



HERA - ADRIATIC HERITAGES ASSOCIATION

DEVELOPMENT STRATEGY

(PERIOD 2019 – 2023)

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STRATEGY DOCUMENT

MARCH 2019

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1. INTRODUCTION

HERA Adriatic Heritages Association acknowledges the Adriatic region heritage (cultural & natural, tangible & intangible) and the involvement of the people participating in it as a maintenance of the links to place, culture, nature and diverse communities. HERA Adriatic Heritages Association thus pays equal respect to the past, the present and the future.

Adriatic's cultural and natural heritage is at the heart of the local identity for communities across the region. Heritage creates a sense of place and enriches our lives by helping us to understand the past, ourselves and our place in the World (present), but also to forge a desirable future. HERA Adriatic Heritages Association's aim is to advance cultural and natural heritage practices in order to ensure heritage is adequately preserved, valued, interpreted and celebrated. To achieve this, we (HERA) provide an independent, influential and professional voice on best practices concerning cultural and natural, tangible and intangible heritage management (conservation, interpretation, management, promotion etc.) based on the experience and expertise of our membership base spreading over the territory of the Adriatic region, as well as of heritage experts and professionals beyond this region.

In a world that is developing and transforming at unprecedented rates, natural and cultural places and their heritage are increasingly at risk of being either overwhelmed (by unsustainable tourism) or significantly ignored. Building on the many years of experience and knowledge of our members and associated heritage experts, HERA Adriatic Heritages Association is proactively engaged in leading and advocating for best practice heritage management in the Adriatic region in order to generate a sustainable future for generations to come. It is exactly this opportunity that shapes our mission, vision and overall strategic plan for the next four years (till 2023): by empowering the organisation and our members, by strengthening relationships with governments, tourist boards and all other relevant stakeholders in the Adriatic region, by providing new opportunities to share

practice and innovations within cultural and natural heritage management, we can ensure HERA Adriatic Heritages Association's leadership in building capacities for the protection, care and communication of cultural and natural heritage in the Adriatic region.

This 2019-2023 Strategic Plan has been developed together by the HERA Adriatic Heritages Association Supervisory Board, key-members of the Association and qualified external experts to provide a strategic focus for the activities of the association over the upcoming four years, in order to meet the established mission and vision of the organisation. The purpose of this document is to lay out the strategic framework that will guide all HERA Adriatic Heritages Association's actions, and to detail the strategic priorities that will navigate the association towards reaching all its goals. This Strategic Plan also includes yearly Action Plans, which will identify the specific actions that HERA needs to take year-to-year in order to achieve the outcomes conducive to accomplishing its mission.

It must be emphasised that nothing in the following Strategic Plan is to be understood as fixed or as a continuation of the existing work of the Association (not even the Business as Usual part although it indeed reflects some set and already existing activities), as by it (Strategic Plan) we are determined to be future-facing but also future-shaping, strategic and inspiring. Accordingly, the document identifies what we (members of the Association and external experts) see as the priorities to be pursued over the next four years and to keep HERA Adriatic Heritages Association engaged, relevant and at the forefront/leader of the field of heritage management and sustainable tourism. Its main purpose is to communicate our aspirations to our members, to the wider heritage (and tourism) profession and to all other relevant stakeholders (e.g. local, regional, national governments; tourist boards and agencies), thereby committing ourselves to deliver growth to the Adriatic region by HERA's protection, care and communication of cultural and natural heritage related foremost to sustainable tourism, thus leading us all toward a brighter future. It is worth to mention that the Strategic Plan and the related Action Plans are underpinned by the HERA Statute, as well as by the policies and procedures that guide HERA's governance and existing day-to-day operations. It therefore includes significant improvement of the Association's regular tasks (i.e. Business as Usual items/part) as well as further suggested actions stemming from the strategic priorities set in the document even if those two quite often do overlap on operational level.

1.1. METHODOLOGICAL APPROACH

HERA ADRIATIC HERITAGES ASSOCIATION STRATEGIC PLANNING

Following the project principles, goals and objectives of the “HERCULTOUR – HERA trademark, CULTural TOURism routes and visitor centres strengthening” (continuation of the project “HERA Sustainable Tourism Management of Adriatic HERitage”), project partners foremost capitalize on the achievements of the “HERA Sustainable Tourism Management of Adriatic HERitage” project by strengthening the activities of the HERA Adriatic Heritages Association and their sustainability, as well as by reinforcing heritage related quality management to match the HERA quality mark on their territories (for cultural tourism routes and visitor centres) through the development of management plans, marketing plans and additional promotional activities. The overall objective of the project is to strengthen the cross-border platform for heritage management and promotion of sustainable tourism based on a common cultural and natural heritage with the main aim to reduce the seasonality of tourism, i.e. to argue for sustainable heritage based tourism.

The development of the HERA Adriatic Heritages Association Strategic Plan perfectly fits all the aforementioned goals. The intrinsic imperative, set prior to drafting the Strategic Plan, was for HERA to achieve all the expectations and it therefore delivers new ideas, solutions and an operational framework for reaching those goals.

To this end, the HERA Strategy Plan 2019-2023 was from the beginning planned and organised in accordance with the following principles:

- **INCLUSIVE AND PARTICIPATIVE APPROACH** (i.e. constant/ongoing consultations and co-operation with members, users and consumers)

- **contemporaneity and relevance** (relevant context of existing, present-day situations and challenges with desirable future projections)
- **social responsibility** (in all segments of planning and suggested implementation, foremost taking care of sustainable tourism based on common cultural and natural heritage and reducing the seasonality of tourism)

A successful implementation of the aforementioned methodology is realised through consultations with all project partners (members of HERA Adriatic Heritages Association) as was finally confirmed during the Participatory Strategy Development Workshop organised in the town of Šibenik (Croatia) on February 5th.

The applied methodological approach/principles in the development of the HERA Strategy 2019-2023 do guarantee it, as the document reflects interests and desirable goals for the future development of the Association expressed by all its key-stakeholders, i.e. existing and associate members of HERA Adriatic Heritages Association. It has been moulded (with suggested action plans) to achieve synthesis of the features defined by HERA teams into a functional and operational development strategy of heritage & sustainable tourism in the Adriatic region.

The methodological design criteria here applied primarily focus on the strategic priorities as well as on the way they are to be implemented in the short and mid-term, as well as on the short-term operational priorities (essential for creating an initial influence) most of which are defined in the Business as Usual segment/paragraph.

Protection, care and promotion of heritage in the role of supporting sustainable tourism is the main area of advocacy, voiced by the users of the "experience" as well as by related Adriatic communities. Consequently, they are strongly advocated in this Strategy as prerequisite for creating a successful concept of future development of heritage based on sustainable tourism.

Superimposing the main premises of the Strategy could be understood by combining the relevance of the following five elements:

care/protection – interpretation – communication – promotion – sustainability

while the main aims (primarily concerning influence on the local community/communities) are:

empowerment – stimulation – engagement

1.2. LEGAL FRAMEWORK

Pursuant to the Croatian Law on Associations (official gazette “Narodne novine”, No. 74/14) under which it has been established, HERA: Adriatic Heritages Association is a non-governmental membership organisation. HERA: Adriatic Heritages Association currently acts under the “HERA Adriatic Heritages Association Statute” approved at the General Assembly of HERA Adriatic Heritages Association, at the Session held on 27 October 2016.

As far as the creation of the present HERA: Adriatic Heritages Association Development Strategy (Period 2019-2023) is concerned, beside the Association’s Statute/constitution other documents have been consulted (directly related to HERA) and actions performed as follows:

Documents:

- HERA Adriatic Heritages Association Statute/Constitution
- by-laws on the HERA General Assembly procedures
- HERA Rules for recognition of HERA Cultural Tourism Routes
- HERA Rules for recognition of HERA Visitors Centres

Actions:

- consultations with HERA key-stakeholders
- participatory strategy development workshop organised in the town of Šibenik (Croatia) on February 5th 2019

2. STATE OF AFFAIRS (ANALYSIS)

INTRODUCTION:

HERA: Adriatic Heritages Association is a very young organisation, established on 27 October 2016, so less than 2,5 years ago. While young, and thus vulnerable to many challenges typical for any membership organisation at such an early stage, HERA: Adriatic Heritages Association has demonstrated significant vitality and keenness for its ideas and activities (planned or implemented already) in the Adriatic region. It thus has all prerequisites to become an influential organisation addressing the interdisciplinary field of heritage and sustainable tourism. The last two topics are by far the most important (or at least one of the most important) challenging issues in the Adriatic and the wider Mediterranean region, where, at least as far as the Adriatic region is concerned, there seems to be no other organisation whose core programme would be aimed at these ‘burning’ issues. Accordingly, HERA: Adriatic Heritages Association has from the outset huge potential and possibility to ‘make a difference’. HERA has already demonstrated this by its documents, like the Rules for the recognition of HERA Cultural Tourism Routes and the Rules for the recognition of HERA Visitors Centres, among others.

2.1. CAPACITY & RESOURCES

As previously stated, and similar to many (if not all) other young (less than 10, at least 10 years old) membership organisations/associations, HERA: Adriatic Heritages Association does suffer from significant risk of lacking adequate resources, or of existing on those which could be labelled as considerably fluctuating depending on whether it manages to obtain project approvals.

There are two main segments, critical indeed where the aforementioned statement has been verified:

- a) lack of appropriate/adequate financial resources
- b) lack of appropriate/adequate human resources (staff)

As far as the first segment is concerned and as a result of consultations with HERA key-stakeholders, the HERA: Adriatic Heritages Association Development Strategy (period 2019 - 2023) suggests ways how it might be overcome in the short and mid-term. The second segment, i.e. the lack of appropriate/adequate human resources (staff), is directly related to the first and to the (success of) actions deriving from proposed desirable activities, although at the same time it may, and partly (and more) needs to depend on the voluntary engagement of HERA members and/or others who find and recognise HERA's vision as their own.

In this pre/early-mature stage HERA is now an organisation whose voluntary engagement of diverse stakeholders does make a difference until the organisation reaches its full potential or ends at a not more than average level. Then again, as we all are/became aware during the analysis of HERA: Adriatic Heritages Association, it has all the preconditions to become an extraordinary and very influential organisation on a transnational level (the Adriatic region), as well as further on (on mid, to long term) in the Mediterranean and on the European level.

2.2. SWOT ANALYSIS

The SWOT (strengths, weaknesses, opportunities and threats) analysis, which looks into and assesses the internal and external factors of an institution/organisation as well as its current and future potentials and risks, has been conducted for HERA: Adriatic Heritages Association through the following actions:

- consultations with HERA key-stakeholders
- participatory strategy development workshop organised in the town of Šibenik (Croatia) on February 5th 2019
- further consultations with similar organisations (similar size, and history)
- previous (both positive and negative) experiences of the planners/executors of the HERA: Adriatic Heritages Association Development Strategy for period 2019 - 2023

Based on the aforementioned, here follows the SWOT matrix which could be considered as relevant for HERA: Adriatic Heritages Association: its internal and external factors, and how its strengths, weaknesses, opportunities and threats (as detected from November 2018 to February 2019) might influence HERA's development in the following three to five years.

SWOT – ANALYSIS – HERA ADRIATIC HERITAGES ASSOCIATION

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • transnational influence • innovative approach • rich heritage of the Adriatic region • geographical dispersion • mutual values • well designed concept/idea • strong partnership • expertise & knowledge of existing/initial partners • positive climate/weather conditions (for tourism) in the Adriatic, including outside the summer season • environmental awareness/consciousness of partners 	<ul style="list-style-type: none"> • financial insecurity • lack of permanent staff resources • possible loss of motivation and dedication of contributors • lack of manual/rules for the HERA activities • loss of interest by HERA’s initial partners • weak long-term sustainability
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • EU funding (follow-up projects) • unique idea (in the Adriatic region, and beyond) • matching existing ideas with other (business/not strictly business) concepts • international relevance • growing of cultural tourism in the region • importance of heritage in the addressed region = many potential members • sustainable tourism is still in development phase (in the region, and beyond) 	<ul style="list-style-type: none"> • lack of finances (in general) for heritage & sustainable tourism • lack of interest / other actors are not necessarily interested (e.g. tourist boards, agencies) • competitive field (hard to be recognised as a brand) • transnational differences of national laws regulating the heritage & tourism sector • shortage of geographical dispersion • possible new trends in tourism which do not fit HERA goals

• Here presented SWOT analysis has been one, although not the only, main input in defining the HERA: Adriatic Heritages Association Development Strategy for period 2019-2023, including related and suggested priorities, objectives and suggested actions.

3. VISION, MISSION, VALUES AND STRATEGIC PRIORITIES

HERA: ADRIATIC HERITAGES ASSOCIATION
STRATEGIC FRAMEWORK

3.1. VISION & MISSION

VISION:

HERA Adriatic Heritages Association is the leading hub of best heritage practices based on sustainable tourism across the Adriatic region.

MISSION:

HERA (Adriatic Heritages Association) is a transnationally respected organisation of cultural and natural heritage institutions and heritage professionals who advance and promote heritage protection, care, research, interpretation and management through developing best practices in a sustainable way, sharing knowledge and enabling professional development.

3.2. VALUES

FUNDAMENTAL VALUES:

Protection, Research & Communication

HERA values cultural and natural heritage as an integral part of Adriatic's life. Stories of people/communities are the main resource to be preserved, cherished and celebrated by all relevant people/communities in the Adriatic region, but also by other citizens of Europe and of the World, as the Adriatic heritage is indeed universal heritage.

Cooperation

HERA values and respects the expertise of all those contributing to heritage care, conservation, research and communication and promoting values engaging in the sharing of experiences, information and knowledge related to overall heritage management and sustainable tourism.

Innovation

HERA values the development of (any) new ideas and approaches to ensure a sustainable future of the Adriatic's rich cultural and natural heritage, and its proper use.

Skilled practice

HERA believes that the skills and talents of its members, as these enable the heritage management best-practice across the Adriatic (and beyond), are key to ensure the continuation of heritage resources in the (Adriatic) region but also on a wider scale (European, or indeed Global).

CORE PRINCIPLES:

Follow best practice

Striving to develop, implement and advocate for regional, European or World class best practice standards and methodologies.

Drive professional engagement

Actively communicating to share knowledge and raise awareness around issues in cultural and natural heritage management and sustainable tourism.

Support HERA community

Nurturing the HERA Adriatic Heritages Association community through diverse activities related to a long-life permanent education of heritage professionals, promotion and/or empowerment of people/communities within the Adriatic region.

3.3. STRATEGIC PRIORITIES

STRATEGIC PRIORITY 1

ADVANCE AND PROMOTE TRANSNATIONAL STANDARDS AND BEST PRACTICES

ADVANCE AND PROMOTE TRANSNATIONAL STANDARDS AND BEST PRACTICES

The development and implementation of best practice standards and methodologies are core to the HERA Adriatic Heritages Association's vision. HERA's strategic priority lies in the opportunity to improve professional practice through innovation. Drawing on the diverse knowledge of our (existing and future) members, and through engagement with current issues in the professional field of heritage and sustainable tourism, HERA will establish (significantly already has) and inspire leading standards of practice in the heritage care, conservation, research, interpretation and communication fields in order to advance cultural and natural heritage management in the Adriatic region based on principles of sustainable tourism development and in accordance with the ideas of overall socially responsible heritage management.

STRATEGIC PRIORITY 1 – ADVANCE AND PROMOTE TRANSNATIONAL STANDARDS AND BEST PRACTICES

OBJECTIVES	OUTCOMES
<ul style="list-style-type: none"> • Full implementation of the HERA Heritage Quality Framework (HERA Cultural Tourism Routes & HERA Visitor Centres) 	<ul style="list-style-type: none"> • The HERA Heritage Quality Framework (HERA Cultural Tourism Routes & HERA Visitor Centres) is incorporated into relevant policies and guidelines by all levels of transnational governments and by relevant national authorities across the Adriatic region.
<ul style="list-style-type: none"> • Develop and implement best practice guidelines and other advice related to the HERA Heritage Quality Framework (HERA Cultural Tourism Routes & HERA Visitor Centres) and its impact on heritage legislation. 	<ul style="list-style-type: none"> • Best practice approaches are communicated to diverse heritage professionals across the Adriatic region. Best practice approaches are incorporated into heritage legislation, policies and guidelines across the Adriatic region.
<ul style="list-style-type: none"> • Develop and disseminate user-friendly guidelines that can be adopted by non-heritage professionals involved in heritage management based on sustainable tourism. 	<ul style="list-style-type: none"> • Heritage management principles based on sustainable tourism are adopted by people, organisations, education institutions and professionals in the field of heritage and beyond.
<ul style="list-style-type: none"> • Promote professional development by new best practice within heritage management and sustainable tourism techniques. 	<ul style="list-style-type: none"> • HERA Adriatic Heritages Association is recognised as a preeminent provider of professional development and guidance in cutting-edge cultural and natural heritage management methodologies and practice based on sustainable tourism.
<ul style="list-style-type: none"> • Develop the Adriatic Charter as a core document for heritage management in the Adriatic region based on juxtaposition of heritage management and sustainable tourism developmental principles. 	<ul style="list-style-type: none"> • The Adriatic Charter is incorporated into policies and guidelines by all levels of governments and by relevant national authorities, and actively used by heritage & tourism professionals.
<ul style="list-style-type: none"> • Initiate and publish HERA (Heritage for Sustainable Tourism) journal 	<ul style="list-style-type: none"> • Current academic and professional thinking and case studies are published and shared. • HERA (Heritage for Sustainable Tourism) journal is recognised as a preeminent journal for heritage care, management, research, theory and practice, related to development of sustainable tourism.

STRATEGIC PRIORITY 2

ENGAGE WITH CONTEMPORARY ISSUES IN HERITAGE & TOURISM

ENGAGE WITH CONTEMPORARY ISSUES IN HERITAGE & TOURISM

The context surrounding cultural and natural heritage management is constantly changing along with shifts in governments, policies, world events, global tourism, development and sustainability, and societal and environmental changes (e.g. climate change). HERA Adriatic Heritages Association's priority is to actively engage with contemporary issues in dialogue with all relevant stakeholders, to ensure the organisation's work is effective in leading relevant professional practice. Through improved relationships and communication with members, the cultural and natural heritage and tourism professionals as well as relevant governments (on all levels), HERA will be better prepared to recognise, understand and adapt to contemporary issues without delay.

STRATEGIC PRIORITY 2 – ENGAGE WITH CONTEMPORARY ISSUES IN HERITAGE & TOURISM

OBJECTIVES	OUTCOMES
<ul style="list-style-type: none"> • Proactively engage in promoting state-of-the-art heritage management based on sustainable tourism through established or new approaches such as a Socially Responsible Heritage Management Action Plan for the Adriatic 	<ul style="list-style-type: none"> • HERA Adriatic Heritages Association Socially Responsible Heritage Management Action Plan is implemented.
<ul style="list-style-type: none"> • Develop and promote proactive measures for understanding and protecting cultural and natural heritage at risk in the Adriatic region (with particular attention given to tourism overcrowd or climate change including tourism carrying capacity, sea level rise, extreme weather events etc.). 	<ul style="list-style-type: none"> • Social values, intangible cultural heritage and other particular and distinctive values of diverse communities in the Adriatic region are widely recognised as valuable and worthy of protection.
<ul style="list-style-type: none"> • Develop and promote proactive measures for understanding and protecting intangible cultural heritage and social values. 	<ul style="list-style-type: none"> • Risks to heritage are noticeably better identified and heritage care and protection improved in the region.
<ul style="list-style-type: none"> • Assist in the capacity building of HERA Adriatic Heritages Association in the Adriatic region. 	<ul style="list-style-type: none"> • Significant and ongoing professional development is provided for heritage practitioners and relevant parties regarding heritage management meeting tourism sustainability issues.
<ul style="list-style-type: none"> • Employ a proactive and positive voice on contemporary issues within the professional field (heritage and tourism), to diverse governments (local, regional, national), and to the media. 	<ul style="list-style-type: none"> • Active engagement through committees and groups and, as relevant, with other like-minded organisations investigating the impacts of tourism on heritage and impact mitigation measures’.
<ul style="list-style-type: none"> • Identify and learn from international benchmarks, doctrines and approaches in cultural and natural heritage management (related to sustainable tourism). 	<ul style="list-style-type: none"> • HERA Adriatic Heritages Association is acknowledged as the transnationally respected voice in the Adriatic region for commentary on contemporary issues within heritage and sustainable tourism.
<ul style="list-style-type: none"> • Demonstrate proactive measures for understanding, communicating and promoting energy, and sustainability issues with regards to cultural heritage. 	<ul style="list-style-type: none"> • HERA Adriatic Heritages Association has increased relevance to new generations of professionals in cultural heritage management who are concerned with contemporary issues.
<ul style="list-style-type: none"> • Initiate and publish HERA (Heritage for Sustainable Tourism) journal 	<ul style="list-style-type: none"> • HERA Adriatic Heritages Association is applying learnings from and actively contributing to international benchmarks in heritage management based on sustainable tourism. • HERA (Heritage for Sustainable Tourism) journal and HERA’s other publications are recognised as being at the forefront of new and innovative heritage research/approach, philosophy of desirable practices.

STRATEGIC PRIORITY 3

BE AN INFLUENTIAL VOICE TO POLICY MAKERS AND OTHER STAKEHOLDERS

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Proactive engagement with policy makers (governments, at local, regional, national levels, heritage organisations, tourism bodies etc.) is vital for HERA Adriatic Heritages Association to be able to exert effective influence, and to ensure that best practice standards and methodologies are adopted by diverse governmental agencies and/or other relevant bodies. Prioritising actions to secure governmental support and develop stronger relationships will ensure this engagement is effective, help ensure HERA's work is recognised and utilised across the professional field, and establish HERA's position as the leading professional body in heritage practices related to sustainable tourism in the Adriatic region, and beyond as desirable (whenever possible).

STRATEGIC PRIORITY 3 – BE AN INFLUENTIAL VOICE TO POLICY MAKERS AND OTHER STAKEHOLDERS

OBJECTIVES	OUTCOMES
<ul style="list-style-type: none"> • Develop and initiate a strategic approach to engaging with policy makers at all levels. 	<ul style="list-style-type: none"> • Improved visibility and understanding of, and outcomes for, cultural heritage management based on sustainable tourism practices at all levels.
<ul style="list-style-type: none"> • Cooperate strategically with affiliated professional organisations to engage with policy makers, at all/any level. 	<ul style="list-style-type: none"> • A network of champions and advocates for heritage management and sustainable tourism among policy makers is developed and maintained.
<ul style="list-style-type: none"> • Utilise local, regional and national elections as platforms for getting our priorities for heritage management and sustainable tourism voiced and acknowledged. 	<ul style="list-style-type: none"> • HERA Adriatic Heritages Association is the government’s go-to body for advice and information on heritage management and sustainable tourism issues and considerations.
<ul style="list-style-type: none"> • Influence legislation in key areas related to cultural and natural heritage management, including (e.g.) heritage interpretation, socially responsible heritage management, sustainable use of heritage in tourism and/or intangible heritage. 	<ul style="list-style-type: none"> • Government support is secured at all (local, regional, national) levels for the implementation of the Adriatic Charter as the core document for heritage management in the Adriatic region and supported by the HERA Heritage Quality Framework.
<ul style="list-style-type: none"> • Secure diverse governments’ commitment (local, regional, national) to international and national conventions on cultural heritage management. 	<ul style="list-style-type: none"> • Local, regional and national governmental support is secured for HERA meetings with the ambition to host (2022, 2023) a wider (European) relevant event within the field of heritage management (care, research, interpretation, communication). • Ratification of the Adriatic Charter as the core document for heritage management in the Adriatic region ensured.

STRATEGIC PRIORITY 4

ENHANCE RECOGNITION OF HERA ADRIATIC HERITAGES ASSOCIATION

ENHANCE RECOGNITION OF HERA ADRIATIC HERITAGES ASSOCIATION

Better recognition of HERA Adriatic Heritages Association’s name and work is essential for ensuring the organisation maintains relevance in the field of heritage management (related to sustainable tourism development), and is acknowledged by members, governments and the wider professional community locally, nationally and/or internationally, as the leading body for advancing professional “heritage meeting tourism” quality practice. Through enhancement of the profile of HERA Adriatic Heritages Association we will be better positioned to implement best practice standards and to work collaboratively with all relevant stakeholders to achieve HERA’s vision for improved heritage management which fits sustainable tourism practices.

STRATEGIC PRIORITY 4 – ENHANCE RECOGNITION OF HERA ADRIATIC HERITAGES ASSOCIATION

OBJECTIVES	OUTCOMES
<ul style="list-style-type: none"> • Communicate and engage strategically with key audiences and stakeholders (including diverse levels of governments). 	<ul style="list-style-type: none"> • Attention of target audiences and stakeholders is captured, with regular and effective engagement and communications being maintained.
<ul style="list-style-type: none"> • Promote HERA knowledge, resources, standards and methodologies to key audiences, including but not limited only to HERA members. 	<ul style="list-style-type: none"> • The audience is broadened to encompass new potential members, professional organisations, government representatives and media. • Recognition and adoption of our expertise, standards and methodologies is increased.
<ul style="list-style-type: none"> • Increase the presence of HERA’s knowledge, resources, standards and methodologies in the Adriatic region. • Improve collaborative relationships with, and mutual support of, associated NGOs and partner organisations. 	<ul style="list-style-type: none"> • Better national, regional and international relationships are established as a direct result of HERA’s role as leading organisation in the region concerning heritage management and sustainable tourism. • HERA convenes regular forums and has supportive communication with associated NGOs and partner organisations.
<ul style="list-style-type: none"> • Develop and deliver high profile professional events and engagement opportunities. • Increase the Adriatic diverse governments’ contribution to funding HERA Adriatic Heritages Association’s administration and international participation. 	<ul style="list-style-type: none"> • A range of high profile events are already executed or planned within the Adriatic region with a strong intention to host/organise/secure HERA meetings/conference (2022 or 2023) as wider (European) relevant event within the field of heritage management (care, research, interpretation, communication) and related sustainable tourism.

STRATEGIC PRIORITY 5

EMPOWER A DIVERSE MEMBERSHIP

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While HERA Adriatic Heritages Association’s commitment to its members is always a key priority, the timely need is to ensure membership diversity that fairly represents the organisation as a transnationally representative leader that fosters a strong and sustainable inter-generational, inter-professional and inter-institutional character of its membership. HERA Adriatic Heritages Association will increase diversity across the organisation to be more multi-disciplinary, multi-inclusive and multi-cultural. With this diversity comes an increased responsibility to empower all members and ensure they play an active and influential role within HERA Adriatic Heritages Association and the wider field of cultural heritage management.

STRATEGIC PRIORITY 5 – EMPOWER A DIVERSE MEMBERSHIP

OBJECTIVES	OUTCOMES
<ul style="list-style-type: none"> • Diversify the professional background and cultural background of members, as well as the number of early career/young professionals. 	<ul style="list-style-type: none"> • Participation of early career/young professionals, and heritage meets tourism heritage professionals as well as different other professional backgrounds is increased across HERA Adriatic Heritages Association/Adriatic region membership and activities.
<ul style="list-style-type: none"> • Foster the participation and membership of early career/young professionals heritage professionals, as future leaders. 	<ul style="list-style-type: none"> • Members are proactively participating in, engaged with, and initiating organisational activities, discussions and debates.
<ul style="list-style-type: none"> • Diversify the types of activities and engagement opportunities available to membership, including establishing platforms for discussion, feedback, debate and reflection. 	<ul style="list-style-type: none"> • The HERA Supervisory Committee is better positioned to manage and respond to commentaries from membership.
<ul style="list-style-type: none"> • Increase opportunities for refresher trainings and further education for members, including through the dissemination of practice notes, guidelines and tools, and through professional development opportunities. 	<ul style="list-style-type: none"> • Members are proactively pursuing their professional development, knowledge and expertise.
<ul style="list-style-type: none"> • Encourage the establishment of Transnational Scientific Committees, Working and Reference Groups in response to members’ needs and current issues. • Empower members to be part of the administration and governance of HERA Adriatic Heritages Association through organisational roles/duties. 	<ul style="list-style-type: none"> • HERA Adriatic Heritages Association’s diverse events are recognised as fulfilling the requirement of continuing professional development. • Members are actively participating in HERA Adriatic Heritages Association’s reference groups, working groups, Supervisory Committee and other scientific or vocational committees.

4. ACTIVITY/ACTION PLAN (2019-2021)

HERA Adriatic Heritages Association 2019-2021 Action Plan details those actions proposed to be undertaken foremost over the next three years to implement the HERA Adriatic Heritages Association 2019-2023 Strategic Plan. The following Action Plan sets out the priority actions for 2019-2021. It does (as separate item 4.1) include ongoing, seemingly routine (but operationally extremely important) HERA Adriatic Heritages Association's needed actions.

The Action Plans is a new approach to HERA Adriatic Heritages Association's strategic planning. This new approach consists of a five year long Strategic Plan, with rolling annual Action Plans (for 3 years) that support the Strategic Plan for standard actions, priority actions and non-standard activities.

HERA Strategic Plan lays out the vision to build on HERA Adriatic Heritages Association's extremely short but still already significant history of active engagement, unique programmes and the development of professional standards and methodologies, as well as on its membership network (in development), in order to solidify our/HERA's role not only as advancers of heritage practice meeting sustainable tourism, but as recognised leaders working to build the capacity of the broader professions which meet the requirements of both core ideas. The Strategic Plan guides HERA's overarching thinking and determines the strategic priorities that will navigate the organisation towards meeting its mission and vision.

On the other hand, the HERA Action Plan identifies the specific actions the organisation needs to take year-to-year in order to work towards achieving the Strategic Plan Goals and Objectives and to realise the outcomes HERA’s members are seeking. The Action Plan is comprehensive (as it may be), acknowledging the responsibility associated with each activity and allowing for each activity to be tracked and measured over time, in order to understand how the organisation is progressing towards its vision.

The following **SMART** ‘golden’ rules were used in preparing this Action Plan in order to produce feasible outcomes:

1. Be **Specific** about what HERA is aiming to accomplish.
2. Be **Measurable** by establishing criteria for tracking progress towards HERA’s set objectives.
3. Be **Achievable** about what HERA can truly influence and deliver.
4. Be **Realistic** about what HERA is willing and able to do within one year.
5. Be **Timely** and set deadlines that honestly reflect what HERA can accomplish.

Each year, it will be up to the HERA Executive Board/Supervisory Committee to reconsider the Yearly Action Plan, to reflect on how HERA (organisation) has progressed towards the outcomes listed under the Strategic Plan, and then to correct or develop (if needed) a new Yearly Action Plan for the following year. Revising the Action Plan is a key opportunity for working with the HERA Adriatic Heritages Association’s membership, to encourage their feedback and input for the activities for the year ahead, ensuring that HERA is engaged and responsive to the needs, drivers and objectives of its members, while staying on track to meet its mission and vision.

4.1. REGULAR WORK (BUSINESS AS USUAL) – ADVANCED APPROACH

INTRODUCTION:

In 2018 the HERA Adriatic Heritages Association Supervisory Committee decided to prepare and in the following years implement a programme of ‘Yearly Action Plans’ under the framework provided by our 2019-2023 HERA Strategic Plan. These Action Plans list Regular Work/Business as Usual advanced approach as well as new initiatives and significant one-off projects. Accordingly, the Regular Work/Business as Usual items document has been prepared as an integral part of the HERA Adriatic Heritages Association 2019-2023 Strategic Plan to assist in understanding (in fact often to lead) the full range of HERA Adriatic Heritages Association’s tasks and activities. The list below, marked as the Regular Work/Business as Usual (BaU) items for HERA Adriatic Heritages Association lays out the things that HERA Adriatic Heritages Association sees as part of its core business and will start implementing them in the following period as regular day to day duties. In addition, paragraph 4.2 suggests extra activities deriving from the strategic priorities (re: paragraph 3.3) whereby only those activities which do not fit/outgo the Regular Work/Business as Usual (BaU) items are emphasized.

GOVERNANCE & ADMINISTRATION

ITEM	RESPONSIBLE	TIMING	REMARKS
Quarterly Executive/Supervisory Committee Meetings	Secretary (Scheduling & Minutes)	Quarterly	Reports are prepared by Executive/Supervisory Committee members with assistance of Secretary. Agenda managed by Secretary. Minutes managed by Minutes Secretary. Meeting venue (might be electronic) and organisation managed by relevant representatives (hosts).
Executive/Supervisory Committee decisions made out of session	President & Secretary	As required	EC/SC is using a web-based discussion platform for out of session discussions and decisions.
Track the Strategic Plan and Yearly Action Plan	Strategic Plan Coordinator (appointed by EC/SC)	Ongoing	Quarterly reporting at EC/SC meetings.
Meetings of HERA Working Groups	HERA Convenors & EC/SC Representatives	To suit Groups	Quarterly reporting at EC meetings.

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Manage HERA Membership	Secretariat & Membership Secretary (appointed by EC/SC)	At least quarterly	Secretariat receives membership enquiries at any time. Consideration of new members occurs at quarterly EC/SC meetings unless an urgent out of session decision is required.
Annual Report	Annual Report Coordinator (EC/SC Board member) & Secretariat	Annually	Usually commenced in March each year, with annual report completion to take 10-12 weeks. Presented at the GA.
Governance Training for EC/SC	President & Secretariat	Biennial	Usually in March. Held biennially to assist new EC/SC members.
Cooperation with like-minded organisations	President leading EC/SC	Ongoing	e.g. ICOM, Europa Nostra, Interpret Europe, NEMO, ICOMOS etc.
Record keeping and maintaining the archive	Secretariat	Ongoing	In the seat of HERA.
Employment/obligations of Secretariat	President & Secretary	TBD, before appointment of new Secretariat	Requires volunteer input at the beginning.

FINANCES

ITEM	RESPONSIBLE	TIMING	REMARKS
General financial administration	Secretariat (appointed Treasurer)	Ongoing	Records always up-to-date.
Prepare yearly budget	Secretariat (appointed Treasurer)	Annually	Presented to March HERA GA meeting for adoption.
Financial reporting	Secretariat (appointed Treasurer)	Quarterly & for Annual Report	Quarterly reporting at EC/SC. Draft audited accounts ready for adoption at March HERA GA meeting.

COMMUNICATION, PUBLICATIONS, NEWS & DIGITAL MEDIA

ITEM	RESPONSIBLE	TIMING	REMARKS
Send and receive correspondence. Maintain a correspondence register/records	Secretariat	Ongoing	Quarterly reporting at EC/SC meetings.
Press Releases	President	When required	Quarterly reporting at EC/SC meetings.
HERA website updates	Secretariat	When required	Quarterly reporting at EC/SC meetings.

MEMBERSHIP / COMMUNITY MANAGEMENT

ITEM	RESPONSIBLE	TIMING	REMARKS
Sending membership renewal notices	Secretariat	Annually	Reminders to be sent regularly (2-3 time per year).
Receive and process new membership applications	Secretariat	Ongoing	

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Review membership applications and make recommendations to EC/SC	Secretariat / Membership Secretary (if appointed)	Quarterly	Or more often, depending on number of applications.
Keep list of members up-to-date	Secretariat	Ongoing	
Encourage new membership (in case of individual early career membership especially)	Secretariat	Ongoing	

EVENTS & AWARD PROGRAMMES

ITEM	RESPONSIBLE	TIMING	REMARKS
Hold an Annual General Assembly/Meeting	President & Secretary	Annually	Invitation to all members sent at least 1 month in advance / at least 3 months for preparation.

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HERA Awards for Excellence / HERA Heritage Quality Framework (HERA Cultural Tourism Routes & HERA Visitor Centres) Call	Awards Committee (to be appointed)	Annually	At least 6 months before set deadline.
Receive and process HERA Awards for Excellence / HERA Heritage Quality Framework (HERA Cultural Tourism Routes & HERA Visitor Centres) applications	Awards Committee (to be appointed)	Annually	At least 3 months for review applications.
HERA Awards for Excellence for Excellence / HERA Heritage Quality Framework (HERA Cultural Tourism Routes & HERA Visitor Centres) issuing certificates	Awards Committee (to be appointed)	Annually	March every year (proposal)
Encourage and coordinate attendance at other relevant international heritage events	President & Secretariat	Ongoing	e.g. ICOM, Interpret Europe, Europa Nostra, NEMO, ICOMOS etc. events.
Promote (and contribute) to other events relevant to HERA membership and influence	President & Secretariat	When required	

POLICY WORK & OTHER INTERNATIONAL PARTNERSHIPS

ITEM	RESPONSIBLE	TIMING	REMARKS
HERA President representation at relevant international meetings	President	At least one annually	Attending e.g. events of ICOM, Interpret Europe, Europa Nostra, NEMO, ICOMOS meeting when they occur.
Provide support for HERA members who take on positions in relevant international organisation	President	Ongoing	Moral, but as well as financial support when possible.
Creating HERA Policy & Procedure Manuals	Secretariat & President	Ongoing	To be finished as soon as possible.
HERA Policy & Procedure Manuals	Secretariat & President	Reviewed every 4 years or earlier if needed	Depending on situation.
Policy Submissions	President (or others as relevant)	When required	Usually to be adopted by HERA GA, approved and signed by President.
Monitoring Media for all relevant issues	Secretariat & President	Ongoing	Reporting at EC /SC meetings and General Assembly.
Meetings with policy makers, governmental and other relevant international representatives	President	When required	Importance of prior and follow up correspondence.

4.2. ACTION / ACTIVITY PLAN RELATED TO STRATEGIC OBJECTIVES

STRATEGIC PRIORITY 1 – ADVANCE AND PROMOTE TRANSNATIONAL STANDARDS AND BEST PRACTICES

ACTION	RESPONSIBLE	MEASURES	PROGRESS ON OUTCOME
1.1 OBJECTIVE			
FULL IMPLEMENTATION OF THE HERA HERITAGE QUALITY FRAMEWORK (HERA CULTURAL TOURISM ROUTES & HERA VISITOR CENTRES).			
Promotion of the HERA Heritage Quality Framework	Secretariat	Ongoing/ASAP	Increased number of applications
Develop and deliver workshops on the HERA Heritage Quality Framework	Secretariat / working group	2 workshops delivered by end of 2020	Increased number of applications
1.2 OBJECTIVE			
DEVELOP AND IMPLEMENT BEST PRACTICE GUIDELINES AND OTHER ADVICE RELATED TO THE HERA HERITAGE QUALITY FRAMEWORK (HERA CULTURAL TOURISM ROUTES & HERA VISITOR CENTRES) AND ITS IMPACT ON HERITAGE LEGISLATION.			
HERA Annual Guide to Adriatic Heritage Best Practices	HERA Awards Committee & HERA Editor	The first edition done in 2020	Published every year after 2020

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Investigate current legislation and other mechanisms (which affect heritage and tourism and how they might be improved to create better outcomes)	HERA Heritage Planning Working Group	Working group appointed by September 2019	
1.3 OBJECTIVE DEVELOP AND DISSEMINATE USER-FRIENDLY GUIDELINES THAT CAN BE ADOPTED BY NON-HERITAGE PROFESSIONALS INVOLVED IN HERITAGE MANAGEMENT BASED ON SUSTAINABLE TOURISM.			
HERA Manuals/Toolkits (on heritage interpretation, heritage management, use of digital media, heritage marketing etc.)	Appointed Editor Coordinator & Secretariat	The first Manual done in 2020	One manual published every year after 2020
1.4 OBJECTIVE PROMOTE PROFESSIONAL DEVELOPMENT BY NEW BEST PRACTICE IN HERITAGE MANAGEMENT AND SUSTAINABLE TOURISM TECHNIQUES.			
HERA Annual Guide to Adriatic Heritage Best Practices	HERA Awards Committee & HERA Editor	The first edition done in 2020	Published every year after 2020
HERA (“Heritage for Sustainable Tourism”) journal	Appointed Editor Coordinator & Secretariat	By 2020 start of the HERA (“Heritage for Sustainable Tourism”) journal	By 2022 the journal is recognised as a preeminent journal for heritage care, management, research, philosophy and practice, related to sustainable tourism.

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<p>1.5 OBJECTIVE DEVELOP THE “ADRIATIC CHARTER” AS A CORE DOCUMENT FOR HERITAGE MANAGEMENT IN THE ADRIATIC REGION BASED ON JUXTAPOSITION OF HERITAGE MANAGEMENT AND SUSTAINABLE TOURISM DEVELOPMENTAL PRINCIPLES.</p>			
Investigate existing similar documents (with influence on heritage and tourism) and propose the new one	HERA Heritage Planning Working Group	Working group appointed by September 2019	“Adriatic Charter” adopted by HERA GA in 2021
<p>1.6 OBJECTIVE INITIATE AND PUBLISH HERA (HERITAGE FOR SUSTAINABLE TOURISM) JOURNAL.</p>			
HERA (“Heritage for Sustainable Tourism”) journal	Appointed Editor Coordinator & Secretariat	By 2020 start of the HERA (“Heritage for Sustainable Tourism”) journal	By 2022 the journal is recognised as a preminent journal for heritage care, management, research, philosophy and practice, related to sustainable tourism.

STRATEGIC PRIORITY 2 – ENGAGE WITH CONTEMPORARY ISSUES IN HERITAGE & TOURISM

ACTION	RESPONSIBLE	MEASURE	PROGRESS ON OUTCOME
2.1 OBJECTIVE PROACTIVELY ENGAGE IN PROMOTING STATE-OF-THE-ART HERITAGE MANAGEMENT BASED ON SUSTAINABLE TOURISM THROUGH ESTABLISHED OR NEW APPROACHES SUCH AS A SOCIALLY RESPONSIBLE HERITAGE MANAGEMENT ACTION PLAN FOR THE ADRIATIC.			
HERA Adriatic Heritages Association Socially Responsible Heritage Management Action Plan	HERA Heritage Planning Working Group	Working group appointed by September 2019	“HERA Socially Responsible Heritage Management Action Plan” adopted by HERA GA in 2021
HERA Annual Guide to Adriatic Heritage Best Practices	HERA Awards Committee & HERA Editor	The first edition done in 2020	Published every year after 2020
2.2 OBJECTIVE DEVELOP AND PROMOTE PROACTIVE MEASURES FOR UNDERSTANDING AND PROTECTING CULTURAL AND NATURAL HERITAGE AT RISK IN THE ADRIATIC REGION (WITH PARTICULAR ATTENTION GIVEN TO TOURISM OVERCROWD OR CLIMATE CHANGE INCLUDING TOURISM CARRYING CAPACITY, SEA LEVEL RISE, EXTREME WEATHER EVENTS ETC.).			
Investigate existing similar documents (with influence on heritage and tourism) and propose the new one (the “Adriatic Charter”)	HERA Heritage Planning Working Group	Working Group appointed by September 2019	“Adriatic Charter” adopted by HERA GA in 2021
Establish HERA Adriatic Risk Preparedness Working Group	Risk Preparedness Working Group	Working Group appointed by December 2019	

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2.3 OBJECTIVE			
DEVELOP AND PROMOTE PROACTIVE MEASURES FOR UNDERSTANDING AND PROTECTING INTANGIBLE CULTURAL HERITAGE AND SOCIAL VALUES.			
Establish HERA Adriatic Intangible Heritage Working Group	Intangible Heritage Working Group	Working Group appointed by December 2019	
Develop and deliver HERA Intangible Cultural Symposium	Intangible Heritage Working Group	Symposium to take place in 2021	
HERA Adriatic Heritages Association Socially Responsible Heritage Management Action Plan	HERA Heritage Planning Working Group	Working Group appointed by September 2019	“HERA Socially Responsible Heritage Management Action Plan” adopted by HERA GA in 2021
2.4 OBJECTIVE			
ASSIST IN THE CAPACITY BUILDING OF HERA ADRIATIC HERITAGES ASSOCIATION IN THE ADRIATIC REGION.			
Develop and deliver workshops on the HERA Heritage Quality Framework	Secretariat / working group	2 workshops delivered by end of 2020	
HERA Annual Guide to Adriatic Heritage Best Practices	HERA Awards Committee & HERA Editor	The first edition done in 2020	Published every year after 2020

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HERA Manuals/Toolkits (on heritage interpretation, heritage management, use of digital media, heritage marketing etc.)	Appointed Editor Coordinator & Secretariat	The first Manual done in 2020	One manual published every year after 2020
HERA (“Heritage for Sustainable Tourism”) journal	Appointed Editor Coordinator & Secretariat	By 2020 start of the HERA (“Heritage for Sustainable Tourism”) journal	By 2022 the journal is recognised as a preeminent journal for heritage care, management, research, philosophy and practice, related to sustainable tourism.
2.5 OBJECTIVE EMPLOY A PROACTIVE AND POSITIVE VOICE ON CURRENT ISSUES WITHIN THE PROFESSIONAL FIELD (HERITAGE AND TOURISM), TO DIVERSE GOVERNMENTS (LOCAL, REGIONAL, NATIONAL), AND TO THE MEDIA.			
Meetings with policy makers, governmental and other relevant international representatives	President (Delegated Person by President/EC)	When required (at least two important meetings per year)	Importance of prior and follow up correspondence.
2.6 OBJECTIVE IDENTIFY AND LEARN FROM INTERNATIONAL BENCHMARKS, DOCTRINES AND APPROACHES IN CULTURAL AND NATURAL HERITAGE MANAGEMENT (RELATED TO SUSTAINABLE TOURISM).			
HERA President representation at relevant international meetings	President	At least once annually	events as ICOM, Interpret Europe, Europa Nostra, NEMO, ICOMOS etc.

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HERA members attending and having positions in relevant international organisation	All	Depending on situation	Number of HERA members having positions in relevant international organisations
2.7 OBJECTIVE DEMONSTRATE PROACTIVE MEASURES FOR UNDERSTANDING, COMMUNICATING AND PROMOTING ENERGY, AND SUSTAINABILITY ISSUES WITH REGARDS TO CULTURAL HERITAGE.			
HERA Annual Guide to Adriatic Heritage Best Practices	HERA Awards Committee & HERA Editor	The first edition done in 2020	Published every year after 2020
HERA Adriatic Heritages Association Socially Responsible Heritage Management Action Plan	HERA Heritage Planning Working Group	Working group appointed by September 2019	“HERA Socially Responsible Heritage Management Action Plan” adopted by HERA GA in 2021
HERA Manuals/Toolkits (on heritage interpretation, heritage management, use of digital media, heritage marketing etc.)	Appointed Editor Coordinator & Secretariat	The first Manual done in 2020	One manual published every year after 2020
HERA (“Heritage for Sustainable Tourism”) journal	Appointed Editor Coordinator & Secretariat	By 2020 start of the HERA (“Heritage for Sustainable Tourism”) journal	By 2022 the journal is recognised as a preeminent journal for heritage care, management, research, philosophy and practice, related to sustainable tourism.

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2.8 OBJECTIVE			
INITIATE AND PUBLISH HERA (HERITAGE FOR SUSTAINABLE TOURISM) JOURNAL.			
HERA (“Heritage for Sustainable Tourism”) journal	Appointed Editor Coordinator & Secretariat	By 2020 start of the HERA (“Heritage for Sustainable Tourism”) journal	By 2022 the journal is recognised as a preeminent journal for heritage care, management, research, philosophy and practice, related to sustainable tourism.

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STRATEGIC PRIORITY 3 – BE AN INFLUENTIAL VOICE TO POLICY MAKERS AND OTHER STAKEHOLDERS

ACTION	RESPONSIBLE	MEASURE	PROGRESS ON OUTCOME
3.1 OBJECTIVE DEVELOP AND INITIATE A STRATEGIC APPROACH TO ENGAGING WITH POLICY MAKERS AT ALL LEVELS.			
Develop HERA Strategic Advocacy Plan (including topics of highest priority, channels of communication and HERA Ambassadors).	HERA Strategic Advocacy Working Group	Working Group appointed by September 2019	HERA Strategic Advocacy Plan adopted by HERA GA in 2020
3.2 OBJECTIVE COOPERATE STRATEGICALLY WITH AFFILIATED PROFESSIONAL ORGANISATIONS TO ENGAGE WITH POLICY MAKERS, AT ALL/ANY LEVEL.			
HERA President representation at relevant international meetings	President	At least one annually	events as ICOM, Interpret Europe, Europa Nostra, NEMO, ICOMOS etc.
Develop HERA Strategic Advocacy Plan (including topics of highest priority, channels of communication and HERA Ambassadors).	HERA Strategic Advocacy Working Group	Working Group appointed by September 2019	HERA Strategic Advocacy Plan adopted by HERA GA in 2020

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HERA members attending and having positions in relevant international organisation	All	Depending on situation	Number of HERA members having positions in relevant international organisations
3.3 OBJECTIVE UTILISE LOCAL, REGIONAL AND NATIONAL ELECTIONS AS PLATFORMS FOR GETTING OUR PRIORITIES FOR HERITAGE MANAGEMENT AND SUSTAINABLE TOURISM VOICED AND ACKNOWLEDGED.			
HERA President representation at relevant international meetings	President	At least once annually	events as ICOM, Interpret Europe, Europa Nostra, NEMO, ICOMOS etc.
HERA members attending and having positions in relevant international organisation	All	Depending on situation	Number of HERA members having positions in relevant international organisations
Investigate existing similar actions and propose the new one (the “Adriatic Charter”)	HERA Heritage Planning Working Group	Working Group appointed by September 2019	“Adriatic Charter” adopted by HERA GA in 2021

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HERA Adriatic Heritages Association Socially Responsible Heritage Management Action Plan	HERA Heritage Planning Working Group	Working Group appointed by September 2019	“HERA Socially Responsible Heritage Management Action Plan” adopted by HERA GA in 2021
HERA (“Heritage for Sustainable Tourism”) journal	Appointed Editor Coordinator & Secretariat	By 2020 start of the HERA (“Heritage for Sustainable Tourism”) journal	By 2022 the journal is recognised as a preeminent journal for heritage care, management, research, philosophy and practice, related to sustainable tourism.
<p>3.4 OBJECTIVE</p> <p>INFLUENCE LEGISLATION IN KEY AREAS RELATED TO CULTURAL AND NATURAL HERITAGE MANAGEMENT, INCLUDING (E.G.) HERITAGE INTERPRETATION, SOCIALLY RESPONSIBLE HERITAGE MANAGEMENT, SUSTAINABLE USE OF HERITAGE IN TOURISM AND/OR INTANGIBLE HERITAGE.</p>			
HERA Manuals/Toolkits (on heritage interpretation, heritage management, use of digital media, heritage marketing etc.)	Appointed Editor Coordinator & Secretariat	The first Manual done in 2020	One manual published every year after 2020
Investigate existing similar actions and propose the new one (the “Adriatic Charter”)	HERA Heritage Planning Working Group	Working Group appointed by September 2019	“Adriatic Charter” adopted by HERA GA in 2021
HERA (“Heritage for Sustainable Tourism”) journal	Appointed Editor Coordinator & Secretariat	By 2020 start of the HERA (“Heritage for Sustainable Tourism”) journal	By 2022 the journal is recognised as a preeminent journal for heritage care, management, research, philosophy and practice, related to sustainable tourism.

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HERA Adriatic Heritages Association Socially Responsible Heritage Management Action Plan	HERA Heritage Planning Working Group	Working Group appointed by September 2019	“HERA Socially Responsible Heritage Management Action Plan” adopted by HERA GA in 2021
Establish HERA Adriatic Intangible Heritage Working Group	Intangible Heritage Working Group	Working Group appointed by December 2019	
Meetings with policy makers, governmental and other relevant international representatives	President (Delegated Person by President/EC)	When required (at least two important meetings per year)	Importance of prior and follow up correspondence.
3.5 OBJECTIVE			
SECURE DIVERSE GOVERNMENTS’ COMMITMENT (LOCAL, REGIONAL, NATIONAL) TO INTERNATIONAL AND NATIONAL CONVENTIONS AROUND CULTURAL HERITAGE MANAGEMENT.			
New (follow-up) EU funded project(s)	President, Secretariat	On-going	1-2 person working full time for HERA
HERA Excellence in Heritage Annual Event / Conference	Secretariat & Awards Committee	Annually, starting from 2021	Self-sustainable, generating income from conference fees
HERA Excellence in Heritage Traveling Exhibition	Secretariat & Awards Committee	Annually, starting from 2022	Self-sustainable, generating income from renting fees

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Fundraising campaign	President, Secretariat	End of 2019	30% of needed financial resources ensured (from 2021)
Advance the implementation of the “Adriatic Charter”	HERA Heritage Planning Working Group	“Adriatic Charter” adopted by HERA GA in 2021	“Adriatic Charter” recognised as a core document for heritage management in the Adriatic region (2023)

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STRATEGIC PRIORITY 4 – ENHANCE RECOGNITION OF HERA ADRIATIC HERITAGES ASSOCIATION

ACTION	RESPONSIBLE	MEASURE	PROGRESS ON OUTCOME
4.1 OBJECTIVE COMMUNICATE AND ENGAGE STRATEGICALLY WITH KEY AUDIENCES AND STAKEHOLDERS (INCLUDING DIVERSE LEVELS OF GOVERNMENTS).			
Develop HERA Communication Plan (channels, target audience, key messages, budgets, timings)	HERA Communication Working Group	Communications plan adopted by HERA EC/SC before end of 2019	
HERA website re-design and updates	Secretariat	Ongoing + when required	Digital metrics; number of hits
Quarterly HERA E-news	Secretariat / HERA Editor	Quarterly (starting from Fall 2019 / early 2020)	Increase of inputs from members
Social networks (Twitter, Facebook, LinkedIn)	Appointed Coordinator(s)	Ongoing (starting in Fall 2019 / early 2020)	Digital metrics; increase of followers
Meetings with policy makers, governmental and other relevant international representatives	President (Delegated Person by President/EC)	When required (at least two important meetings per year)	Importance of prior and follow up correspondence.

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4.2 OBJECTIVE			
PROMOTE HERA'S KNOWLEDGE, RESOURCES, STANDARDS AND METHODOLOGIES TO KEY AUDIENCES, INCLUDING BUT NOT LIMITED ONLY TO HERA MEMBERS.			
HERA Annual Guide to Adriatic Heritage Best Practices	HERA Awards Committee & HERA Editor	The first edition done in 2020	Published every year after 2020
HERA Manuals/Toolkits (on heritage interpretation, heritage management, use of digital media, heritage marketing etc.)	Appointed Editor Coordinator & Secretariat	The first Manual done in 2020	One manual published every year after 2020
HERA Excellence in Heritage Annual Event / Conference	Secretariat & Awards Committee	Annually, starting from 2021	Self-sustainable, generating income from conference fees
HERA Excellence in Heritage Traveling Exhibition	Secretariat & Awards Committee	Annually, starting from 2022	Self-sustainable, generating income from renting fees
HERA ("Heritage for Sustainable Tourism") journal	Appointed Editor Coordinator & Secretariat	By 2020 start of the HERA ("Heritage for Sustainable Tourism") journal	By 2022 the journal is recognised as a preeminent journal for heritage care, management, research, philosophy and practice, related to sustainable tourism.
Establish good relationships with other heritage & tourism relevant organisations in the Adriatic region and beyond	President (Delegated Person by President/EC)	Relationship with relevant national, regional and international organisations strengthened (2019, 2020) and formalized 2020, 2021, 2022)	Number of signed MoU (Memorandum of Understanding)

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4.3 OBJECTIVE			
INCREASE THE PRESENCE OF HERA'S KNOWLEDGE, RESOURCES, STANDARDS AND METHODOLOGIES IN THE ADRIATIC REGION & IMPROVE COLLABORATIVE RELATIONSHIPS WITH, AND MUTUAL SUPPORT OF, ASSOCIATED NGOs AND PARTNER ORGANISATIONS.			
HERA Annual Guide to Adriatic Heritage Best Practices	HERA Awards Committee & HERA Editor	The first edition done in 2020	Published every year after 2020
HERA Manuals/Toolkits (on heritage interpretation, heritage management, use of digital media, heritage marketing etc.)	Appointed Editor Coordinator & Secretariat	The first Manual done in 2020	One manual published every year after 2020
HERA ("Heritage for Sustainable Tourism") journal	Appointed Editor Coordinator & Secretariat	By 2020 start of the HERA ("Heritage for Sustainable Tourism") journal	By 2022 the journal is recognised as a preeminent journal for heritage care, management, research, philosophy and practice, related to sustainable tourism.
New (follow-up) EU funded project(s) with like minded organisations	President, Secretariat	Ongoing	1-2 person working full time for HERA
Establish good relationships with other heritage & tourism relevant organisations in the Adriatic region and beyond	President (Delegated Person by President/EC)	Relationship with relevant national, regional and international organisations strengthened (2019, 2020) and formalized 2020, 2021, 2022)	Number of signed MoU (Memorandum of Understanding)

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4.4 OBJECTIVE			
DEVELOP AND DELIVER HIGH PROFILE PROFESSIONAL EVENTS AND ENGAGEMENT OPPORTUNITIES & INCREASE THE ADRIATIC DIVERSE GOVERNMENTS' CONTRIBUTION TO FUNDING HERA ADRIATIC HERITAGES ASSOCIATION'S ADMINISTRATION AND INTERNATIONAL PARTICIPATION.			
HERA European Heritage Event / Conference	Secretariat (+ appointed Conference Working Group)	One-off event wider (European) relevant within the field of heritage management and related sustainable tourism (2022 or 2023)	Self-sustainable, generating income from conference fees
HERA Excellence in Heritage Traveling Exhibition	Secretariat & Awards Committee	Annually, starting from 2022	Self-sustainable, generating income from renting fees
New (follow-up) EU funded project(s) with like minded organisations	President, Secretariat	Ongoing	1-2 person working full time for HERA
Fundraising campaign	President, Secretariat	End of 2019	30% of needed financial resources ensured (from 2021)

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STRATEGIC PRIORITY 5 – EMPOWER A DIVERSE MEMBERSHIP

ACTION	RESPONSIBLE	MEASURE	PROGRESS ON OUTCOME
5.1 OBJECTIVE DIVERSIFY THE PROFESSIONAL BACKGROUND AND CULTURAL BACKGROUND OF MEMBERS, AS WELL AS THE NUMBER OF EARLY CAREER/YOUNG PROFESSIONALS.			
Develop the Membership Plan (to broaden HERA’s membership)	President, Secretariat (appointed HERA Membership Working Group)	Membership plan adopted by HERA EC/SC before end of 2019	Early career/young professionals, and heritage meets tourism heritage professionals are in focus. Increased membership across the Adriatic region.
5.2 OBJECTIVE FOSTER THE PARTICIPATION AND MEMBERSHIP OF EARLY CAREER/YOUNG PROFESSIONALS HERITAGE PROFESSIONALS, AS FUTURE LEADERS.			
Implement the Membership Plan	President, Secretariat (appointed HERA Membership Working Group)	From the end of 2019-	Early career/young professionals, and heritage meets tourism heritage professionals significantly increase in numbers. Volunteers recruited to work on HERA’s diverse tasks.

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5.3 OBJECTIVE			
DIVERSIFY THE TYPES OF ACTIVITIES AND ENGAGEMENT OPPORTUNITIES AVAILABLE TO MEMBERS, INCLUDING ESTABLISHING PLATFORMS FOR DISCUSSIONS, FEEDBACK, DEBATE AND REFLECTION.			
HERA website re-design and updates	Secretariat	Ongoing + when required	Digital metrics; number of hits
Quarterly HERA E-news	Secretariat / HERA Editor	Quarterly (starting from fall 2019 / early 2020)	Increase of inputs from members
Social networks (Twitter, Facebook, Linked In)	Appointed Coordinator(s)	On-going (starting in fall 2019 / early 2020)	Digital metrics; increase of followers
5.4 OBJECTIVE			
INCREASE OPPORTUNITIES FOR REFRESHER TRAININGS AND FURTHER EDUCATION FOR MEMBERS, INCLUDING THROUGH THE DISSEMINATION OF PRACTICE NOTES, GUIDELINES AND TOOLS, AND THROUGH PROFESSIONAL DEVELOPMENT OPPORTUNITIES.			
HERA Staff Exchange Programme	Secretariat	Annually (starting from 2020 or 2021)	Depending on interest/possibilities (funds).
Develop and deliver workshops on the HERA Heritage Quality Framework	Secretariat / working group	2 workshops delivered by end of 2020	
HERA Excellence in Heritage Annual Event / Conference	Secretariat & Awards Committee	Annually, starting from 2021	Self-sustainable, generating income from conference fees

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HERA European Heritage Event / Conference	Secretariat (+ appointed Conference Working group)	One-off event wider (European) relevant within the field of heritage management and related sustainable tourism (2022 or 2023)	Self-sustainable, generating income from conference fees
HERA Manuals/Toolkits (on heritage interpretation, heritage management, use of digital media, heritage marketing etc.)	Appointed Editor Coordinator & Secretariat	The first Manual done in 2020	One manual published every year after 2020
HERA (“Heritage for Sustainable Tourism”) journal	Appointed Editor Coordinator & Secretariat	By 2020 start of the HERA (“Heritage for Sustainable Tourism”) journal	By 2022 the journal is recognised as a preeminent journal for heritage care, management, research, philosophy and practice, related to sustainable tourism.
HERA members attending and having positions in relevant international organisation	All	Depending on situation	Number of HERA members having positions in relevant international organisations
New (follow-up) EU funded project(s) with like minded organisations	President, Secretariat	Ongoing	1-2 person working full time for HERA

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<p>5.5 OBJECTIVE ENCOURAGE THE ESTABLISHMENT OF TRANSNATIONAL SCIENTIFIC COMMITTEES, WORKING AND REFERENCE GROUPS IN RESPONSE TO MEMBERS’ NEEDS AND CURRENT ISSUES & EMPOWER MEMBERS TO BE PART OF THE ADMINISTRATION AND GOVERNANCE OF HERA ADRIATIC HERITAGES ASSOCIATION THROUGH ORGANISATIONAL ROLES/DUTIES.</p>			
Setting up all relevant HERA Working Groups	EC/SC	September 2019 -	
Implement the Membership Plan	President, Secretariat (appointed HERA Membership Working Group)	From the end of 2019-	Volunteers recruited to work on HERA’s diverse tasks as appointed Working Groups’ members

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4.3. FINANCIAL RESOURCES

As many other membership organisations, especially those existing less than ten years, HERA: Adriatic Heritages Association does suffer from significant risk of lacking adequate resources, or of existing on those which could be labelled as considerably fluctuating depending on whether it manages to obtain project approvals. We are referring foremost to projects funded by the European Commission but also to other bi-national or trans-national projects. This is very common for numerous membership organisations where aforementioned projects indeed could provide stability to some extent (and ensure important employment of staff) but limitation is imposed primarily by restricted periods of projects' duration (usually 2 up to maximum 3 years). Organisations must therefore always focus on new calls which require a significant amount of time and energy. Also, the scope/goals of projects do not always fully match the main objectives set by the organisation (here HERA). In addition, young organisations such as HERA often do not have capacities (financial, experience, staff) to join project partnerships (as regular partners) which do address calls where substantial resources could be ensured, making it the classical so called "Catch 22". All things said nonetheless do not mean that this kind of projects need to be avoided. Quite the contrary. However, they must be approached smartly and must not to be seen as a "solution for all" (as they are not). EC/SC/Working Group must decide, depending on the circumstances of every individual case, whether it is worth to participate in a certain project.

Concerning financial sustainability, the main goal of every membership based organisation, as HERA, is to gain an income from one or more diverse sources which recognise the actions, values and influence of the organisation and hence support it. Financial resources (income) could be generally divided into two main categories: self-generated income and income coming from outside sources. Furthermore, financial resources (income)

could be divided into those coming from non-commercial activities and those coming from commercial activities. Since HERA was established under the Croatian Law on Associations, which very strictly limits the number of commercial activities an organisation/association may perform (usually only those firmly connected with the goals of the organisation/association), financial sustainability will always be possible only by combining both of the aforementioned.

On the subject of financial sustainability, the HERA: Adriatic Heritages Association Development Strategy states that the creation, development and implementation of the Fundraising Plan is extremely important and must be one of the main priorities. Developing of other plans (like for instance, the membership plan) is relevant too. Even if such plans are not directly and primarily orientated toward ensuring financial resources needed to successfully run the organisation, their quality may significantly influence performance, i.e. ensure the needed financial resources.

POSSIBLE SOURCES OF INCOME AS INDICATED IN THE HERA: ADRIATIC HERITAGES ASSOCIATION DEVELOPMENT STRATEGY ARE:

MEASURE	MEDIUM	REMARKS / PROGRESS
Membership development	annual membership fee	more diverse membership grid
Donors	donation	commercial companies or individuals
Sponsors	sponsorship	tourist boards, travel agencies, commercial companies etc.
Government (any level) support	project related donation	as per open Calls

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EU & other Calls for Project	project grant	as per open Calls
HERA Awards for Excellence / HERA Heritage Quality Framework	participation fee	annually
HERA Manuals/Toolkits	sale	discounted for members
HERA Excellence in Heritage Annual Event / Conference	participation fee	annually
HERA European Heritage Event / Conference	participation fee	one off event (but it might be significant)
HERA Annual Guide to Adriatic Heritage Best Practices	sale	free for members
HERA Excellence in Heritage Traveling Exhibition	renting fee	every three years
Develop and deliver own workshops/trainings	participation fee	discounted for members
HERA (“Heritage for Sustainable Tourism”) journal	annual fee for non-members	free for members
HERA on-line souvenir shop	provision fee	

Any of the possible sources of income suggested above have some advantages, but some might entail a possible burden as well (except the membership fee). However, all actions listed here are in general rather low risk. In any case, calculation/feasibility on any/all items is recommended before the start of the implementation (for membership fees re-checking membership grid and applied fees).

5. MONITORING AND EVALUATION

The HERA: Adriatic Heritages Association Development Strategy (Period 2019 - 2023) was finalized in March 2019 and confirmed by key stakeholders which expressed their intentions to include recommendations from the Development Strategy into other relevant documents and implement actions as set in the Development Strategy thus directing the organisation toward the wanted objectives, in accordance with the defined mission and vision.

The HERA: Adriatic Heritages Association Development Strategy (Period 2019 - 2023) lays out the vision to build on HERA Adriatic Heritages Association's short but already significant history of active engagement, unique programmes and development of professional standards and methodologies, as well as on its membership network in order to solidify HERA's role as the key/player of "heritage practice meeting sustainable tourism" in the Adriatic Region. The Strategic Plan guides HERA's overarching thinking and determines the strategic priorities that will navigate the organisation from 2019 till 2023.

The HERA Action Plan identifies the specific actions the organisation needs to take every year, year-to-year, in order to work towards achieving the Strategic Plan Goals and Objectives and to realise the outcomes that HERA's members are seeking. The Action Plan acknowledges the responsibility

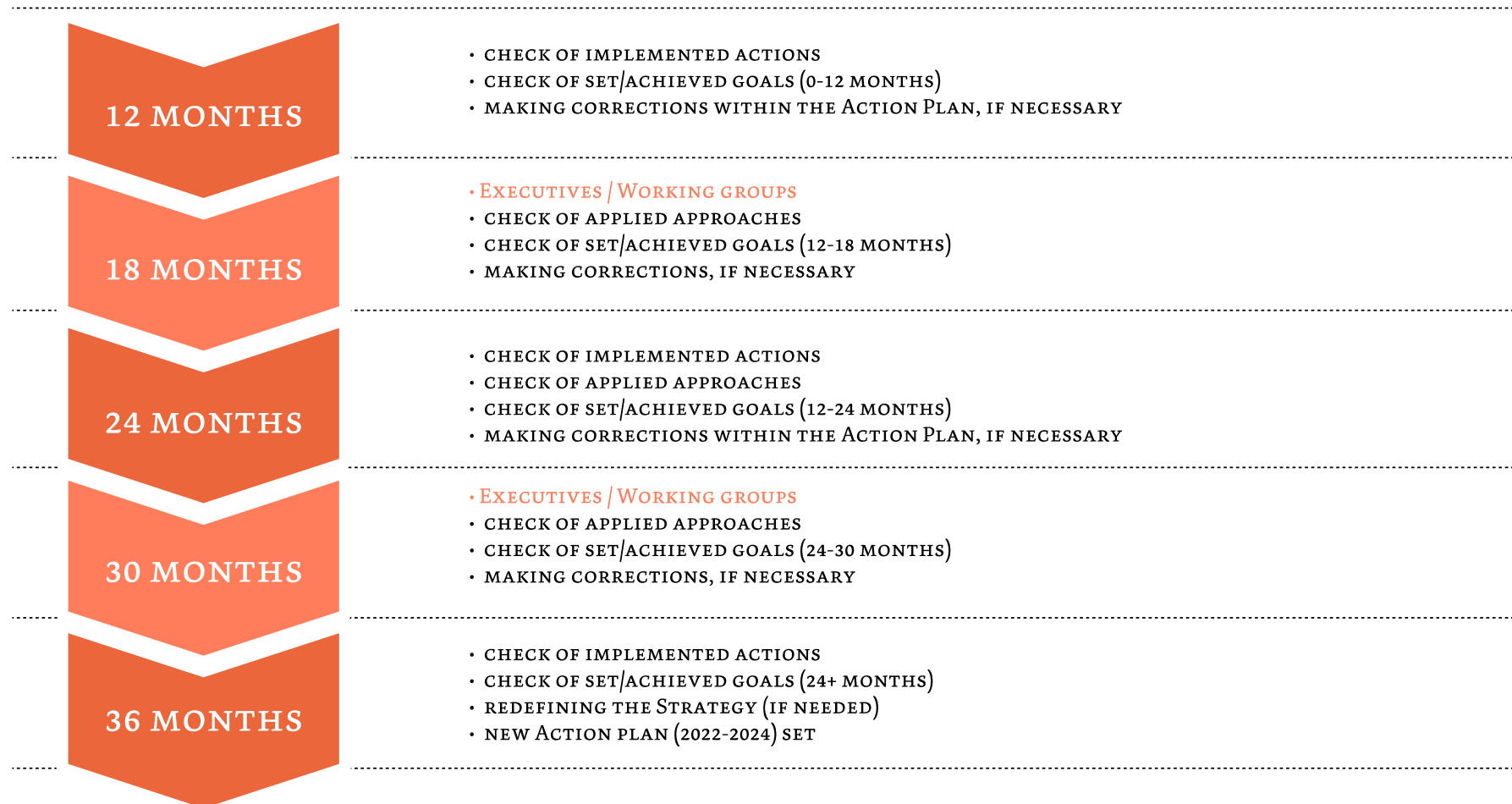
associated with each activity and allows for each activity to be tracked and measured over time, in order to understand how the organisation is progressing towards its vision.

Each year, it will be up to the HERA Executive Board/Supervisory Committee to review the Action Plan, to reflect on how much HERA (organisation) has progressed towards the objectives/outcomes listed within the Strategic Plan, and then to correct or develop (if needed) a new Action Plan for the following year. Revising the Action Plans is a key opportunity for working with the HERA Adriatic Heritages Association’s membership to encourage their feedback and input into the activities for the year ahead (usually in the form of comments by members on the Annual Reports presented at the HERA General Assembly), ensuring that HERA is engaged and responsive to the needs, drivers and objectives of its members, while firmly staying on track to meet its mission and vision.

Much like the Action Plan, although not so intensely/frequently, the Development Strategy will be regularly checked, evaluated and reviewed, if and when necessary. As the HERA: Adriatic Heritages Association Development Strategy spans over a period of five years (2019 -2023), it is realistically possible that there would be no need for a revision before the first half-term, or more precisely within the first three years of implementation (ca. March 2022). However, minor updates could be provided on a yearly basis, if recognised as needed.

SUGGESTED MINIMAL CHECK/CONTROL POINTS FOR THE VERIFICATION OF SUCCESSFUL OR LESS SUCCESSFUL IMPLEMENTATION OF ACTIONS AIMED AT THE SET OBJECTIVES, MISSION AND VISION ARE SHOWN IN THE FOLLOWING FLOW CHART (SEE NEXT PAGE):

ACTIVITIES RELATED TO DEFINED OBJECTIVES, MISSION & VISION





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