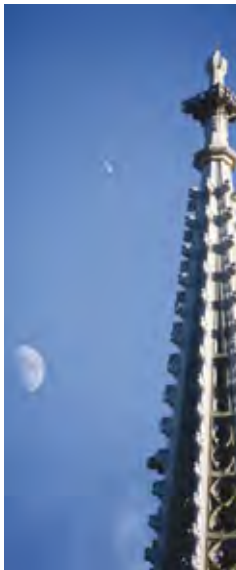# HerMan

MANAGEMENT OF CULTURAL HERITAGE
IN THE CENTRAL EUROPE AREA

MOVING FROM CONSERVATION TO MANAGEMENT

THE HERMAN PROJECT
OUTPUTS AND RESULTS

CENTRAL
EUROPE
COOPERATING FOR SUCCESS.

EUROPEAN UNION
EUROPEAN REGIONAL
DEVELOPMENT FUND

Foreword from the Lead Partner

– Rázsi Botond –

The HerMan Project (Management of Cultural Heritage in the Central European Area) is part of the Central European Program, and also partly funded by with the European Regional Development Fund.

European Regional Development Fund

European Union regional policy is supported by three major funds. One of these is the European Regional Development Fund (ERDF), which co-finances the HerMan Project.

The ERDF strives to strengthen economic and social cohesion in the European Union. To meet this end, the Fund endeavours to create sustainable employment by investing in companies. It also supports measures of technical assistance by financing infrastructure in the fields of research, innovation, telecommunication, and environment. Finally, the ERDF provides financial support for regional and local development, which further encourages cooperation between European towns and regions. It is here where the HerMan Project finds its purpose.

☛ http://ec.europa.eu/regional_policy/thefunds/
regional/index_en.cfm

Central European Program

The Central Europe Program, which manages the HerMan Project, has developed from the European Territorial Cooperation Objective, as expressed in the Lisbon and Gothenburg agendas. This program is comprised of eight states: the Czech Republic, Germany, Italy, Hungary, Austria, Poland, Slovenia and Slovakia. The Central European Program aims to strengthen territorial cohesion, to promote internal integration, and to enhance the region's competitiveness.

Two strategies have been introduced to achieve these aims. The first is to improve the competitiveness of Central Europe by strengthening innovation and making existing structures more accessible. The second is to promote sustainable and harmonised development within this territory by enhancing the quality and attractiveness of its urban and non-urban environments. Of the five thematic priorities set up by the Central European Program, HerMan addresses the fourth, which is to enhance the competitiveness and the attractiveness of the cities and regions.

The HerMan Project initiatives falling under this priority aim to improve the quality of life for citizens and the sustainability of urban development. These objectives are to be reached by furthering polycentric urban growth, and the protection and preservation of cultural assets.

☛ www.central2013.eu

Dear HerMan Project Partners,
Decision-Makers, involved
and interested Ones,

Although it seems like yesterday when we all met for the first time at the HerMan Kick-off Meeting in Eger, we must face the fact that the HerMan Project is coming to an end. After the final conference in Regensburg from 27th to 28th November 2014, the project is officially over.

As the project's lead partner, the City of Eger feels privileged to have worked with the partners so intensely since July 2012. Together we have discussed and faced many of the challenges in the management of cultural heritage in Central Europe. We are perfectly aware that not all our issues can be solved during one project, but I am sure you will agree with me when I say that every partner did their very best to contribute to the success

and the sustainability of the project's outputs and results. All the project's outputs that generally address the need for a balance between the conservation of cultural heritage and the development of the respective areas, are presented in this final brochure as well as the pilot actions implemented by each partner city .

The project's outputs will not only be shared between partners, but are also published on the HerMan website as well as in a detailed report of the final conference. So the results of the HerMan Project could also find reception in other European cities, regions and the continent as a whole.

Let us always be aware of the fact that the Central European region has a very rich and diverse cultural heritage. Its history and varied cultural and national compositions are the very basis, maybe even the soul of our common environment.

I would like to thank every partner city and participant in the project for the efforts they have made and their commitment to the project. I hope the HerMan Project will be remembered as a fruitful and sustainable contribution to the development of new methods in managing cultural heritage.

Thank you for your contribution.

Best Regards

Rázsi Botond
Vice Mayor, City of Eger

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About The HerMan Project

Moving away from conservation and into management: HerMan, acronym for "Management of Cultural Heritage in the Central European Area", intends to intensify the attractiveness and the competitiveness of the Central European area through a sustainable use of its cultural heritage.

Background to HerMan

The Central European Region has a very rich and diverse cultural heritage. Its history and varied cultural and national composition are explanations for this wealth.

As such, the challenge lies in the appropriate management of this heritage. Organisations dealing with cultural heritage management in Central Europe have recognised the need to involve private actors and to incorporate additional financial resources.

Moreover, models are being sought to ensure better coordinated and integrated systems of governance. By working together, the areas within the region, the educational institutions from four different States, and the nine cities participating in the HerMan Project hope to develop the cultural heritage of the Central Europe Region in a sophisticated and sustainable way. The ultimate aim is to improve and enhance the management of the Region and to better realise its economic potential.

Objectives of HerMan

The motto, "moving from conservation to management" captures the main intention of the HerMan Project: To increase the basis of knowledge and expertise in managing the cultural heritage sites in the Central European region. Conjointly, the project partners have defined three different objectives that facilitate the principal goal of improving the management and valorisation of representative cultural heritage. The first objective is to jointly develop and test management strategies, models, procedures, and financial schemes. The second objective is to identify, adapt, and create innovative services and functions for under-exploited cultural heritage assets. These services and functions should protect and promote the assets. Finally, the third objective is to strengthen the management capacities of the partner organisations.

Structure of HerMan

HerMan is composed of five work packages that correlate to five specific topics. The 1st Work Package deals with the Project Management. The Lead Partner is responsible for keeping an overview of all of the activities undertaken within HerMan.

However, Work Package 1 does not only encompass the coordination and start-up of the project, it also deals with its monitoring and the management of its finances.

Work Package 2 also has a mandate that extends over the whole project. It addresses the project's external communication with a range of tools appropriate to reaching the wider public to promote and disseminate the progress and results of HerMan. Communication materials such as leaflets, brochures, website, events, press conferences, etc. provide for the necessary transnational diffusion and the local/regional relay of information.

Work Packages 3 and 4 both follow a logical progression, which is structured according to different phases. First of all, they are set up within a framework involving stakeholder platforms. Secondly, they require an analysis of the current situation and a subsequent evaluation, whereupon a concept is developed and feeds back into the previous phase. This concept is tested afterwards. Finally, conclusions are drawn from the responses to the concepts and these are then compiled into transnational outputs, such as handbooks, toolboxes, and recommendations, etc.

Work Package 3 correlates to the first objective of HerMan, dealing with the development and testing of models and strategies. The main focus of this unit is to

elaborate Cultural Heritage Management Models. What this essentially entails is evaluating the current situation in the heritage management field through case studies and best practices. The management models are then tested in three pilot actions.

Within Work Package 4 innovative services are created to promote cultural heritage assets. Each project partner is responsible for registering heritage assets in their representative cities. Included in these asset portfolios are the best practices observed while visiting other partner cities. This activity allows for potential to be explored and cultural heritage to be developed. Just as in Work Package 3, pilot actions are also carried out.

Finally, Work Package 5, concerns the staff management capacities of each partner, which correlates with the third objective of HerMan. In accordance with defined training needs, courses are organised in cultural management and staff undertakes exchanges between the project partners.

Our Outputs

– Pilot Action Assessment
– Benchmark Study
– Handbook of innovative management strategies and models on cultural heritage
– Toolbox for heritage asset development
– Handbook for cultural management courses
– Policy Recommendation

☛ Learn more about the outputs of the HerMan Project
www.herman-project.eu

The HerMan Partners

The HerMan partners represent nine cities, various areas and educational institutions from four countries in Central Europe. They all joined the HerMan Project to exchange their experiences, to extend their competencies, and to collaborate in thought and deed to the improvement of managing heritage in the Central European region. The Project Partners believe in European team work and cooperation.

Partnership

1 Municipality of Eger, Lead Partner, Hungary
2 Gyula Forster National Centre for Cultural Heritage Management, Hungary
3 Municipality of Lublin, Poland
4 IRM Institute of Urban Development, Poland
5 Marco Polo System EEIG, Italy
6 Municipality of Ravenna, Italy
7 Province of Ferrara, Italy
8 Province of Treviso, Italy
9 Municipality of Regensburg, Germany

Central Europe

Contact

Lead Partner
Municipality of Eger (Hungary)
razsi.botond@ph.eger.hu

Communication Office
Municipality of Regensburg (Germany)
ripp.matthias@regensburg.de

Municipality of Eger
– Lead Partner –

Eger is the cultural and economic centre of the Hungarian county Heves with 58,000 inhabitants. The town lies 120 kilometres north east from the capital, Budapest, in the Eger river valley, at the south western foot of Bükk Mountain.

Historians call the town "the Hungarian Athens!" Its Baroque town centre, internationally renowned wines, and hot medicinal springs attract many tourists from around the world. Eger is a well-established spa town known among tourists for its salubrious setting.

As a centre for education, Eger offers a diverse spectrum of institutions. There are fifteen secondary schools and two institutions of higher education.

Because Eger today is an archbishopric, the town plays an important religious role in the lives of its citizens. It also has an incredible array of monuments including the Basilica, Lyceum, Episcopal Palace, Castle and Minaret.

EGER
MUNICIPALITY OF EGER

Country: *Hungary*

Region: *Heves*

Contact: *Botond Rázsi*
razsi.botond@ph.eger.hu

Website: *www.eger.hu*

Gyula Forster National Centre for Cultural Heritage Management

The former National Office for Cultural Heritage (KÖH) was reorganised and given a new name in September 2012: Gyula Forster National Centre for Cultural Heritage Management. The Forster Centre operates under the Ministry of Human Resources with 118 permanent staff and 30 to 60 short-term personnel hired on a project basis. The Centre is responsible for providing specific scientific tasks, such as the collecting, assessing, registering and publicising documents related to cultural heritage, as well as managing and enlarging collections, participating in the implementation of the World Heritage Convention, and supervising cultural artefacts. The Centre is also entrusted with managing 33 cultural heritage sites and ensembles (approximately 200 buildings).

The Forster Centre has been implementing several projects with EU assistance from the European Regional Development Fund and the European Social Fund. The Centre has received grants for 26 projects within the 2007-2013 programming period, adding up to nearly 48 million EUR so far. The projects in their entirety have a total budget of more than 50 million EUR. They are primarily focused on the infrastructural and cultural development of the most significant national monuments and historic gardens at 14 sites in Hungary.

FORSTER
CENTRE

Country: *Hungary*

Region: *Central Hungary*

City: *Budapest*

Contact: *Dr. Gábor Soós*
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Website: *www.forsterkozpont.hu*

Municipality of Lublin

Lublin is both the name for a region in Poland and the region's capital. The city is home to 365,000 inhabitants making it the largest urban centre in eastern Poland. Its upland location among the rolling loess hills of the Bystrzyca River valley is one of its identifying features. In 1317, Lublin was granted municipal status and in 1474, the city became the capital of the "Voivodship", a position it has held until this day. During the years of the First Republic, the city was inhabited by different nationalities and religious denominations, constituting a rich and varied community.

Lublin lay on the important crossroads of two trade routes: one stretching from the Black Sea and Baltic Sea and the other, from Vilnius to Cracow – known as the Royal Route. At the end of the 18th century, the city saw its importance decline and it was only in the 19th century that it once more began to grow because of industrial urban development. However, after World War II, Lublin witnessed another decline that affected its traditional urban fabric. Since 1989, with the fall of communism, the city core has been gradually renewed. Today, Lublin is a nationally and internationally recognised academic centre with five public universities, numerous vocational colleges and more than 100,000 students. It is also a city with a rich cultural life, home to several international theatre, film, and music festivals.

Country: *Poland*

Region: *Lublin*

Contact: *Wojciech Kutnik*
wojciech.kutnik@lublin.eu

Website: *www.lublin.eu*
www.um.lublin.pl

IRM Institute of Urban Development

The Institute of Urban Development (IRM) is a scientific and research facility. Sixty-four staff members constitute an interdisciplinary team in research and technical assistance. They represent the following disciplines: urban planning, spatial planning, architecture, geography, law, economy, political science, biology, civil engineering, hydro engineering, sanitary engineering, mechanics, electrical engineering, land reclamation, chemistry, transportation, computer science, organisation and management, geology and forestry.

The Institute guides researchers and implements their findings. Specialised in research and development, the institute carries out regular research and pilot projects, and continuously works on quality improvement.

The Institute is also member of an international consortium which participates in research projects of the European Union. The Institute intends to be more involved with research projects supported by the European Union, the United Nations and other organisations.

IRM
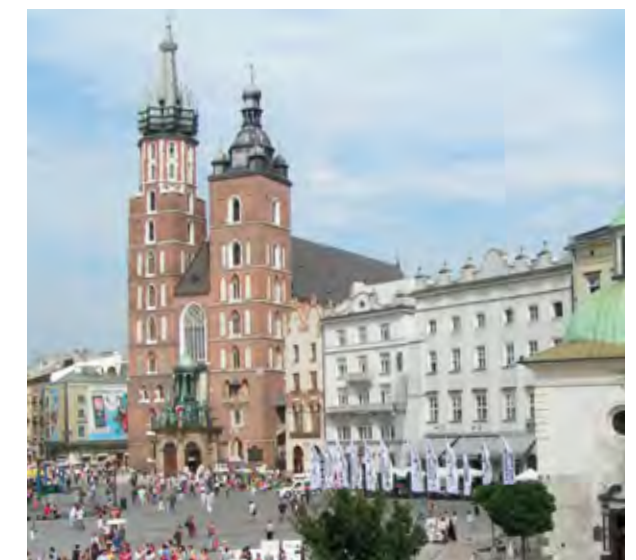INSTITUTE OF URBAN DEVELOPMENT
INSTYTUT ROZWOJU MIAST

Country: *Poland*

Region: *Lesser Poland*

City: *Krakow*

Contact: *Katarzyna Gorczyca*
kgorczyca@irm.krakow.pl

Website: *www.irm.krakow.pl*

Marco Polo System EEIG

Marco Polo System is a European Economic Interest Grouping established in 2000 by the City of Venice and K.E.D.E. (Union of the Cities of Greece). The mission of Marco Polo System is to promote and implement initiatives at local and international level in the field of culture, cultural tourism, local development, territorial marketing, management and valorisation of cultural heritage, with a specific focus on fortified and military heritage. In almost fifteen years of activity Marco Polo System has developed several initiatives funded at local or regional level, and has drafted or implemented more than twenty projects under different EU programmes.

In 2004 Marco Polo System EEIG was appointed by the City of Venice to coordinate activities for the redevelopment of the Entrenched Camp of Mestre. More recently, it has focused on the conservation and management of Forte Marghera, main fortress bordering the lagoon. Since then Marco Polo System promoted and adopted a multifunctional reuse of the site, which has been formally structured into a management plan thanks to the HerMan Project.

COUNTRY: *Italy*

REGION: *Veneto*

CITY: *Mestre, Venice*

CONTACT: *Pietrangelo Pettenò*
info@marcopolosystem.it

WEBSITE: *www.marcopolosystem.it*

Municipality of Ravenna

Ravenna – the city of mosaics – is a showcase of art, history and culture. The city has ancient origins and a glorious past: From the 5th to the 8th century it was the capital of the Western Roman Empire, of the Kingdom of Theoderic of the Goths and of the Byzantine Empire in Europe. Evidence of this magnificent historical period can be found in the extraordinary early Christian and Byzantine buildings, which UNESCO has recognised as World Heritage.

The cultural offer of Ravenna is rich and varied. The city is home to regular high-profile exhibitions held at MAR, the Art Museum of Ravenna, and also to a number of permanent collections, such as TAMO – Tutta l'Avventura del Mosaico (All The Adventure of Mosaic), a museum on the history of mosaics; the National Museum, with a variety of collections including artefacts from the excavations of Roman and Byzantine sites; the Archiepiscopal Museum housing Saint Andrew's Chapel; and Dante Museum, preserving relics related to the cult and fame of the poet. The vibrant theatre seasons of Theatre Rasi and Alighieri complete the city's cultural program.

COUNTRY: *Italy*

REGION: *Emilia-Romagna*

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mgmarini@comune.ra.it

WEBSITE: *www.turismo.ra.it*

Province of Ferrara

The Province of Ferrara is located in the north-eastern part of Italy in the region of Emilia-Romagna. It is a territorial jurisdiction that falls between the regional and municipal levels of government comprising of 26 municipalities with a total population of around 350,000 inhabitants.

The province is responsible for the management, planning and development of its territory. It is administered by several departments with specific competencies. The Department of Tourism and Culture manages the initiatives and projects undertaken by the Province. It also collaborates with other agencies and institutions to promote the cultural development of the area. In addition, it administers several facilities that provide information on the province's cultural services – from archives and libraries to cultural heritage sites. For instance, the province owns Estense Castle and manages its museum.

COUNTRY: *Italy*

REGION: *Emilia-Romagna*

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moreno.po@provincia.fe.it

WEBSITE: *www.provincia.fe.it*

Province of Treviso

The Province of Treviso is an intermediate administrative body that operates between the municipal and regional jurisdictions.

It administers and promotes the development of communities in the areas of environment protection, culture and tourism promotion, employment, schools, and transport etc.

The Province is located in the north east of Italy, in the region of Veneto, and consists of 95 municipalities. Its landscape is multiform, characterised by small and large urban and rural built-up areas nestled in undulating hills and evocative plains.

The urban and rural areas are characterised by a lively and varied cultural heritage exemplified by medieval walled cities, churches, castles, abbeys, archaeological sites, and museum collections, etc.

The Province of Treviso is also renowned for authentic products, such as the "radicchio from Treviso", and prestigious wines like "Prosecco".

COUNTRY: *Italy*

REGION: *Veneto*

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WEBSITE: *www.provincia.treviso.it*
www.visittreviso.it

Municipality
of Regensburg

The old city of Regensburg stands out as being the only larger-sized German medieval city still intact. Remarkably, the old town has maintained its original layout and basic composition from the 14th century.
The inter-relationship of historic public buildings, private houses, workshops and imposing religious properties all contribute to the authenticity of this medieval town, and its cultural heritage. Regensburg uniquely exemplifies a central European medieval trading town and is an exceptional testimonial to the cultural traditions of the Holy Roman Empire. It has been recognised as a UNESCO World Heritage Site since 2006 and is inscribed on the World Heritage List as the "Old Town of Regensburg with Stadtamhof".
On an area covering 183 hectares, approximately 1000 historic monuments and buildings are registered. This architectural profusion testifies to the importance and value of the city of Regensburg.

STADT REGENSBURG

COUNTRY: *Germany*

REGION: *Bavaria*

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hellmann.tordis@regensburg.de

WEBSITE: *www.regensburg.de/welterbe*

EXPLORE THE HERMAN-PROJECT
AT OUR WEBSITE!

All Documents
Background information
Pilot Actions
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☞ *www.herman-project.eu*

HerMan

MANAGEMENT OF CULTURAL HERITAGE
IN THE CENTRAL EUROPE AREA

HerMan Project
- Pilot Actions -

In implementing the HerMan Project seven Pilot Actions were carried out. The elaboration of the Pilot Actions, which are presented on the following pages, was foreseen within the project's work packages 3 and 4.

They include a variety of initiatives, from applying a Dutch management model to Hungarian needs, providing a guidebook to stakeholders of public signboards in Poland, to developing a touristic App in Italy with interactive features.

It is also the variety of actions that enriches the management of World Heritage within the Central European Area network established by HerMan.

Pilot Action 1

– Forster Centre –

"Monumentenwacht – Monument Diagnosis System"

The pilot action "Monumentenwacht", or the Monuments Diagnosis System, carried out by the Forster Centre, aims at testing the services offered to owners and operators of cultural heritage buildings. The action allows a diagnosis to be made, which thus means necessary repairs can be made and small scale investments to improve the estate and prevent the decay of the buildings.

Overview

Through an early warning system for decay (regular monitoring and tracking) combined with an appropriate response (maintenance or repair at the right time and place), damage is prevented and large-scale restoration can be delayed or even totally avoided. Within the framework of the Monumentenwacht pilot project, 8—12 monuments were chosen for the survey in the city of Eger. These buildings were subject to architectural and interior inspection. The expert board prepared reports with recommendations, detailed status report, list of urgent works of repair. They also gave on site advice and prepared a long term maintenance schedule.

During the implementation phase, a number of issues had to be considered:
– How can the project be feasible, sustainable?
– How can the project be communicated to a wider audience?
– How can the claim to the monument owner be raised for this preventive method?
– How can cultural heritage policy be justified in Hungarian policy?
– How can young people be involved in project development?

Objectives accomplished

– Revealing the conditions of the acclimatisation/adopting of the Monumentenwacht method in Hungary.
– Setting up a financial model for the Hungarian Monumentenwacht.
– Setting up an organisational model for the Hungarian Monumentenwacht.

Outputs

The cultural heritage maintenance policy is a long term policy. As an output of the pilot action, comprehensive studies about adopting, continuation and sustainability of the Dutch Monumentenwacht method are released. 70 % of the Monumentenwacht pilot project is a "Thought experiment" or "Gedankenexperiment". The method has proven to be effective and efficient on a general scale, but the optimal strategy should be identified for the particular case of Eger City.

☛ *For more information see our facebook-page: Monumentenwacht:*
https://www.facebook.com/muemlekor/timeline?ref=page_internal

Pilot Action 2

– Treviso –

"Implementation of the Fruition and Loan of Digital Materials in the Catalogue of the Treviso Libraries Network"

The Province of Treviso has introduced an innovative service to the "Bibliotechnetrevigiane Network", a network comprising 120 local libraries. With the eLib Digital the Province of Treviso has started a new loan and consultation service that provides digital material (e-books and e-newspapers) to a wider audience, thereby meeting the needs of users.

Overview

For the HerMan Project, the Province decided to focus on a specific sector of its cultural heritage: libraries. In fact, one of the most important competences of the Province is the coordination of the network of 120 libraries, possessing rich collections of books, manuscripts, newspapers, and magazines. The libraries represent "places of knowledge" where citizens can access the information and broaden their cultural perspectives free of charge. Every municipality supervises a public library (except for Refrontolo) or, in particular cases, a municipality combines a public library with a private one (e.g. church foundations, farm foundations, etc.). All these libraries are united via the "Bibliotechetrevigiane network" — Treviso's libraries network.

The challenge for the Province of Treviso was to develop the network by introducing innovative services and access to digital materials. To this end, the Province aims at implementing new technology in the 120 libraries of the territory and making available digital materials for loan and consultation.

The materials consist of documents for free and paid for. All the documents are organised so that they can be integrated in the OPAC (Online Public Access Catalogue of National Library Service). Thus, a search in the catalogue retrieves both – the traditional documents owned by the libraries and the new digital documents. The provision of this digital material includes the implementation in the catalogue of e-books, audio books, videos, films, pictures, music, data banks, e-learning, digital news-stand (newspapers magazines).

Objectives accomplished

– Introduction of new loan services of digital materials accessible to wider audience.
– Innovative technology meets users' needs.
– Expansion of libraries' facilities.
– Improvement in the management of the catalogues.

Outputs

The pilot project allowed examining new services and evaluating their sustainability.
The shared platform for digital loan, aiming to facilitate access to digital materials, was developed and introduced into the library network.

☛ *For more information visit also the homepage:*
http:// tvb.bibliotechetrevigiane.it

PILOT ACTION 3

– LUBLIN –

"TRAINING COLLABORATIVE MANAGEMENT METHODS FOR STAKEHOLDERS"

The pilot action organised by the Municipality of Lublin aims to identify efficient methods of collaboration with stakeholders while developing general principles for localisation and acceptable forms of signboards and advertisements for public space in the historic area of the old town district and Lublin downtown.

OVERVIEW

This pilot action aimed at strengthening dialog and cooperation between stakeholders and experts while developing principles and approaches of using public space in the historic areas of Lublin. Two main aspects – localisation and acceptable forms of signboards and advertisements for the public space of the historic area of the old town district and Lublin downtown – were addressed and analyzed via various activities, including applying successful methods from completed projects, consultations with experts in marketing, business, graphics, architecture and monument protection, and regular meeting sessions with stakeholders.

OBJECTIVES ACCOMPLISHED

– Practicing the method of cooperation with stakeholders and other organisational units in the office while jointly determinating principles of using public space in the historic areas of Lublin.
– Educating stakeholders, particularly the owners and tenants of properties, in the field of protecting the visual integrity of urban-architectonic interiors in the historic areas of Lublin.
– Creating tools to control the visual information in the aforementioned areas, elaborated jointly with stakeholders.

OUTPUTS

– Tools for managing heritage for the City Office/ Municipal Office for Historic Preservation.
– Guidebook of good practices of localisation and methods of placing signboards and advertisements in the historic areas of Lublin.

☞ *For more information see our facebook:*
   https://www.facebook.com/fabrykadobrejprzestrzeni

"TALKING MONUMENTS"

In the framework of the "Talking Monuments" pilot project, carried out by the Forster Centre and taking place in Eger, city guide mobile applications will be developed as an experimental tool in the area of cultural heritage.

OVERVIEW

City guide mobile applications have been gradually gaining ground in a widening circle of users. The developers are market actors tailoring their service to town management needs. The aim of these applications is to provide city routes, show "useful places", with audio guides and the opportunity for users to share their experiences.
In the frame of the "Talking Monument" pilot project, carried out by the Forster Centre and taking place in Eger, these applications have further been developed in the area of cultural heritage as an experimental heritage communication tool. The innovative character of the application paves the way for getting rid of existing stereotypes of cultural heritage.

OBJECTIVES ACCOMPLISHED

– Enhancing the attachment of local communities to their own built heritage.
– Elaborating a cultural heritage management model easily adaptable to other towns, targeting increased tourism and strengthening local identity.

OUTPUTS

For the success of the pilot project, it was essential that the Forster Centre obtains knowledge of the local area, which means the thorough exploration of the local monuments and services, functions, communities and institutions behind them. Elaborated within the HerMan

PILOT ACTION 4

– FORSTER CENTRE –

Project, first of all, the heritage activity of the town was evaluated via the Portfolio Analysis of Cultural Heritage Assets (PACHA) database.
As a second step, the Forster Centre organised a community meeting together with the content developers of the mobile application where the pilot action was introduced and the concept was presented and discussed. Parallel to this work, scientific data gathering started, consisting of the collection of documents, legends, interesting pieces of information, archive photos and interviews. The target groups had been defined. All this was done by the content developer team under the guidance of the Forster team. The involvement of local people was crucial at this point; we planned to make a "show-what you have" competition to share local, personal histories and memoirs. It had a twofold purpose: it was a communication strategy on the one hand, and provided content input for the project, on the other hand.
After the sites had been selected, and the information was at our disposal, the software development started. There was a test operation, parallel to the communication phase, during which local people tried the application and made their comments. At the end of this phase the application was made available in mobile stores and became an international tourism product.

☞ *For more information:*
   http://pocketguideapp.com/en/eger

Pilot Action 5

– Ravenna –

"Talking Ravenna. Your Personal Cultural Heritage Guide"

The pilot action of the Municipality of Ravenna aims at making Ravenna's cultural heritage more accessible and attractive to both visitors and citizens. The "Talking Monuments" project integrates virtual recreation, games and simulations for interactive visits to communicate information on cultural, historical and tourist service matters to a wide audience.

Overview

The pilot action of the Municipality of Ravenna is the implementation of a new and interactive Cultural Heritage System called "Talking Monuments". This system makes Ravenna's cultural heritage more accessible and attractive to both visitors and citizens, thanks to the development of a specially-made app for smart phones, tablets and other devices which make shared and integrated information available on cultural, historical and tourist service matters.
The pilot action project involves many important monuments and sites of the urban context of Ravenna (the Basilicas and Monuments included in the UNESCO World Heritage List, Mar – Ravenna City Art Museum) and some archaeological sites as well (TAMO Museum, Rasponi Crypt and the House of the Stone Carpets) and will soon involve the Archaeological Park of Classe too.
The technical implementation of the project is realised with geolocation (GPS or QR code technology), virtual recreation, games and simulations for interactive visits and a better and wider supply of information.

Objectives accomplished

With this kind of approach, there are two types of possibilities to interact between these technologies and the selected monuments/sites:

Free tour
The free tour of all the points of interest (POIs) allowing to access contents by:
– GPS proximity search (points of interest are displayed in a list according to the distance from your location);
– Selection from the points of interest list – all points of interest are displayed in a list with the possibility to filter information by searching a text and / or selecting certain categories;
– Selection code – the point of interest appears after the insertion by the user of an identifying numeric code or after the decoding of a graphic code (QR code) by using an appropriate reader.

Guided tour (implemented to Classe Archaeological Park)
The guided tour allows the choice of a series of routes created by experts and the accessibility to a variety of information for each one of them. The route is revealed on a map showing all its different stages and how to complete each leg of it. As soon as the user reaches a stage, the system automatically shows its contents. For each listed point of interest, the guide offers different types of information:
– A textual description.
– A photo gallery.
– Auxiliary audio and video content.
– Links to other related information.
– Links to available contents on selected official websites.

Outputs

☛ Free Pilot Project App available on Google Play or App Store,
– App Store (iOS / Apple devices):
https://itunes.apple.com/it/app/talking-ravenna/id923333468?ls=1&mt=8
– Google Play (Android devices):
https://play.google.com/store/apps/details?id=it.samira.mylib.herman

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" The NGOs in the Little Synagogue"

Developing and implementing the pilot project "The NGOs in the Little Synagogue", the Municipality of Eger pursued the creation a dialogue platform for local civic organisations, transformation of the city centre into a vibrant artistic scene, as well as addressing of the needs of the local community.

Overview

A number of art and cultural institutions and civic organisations work to involve more and more people in the process of educating and passing on values. The city actively seeks to display current artistic values among the monuments and in the historic city centre. In the past decades, a significant number of fine artists, handicraftsmen, writers, poets, actors have settled down in the city of Eger. The presence of intellectuals is higher in Eger than the national average. They are not just consumers of cultural services but also performers of public life. The active participation of intellectuals positively influences the town's cultural image and stimulates the international relations, too. During the past years the artists have worked out a functioning artistic community to shape the town's and county's artistic image and to get the new forms of contemporary art across to people.
On the bank of the Eger Stream, between the inner city and the castle, the first synagogue of local Jews stood unused for a long time. In the framework of a co-operation between the town and monument protection organisations, the planning and value- saving work started in 1994 and were completed in 2000.

Objectives accomplished

Two types of objectives were made for this pilot action, the first one for the local government, and the second one for the art and civil associations.

Pilot Action 6

– Eger –

The goals of the local government
The primary goal was improvement of the quality of life and needs of those who live here. The major elements of this are:
– To involve and activate the local and non-profit organisations actively operating in the field;
– To bolster the local attachment and identity of the population;
– To safeguard and preserve the values of the built environment;
– To bolster tradition-keeping and local identity, particularly among young people;
– To make the city centre full of life and improve its image, street view;
– To boost the presence of contemporary art in the city, its active presentation to the population;
– To boost the communication, co-operation among local civic organisations.

The goals of the art and civil associations
The main aims of the associations were to introduce the artworks born during the creative procession to the international scene of fine arts and experimental arts. One of its tools is to connect to professional networks:
– In order to strengthen the unity of the association and to draw people's attention to art, the artists regularly organise groups and individual exhibitions, common artistic events, and run an artist colony;
– For the artists, it is important to fulfil their own as well as common ideas and artistic unfolding, to motivate the younger generation, to establish international relationships and to widen the function of the place for art composition.

Outputs

The HerMan's pilot project is a small part of a city development program; the elements of sustainability may get a main role in the City Development Plan.

Pilot Action 7

– Ferrara –

"A movie for Ferrara museums"

Ferrara implements a short movie to promote the entire cultural heritage of the province in an innovative and entertaining way. The movie will be shown along the present museum itinerary into the Este Castle, which is the symbol of the city and the first welcome and orientation place.

Overview

The multilayered cultural heritage of Ferrara Province offers manifold ways for exploration and learning. To provide quality services and increase awareness of the territory among the visitors, it is necessary for responsible cultural institutions to act in collaboration and accordance. Establishing an amusing visitor's information point in the Castello Estense could become a first step to organize effective joint activities.

An immersive space will be set up, where visitors will see a short film in different languages (25 minutes approximately): a movie with the purpose to introduce and enhance the whole cultural heritage of the province of Ferrara and which will combines a large philological rigor and the most innovative technologies with the aim of providing information in a funny way.

The video will address a wide and varied public: Ferrara's own citizens wishing to rediscover their history and the cultural heritage of their city, tourists, university students, foreign communities resident in the area, economic operators who frequent the city and the coast, educational institutes and young people in general.

Castello Estense is the symbol of the city and it is also the first place of welcome and orientation in the town. The aim of the pilot action is to help tourists organise visits to other museums and places of interest. Thus they will be able to learn about all places of interest in the the territory and to plan their own schedule of visits.

Objectives accomplished

– A Multimedia area as an offer for visitors, a place where they could immerse into and discover the cultural heritage of the Ferrara Province in an innovative and entertaining way;
– Promotion of the cultural heritage of provincial territory, involving more institution and museum owners

Outputs

This new service will be reproduced in every museum: A museum network where every knot can have a multiplying effect in passing on information, pointing out to tourists other places of interest.

The multiplying effect starts from Estense Castle, the most important monument in town and the first place of welcome and orientation for tourists: A comfortable space will be set up here, particularly right for families and school groups, where it will be possible to discover the entire cultural heritage of the province as well as local events.

HerMan – The Film

HerMan as a short film: To promote the idea and the objectives of the HerMan Project we developed an animated short movie, which captures the project's basic idea. The tree symbolises different aspects of European culture, which materialise in different European countries and cities. The basis of all good heritage management is that the networks rely on common sources and the exchange of expertise. This is what made the HerMan Project successful.

The HerMan-Tree in the Film

To promote and to disseminate the objectives and ideas of the HerMan Project, the partners decided to develop a film, which can be used as a promotional tool. However, an important aspect was to create a unique and emotional visual language. The film has different sections:

Part 1
Introduction of Heritage and the HerMan Project
Part 2
What happens if we don't take care of our heritage?
Part 3
Which Pilot Actions had been undertaken to tackle this?

The film concludes with the obligation to protect and to maintain European heritage and emphasises the need for international cooperation. The HerMan Project serves here as a good example for this kind of international network. The HerMan Film premiered at the HerMan Project's final conference in Regensburg on 27th and 28th November 2014.

☛ *Watch the film at www.herman-project.eu*
Film production: FishBlowingBubbles

The HerMan Scrapbook

Activities in the framework of the HerMan project were implemented according to our five work packages and encompass educational and working sessions, pilot actions, conferences, and professional exchanges.

Our Management-Courses

MC1, Krakow, Poland
General Issues of Cultural Heritage Management
18–22 November 2013

MC3, Ravenna, Italy
Marketing of Cultural Heritage Management
24–28 March 2014

MC2, Venice, Italy
Financial Issues of Cultural Heritage Management
20–24 January 2014

MC4, Regensburg, Germany
Collaborative Management Methods for Stakeholders
23–27 June 2014

Our Staff Exchanges

SE1
Ravenna, Italy
03–07 March 2014
Values

SE2
Eger, Hungary
19–23 May 2014
Tourist Management

SE3
Ferrara, Italy
05–09 May 2014
City of Art

SE4
Lublin, Poland
26–30 May 2014
Institutional Organizations

SE5
Regensburg, Germany
11–15 August 2014
Cultural Heritage Organizations

SE6
Treviso, Italy
22–26 September 2014
Tool development

Our Best Practise Visits

GP1
Eger, Hungary
06 March 2013

GP2
Budapest, Hungary
07 March 2013

GP3
Lublin, Poland
10 April 2013

GP4
Ferrara, Italy
07–09 October 2013

GP5
Regensburg, Germany
21–22 October 2013

GP6
Venice and Ravenna, Italy
05–06 November 2013

COMMUNICATING HERITAGE ASSETS (COBA)

Identifying with heritage – indicative of how heritage assets are valued – is of upmost importance if citizens are to even give or receive more resources to cultural heritage. If citizens do not identify with their cultural heritage, these objectives are very difficult to achieve.

COMMUNICATION MODEL FOR CULTURAL HERITAGE ASSETS 'FROM LEARNING TO IDENTIFYING'

The question remains, however, as to how a high level of identification can be achieved. To facilitate a target group's identification with a built heritage asset it is essential to consider the serial stages of the identification process among people. The Communication Model of Built Heritage Assets (COBA) draws on several scientific theories and takes into consideration identification as something genuinely personal and highly influenced by internal and external factors, such as the unique cultural and intellectual background of a person, his or her interests, and the circumstances of encountering the object of identification. It also integrates that learning that involves all of the senses is one of the most effective ways to address target groups of different ages and this leads to better results. Theoretical reflections are complemented by providing concrete, action-orientated proposals that include media and methodology at each stage of the communication process. The COBA-model's structure provides both the definition of a level in which a specific target group finds itself at a certain time, and the proposition of what action to take, i.e. what media and methods to use to advance citizens to the next level. It also provides benchmarks for deciding which level is appropriate for what target group.

The City of Regensburg intends to heighten the identification of all groups involved with the city's overall cultural heritage. Three heritage sites had been identified for the testing phase in the Stakeholder Group Workshop: The House of Music, The Stone Bridge and The Roman Heritage.

1. THE HOUSE OF MUSIC
2. THE STONE BRIDGE
3. THE ROMAN HERITAGE

(pictures from left to right)

Development	A. Attitude towards Heritage Asset	B. Social and Personal Identity	C. Progress of Proficiency	D. Role of Citizen	E. Level of Involvement	F. Communication	
						Method	Media Example
1. Definition	Identify	Social Identity	BASIC Name	Recipient	Auditive Visual	Presentations Interviews	Exhibitions Flyers Articles
2. Awareness	Being conscious of	Social Identity	BASIC Describe	Recipient	Auditive Visual	Presentations Interviews	Exhibitions Flyer Articles
3. Exploration	Being informed	Social Identity Personal Identity	ADVANCED Put into Context	Recipient Stakeholder	Auditive Visual Motoric Haptic	Discussions Interactive Use of Media	Multimedia (e.g. Visitor Centre)
4. Participate	Being able to act	Social Identity Personal Identity	ADVANCED Know Functional Context	Multiplier Recipient Stakeholder	Auditive Visual Motoric Haptic in social context (interact)	Reactive Instruments Events Workshops Competitions Interactive Use of Media	Audioguides Apps Film
5. Transference	Communicate	Balanced Identity	EXPERT Holistic	Multiplier Experts (internal and external) Stakeholder Lobbyists	Auditive Visual Motoric Haptic in social context (interact)	Networking at Expert Level Conferences Presentations Workshops World Cafés	Audioguides Apps Film

The chart shows the different levels of identification with the asset, plus the indicated level of involvement and the respective usage of media and methods

Contact List

Further information
If you want to know more about HerMan, please visit the project website at

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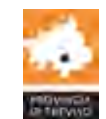
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HerMan is the acronym for "Management of Cultural Heritage in the Central Europe Area" and refers to a project of the European Union realised from July 2012 until December 2014. Nine project partners from four different European countries pursued the objective of enhancing the knowledge and expertise concerning the management of cultural heritage.

HerMan

**Management of Cultural Heritage
in the Central Europe Area**