



HERA

ADRIATIC HERITAGES ASSOCIATION

DEVELOPMENT STRATEGY

(PERIOD 2019 - 2023)

Strategy document

March 2019



HERA: Adriatic Heritages Association



Osam Ltd. (osam@osam.hr)

TABLE OF CONTENTS:

1. Introduction	03
1.1. Methodological approach.....	05
1.2. Legal framework.....	07
2. State of Affairs (analysis).....	08
2.1. Capacity & Resources.....	09
2.2. SWOT Analysis.....	10
3. Vision, Mission, Values and Strategic Priorities	12
3.1. Vision & Mission.....	12
3.2. Values.....	13
3.3. Strategic Priorities.....	15
4. Activity/Action Plan (2019-2021).....	25
4.1. Regular Work (Business as Usual) – advanced approach.....	26
4.2. Action/Activity Plan related to Strategic objectives.....	32
4.3. Financial resources.....	50
5. Monitoring and Evaluation	53

1. Introduction

HERA Adriatic Heritages Association acknowledges the heritage (cultural & natural, tangible & intangible) and involvement of people participating in it throughout the Adriatic region as continuing connection to place, culture, nature and diverse communities. By doing it HERA Adriatic Heritages Association pays equal respect to past, present and 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 as well as forge desirable future. HERA Adriatic Heritages Association's aim is to advance cultural and natural heritage practice 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 practice 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 territory of the Adriatic Region, as well as heritage experts and professionals beyond.

In a world that is developing and transforming at unprecedented rates, natural and cultural places and its 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 order to generate a sustainable future for generations to come in the Adriatic region. It is exactly this opportunity that shapes our mission, vision and overall strategic plan for the next four years (till 2023) ahead of us: by empowering the organisation and our members, 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 leads in building capacity for the protection, care and communication of cultural and natural heritage in 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 established mission and vision of the organisation. The purpose of this document is to lay out the strategic framework that guides all that HERA Adriatic Heritages Association does, and to detail the strategic priorities that will navigate the association towards achieving all its goals. This Strategic Plan do include yearly Action Plans, which will identify the specific actions the HERA needs to take year-to-year in order to achieve the outcomes which are seeking to accomplish its mission.

It must be emphasised nothing in the following Strategic Plan is understood as fixed, continuation of existing work of the Association (not even 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 as well future-shaping, strategic and inspiring. Accordingly, the document identifies what we (members of the Association and external experts) see as priorities for the next four years to make and later on keep HERA Adriatic Heritages Association engaged, relevant, and at the forefront/leader of the heritage management and the sustainable tourism field. 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) and hold us accountable to delivering growth of the Adriatic region, facilitated by the HERA by protection, care and communication of cultural and natural heritage connected foremost with sustainable tourism, thus leading us all toward brighter future. It is worth to mentioned the Strategic Plan and related Action Plans are underpinned by the HERA Statute, as well as policies and procedures that guide HERA governance and existing day-to-day operations. It therefore includes significant improvement of the Association regular tasks (i.e. Business as Usual items/part) as well as further on suggested actions coming out of the strategic priorities set in the document no matter those two quite often do overlap on operational level.

1.1. Methodological approach

HERA Adriatic Heritages Association Strategic Planning

In accordance with the “HERCULTOUR – HERA trademark, CULTural TOURism routes and visitor centres strengthening” (continuation of the project “HERA Sustainable Tourism Management of Adriatic HERitage”) project principles, goals and objectives project partners foremost capitalize on the achievements of the “HERA Sustainable Tourism Management of Adriatic HERitage” project by strengthening sustainability and reinforcement of activities by the HERA Adriatic Heritages Association, as well as by reinforcement of heritage related (cultural-touristic routes and visitor centres) quality management to match the HERA quality mark on partners’ territories through 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 main aim to reduce the seasonality of tourism, i.e. argue for sustainably heritage based tourism.

Development of the HERA Adriatic Heritages Association Strategic Plan perfectly fits to all aforementioned goals. Intrinsic imperative, set in advance for creation of it was how the HERA might achieve all expectations, thus delivering new ideas, solutions and operational framework how to reach those.

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

- **inclusive and participative approach** (i.e. constant/ongoing consultancy and co-operation with members, users and consumers)

- **contemporarily 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 a common cultural and natural heritage and reducing the seasonality of tourism)

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

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

Looking from the other side, the methodological design criteria here applied do primarily focus on the strategic priorities as well as how they are implemented on short and mind term, as well as short-term operational priorities (essential for creating an initial influence) represented foremost in the Business as Usual segment/paragraph.

Protection, care and promotion of heritage, in role of supporting sustainable tourism is the main advocacy, which represent voice of users "experience" as well as related Adriatic communities and accordingly prerequisite for creating successful heritage based on tourism sustainable concept of future development. Thus in the Strategy here strongly advocated.

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

care/protection - interpretation - communication - promotion - sustainability

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

empowerment - stimulation - engagement

1.2. Legal framework

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

As far as creation of hereafter HERA: Adriatic Heritages Association Development Strategy (Period 2019 - 2023) is concerned beside the Statute/constitution of the Association following other documents has been consulted (directly related to HERA) or actions performed:

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

2. State of Affairs (analysis)

INTRODUCTION:

HERA: Adriatic Heritages Association is very young organisation, established on 27 October 2016, so less than 2,5 years old. While young, and thus vulnerable to many challenges typical for any membership organisation at this early stage, HERA: Adriatic Heritages Association demonstrated significant vitality and keenness for its ideas and activities (planned or implemented already) in the Adriatic Regions, thus have all pre-requests to become influential organisation addressing interdisciplinary field of heritage and sustainable tourism. The last two themes are by far the most important (or at least one of the most important) challenging issue is the Adriatic, and wider Mediterranean Region where, as it seems as far as the Adriatic Region is concerned no other organisation do cover this 'burning' issues as its main aim. Accordingly, HERA: Adriatic Heritages Association has, in advance huge potentials and possibility to 'make a difference'. HERA already demonstrated this by its documents, like the Rules for recognition of HERA Cultural Tourism Routes and the Rules for 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, at least 10 years old) membership organisations/associations HERA: Adriatic Heritages Association does suffer from significant risk of an inadequate resources, or existing on those which could be labelled as considerably fluctuate depending on gained (or not gained) projects.

There are two main segments, critical indeed where 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 in concerned here following-on the HERA: Adriatic Heritages Association Development Strategy (period 2019 - 2023), as result of consultations with the HERA key-stakeholders, suggests ways how it might be overcome on short and mid-term base. Concerning the second, lack of appropriate/adequate human resources (staff), it is directly related with the first and (success of) actions coming from proposed, desirable activities although at the same time may be, and partly (and more) need to be dependant on voluntary engagement of HERA members and/or others which do find and recognise the HERA vision as its own.

In the pre/early-mature stage where the HERA, as organisation is now voluntary engagement of diverse stakeholders do make a difference while an organisation reaches its full potentials, or end on not more than an average level. But as we all have been/became aware, during analysis of the HERA: Adriatic Heritages Association it has all pre-request to become an extraordinary and very influential organisation on a trans-national level (the Adriatic Region), as well as further on (on mid, to long term) on the Mediterranean and the European level.

2.2. SWOT Analysis

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

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

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

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - transnational influence - innovative approach - rich heritage of the Adriatic region - geographical disperse 	<ul style="list-style-type: none"> - financial insecurity - lack of permanent staff resources - possible lost of motivation and dedication of contributors - lack of manual/rules for the HERA certificates

<ul style="list-style-type: none"> - mutual values - well designed concept/idea - strong partnership - expertise & knowledge of existing/initial partners - positive climate/weather conditions (for tourism) in the Adriatic, out of the summer season - eco awareness/consciousness of partners 	<ul style="list-style-type: none"> - lost of interest by HERA 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 interests / not necessary interested other actors (e.g. tourist boards, agencies) - competitive field (hard to be recognised as a brand) - transnational difference of national laws regulating Heritage & Tourism sector - shortage of geographical dispersion - possible new trends in tourism which not fit HERA goals

Here presented SWOT analysis has been one, although not only one 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 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 the 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 (Adriatic) people / communities but as well as other European citizens and those beyond, as the Adriatic heritage is the universal heritage.

Collaboration

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 relate 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 the skills and talents of its members as these enabled the heritage management best-practice across Adriatic (and further on) are key-players to ensure the continuation of heritage resources in the (Adriatic) regions but as well as on wider scale (European, or indeed Global).

CORE PRINCIPLES:

Lead 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 is core to the HERA Adriatic Heritages Association vision. The HERA 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 done) 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 a principles of sustainable tourism development and in accordance with ideas of overall socially responsible heritage management.

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) including impact of it 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 professional fields beyond heritage professionals only.
<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 <i>Adriatic Charter</i> 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 pre-eminent journal for heritage care, management, research, philosophy 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 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 relevant governments (on all levels) the HERA will be better prepared to recognise, understand and adapt to contemporary issues without delay.

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 around understanding and protecting cultural and natural heritage at risk in the Adriatic region (with particular attention given to tourism overcrowd or climate change including caring tourism 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 around 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 on-going 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 mind liked 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 (relate to sustainable tourism). 	<ul style="list-style-type: none"> • HERA Adriatic Heritages Association is acknowledged as the trans-nationally 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 around 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 managers 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 other HERA's 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

BE AN INFLUENTIAL VOICE TO POLICY MAKERS AND OTHER STAKEHOLDERS

Proactive engagement with policy makers (governments, at all - local, regional, national levels, heritage organisations, tourism bodies) 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, and will assist in ensuring HERA work is recognised and utilised across the professional field, and establishing HERA position as the lead professional body in heritage practices related to sustainable tourism in the Adriatic region, and beyond as desirable (whenever possible).

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"> Collaborate 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 within 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 within 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 <i>Adriatic Charter</i> as a 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 around cultural heritage management. 	<ul style="list-style-type: none"> • Local, regional and national governmental support is secured for HERA meetings with 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 a 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 the HERA Adriatic Heritages Association name and its 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 lead 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 vision for improved heritage management which do fit sustainable tourism practices.

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 HERA knowledge, resources, standards and methodologies presence 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 role as leading organisation in the Region concerning heritage management and sustainable tourism. • HERA convenes regular forums and supportive communications 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 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 strong intention to host/organise/secured 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

EMPOWER A DIVERSE MEMBERSHIP

While HERA Adriatic Heritages Association' 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, and that fosters strong and sustainable inter-generational, inter-professional, inter-institutional and further on succession. 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 the HERA Adriatic Heritages Association and the wider field of cultural heritage management will be ensured.

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, discussion and debate.

<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 commentary from membership.
<ul style="list-style-type: none"> • Increase opportunities for refresher training 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 furthering 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 member 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 diverse events are recognised as fulfilling continuing professional development requirements. • Members are actively participating in HERA Adriatic Heritages Association' 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. 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) the HERA Adriatic Heritages Association needed actions. The Action Plans is a new approach to HERA Adriatic Heritages Association' strategic planning. This new approach has a five years 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 vision to build on HERA Adriatic Heritages Association extremely short but still already significant history of active engagement, unique programs and the development of professional standards and methodologies, as well as membership network (in development), in order to solidify our/HERA role not only as advancers of heritage practice mitigating sustainable tourism, but as recognised leaders working to build the capacity of the broader professions which meets requirements of both core ideas. The Strategic Plan guides the HERA overarching thinking and determines strategic priorities that will navigate the organisation towards meeting desirable 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 members are seeking. Action Plan is detailed (as it may be), acknowledging the responsibility associated with each activity and allowing for each activity to be tracked and measured over time, therefore understanding how the organisation is progressing towards the vision.

The following **SMART** 'golden' rule was used in preparing this Action Plan to produce a practicable outcome:

1. Be specific about what it is HERA is aiming to accomplish.
2. Be measurable by establishing criteria for tracking progress towards HERA 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) have 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 membership to encourage feedback and input into 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 following years implement a program 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 within 2019-2023 Strategic Plan to assist in understanding (in fact often to lead) the full range of HERA Adriatic Heritages Association' tasks and activities. The list below, marked as the **Regular Work/Business as Usual (BaU)** items for the HERA Adriatic

Heritages Association states things that HERA Adriatic Heritages Association sees as part of its core business and will start to doing it in the following period as regular day to day duties. In addition, as per paragraph 4.2 extra activities are suggested coming out of strategic priorities (re: paragraph 3.3) where only those activities which do not fit/goes over 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 discussion 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.

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 at the 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 the 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 actual.
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	
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 PROGRAMS

ITEM	RESPONSIBLE	TIMING	REMARKS
Hold an Annual General Assembly/Meeting	President & Secretary	Annually	Invitation to all members at least 1 month in advance / at least 3 months for preparation.
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	Awards Committee (to be appointed)	Annually	At least 3 months for review applications.

Tourism Routes & HERA Visitor Centres) 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 (?)
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	Attend 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	On-going/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) including impact of it 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
Investigate current legislation and other mechanisms (which affect on 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 within 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 pre-eminent journal for heritage care,

			management, research, philosophy and practice, related to sustainable tourism.
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.			
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” adapted by HERA GA in 2021
1.6 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 pre-eminent 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	MEASURES	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” adapted 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 around understanding and protecting cultural and natural heritage at risk in the Adriatic region (with particular attention given to tourism overcrowd or climate change including caring tourism 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” adapted by HERA GA in 2021
Establish HERA Adriatic Risk preparedness working group	Risk preparedness working group	Working group appointed by December 2019	

2.3 OBJECTIVE: Develop and promote proactive measures around 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” adapted 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
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 pre-eminent journal for heritage care, management, research, philosophy and practice, related to sustainable tourism.

2.5 OBJECTIVE: 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.			
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 (relate to sustainable tourism).			
HERA President representation at relevant international meetings	President	At least one 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
2.7 OBJECTIVE: Demonstrate proactive measures around 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” adapted 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 pre-eminent journal for heritage care, management, research, philosophy and practice, related to sustainable tourism.
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 pre-eminent journal for heritage care, management, research, philosophy and practice, related to sustainable tourism.

STRATEGIC PRIORITY 3: BE AN INFLUENTIAL VOICE TO GOVERNMENTS AND OTHER STAKEHOLDERS

ACTION	RESPONSIBLE	MEASURES	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 adapted by HERA GA in 2020
3.2 OBJECTIVE: Collaborate 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 adapted by HERA GA in 2020
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 one 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” adapted by HERA GA 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” adapted 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 pre-eminent journal for heritage care, management, research, philosophy and practice, related to sustainable tourism.
3.4 OBJECTIVE: 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 within tourism and/or intangible heritage.			

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” adapted 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 pre-eminent journal for heritage care, management, research, philosophy and practice, related to sustainable tourism.
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” adapted 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
Fundraising campaign	President, Secretariat	End of 2019	30% of needed financial resources ensured (from 2021)
Further on implementation of the “Adriatic Charter”	HERA Heritage Planning Working Group	“Adriatic Charter” adapted by HERA GA in 2021	“Adriatic Charter” recognised as a core document for heritage management in the Adriatic region (2023)

STRATEGIC PRIORITY 4: ENHANCE RECOGNITION OF HERA Adriatic Heritages Association

ACTION	RESPONSIBLE	MEASURES	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	On-going + 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
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.
4.2 OBJECTIVE: Promote HERA 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 pre-eminent 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)
4.3 OBJECTIVE: Increase HERA knowledge, resources, standards and methodologies presence 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 pre-eminent 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	On-going	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)
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 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	On-going	1-2 person working full time for HERA
Fundraising campaign	President, Secretariat	End of 2019	30% of needed financial resources ensured (from 2021)

STRATEGIC PRIORITY 5: EMPOWER A DIVERSE MEMBERSHIP

ACTION	RESPONSIBLE	MEASURES	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 members)	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 of members across 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 diverse tasks.
5.3 OBJECTIVE: Diversify the types of activities and engagement opportunities available to membership, including establishing platforms for discussion, feedback, debate and reflection.			
HERA website re-design and updates	Secretariat	On-going + 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 training 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
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 pre-eminent 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	On-going	1-2 person working full time for HERA
5.5 OBJECTIVE: Encourage the establishment of Transnational Scientific Committees, Working and Reference Groups in response to member needs and current issues & Empower members to be part of the administration and governance of HERA Adriatic Heritages Association through organisational roles/duties.			
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 diverse tasks as appointed Working Groups’ members

4.3. Financial resources

As many other membership organisations, especially those without ten or more years of existence HERA: Adriatic Heritages Association does suffer from significant risk of an inadequate financial resources, or existing on those which could be labelled as considerably fluctuate depending on gained (or not gained) projects, foremost project funded by European Commission but as well other bi-national or trans-national projects. This is very common for numerous membership organisations where aforementioned projects indeed could give stability to some level (and ensure important employment of staff) but limitation do come foremost from restricted period of projects' duration (usually 2 up to maximum 3 years), thus organisation must be always focus on new calls which ask for noteworthy amount of time and energy as well as scope/goals of projects not always 100% fits the main objectives set by the organisation (here HERA). In addition young organisations, as HERA often do not have capacities (financial, experience, staff) to join projects' partnerships (as regular partner) which do address calls where substantial resources could be ensured, making it the classical so called "Catch 22". All said however do not mean this kind of projects need to be avoided, quite contrary but they must be approached smartly, not to be seen as "solution for all" (as they are not) and depending of conditions EC/SC/Working Group must make decision is it worth to be included or not.

The main goal of every membership based organisation as HERA, concerning the financial sustainability is to be in position to gain an income from one or more diverse sources which do recognise actions, values and influence of the organisation and because it/they support it. Financial resources (income) could be, generally divided into two main categories: self created income and income coming from outside resources. Furthermore, financial resources (income) could be divided to those coming from non-commercial activities, and the one coming from commercial activities. Since HERA is created under Croatian Law on Associations, which very strictly limit number of commercial activities organisations/associations could perform (usually only those firmly connected with the goals of organisation/association) financial sustainability will always be possible only by combining both of aforementioned.

As stated in the HERA: Adriatic Heritages Association Development Strategy, and as far as financial sustainability is concerned creation, development and implementation of the Fundraising Plan is extremely important and must be one of main priorities. Developing of other plans (like e.g. membership plan) are relevant too no matter they are not directly, foremost orientated toward ensuring financial resources needed to successfully run the organisation but quality of this plan may significantly influence performance re: ensuring needed financial resources.

Possible, and in the HERA: Adriatic Heritages Association Development Strategy indicated sources of income 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
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 suggested above, re. possible sources of income have some benefits, but as well possible burdens (except membership fee) although all actions listed here do have in general pretty low risk. Anyhow calculation/feasibility on any/all item is recommended before the start of implementation (for membership fees re-checking membership grid and applied fees).

5. Monitoring and Evaluation

HERA: Adriatic Heritages Association Development Strategy (Period 2019 - 2023) is 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 wanted objectives, in accordance with defined the mission and the vision.

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

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 HERA members are seeking. Action Plan acknowledges the responsibility associated with each activity and allow for each activity to be tracked and measured over time, therefore 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 HERA (organisation) have 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 membership to encourage feedback and input

into the activities for the year ahead (usually as consequence, i.e. comments by members on the Annual Reports presented at 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.

Similar as the Action Plan, although not so intense/often the Development Strategy will be regularly checked, evaluated and revision done, if and when necessary. As HERA: Adriatic Heritages Association Development Strategy counts for five years (Period 2019 - 2023) it is realistic possible revision would not be needed before a half-term, or more precise within three years of implementation (cca. March 2022). However smaller up-dates could be included, if recognised as needed on yearly base.

Suggested minimal check / control points for verification of successfully, or less successfully implementation of actions which goes for set objectives, mission and vision are suggested as per following flow chart:



