1. Tourism
2. Local development
3. Community involvement and cooperation
4. Promotion



5. Awareness
6. Education
7. Mode of operation
8. Ecomuseum offer
9. Other opportunities

2.3.1. Tourism

For most of ecomuseums tourism development is considered the biggest opportunity in many aspects but mostly the current trends in tourism are favourable as they are focused more on heritage niche destinations offering products based also on intangible heritage as well as innovative and creative tourist products. Some ecomuseums take advantage of high tourist traffic in the areas they are located in or being in the tourist transition area, selling their services in high season to sustain their maintenance. Tourist needs have changed into more place-oriented visiting which is based on well-packaged heritage tourism products that are available using modern technologies (communication and information) as well as interactive, creative, engaging offer (new touristic destination linking already existing attractions into an easier manageable system). It is not enough to offer guided tours – tourists expect to experience, taste, have adventure, learn, feel emotions and collect unforgettable memories. There is still a big challenge for ecomuseums to disseminate ecomuseums as a tourist destination among tourist sector and tourists.

2.3.2. Local development

Developing ecomuseum as tourist offer and attracting tourists fosters development of necessary infrastructure that was not in place (roads, sewage systems as well as ecological solutions e.g. renewable energy) as well as creates employment opportunities. It contributes to heritage management, promotion of the area/region and cooperation, stimulate better use of existing resources (new trends in preserving and presenting (transferring) own tradition and heritage in accordance with the sustainable development of a destination). Creating/enhancing market for local products (food, craft and art) leads to better preservation of traditional knowledge, skills and use of traditional local raw materials and allows to develop a brand for local products. Ecomuseum provides a new approach - intangible cultural heritage considered a factor of rural/municipal development (cultural values deemed to be marketable products as a good ground for further development).

2.3.3. Community involvement and cooperation

Ecomuseums provide opportunity for local community involvement and networking, both internal and external – with other ecomuseums and initiatives focussed on protecting and maintaining the



heritage, including international cooperation. This leads also to growth of social activeness of inhabitants and raises the community pride of the place they live in. Generally speaking it can highly contribute to the development of social capital. It is community-oriented, thus follows the general trend of development of local democracy and public participation (e.g. wider involvement in heritage management decision-making processes). The intangible cultural heritage has universal value, it concerns everyone and appeals to personal emotions.

2.3.4. Promotion

Ecomuseums and their offer combining tangible and intangible cultural heritage have potential for evoking interest of media. It delivers numerous possibilities of internet and social media use to promote local values, tradition and local offer in as well as increase of recognition due to promotional actions organized by ecomuseum partners individually or in cooperation. Ecomuseum offer and tourist products allow development of global web marketing.

2.3.5. Awareness

Good opportunity is also growing awareness of importance of protecting local culture and values, interest in healthy food and comeback to traditional products and meals. Raising awareness in young generations being part of National Curriculum (e.g. in Hungary) provides special opportunity for entities that have attractive and hands-on educational offer.

2.3.6. Education

Ecomuseums have potential for shaping educational programs and offers, tailored to specific audience, collect information and knowledge, cooperate with experts and practitioners, especially when education institutions hardly get involved. They are in line with trends in education providing learning by experience, directly on site, delivering practical skill and good understanding of processes (technological, historical, cultural etc.). They could cooperate with schools and offer additional, completing educational programs and lessons.

2.3.7. Mode of operation

Ecomuseums, based on multidisciplinary cooperation of various entities provide opportunities of improvement of the management systems and introducing some innovative management models (including NGO and museum management, documentation, research, exhibition).

2.3.8. Ecomuseum offer



Development of new types of interpretation (life action role-playing (LARP), role-playing games (RPG), computer-supported interpretations and interpretations which require visitor's active involvement), introducing new content (events, new thematic exhibitions, innovative displays, organized visits of cultural attractions in the destination) thanks to exchange of ideas and experiences. Ecomuseum offer can also include sale of local products which quality is guaranteed by ecomuseum brand.

2.4. Threats

The category opportunities includes plenty of ideas that were grouped into eight categories of a more general character. The order reflects the value of subsequent categories. The most numerous opportunities mentioned by almost all ecomuseum participating in the analysis refer to tourism and local development which are closely linked to each other.

1. Sustainability of ecomuseum
2. Global trends
3. Local development
4. Tourism
5. Heritage maintenance
6. Community involvement and cooperation
7. Other threats

2.4.1. Sustainability of ecomuseum

One of the main threats is securing financial sustainability, shortages and insufficiency of funds that ecomuseums face. Other threats are loss of intangible cultural heritage bearers and at the same, if the traditional skills will not be transmitted ecomuseums might lose their function. At the same time there are hardly any perspectives for young people to make them stay in the regions. Dependence on the public sources of finance and loss of the interest of local government could endanger the existence of ecomuseums. In case of ecomuseums project-base the change of funding priorities might cut the flow of financial support. It is also a threat of ecomuseums based on cooperation of privately and local-government run sites that owners might quit.

2.4.2. Global trends

There are several global trends that are nor favourable to safeguarding intangible cultural heritage that have to be taken into account and tackle like demographic change (ageing of population), outmigration from rural areas, globalization (that can endanger the territorial and traditional



differences), commercialization of intangible heritage, competition on global markets and possible financial crisis. Besides financial support instruments mainly focus on tangible cultural heritage utilization and interpretation and that might not foster to safeguard intangible heritage if not linked closely to tangible. We have to take into consideration that aging of the population must also have positive impact as elderly people respect all forms of heritage, could be addressee of ecomuseum offer as this group is interested in visiting heritage sites.

2.4.3. Local development

Ecomuseum can highly benefit and contribute to local development if it follows the sustainability rules. On the other hand it can make high pressure and introduce undesirable changes to landscape, economy and social situation. The specific threats that were mentioned were: unplanned constructions that are not in harmony with local architecture, overconstruction, large scale agriculture based on monoculture in certain areas may result in environmental problems particularly for surface watercourses and lakes, inflow of investors indifferent to local values (entry of new actors with intention to convert "green" land areas into "brown" development sites). Ecomuseums are also afraid of the development pressure to achieve quick, superficial results and focus on external image rather than concrete and sustainable actions.

2.4.4. Tourism

The main threat to ecomuseums and safeguard the intangible cultural heritage is mass tourism. It might provide a strong competition on a local market (the related products are hardly competitive with mass production) and press ecomuseums to turn their to satisfy mass tourism target group (threats to their authenticity, reliability of information, sensitiveness to intangible heritage, promotion of real local products etc.). Ecomuseums might face problem in immediate introduction of emerging innovative tools (e.g. based on new technologies) in heritage interpretation and marketing techniques.

2.4.5. Heritage maintenance

Maintenance of intangible cultural heritage is endangered due to gradual loss of its bearers (difficult to find young people ready to continue and maintain), devastation of nature (disappearing of certain species) and time is negative factor – knowledge about traditions as well as experienced people tend to get lost .

2.4.6. Community involvement and cooperation



The threat for ecomuseums might be loss of interest of local people in heritage, politicization of local social activities, limited potential of NGOs (especially access to funds) who are crucial to keep ecomuseum going.

2.4.7. Other threats

Other threats are more individual for particular ecomuseums, like growth of supply of foreign fish, e.g. salmon for Ecomuseum of Carp Valley, no national and regional strategies dedicated to this topic are existing as well as the ecomuseum initiative is not widely used and acknowledged in Hungary for Lake Valancei Area.



3. Mission

Research into the situation of heritage preservation and use in local social and economic development by ecomuseums and ecomuseum-like initiatives shows that they face several problems and barriers while delivering various opportunities at the same time. Ecomuseums and ecomuseum-like initiatives in countries involved in the project draw parallels in many aspects, they could look for new solutions, learn from each other. To obtain this it is necessary to make the analyze of the situation of individual ecomuseums as well as research into similarities, tendencies and shape the common strategy that will support improvements in individual ecomuseums and improvement of the situation concerning the management, preservation and recovery of cultural heritage.

Joint Strategy for Preservation of Cultural Heritage is aimed to provide guidelines for sustainable management, preservation and recovery of cultural heritage through Information and Communication Technologies and tools of creative industry, integration of cultural heritage in tourism offer to boost economic growth respecting environment.



4. Strategic domains

The analysis shows the most important fields of interest and factors to be taken into account, that are crucial to develop ecomuseum and strengthen its role in safeguarding and sustainable use of cultural heritage include:

Strategic fields
<ul style="list-style-type: none">- ecomuseum management and sustainability- community involvement and cooperation of various local stakeholders- maintenance of knowledge and skills- education and tourism offer- branding of ecomuseums on national level- European promotion of ecomuseums

Ecomuseum should have impact on people's knowledge and awareness of cultural heritage values and offer attractive way to experience it (both for internal and external audience).

4.1. Ecomuseum management and sustainability

To complete well tasks aimed at preservation and recovery of cultural heritage ecomuseum has to operate effectively and efficiently as well as need to ensure its sustainability. It includes various aspects of ecomuseum functioning:

- Effective and efficient model of ecomuseum management relevant to the situation and challenges
- Professional staff
- Sustainable financial resources
- Favorable legal framework

4.2. Community involvement and cooperation of local stakeholders

Ecomuseum is not based on operation of one institution or organization but it requires involvement of people – local residents, owners of old buildings, artisans, artists, producers as well as of people maintaining knowledge of local heritage. To achieve and strengthen this ecomuseum needs



cooperation of various stakeholders: local authorities, non-governmental organizations and companies. This includes:

- Mechanisms of social participation
- Cooperation based on partnership principles
- Volunteering

4.3. Maintenance of knowledge and skills

One of most important ecomuseum objectives is maintenance of natural and cultural heritage, including the most vulnerable intangible heritage, which concerns knowledge (local history, legends, culture etc.) and skills (craft, art, manufacture, cooking, local dialect, dance etc.). This strategic domain contains following sub-domains:

- Documenting knowledge and skills
- Creating market for local products
- Ensuring successors

4.4. Education and tourism offer

To preserve and recover local heritage it is very important to make it living and attractive for both internal and external audience. This needs to develop innovative, relevant to contemporary needs offer, both in tourism and education. Tourism and education offer might be integrated or function separately and this should be taken into account. Following should be included:

- Interpretation of heritage
- Use of advanced technologies and industries
- Creating tourism product
- Development of education programs
- Marketing

4.5. Branding of ecomuseums on national level

To strengthen the role of ecomuseum the effort has to be undertaken to make ecomuseum better known on national level and associated with guarantee of values of authentic heritage and quality of its presentation. To achieve this individual ecomuseums should also build strong brands.

- A brand of ecomuseum as tourism-education heritage attraction
- A brand of individual ecomuseum

4.6. European promotion of ecomuseums



The project is a good opportunity to promote ecomuseums on European level and foster long-term cooperation. It should be also starting point for a broader networking with other ecomuseums in countries involved as well as ecomuseums in other European countries and open world-wide.

- Common European strategy of promotion of ecomuseums
- European networking of ecomuseums

Strategic domains cover most aspects of ecomuseum operation, objectives and dissemination. They may seem separate from each other however they overlap in some cases or are highly dependent on each other or related. This will be taken into consideration in articulating individual goals for strategic domains in each of their aspects.



5. Goals

Goals are ascribed to specific issues of strategic domains. They are all making a comprehensive approach to accomplish the overall mission. Achieving one goal might help achieving others – they are tightly related to each other. All goals are important, however, not all might be feasible at the same time, thus it is recommended to prioritize goals and make a hierarchy of goals.

5.1. Ecomuseum management and sustainability

All ecomuseums face various kinds of deficits, problems and limits in effective and efficient management and ensuring long term sustainable operation. For implementing a strategy we have to start with ensuring strong and efficient ecomuseums based on professional staff, financially sustainable and able to operate within binding law.

Ecomuseum management and sustainability
<ul style="list-style-type: none"> - Effective and efficient model of ecomuseum management relevant to the situation and challenges - Professional staff - Sustainable financial resources - Favorable legal framework

5.1.1. Effective and efficient model of ecomuseum management relevant to the situation and challenges

The analysis of ecomuseums and ecomuseum-like initiatives involved in the project showed differentiated management approaches. It served to working out four management models that are applied in ecomuseums. However, it also made it clear there was no one universal management model that can be apply everywhere as ecomuseums differ from one another in size, specific goals, access to various resources.

There are two main goals:

- **To define ecomuseum management standards**

The projects provides a unique opportunity to work out the marginal conditions for efficient and effective management and the mechanisms to monitor and evaluate efficiency and effectiveness of an ecomuseum. This should be formulated into standards that can be disseminated and optional management models that can be applied. The standards could be related to e.g.: written agreement



between partners (contract, declaration), rules (by-law), strategic and action planning, decision-making procedures, internal and external communication system (visualization, promotion, working contacts between partners etc.) and monitoring and evaluation systems.

- **To improve the management systems in ecomuseums**

Well described models completed with the list of ecomuseum standards will be the base for improving the management systems by individual ecomuseums. Each ecomuseum should choose the most relevant management model and work out the procedures to meet universal ecomuseum standards.

5.1.2. Professional staff

Professional staff is fundamental to ensure high quality of ecomuseum's operation and high standards of preservation and recovery of heritage as well as popularization of heritage and raising awareness of its values.

- **To develop human resources in ecomuseum**

It is crucial to define competences of the staff to run and attend ecomuseum as well as volunteers. These competences can be specific for a particular ecomuseums. Employing passionate staff of inappropriate knowledge and skills is important. It is not always possible to find right people on one hand and even competent staff needs increasing of qualification. Also volunteers should be able to develop their knowledge and skills. Ecomuseum should develop a training program and should implement trainings and workshops for its staff and volunteers or enable them to participate in trainings accessible in the market.

- **To ensure competent professional staff**

Though ecomuseums face financial instability and not all analyzed ecomuseums have employed staff, they should tend to ensuring professional staff to be responsible for management and operation task as well as delivering knowledge concerning local heritage (natural and cultural – tangible and intangible). Depending on specifics of an ecomuseum it might also need people qualified in tourism, education (of children and adults), guiding, organizing events etc.

5.1.3. Sustainable financial resources

Insufficiency and unsustainability of financing ecomuseums was pointed as one of important weakness of ecomuseums, barrier in development and threat to their existence. Thus ensuring sustainable financial resources is absolutely necessary. Most of analyzed ecomuseums depend on one source of funds – in three cases in 100%. In others between 60% to almost 100%.

- **To ensuring sustainable financing of ecomuseum**



There is no one good solution for all ecomuseums and specific situation in each case has to be taken into consideration in searching for best mode of financing. Ecomuseums should intend to diversify their financial sources. Ecomuseums should define annual budget (necessary to allow ecomuseum to operate) and plan possible incomes. Development of tourist and education offer might enable ecomuseums to increase income from sales of offers. On the other hand, dissemination of the idea, obtaining respect and support from regional, national and European bodies might help ecomuseums in convincing public institutions and companies to support them with additional funds.

5.1.4. Favorable legal framework

Ecomuseums are not able to change law by themselves and not in all countries lack of relevant legal regulations is a problem. However, in case where law limits possibilities of ecomuseum operation and fulfilling the tasks in safeguarding, maintaining and sustainable using heritage ecomuseums should initiate the change of law and suggest the direction of change.

- **To monitor the law and lobby for better legal regulations**

This goal can only be accomplished on national level, esp. in case of ecomuseums where the legal situation is unfavorable and needs to change. International cooperation might concern exchange of information concerning law and dissemination of good solutions fostering development and sustainable operation of ecomuseums.

5.2. Community involvement and cooperation of local stakeholders

Community involvement and cooperation of various stakeholders was one of the biggest strengths of ecomuseums indicated by analyzed ecomuseums. The launching and operating of an ecomuseum assumes wide involvement and bringing together various actors of local social and economic life. It does not necessarily mean that the involvement is perfect and there is no field for improvement. This is also the domain that includes democratic rules and participatory methods that are to enable the access to heritage, its protection, benefit from its value and making decision on its preservation and maintenance by all community members or at least those really concerned.

Community involvement and cooperation of local stakeholders

- Mechanisms of social participation
- Cooperation based on partnership principles
- Volunteering



5.2.1. Mechanisms of social participation

Ecomuseum is developed in a functioning village or town, or a group of villages and towns. It means that it concerns people living in the area. Also it deals with heritage that ‘belongs’ to local community and anything that happens should be consulted with people. They are also a source of knowledge, they cultivate local traditions, customs and are involved in the change that is permanently happening to the place. They realize the sense of place. Good cooperation and wide involvement may strengthen the ecomuseum and contribute to its sustainability.

- **To introduce social participation mechanisms**

Ecomuseum should support mechanisms enabling participation of local people in access to local heritage as well as decision-making concerning it, like identification of local heritage resources and values (e.g. perish maps method), cultivating local traditional life, consulting new solutions as well as directions of its maintenance and use. Local people should realize of the value of the heritage, its specifics and identify with it, and know about the existence of ecomuseum – its objectives and actions. Local people could be a good source of knowledge, opinions and ideas concerning preservation and use of local heritage.

- **To mobilize local community**

Local people with their knowledge, skills and passion for heritage could be important resource and they can enrich the ecomuseum offer, deliver new information, items, stories and sites. Organization of events addressed to local community might foster their mobilization and involvement in development and promotion of ecomuseum internally and externally. Ecomuseums organize various kinds of events and they can be shared - a good example is an exhibition “Ti racconto una cosa” (della mia cucina) – “I’m telling you a story” (a kitchen’s story), Cervia, Italy is a good example of initiatives. Special programs may be invented for children and youth to raise awareness but also be source of ideas, creators of new ways of presenting heritage – more relevant to needs and expectations of these age groups. In Ecomuseum Moscenicka Draga ecomuseum organize workshop on building boats where old craftsmen share their knowledge and skills with young people.

5.2.2. Cooperation based on partnership principles

In most cases ecomuseums, even if run and financed by one entity, cooperate with other stakeholders. The most common is cooperation between municipality or municipalities with non-government organizations, but also with companies and private people. As heritage is, in general, mutual property of all community, they have formal/legal owners or curators. Ecomuseum should ensure all involved stakeholders interested in active co-creation of ecomuseum equal access to influence its operation – the best way is to engage them in cooperation based on partnership principles and rules.



- **To define partnership cooperation principles and rules**

For a good and effective cooperation it is crucial to work out principles and rules founded on common values. They should follow democratic and participatory guidelines. There is a lot of theoretical studies and papers on partnership, however it is worth establishing own specific principles and rules, relevant to the situation and relations.

- **To manage the partnership**

This is important task to manage the partnership of local stakeholders, by means of coordination of cooperation. This goal could be included in ecomuseum management system.

5.2.3. Volunteering

Ecomuseums often attract volunteers who are passionate for natural and cultural heritage. They are valuable partners in ecomuseums delivering priceless knowledge, skills and enthusiasm. The involvement of volunteers should be prepared and they should know ecomuseum rules and principles.

- **To work out rules for cooperation with volunteers**

To ensure good and permanent cooperation with volunteers ecomuseum should work out rules which define duties and rights of volunteers. It is important to make special programs that include the development path for particular volunteers. Their contribution of work should be compensated with benefits (like satisfaction, new knowledge and skills, self-realization etc.)

- **To raise volunteers competences**

Cooperation with volunteers requires plans and programs tailored for particular volunteers so that they support ecomuseum operation in the best way but also to make a good opportunity for them to develop – obtain new knowledge and raise new skills. This will also allow to benefit best both sides.

5.3. Maintenance of knowledge and skills

Maintenance of local knowledge and traditional skills is a very important action in preservation and recovery of cultural heritage done by ecomuseum. Especially it concerns disappearing artisan, manufacture and art skills that have no further need to be used. It requires creativity to find out new functions of products as well as developing market for them.



Maintenance of knowledge and skills

- Documenting knowledge and skills
- Creating market for local products
- Ensuring successors

5.3.1. Documenting knowledge and skills

Ecomuseum plays important role in collecting all kind of materials concerning natural and cultural heritage (e.g. written documents, photographs, legends, local stories, poems, songs, local dialect). It should identify people of local knowledge and traditional skills to interview and record information and knowledge. To maintain traditional skills ecomuseum should describe old techniques and technologies as well as products. Selected collected materials should be interpreted and edited.

- **To identify people of knowledge and skills**

To get knowledge and maintain skill ecomuseum should identify people that still practice craft and art, produce traditional food, cook specific local meals. Usually these are elderly people who have no successors or disciples. They are priceless source of information and skills that can be irretrievably lost. Ecomuseum can support them to organize demonstrations and workshops for internal and external visitors that might help to maintain those skills.

- **To collect information and knowledge**

If local people of knowledge and practitioners are not interested to carry on their craft, art etc., it is crucial to record all the information and knowledge. Also ecomuseums should record all kind of local stories, legends, fairy tales and tales, recipes etc.

- **To document techniques and technologies**

Special care should be put to documenting old traditional techniques and technologies as they are extremely vulnerable. Identified practitioners – craftsmen, artists, producers – can help to describe them. All kind of illustrations and photographs could also be helpful to carry on practicing or re-create if they somehow get lost.

- **To disseminate and publish information**



Some of the information, knowledge, description could be published. But more interesting and attractive could be collections of legends, fairy tales, poems, songs, cookbooks, vocabularies of local dialect and all other interesting local texts.

5.3.2. Creating market for local products

To keep traditional skills and make the artisans, artists and producers carry on their activities ecomuseum might make opportunities to market their products. It can be done by organizing a chain of small shops with local products, support producers to redesign their products to modern needs (searching for new function), help design souvenirs and organize events where local products could be marketed.

- **To identify local producers and products**

This can be done while identifying local people of knowledge and skills but it also can be a separate research aimed at finding local manufacturers who can make traditional artistic, artisan or food products that can be sold under ecomuseum brand for ecomuseum visitors.

- **To support of producers**

Local makers of traditional goods usually applying the same technique or technology as well as design for ages. Often the function of those products is not necessary any more. Ecomuseum specialists might help them to transform their products to be better adapted to contemporary needs. Also ecomuseum might organize trainings, workshops and advisory to make their products more attractive and to deliver knowledge concerning marketing.

- **To organize distribution**

Ecomuseum might organize distribution system of local products, e.g. make a network of small shops in ecomuseum sites, promote products under common brand guaranteeing quality and specific local character. Ecomuseum might help design souvenirs that would advertise ecomuseum and its sites.

5.3.3. Ensuring successors and education

One of the essential objectives of ecomuseum is protecting traditional skills by means of ensuring transfer of knowledge and skills to next generations. Even if the skills are not necessary today (e.g. products are not in use any more or they products cannot compete with modern mass production), ecomuseum might help to find new function and use of traditional items. Ecomuseum may identify potential trainers (e.g. practitioners that can deliver trainings), recruit and foster young people and finally organize trainings.



- **To identify potential trainer**

Ecomuseum will identify and cooperate with local artists, artisans and producers as ecomuseum partners. At the same time potentials skills for delivering trainings may be surveyed as well as local makers may be asked if they are interested in delivering trainings. If they lack of necessary skills ecomuseum can help develop those skills.

- **To deliver trainings to young people**

First goal for ecomuseum is recognizing interest of young people to learn traditional skills but also to foster their interest and provide opportunity to develop it. Ecomuseum could start with regional education of children – letting them learn about the local nature, history and culture – raising their awareness about their value and uniqueness. The trainer can offer workshops that enable children and youth to have first experience. Then ecomuseum can help to select the most talented and keen youngsters to organize more advanced workshops and trainings for them.

5.4. Education and tourism offer

Ecomuseum fulfills function of a museum that include preparing and providing offer of visiting places and sites, delivering knowledge (guiding) as well as various forms of information materials. Ecomuseum offer can serve both to make attraction for external tourists and education and attractive form of learning about local nature, history and culture for residents, especially for children and youth. To act well ecomuseum has to tailor well their offer for various groups of audience. That requires good knowledge of local heritage and creative interpretation, using modern, innovative technologies and creative industries, developing education programs and managing marketing system.

Education and tourism offer
<ul style="list-style-type: none"> - Interpretation of heritage - Use of advanced technologies and industries - Creating tourism product - Development of education programs - Marketing

5.4.1. Interpretation of heritage

Good knowledge concerning natural and cultural heritage is the ground for reliable and interesting interpretation. To apply it ecomuseum should develop knowledge and skills based on principles and



rules of heritage interpretation and support owners and managers of sites to make their sites interactive, attractive and educational at the same time.

- **To learn and apply heritage interpretation principles and rules**

Heritage interpretation is important not only from the point of view of tourism development, it is similarly crucial for reliable, interesting and involving way of presenting local heritage. The basis for modern heritage interpretation was delivered by Freeman Tilden in 1957³. He listed six principles of heritage interpretation:

- 1. Any interpretation that does not somehow relate what is being displayed or described to something within the personality or experience of the visitor will be sterile.
- 2. Information, as such, is not Interpretation. Interpretation is revelation based upon information. But they are entirely different things. However all interpretation includes information.
- 3. Interpretation is an art, which combines many arts, whether the materials presented are scientific, historical or architectural. Any art is in some degree teachable.
- 4. The chief aim of Interpretation is not instruction, but provocation.
- 5. Interpretation should aim to present a whole rather than a part, and must address itself to the whole man rather than any phase.
- 6. Interpretation addressed to children (say up to the age of twelve) should not be a dilution of the presentation to adults, but should follow a fundamentally different approach. To be at its best it will require a separate program.

International Council on Monuments and Sites (ICOMOS) worked out Charter for Interpretation and Presentation of Cultural Heritage Sites in 2008 and it defines both heritage interpretation and presentation:

Interpretation refers to the full range of potential activities intended to heighten public awareness and enhance understanding of cultural heritage site. These can include print and electronic publications, public lectures, on-site and directly related off-site installations, educational programmes, community activities, and ongoing research, training, and evaluation of the interpretation process itself.

Presentation more specifically denotes the carefully planned communication of interpretive content through the arrangement of interpretive information, physical access, and interpretive infrastructure at a cultural heritage site. It can be conveyed through a variety of technical means, including, yet not requiring, such elements as informational panels, museum-type displays, formalized walking tours, lectures and guided tours, and multimedia applications and websites.

³ Tilden, F., *Interpreting Our Heritage*. University of North Carolina Press 1957.



The Charter seeks to establish seven cardinal principles, upon which interpretation and presentation should be based:

1. **Access and Understanding:** interpretation and presentation programmes should facilitate physical and intellectual access by the public to cultural heritage sites.
2. **Information Sources:** interpretation and presentation should be based on evidence gathered through accepted scientific and scholarly methods as well as from living cultural traditions.
3. **Context and Setting:** interpretation and presentation of cultural heritage sites should relate to their wider social, cultural, historical, and natural contexts and settings.
4. **Authenticity:** interpretation and presentation of cultural heritage sites must respect the basic tenets of authenticity in the spirit of the Nara Document (1994).
5. **Sustainability:** interpretation plan for a cultural heritage site must be sensitive to its natural and cultural environment, with social, financial, and environmental sustainability among its central goals.
6. **Inclusiveness:** interpretation and presentation of cultural heritage sites must be the result of meaningful collaboration between heritage professionals, host and associated communities, and other stakeholders.
7. **Research, Training and Evaluation:** Continuing research, training, and evaluation are essential components of the interpretation of a cultural heritage site.

The principles of heritage interpretation should be the base for ecomuseum operation and ecomuseum staff should be trained and prepared to apply principles of heritage interpretation and presentation.

- **To support owners and managers of site in heritage interpretation**

The owners and managers of present ecomuseum sites as well as new, joining ecomuseum should be supported in development of their offer with training, advice and consultancy in heritage interpretation and presentation so that their sites follow objectives of conservation and management rules as well as creative tools to present and exhibit.

5.4.2. Use of advanced technologies and industries

To serve well both tourism and education purposes ecomuseum should use modern methods and tools that can help interpret and present ecomuseum in attractive and involving way for visitors of various age (kid, youth, adults and seniors). They also contribute to better access and enhancement of potential audience. The innovative solution can be searched in creative industries and communication and information technologies, e.g.:

- Storytelling



- Historical reconstructions
- Mobile application (to inform and engage visitors)
- Gamification: Life Action Role-Playing (LARP), Role-Playing Games (RPG)
- Using augmented reality
- Audio- and video presentations
- Multimedia presentations
- Holograms
- Interactive museums and workshops
- Questing
- Geocaching
- Customer generated content

Ecomuseums should aim to use in a creative and innovative way new trends in tourism and education to make competitive offer to attract visitors, esp. kids and youth to educate and raise awareness and sensitiveness of heritage values.

- **To monitor new methods and tools**

Tourism and education are fast developing branches and ecomuseum should update the knowledge concerning innovative methods and tools to get prepared to support implementation of new ideas and solutions in ecomuseum sites.

- **To support partners in applying new methods and tools**

Ecomuseum should organize training and workshops for their partners to disseminate knowledge and practical approach to new methods, tools and technologies to design modification of offer as well as advice and consultancy on site to implement.

5.4.3. Creating tourism product

Ecomuseums have a unique opportunity to develop offers and tourism products based on various combinations of individual offers of their partners. It requires coordination and cooperation of partners in designing offers, bringing them to the market and delivering customers.

- **To design tourist product**

Ecomuseums should organize the process of designing complex tourism products/packages prepared for diverse tourism groups and categories and tailored best to their needs. This requires cooperation between heritage site owners and managers as well as accommodation and catering service providers. Meetings and workshops could be a good mechanism, attended by tour-operators if possible. To meet well tourist needs customer satisfaction surveys may be done to obtain data from people visiting ecomuseum and individual sites.



5.4.4. Development of education programs

Ecomuseums have a great potential for delivering valuable and interesting educational programs both for people from the region and visitors from all over the country and maybe abroad (this requires language skills which often are insufficient). Educational programs could be delivered to local schools for free or basic payment and for groups from other regions as a commercial offer.

- **To design educational programs**

Educational programs should be aimed at raising awareness of heritage value, gaining knowledge concerning local nature, history and culture, learning new skills, including experience and involvement (interactive) and based on both tangible and intangible heritage.

5.4.5. Marketing

Ecomuseums do not have to be responsible for marketing tourism products and educational programs, they can cooperate with tour-operators and travel agencies. In this case, it is sufficient to make the offer ready, best in cooperation with the company that will be responsible for marketing. In other cases ecomuseums are interested also in marketing – esp. ecomuseums run by companies, private owners, or social enterprises (associations and foundations that have also commercial activity). Then they are responsible not only to design tourism and education products but also do all marketing service (information, promotion, distribution, selling).

- **To organize marketing activities**

Ecomuseums have to work out promotion of offers using various information channel (prepare written materials: leaflets, run webpage, social media, mobile applications), reach potential customers and cooperate with tourist companies and organizations, organize tourism and education products and help deliver it. At the same time it should monitor quality and meeting standards, enquire customer satisfaction and permanently improve the offer. At the same time ecomuseum can profit e.g. from mark-up of sold products and services.

5.5. Branding of ecomuseums on national level

Ecomuseums in most European countries are not commonly known. This might be a challenge for ecomuseums to promote ecomuseums on a national level to make them recognizable as high-quality heritage tourism and education offer. At the same time ecomuseums should meet high standards and be responsible for their common offer and offer of individual partners. Each ecomuseum should work on its own brand that guarantee quality of heritage interpretation and presentation for tourism and education purposes.



Branding of ecomuseums on national level

- A brand of ecomuseum as tourism-education heritage attraction
- A brand of individual ecomuseum

5.5.1. A brand of ecomuseum as tourism-education heritage attraction

Ecomuseums should cooperate on national level to make ecomuseum better known as entities providing high quality heritage tourism and education services. This might require a national strategy and cooperation between ecomuseums, heritage organizations, tourism and education institutions and others.

- **To work out a national strategy to promote ecomuseums**

The enhancement of ecomuseums role and impact on heritage preservation and maintenance requires their popularization and recognition as attractive education and tourism destinations. One ecomuseum has no potential to achieve that, it needs cooperation with other ecomuseums and involvement of influential organizations focused on heritage protection operating on a national level as well as dialogue and support from regional and central authorities. Attracting media is also recommended. All these activities demand a strategic approach and well-planned campaigns and permanent actions. Ecomuseums should try to work out a national strategy to promote ecomuseums. The work on strategy might be done differently by means of meetings, workshops, research and analyses as well as consultations. Leaders of ecomuseums and ecomuseum-like initiatives should be invited to create the strategy.

- **To implement strategy**

The strategy should be completed with an operation plan describing the mode of its implementation, the schedule, specific tasks, expected outcomes, monitoring and evaluation mechanisms and partners (people and institutions) responsible for particular tasks and outcomes. The implementation process should be coordinated by one, appointed and accepted by all partners person and institution.

5.5.2. A brand of individual ecomuseum

To promote effectively ecomuseums on the regional/national level we have to guarantee the quality of their heritage tourism and education offer. The process of building brand of each ecomuseum based on strong criteria related to heritage safeguard, recovery and maintenance, democratic and sustainable management and community involvement. The ecomuseum should work out the procedure to manage the brand and model of promotion.



- **To build the brand**

Building the brand is the process and all ecomuseum partners should be involved. To make brand strong locally it is important to engage also various people so that they can contribute and understand. They will be ambassadors of the brand once it will be done. The brand should be built on specific features of the ecomuseum and criteria should be built on universal values of ecomuseum:

- accessibility of sites
- being related to local heritage
- authenticity
- environmental friendliness
- basing on local resources
- reliability of information.

Ecomuseum could cooperate with organizations and enterprises specialized in building brands. Strong brand helps integrating partners, promote ecomuseum and guarantee high quality of heritage interpretation and presentation through attractive and innovative education and heritage tourism offer.

- **To manage the brand**

Once the brand is created and all procedures concerning brand management worked out the appointed body has to manage the brand. That includes decisions on who can use the brand and according to what rules, how to promote brand (communication strategy), how to monitor meeting the criteria by ecomuseum partners. Usually ecomuseums organize a specific body to support the process: brand chapter consisting from independent experts and practitioners.

5.6. European promotion of ecomuseums

Though the history of ecomuseum dates back to 60-ties of 20th century it seems like the concept has not become widely recognized and stays in the niche of heritage tourism and education programs. Still it remains the domain of specialists and often ecomuseums are visited by limited number of people who learnt about their existence by chance. For instance, in Poland, they are known only in the circle of heritage organizations, Local Action Groups but they are not mutually recognized by the society. An individual ecomuseum has no critical mass to change the situation successfully, implementing a nation-wide strategy to promote ecomuseums might contribute to the change of the situation. However the project provides a unique opportunity to design a common European strategy of ecomuseum promotion. It can be started with six countries which ecomuseums are project partners and then open for representatives from other countries. We need to start with common principles of ecomuseums and maybe working out a European Ecomuseum



Chart, defining ecomuseum principles and rules. To make ecomuseums stronger and more integrated ecomuseums might try to launch a European Network of Ecomuseum.

European promotion of ecomuseums
<ul style="list-style-type: none">- Common European strategy of promotion of ecomuseums- European networking of ecomuseums

5.6.1. Common European strategy of promotion of ecomuseums

This strategy is a first attempt and contribution to working out a common European strategy of promotion of ecomuseums. This requires cooperation of ecomuseums, influential heritage organizations (operating on a national level), experts and practitioners, media, representatives of national governments and EU Commission. First step should be making a list of potential partners:

- a list of ecomuseums
- a list of heritage organizations
- a list of experts
- a list of 'politicians' and EU commission representatives.

Then there should be organized a group of volunteers representing above listed to work out the strategy, that should include, campaigns, printed materials, webpage, FB, meetings and conferences.

- **To prepare the strategy**

The first step is make a list of potential partners who will be ready to work on the strategy and contact them. Then to organize a team to work on the strategy, representing various groups and countries from above mentioned. The strategy should not be too complicated, should take into account various methods, tools and communication channels. It should deliver guidelines for promotion tasks and tools to all involved in ecomuseums.

- **To implement the strategy**

The implementation of strategy will need not only voluntary work but also preparing a lot of tools and materials thus it needs a separate project that will serve only the implementation of the strategy. It might be connected with networking of European ecomuseums (see below).

5.6.2. European networking of ecomuseums



The project provide a good opportunity for initiating a long-term cooperation and be a starting point for developing a European Network of Ecomuseums. It is not an easy task, however personal contacts, good experience in project implementation might serve very well developing more permanent relationship that could be beneficiary for all partners and build a new grass-roots structure that will enhance ecomuseums in Europe. The Network should be open, so that any interested ecomuseum from any European country may join. However, to keep the quality and common understanding of ecomuseum philosophy and high standards of delivered offers ecomuseums entering the network should sign a European Network of Ecomuseum declaration that would include the criteria and guidelines of operation.

- **To prepare assumption of European Network of Ecomuseums**

First of all ecomuseum have to discuss if the network is needed, useful and possible to organize. If the answer is positive ecomuseums should make the decision concerning the steps to launch it. A voluntary representatives of ecomuseums should work on the assumptions of the network: e.g. goals, membership, rights and duties, mode of operation and prepare membership declaration of European Network.

- **To organize the Network**

The assumptions of the network might be prepared by partners of the project. However, organization of the network needs more activities and might need a new project to finance the process. It may be connected to the implementation of strategy of promotion of ecomuseums as the network might be a very good vehicle to make it stronger. Organizing the network requires a series of international meetings and then development of internet communication (webpage, FB group/fanpage, e-mail group). The network should work out an operation plan.



6. Tasks

To make the strategy practical and feasible all goals were completed with tasks that are necessary to undertake to make it work.

6.1. Ecomuseum management and sustainability

Ecomuseum management and sustainability	
GOALS	TASKS
Effective and efficient model of ecomuseum management relevant to the situation and challenges	
<ul style="list-style-type: none"> To define ecomuseum management standards 	<ul style="list-style-type: none"> defining the model of ecomuseum management making a list of proposed standards organizing a discussion on the proposed standards agreement on ecomuseum management standards
<ul style="list-style-type: none"> To improve the management systems in ecomuseums 	<ul style="list-style-type: none"> verification of the current management system and comparing them to the model making a list of management mechanisms to improve designing the schedule and mode of introducing improvements
Professional staff	
<ul style="list-style-type: none"> To develop human resources in ecomuseum 	<ul style="list-style-type: none"> analysis of necessary knowledge and skills for ecomuseum analysis of human resources (knowledge, skills, planned path of development) delivering trainings and workshops
<ul style="list-style-type: none"> To ensure competent professional staff 	<ul style="list-style-type: none"> employing people of necessary knowledge and skills searching for volunteers having needed knowledge and skills and starting the cooperation



Sustainable financial resources	
<ul style="list-style-type: none"> To ensuring sustainable financing of ecomuseum 	<ul style="list-style-type: none"> analysis of current financial system analysis of potential new sources of financing ecomuseum working out a plan to introduce sustainable system of financing ecomuseum based on diverse sources
Favorable legal framework	
<ul style="list-style-type: none"> To monitor the law and lobby for better legal regulations 	<ul style="list-style-type: none"> analysis of legal regulations that affect functioning of ecomuseums (in cooperation with specialized layers) preparing new, more favorable for functioning of ecomuseum wording of regulations lobbying to introduce new regulation

6.2. Community involvement and cooperation of local stakeholders

Community involvement and cooperation of local stakeholders	
GOALS	TASKS
Mechanisms of social participation	
<ul style="list-style-type: none"> To introduce social participation mechanisms 	<ul style="list-style-type: none"> making a review of participation methods and tools making a plan of participation development of necessary knowledge and skills implementation of participation mechanisms according to plan
<ul style="list-style-type: none"> To mobilize local community 	<ul style="list-style-type: none"> defining groups of interests organizing events to involve local community (best practices can be used as inspiration) – tailor the offer to various groups of interests making a calendar of events mobilizing local community



Cooperation based on partnership principles	
<ul style="list-style-type: none"> To define partnership cooperation principles and rules 	<ul style="list-style-type: none"> • Identification and analysis of potential partners • Inviting partners to cooperation (identifications of ecomuseum needs and potential partners' benefits) • organization of meeting for potential partners and establish common goals and rules for future cooperation
<ul style="list-style-type: none"> To manage the partnership 	<ul style="list-style-type: none"> • coordinating cooperation • planning activities based on cooperation • delegation of tasks • monitoring and evaluation of cooperation
Volunteering	
<ul style="list-style-type: none"> To work out rules for cooperation with volunteers 	<ul style="list-style-type: none"> • analysis of needs of voluntary engagement (activities, tasks and expected knowledge and skills) • recruitment of volunteers • working out rules for cooperation • organizing special events for volunteers (appreciation of their involvement)
<ul style="list-style-type: none"> To raise volunteers competences 	<ul style="list-style-type: none"> • working out a plan of volunteers development (for raising their competences) • coordination of cooperation with volunteers • organizing trainings and workshops • enabling their participation in trainings and workshops available free of charge • ensure their contact with experts and specialists

6.3. Maintenance of knowledge and skills

Maintenance of knowledge and skills	
GOALS	TASKS



Documenting knowledge and skills	
<ul style="list-style-type: none"> To identify people of knowledge and skills 	<ul style="list-style-type: none"> identification of knowledge and skills concerning natural and cultural heritage (tangible and intangible) identification of people of knowledge and skills making a database of people of specific knowledge and skills
<ul style="list-style-type: none"> To collect information and knowledge 	<ul style="list-style-type: none"> making interviews with people of specific knowledge and skills recording stories related by local people collecting written information making electronic versions of written documents involving kids and youth to collect making competitions for kids and youth
<ul style="list-style-type: none"> To document techniques and technologies 	<ul style="list-style-type: none"> recording interviews with masters of old professions recording films documenting processes and technologies making descriptions and drawing documenting traditional technologies making competitions for kids and youth
<ul style="list-style-type: none"> To disseminate and publish information 	<ul style="list-style-type: none"> publishing books, brochures, leaflets making short, attractive films cooperation with local newspapers, magazines, radio and television using of internet and social media to disseminate (e.g. FB, Instagram, youtube)
Creating market for local products	
<ul style="list-style-type: none"> To identify local producers and products 	<ul style="list-style-type: none"> identification of local producers (art, craft, food) making a database of local producers and products make a research on production capacity for market purposes



<ul style="list-style-type: none"> • To support of producers 	<ul style="list-style-type: none"> • making a survey concerning producers' needs (concerning knowledge and skill) • organization of workshops and trainings (e.g. concerning marketing) • delivering advice and consultancy • supporting improvement of products to meet present needs (souvenirs, new functions, new design – with respect to tradition)
<ul style="list-style-type: none"> • To organize distribution 	<ul style="list-style-type: none"> • organizing stand with local products in ecomuseum sites • organizing a shop/shops selling local products • organizing events (fairs, festivals) where local products could be sold
Ensuring successors	
<ul style="list-style-type: none"> • To identify potential trainer 	<ul style="list-style-type: none"> • identification of people of knowledge and skills and local produces should also serve appointing people who can deliver trainings • helping to prepare the education process (e.g. prepare a training program, prepare and apply educational methods)
<ul style="list-style-type: none"> • To deliver trainings to young people 	<ul style="list-style-type: none"> • cooperation with local schools to recruit participants of trainings • organizing learn and play workshops for kids to induce their interest • organizing training and workshops for youth to identify most interested and talented • support further education of selected group

6.4. Education and tourism offer

Education and tourism offer	
GOALS	TASKS



Interpretation of heritage	
<ul style="list-style-type: none"> • To learn and apply heritage interpretation principles and rules 	<ul style="list-style-type: none"> • training ecomuseum staff to understand and use heritage interpretation principles and methods • preparing ecomuseum staff to be able to advice ecomuseum partners (ecomuseum sites owners and managers)
<ul style="list-style-type: none"> • To support owners and managers of site in heritage interpretation 	<ul style="list-style-type: none"> • disseminating heritage interpretation principles and rules among ecomuseum partners • delivering advice and consultancy to ecomuseum partners (owners and managers of sites) to apply heritage interpretation rules
Use of advanced technologies and industries	
<ul style="list-style-type: none"> • To monitor new methods and tools 	<ul style="list-style-type: none"> • monitoring of new methods and tools in internet (e.g. creative industry, ICT) • keeping contacts with experts and practitioners (e.g. ecomuseums leaders, tourist specialists) to be updated • raising knowledge and develop skills (e.g.) participation in trainings concerning new methods and tools)
<ul style="list-style-type: none"> • To support partners in applying new methods and tools 	<ul style="list-style-type: none"> • organizing workshops and trainings for ecomuseum partners • delivering advice and consultancy to ecomuseum partners to develop their offer using creative industry and ICT
Creating tourism product	
<ul style="list-style-type: none"> • To design tourist product 	<ul style="list-style-type: none"> • helping ecomuseum partners improve their individual offers • organize meetings and workshops aimed at working out complex tourist products tailor for diverse tourist categories and groups based on individual ecomuseum partners' offers



Development of education programs	
<ul style="list-style-type: none"> To design educational programs 	<ul style="list-style-type: none"> supporting ecomuseum partners in designing educational offers designing educational programs for divers groups based on individual ecomuseum partners' educational offers tailoring educational programs against order
Marketing	
<ul style="list-style-type: none"> To organize marketing activities 	<ul style="list-style-type: none"> cooperating with tour-operators and tourist agencies to promote and sell ecomuseum tourist products and ecomuseum partners' individual offer run a business promoting and selling ecomuseum tourist products and ecomuseum partners' individual offer (e.g. social enterprise)

6.5. Branding of ecomuseums on national level

Branding of ecomuseums on national level	
GOALS	TASKS
A brand of ecomuseum as tourism-education heritage attraction	
<ul style="list-style-type: none"> To work out a national strategy to promote ecomuseums 	<ul style="list-style-type: none"> contacting ecomuseums and make a survey concerning their interest and will to get involvement organizing a meeting for ecomuseums interesting in working out and implement the strategy contacting other potential partners (e.g. influential heritage organizations, politicians, experts) organizing work of a group chosen to work out the strategy and support the work consulting the strategy with all interested



<ul style="list-style-type: none"> To implement strategy 	<ul style="list-style-type: none"> working out the operating plan sharing tasks between partners monitoring and evaluation of the implementation
A brand of individual ecomuseum	
<ul style="list-style-type: none"> To build the brand 	<ul style="list-style-type: none"> organization of meetings and workshops for ecomuseum partners cooperation with specialist in building brand working out criteria and procedures of the brand designing and working out rules for visualization of the brand wide consultations of the brand
<ul style="list-style-type: none"> To manage the brand 	<ul style="list-style-type: none"> Recruiting the brand chapter and organizing its work Working with ecomuseum partners to make them meet brand requirement (guarantee quality) Promoting of the brand (e.g. publishing materials, cooperation with media, internet, social media, fairs, new partners)

6.6. European promotion of ecomuseums

European promotion of ecomuseums	
GOALS	TASKS
Common European strategy of promotion of ecomuseums	
<ul style="list-style-type: none"> To prepare the strategy 	<ul style="list-style-type: none"> organizing a group of ecomuseum leaders, practitioners, experts to work out the strategy working out the strategy by the group consulting the strategy with partners (e.g. ecomuseums, experts)



	<ul style="list-style-type: none"> raising funds for strategy working out and implementation
<ul style="list-style-type: none"> To implement the strategy 	<ul style="list-style-type: none"> working out the operating plan sharing the tasks monitoring and evaluation of the implementation
European networking of ecomuseums	
<ul style="list-style-type: none"> To prepare assumption of European Network of Ecomuseums 	<ul style="list-style-type: none"> making a survey to verify if ecomuseums are interested in networking on European level organizing a 'initiating group' that will prepare assumptions of European Network of Ecomuseums consulting the assumptions with ecomuseums (that confirmed interest in launching the network) announcing launching the network
<ul style="list-style-type: none"> To organize the Network 	<ul style="list-style-type: none"> Sending membership declaration to ecomuseums in Europe Organizing a meeting (conference) to launch the European Network of Ecomuseum Planning the activities (working out a program/strategy/operating plan for ENE) Involving ENE in the implementation of strategy of promotion of ecomuseums



7. Monitoring and evaluation

Monitoring and evaluation of the strategy has to be done on three levels:

- a. Local level – verifying implementations of tasks for individual ecomuseums
- b. National level – controlling the impact of ecomuseums in individual country
- c. International level – checking if ecomuseums cooperate internationally and if the cooperation is effective

Monitoring and evaluation is referred to previously defined goals and tasks.

7.1. Ecomuseum management and sustainability

Ecomuseum management and sustainability	
GOALS AND TASKS	INDICATORS
Effective and efficient model of ecomuseum management relevant to the situation and challenges	
<ul style="list-style-type: none"> ● To define ecomuseum management standards ● defining the ● making a list of proposed standards ● organizing a discussion on the proposed standards ● agreement on ecomuseum management standards 	<ul style="list-style-type: none"> ● model of ecomuseum management (document) ● draft list of proposed standards ● final agreed list of standards
<ul style="list-style-type: none"> ● To improve the management systems in ecomuseums ● verification of the current management system and comparing them to the model ● making a list of management mechanisms to improve designing the schedule and mode of introducing improvements 	<ul style="list-style-type: none"> ● conclusions and guidelines to introduce improvements (document) ● check-list
Professional staff	



<ul style="list-style-type: none"> ● To develop human resources in ecomuseum ● analysis of necessary knowledge and skills for ecomuseum ● analysis of human resources (knowledge, skills, planned path of development) ● delivering trainings and workshops 	<ul style="list-style-type: none"> ● a list of issues and skills ● a list of employees and their competences ● a schedule of trainings ● training program, attendance lists, evaluation reports
<ul style="list-style-type: none"> ● To ensure competent professional staff ● employing people of necessary knowledge and skills ● searching for volunteers having needed knowledge and skills and starting the cooperation 	<ul style="list-style-type: none"> ● a professional staff of necessary competences (list of employees) ● competent volunteers (a list of volunteers)
Sustainable financial resources	
<ul style="list-style-type: none"> ● To ensuring sustainable financing of ecomuseum ● analysis of current financial system ● analysis of potential new sources of financing ecomuseum ● working out a plan to introduce sustainable system of financing ecomuseum based on diverse sources 	<ul style="list-style-type: none"> ● list of potential new sources of financing ecomuseum ● a plan to introduce sustainable system of financing ecomuseum based on diverse sources ● diverse financial sources
Favorable legal framework	
<ul style="list-style-type: none"> ● To monitor the law and lobby for better legal regulations ● analysis of legal regulations that affect functioning of ecomuseums (in cooperation with specialized layers) ● preparing new, more favorable for functioning of ecomuseum wording of regulations ● lobbying to introduce new regulation 	<ul style="list-style-type: none"> ● report / minutes including the list of regulations to be taken into account ● a proposal of new wording of the regulations to be changed ● number of meetings with people and institutions responsible for legislation ● the change of law



7.2. Community involvement and cooperation of local stakeholders

Community involvement and cooperation of local stakeholders	
GOALS AND TASKS	INDICATORS
Mechanisms of social participation	
<ul style="list-style-type: none"> • To introduce social participation mechanisms • making a review of participation methods and tools • making a plan of participation • development of necessary knowledge and skills • implementation of participation mechanisms according to plan 	<ul style="list-style-type: none"> • a list of books, webpages and case studies • a plan of participation • certificates of trainings • list of participating people • documents defining participation mechanisms to be applied and when • number of people involved (lists, votes)
<ul style="list-style-type: none"> • To mobilize local community • defining groups of interests • organizing events to involve local community (best practices can be used as inspiration) – tailor the offer to various groups of interests • making a calendar of events mobilizing local community 	<ul style="list-style-type: none"> • a list of groups of interests • a list of events and people participating • a calendar of events mobilizing local community
Cooperation based on partnership principles	
<ul style="list-style-type: none"> • To define partnership cooperation principles and rules • Identification and analysis of potential partners • Inviting partners to cooperation (identifications of ecomuseum needs and potential partners' benefits) • organization of meeting for potential partners and establish common goals and rules for future cooperation 	<ul style="list-style-type: none"> • a list of partners • a document stating common goals and rules for future cooperation
<ul style="list-style-type: none"> • To manage the partnership 	<ul style="list-style-type: none"> • appointed coordinator or coordinating body



<ul style="list-style-type: none"> • coordinating cooperation • planning activities based on cooperation • delegation of tasks • monitoring and evaluation of cooperation 	<ul style="list-style-type: none"> • action-plan • list of tasks and persons/entities responsible • monitoring and evaluation reports
Volunteering	
<ul style="list-style-type: none"> • To work out rules for cooperation with volunteers • analysis of needs of voluntary engagement (activities, tasks and expected knowledge and skills) • recruitment of volunteers • working out rules for cooperation • organizing special events for volunteers (appreciation of their involvement) 	<ul style="list-style-type: none"> • list of activities and necessary knowledge and skills • a list of recruited volunteers • cooperation agreements/contracts • list of special events for volunteers
<ul style="list-style-type: none"> • To raise volunteers competences • working out a plan of volunteers development (for raising their competences) • coordination of cooperation with volunteers • organizing trainings and workshops • enabling their participation in trainings and workshops available free of charge • ensure their contact with experts and specialists 	<ul style="list-style-type: none"> • plans of volunteers development • rules of cooperation • appointed coordinator • training programs, lists of attendance, evaluation reports • training certificates • a database of experts and specialist

7.3. Maintenance of knowledge and skills

Maintenance of knowledge and skills	
GOALS AND TASKS	INDICATORS



Documenting knowledge and skills	
<ul style="list-style-type: none"> ● To identify people of knowledge and skills ● identification of knowledge and skills concerning natural and cultural heritage (tangible and intangible) ● identification of people of knowledge and skills ● making a database of people of specific knowledge and skills 	<ul style="list-style-type: none"> ● a list of specific issues and skills concerning natural and cultural heritage (tangible and intangible) ● a list of people of knowledge and skills ● a database of people of specific knowledge and skills
<ul style="list-style-type: none"> ● To collect information and knowledge ● making interviews with people of specific knowledge and skills ● recording stories related by local people ● collecting written information ● making electronic versions of written documents ● involving kids and youth to collect ● making competitions for kids and youth 	<ul style="list-style-type: none"> ● recordings/written material from interviews ● recorded stories ● written materials ● files including electronic versions of written documents ● materials collected by kids and youth
<ul style="list-style-type: none"> ● To document techniques and technologies ● recording interviews with masters of old professions ● recording films documenting processes and technologies ● making descriptions and drawing documenting traditional technologies ● making competitions for kids and youth 	<ul style="list-style-type: none"> ● recorded interviews ● films ● instructive materials with descriptions and drawings
<ul style="list-style-type: none"> ● To disseminate and publish information ● publishing books, brochures, leaflets ● making short, attractive films 	<ul style="list-style-type: none"> ● books, brochures, leaflets ● films ● articles in newspapers and magazines ● radio broadcast ● tv programs



<ul style="list-style-type: none"> • cooperation with local newspapers, magazines, radio and television • using of internet and social media to disseminate (e.g. FB, Instagram, youtube) 	<ul style="list-style-type: none"> • information on webpage • number of webpage visitors • social media followers
Creating market for local products	
<ul style="list-style-type: none"> • To identify local producers and products • identification of local producers (art, craft, food) • making a database of local producers and products • make a research on production capacity for market purposes 	<ul style="list-style-type: none"> • a list of local producers • a database of local producers and products
<ul style="list-style-type: none"> • To support of producers • making a survey concerning producers' needs (concerning knowledge and skill) • organization of workshops and trainings (e.g. concerning marketing) • delivering advice and consultancy • supporting improvement of products to meet present needs (souvenirs, new functions, new design – with respect to tradition) 	<ul style="list-style-type: none"> • a list of needs • training programs, lists of attendance, evaluation forms • new products • better sale
<ul style="list-style-type: none"> • To organize distribution • organizing stand with local products in ecomuseum sites • organizing a shop/shops selling local products • organizing events (fairs, festivals) where local products could be sold 	<ul style="list-style-type: none"> • number of stands • a shop selling local products • number/calendar of fairs and festivals
Ensuring successors	
<ul style="list-style-type: none"> • To identify potential trainer • identification of people of knowledge and skills and local produces should 	<ul style="list-style-type: none"> • a list of potential trainers in a database of local producers • training curricula



<p>also serve appointing people who can deliver trainings</p> <ul style="list-style-type: none"> • helping to prepare the education process (e.g. prepare a training program, prepare and apply educational methods) 	
<ul style="list-style-type: none"> • To deliver trainings to young people • cooperation with local schools to recruit participants of trainings • organizing learn and play workshops for kids to induce their interest • organizing training and workshops for youth to identify most interested and talented • support further education of selected group 	<ul style="list-style-type: none"> • list of schools and teachers • workshop programs, attendance lists, photos • training and workshop programs, attendance lists, photos • a list of students • a list of new young producers (artists, artisans, food producers)

7.4. Education and tourism offer

Education and tourism offer	
GOALS AND TASKS	INDICATORS
Interpretation of heritage	
<ul style="list-style-type: none"> • To learn and apply heritage interpretation principles and rules • training ecomuseum staff to understand and use heritage interpretation principles and methods • preparing ecomuseum staff to be able to advice ecomuseum partners (ecomuseum sites owners and managers) 	<ul style="list-style-type: none"> • training programs, training programs, lists of attendance, evaluation forms • training certificate
<ul style="list-style-type: none"> • To support owners and managers of site in heritage interpretation 	<ul style="list-style-type: none"> • materials with principles and rules of heritage interpretation and presentation



<ul style="list-style-type: none"> • disseminating heritage interpretation principles and rules among ecomuseum partners • delivering advice and consultancy to ecomuseum partners (owners and managers of sites) to apply heritage interpretation rules 	<ul style="list-style-type: none"> • good examples of applying principles and rules of heritage interpretation and presentation
Use of advanced technologies and industries	
<ul style="list-style-type: none"> • To monitor new methods and tools • monitoring of new methods and tools in internet (e.g. creative industry, ICT) • keeping contacts with experts and practitioners (e.g. ecomuseums leaders, tourist specialists) to be updated • raising knowledge and develop skills (e.g.) participation in trainings concerning new methods and tools) 	<ul style="list-style-type: none"> • list of webpages • a database of experts • training certificates • examples of successful applicatons
<ul style="list-style-type: none"> • To support partners in applying new methods and tools 	<ul style="list-style-type: none"> • organizing workshops and trainings for ecomuseum partners • delivering advice and consultancy to ecomuseum partners to develop their offer using creative industry and ICT
Creating tourism product	
<ul style="list-style-type: none"> • To design tourist product • helping ecomuseum partners improve their individual offers • organizing meetings and workshops aimed at working out complex tourist products tailor for diverse tourist categories and groups based on individual ecomuseum partners' offers 	<ul style="list-style-type: none"> • modified offers • growth number of visitors • a number of integrated offers for diverse visitors
Development of education programs	
<ul style="list-style-type: none"> • To design educational programs 	<ul style="list-style-type: none"> • a list of individual education offers



<ul style="list-style-type: none"> • supporting ecomuseum partners in designing educational offers • designing educational programs for diverse groups based on individual ecomuseum partners' educational offers • tailoring educational programs against order 	<ul style="list-style-type: none"> • number of integrated educational programs for diverse groups • examples of specially tailored programs
Marketing	
<ul style="list-style-type: none"> • To organize marketing activities • cooperating with tour-operators and tourist agencies to promote and sell ecomuseum tourist products and ecomuseum partners' individual offer • run a business promoting and selling ecomuseum tourist products and ecomuseum partners' individual offer (e.g. social enterprise) 	<ul style="list-style-type: none"> • list of tour-operators and tourist agencies • list of sold offers • establish a new enterprise to operate as tour-operator

7.5. Branding of ecomuseums on national level

Branding of ecomuseums on national level	
GOALS AND TASKS	
A brand of ecomuseum as tourism-education heritage attraction	
<ul style="list-style-type: none"> • To work out a national strategy to promote ecomuseums • contacting ecomuseums and make a survey concerning their interest and will to get involvement • organizing a meeting for ecomuseums interesting in working out and implement the strategy • contacting other potential partners (e.g. influential heritage organizations, politicians, experts) 	<ul style="list-style-type: none"> • number of interested ecomuseums (a list) • minutes from meetings including guidelines and plans • list of other potential partners and supporters (e.g. influential heritage organizations, politicians, experts) • draft strategy to promote ecomuseum brand • final version of strategy to promote ecomuseum brand after consultations



<ul style="list-style-type: none"> organizing a work team chosen to work out the strategy and support the work consulting the strategy with all interested 	
<ul style="list-style-type: none"> To implement strategy working out the operating plan sharing tasks between partners monitoring and evaluation of the implementation 	<ul style="list-style-type: none"> action-plan a list of tasks and responsible people/entities a list of achievements more people visiting more than one ecomuseum
A brand of individual ecomuseum	
<ul style="list-style-type: none"> To build the brand organization of meetings and workshops for ecomuseum partners cooperation with specialist in building brand working out criteria and procedures of the brand designing and working out rules for visualization of the brand wide consultations of the brand 	<ul style="list-style-type: none"> assumption of the ecomuseum brand criteria for potential branded entities procedure for candidates to obtain the brand visualization manual
<ul style="list-style-type: none"> To manage the brand recruiting the brand chapter and organizing its work working with ecomuseum partners to make them meet brand requirement (guarantee quality) promoting of the brand (e.g. publishing materials, cooperation with media, internet, social media, fairs, new partners) 	<ul style="list-style-type: none"> the brand chapters rules of operation of the brand chapters number of entities that obtained the brand number of promotion materials number of articles and posts recognition of the brand (research)

7.6. European promotion of ecomuseums



European promotion of ecomuseums	
GOALS AND TASKS	INDICATORS
Common European strategy of promotion of ecomuseums	
<ul style="list-style-type: none"> ● To prepare the strategy ● organizing a group of ecomuseum leaders, practitioners, experts to work out the strategy ● working out the strategy by the group ● consulting the strategy with partners (e.g. ecomuseums, experts) ● raising funds for strategy working out and implementation 	<ul style="list-style-type: none"> ● a list of group members ● draft version of the strategy ● final version of the strategy after consultations ● a grant to support the process of the strategy implementation
<ul style="list-style-type: none"> ● To implement the strategy ● working out the operating plan ● sharing the tasks ● monitoring and evaluation of the implementation 	<ul style="list-style-type: none"> ● action-plan ● more people visiting more than one ecomuseum in more than one country (on purpose)
European networking of ecomuseums	
<ul style="list-style-type: none"> ● To prepare assumption of European Network of Ecomuseums ● making a survey to verify if ecomuseums are interested in networking on European level ● organizing a ‘initiating group’ that will prepare assumptions of European Network of Ecomuseums ● consulting the assumptions with ecomuseums (that confirmed interest in launching the network) ● announcing launching the network 	<ul style="list-style-type: none"> ● grant to launch a European Network of Ecomuseums ● conclusions from the survey ● a list of people making up an initiating group ● the assumptions of European Network of Ecomuseums (goals, mode of operation) ● membership declaration of European Network of Ecomuseums ● draft bylaw of European Network of Ecomuseums
<ul style="list-style-type: none"> ● To organize the Network ● sending membership declaration to ecomuseums in Europe 	<ul style="list-style-type: none"> ● number of membership declarations resend signed ● number of ecomuseum representatives participating in the meeting



<ul style="list-style-type: none">• organizing a meeting (conference) to launch the European Network of Ecomuseum• planning the activities (working out a program/strategy/operating plan for ENE• involving ENE in the implementation of strategy of promotion of ecomuseums	<ul style="list-style-type: none">• program/action-plan of European Network of Ecomuseums• number of promotion materials/action/campaigns of European Network of Ecomuseums
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