

HERMAN



MANAGEMENT OF CULTURAL HERITAGE  
IN THE CENTRAL EUROPE AREA



MOVING FROM CONSERVATION TO MANAGEMENT

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# INTRODUCING THE HERMAN PROJECT

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# THE HERMAN PROJECT

*The HerMan Project (Management of Cultural Heritage in the Central Europe Area) is part of the Central Europe Programme, which partly funds it 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](http://ec.europa.eu/regional_policy/thefunds/regional/index_en.cfm)

## CENTRAL EUROPE PROGRAMME

The Central Europe Programme, under which the HerMan Project is managed, has developed out of the European Territorial Cooperation Objective, as expressed in the Lisbon and Gothenburg Agendas.

Eight states are part of this programme: the Czech Republic, Germany, Italy, Hungary, Austria, Poland, Slovenia and Slovakia.

The Central Europe Programme aims to strengthen territorial cohesion, to promote internal integration, and to enhance the competitiveness of the region.

Two strategies have been taken to achieve these aims. The first is to improve the competitiveness of Central Europe by strengthening the innovation and accessibility of structures. The second is to promote sustainable and harmonized development within the territory by enhancing the quality and attractiveness of its urban and non-urban environments.

Of the five thematic priorities set up by the Central Europe Programme, HerMan addresses the fourth, which is to enhance the competitiveness and the attractiveness of the cities and regions. The HerMan Project initiatives that fall 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](http://www.central2013.eu)

*Moving from conservation to management: HerMan, acronym of »Management of Cultural Heritage in the Central Europe Area«, intends to intensify the attractiveness and the competitiveness of the Central Europe area through a sustainable use of the cultural heritage.*

## BACKGROUND TO HERMAN

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

As such the challenge is to manage this heritage appropriately. Organisations concerned with cultural heritage management in Central Europe have recognized the need to involve private actors and to incorporate additional financial resources. Moreover, models are being sought out 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 realize its economic potential.

## OBJECTIVES OF HERMAN

The leitmotif, »moving from conservation to management,« captures the main intention of the HerMan Project: to increase the bases of knowledge and expertise in the cultural heritage management of the Central Europe Region. Concurrently, 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 are to protect and promote the assets. Finally, the third objective is to strengthen the management capacities of the partner organisations.





# THE HERMAN PARTNERS

## STRUCTURE OF HERMAN

HerMan is composed of five work packages that correlate to five specific topics. The 1<sup>st</sup> Work Package concerns the management of the Project. 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 financial management.

**WORK PACKAGE 2** also has a mandate that extends over the whole Project. It addresses the external communication of the Project 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 local/regional relay of information.

**WORK PACKAGES 3 AND 4** both follow a logical progression. They are 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 the elaboration of 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 through three pilot actions.

Within **WORK PACKAGE 4** innovative services are created to promote cultural heritage assets. Each Project Partner is responsible for the registration of heritage assets in their representative cities. Included in these asset portfolios are the best practices observed in visits to other partner cities. This activity allows for the exploration of potentials and the development of cultural heritage. Just as in Work Package 3, pilot actions are also undertaken.

Finally, **WORK PACKAGE 5**, concerns the staff management capacities of each of the partners. It correlates with the third objective of HerMan. In accordance to any defined training needs, cultural management courses are organised and staff exchanges are to occur between the Project Partners.

## EXPECTED RESULTS

The HerMan Project provides partners with the opportunity to find solutions to the sustainable management of their cultural heritage.

The Project outcomes will in general address the need for balance between the conservation of cultural heritage and the development of the area to which the heritage belongs.

These outcomes will be adapted to the territory, and by extension to the representative country of each Project Partner.

The results of the HerMan Project could also find reception in other European cities, regions and the continent as a whole.

*The HerMan partners represent nine cities, and various areas and educational institutions from four countries in Central Europe. They have 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 Europe Region. The Project Partners believe in European team work and cooperation.*





# MUNICIPALITY OF EGER

— LEAD PARTNER —



Eger is the cultural and economic centre of the Hungarian county of Heves and has 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.



## LOCAL CHALLENGES FOR HERMAN

The Municipality of Eger has a well-founded urban development plan that out of principle emphasises up-to-date historic building conservation measures. These are realised in cooperation with national and international bodies concerned with cultural heritage management. As the Lead Partner, Eger aims to create a Cultural Heritage Coordinators Network to ensure smooth cooperation among local actors and businesses, and to sustain local cultural values over the long-term. Eger aims to protect cultural heritage values by providing sustainable and internationally applicable model solutions. As such the municipality has committed itself to developing a sustainable cultural heritage management model through a pilot program.



**COUNTRY**  
Hungary

**REGION**  
Heves

**CONTACT**  
Botond Rázi  
razi.botond@ph.eger.hu

**WEBSITE**  
www.eger.hu



## LOCAL CHALLENGES FOR HERMAN

The Forster Centre joined the HerMan Project with the purpose of exploring and testing the socio-economic potentials of cultural heritage, via innovative and viable management structures and for the purpose of developing new services and functions for cultural heritage assets. The knowledge and experiences gained are to be incorporated in the Centre and applied to the 40 sites it manages. The Forster Centre hopes to gain both theoretical and practical insights by utilising external expertise within and outside the partnership, and by testing different methods and instruments in real-life settings.



**COUNTRY**  
Hungary

**REGION**  
Central Hungary

**CITY**  
Budapest

**CONTACT**  
Zoltán Cselovszki  
erzsebet.heltai@koh.hu

**WEBSITE**  
www.forsterkozpont.hu

# GYULA FORSTER NATIONAL CENTRE

FOR CULTURAL HERITAGE  
MANAGEMENT

The former National Office for Cultural Heritage (KÖH) had been reorganized and has a new name as of 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 the provision of specific scientific tasks, such as the collection, assessment, registration and publication of cultural heritage related documents, as well as the management and enlargement of collections, participation in the implementation of the World Heritage Convention, and the supervision of cultural artifacts. The Centre is also entrusted with the management of 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.





# 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. 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. However, since 1989, with the fall of communism, the city core has been gradually renewed.

Today, Lublin is a nationally and internationally recognized academic centre with five public universities, numerous vocational colleges and has a student body larger than 100,000. It is also a city with a rich cultural life, home to several international theatre, film, and music festivals.



## LOCAL CHALLENGES FOR HERMAN

Being a unique place where west meets east, the City of Lublin endeavours to facilitate a dialogue in cultural heritage between its inhabitants and artists. However, the city does face some issues around stakeholder involvement in the management and the enhancement of its cultural heritage. By participating in the HerMan Project, Lublin hopes to provide solutions that involve and include the capacity building of stakeholders. To achieve this objective, the Municipality of Lublin is organizing a pilot action that develops and tests methods of cooperating with stakeholders. More importantly, Lublin hopes to benefit in its participation with HerMan by developing and implementing management strategies that integrate and sustain the historic areas of the city.

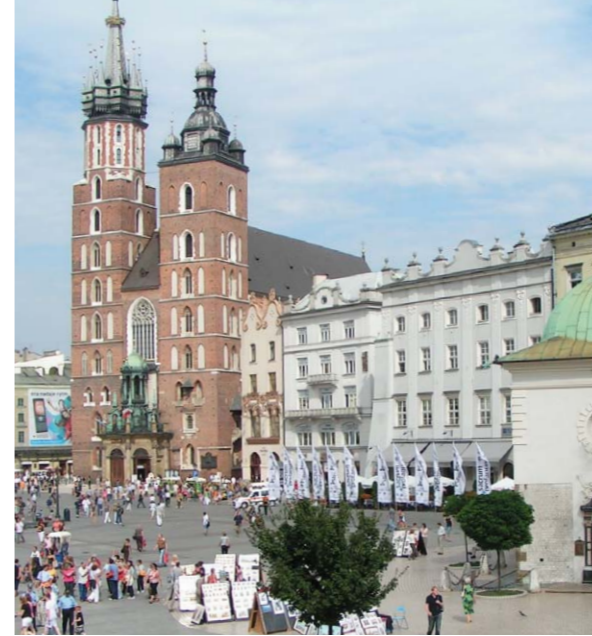


**COUNTRY**  
*Poland*

**REGION**  
*Lublin*

**CONTACT**  
*Ewelina Mazurek*  
*ewelina.mazurek@lublin.eu*

**WEBSITE**  
*www.lublin.eu*  
*www.um.lublin.pl*



## LOCAL CHALLENGES FOR HERMAN

In performing tasks under the auspices of the HerMan Project, cultural properties can be better managed. Moreover, the participation ensures that protected monuments, sites and cultural environments are all taken into account in the planning process at regional and local scales. By implementing the Herman Project at the Institute, new insights into cultural heritage management can be more easily integrated into the advice given to the county administration. Action plans for developing local / regional cultural heritage can also be readily transferred to local and regional master plans prepared for the municipalities.



**COUNTRY**  
*Poland*

**REGION**  
*Lesser Poland*

**CITY**  
*Krakow*

**CONTACT**  
*dr inż Ireneusz Jędrychowski*  
*sekretariat@irm.krakow.pl*

**WEBSITE**  
*www.irm.krakow.pl*

# IRM INSTITUTE OF URBAN DEVELOPMENT

The Institute of Urban Development (IRM) is a scientific and research facility. Sixty-four staff 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. Specialized in research and development, the institute carries out regular research and pilot projects, and works continuously 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.





# MARCO POLO SYSTEM GEIE



Marco Polo System geie is a communitarian law organisation instituted by the City of Venice and the Union of the Cities of Greece (K.E.D.E). Its mission is to enhance and manage fortified heritage sites using a holistic approach at a local and international level.

The City of Venice has an outstanding array of 120 military architectural assets dispersed across the lagoon, and on the mainland with the Entrenched Camp of Mestre.

Fortified heritage sites are acknowledged as assets related to the cultural heritage and local identity of an area, such as the City of Venice. In Venice they can be dated from the middle ages to the eve of World War I.

The valorisation, planning, and management of these fortified sites are a priority for the City of Venice.

In 2004, Marco Polo System geie was commissioned by the City of Venice to prepare the guidelines for the valorisation of the Entrenched Camp of Mestre, and to develop the master plan for Forte Marghera.



## LOCAL CHALLENGES FOR HERMAN

Since 2004, Marco Polo System geie is responsible for managing the Forte Marghera site. In recognition of almost a decade of proven experience in organising artistic, cultural and recreational activities, the organisation was entrusted to implement effective multi-stakeholder management models that introduce new and innovative functions to the fortified heritage.

The HerMan Project offers the chance to exchange experiences and best practices related to the variety of aspects of cultural heritage management. Participation in the Project is extremely valuable to developing improved long term strategies and approaches for managing fortified heritage sites.



**COUNTRY**  
Italy

**REGION**  
Veneto

**CITY**  
Mestre, Venice

**CONTACT**  
Pietrangelo Pettendò  
info@marcopolosystem.it

**WEBSITE**  
www.marcopolosystem.it



# MUNICIPALITY OF RAVENNA

## LOCAL CHALLENGES FOR HERMAN

For the purpose of implementing the HerMan Project, the Municipality of Ravenna intends to make use of the professional services of the Tourism and Culture Department that directly administers the management plans of the UNESCO Sites, and promotes cultural heritage activities in the area. By participating in the HerMan Project the opportunity exists to share Best Practices in the management of heritage sites through seminars and training activities.

By cooperating in this Project the goal of efficient and financially sustainable heritage site management can be achieved.



Comune di Ravenna

**COUNTRY**  
Italy

**REGION**  
Emilia-Romagna

**CONTACT**  
Maria Grazia Marini  
mgmarini@comune.ra.it

**WEBSITE**  
www.turismo.ra.it

Ravenna is a showcase of art, history and culture of the first order. The city has ancient origins and a glorious past—from the 5th to the 8th centuries it was the capital of the Western Roman Empire of King Theodoric of the Goths, and of the Byzantine Empire in Europe.

A considerable patrimony is still evident from this magnificent historic period. Ravenna is, above all, a city of mosaics and its early Christian and Byzantine buildings have been recognised by UNESCO as World Heritage.

The cultural offerings of Ravenna are abundant and varied: the Ravenna Museum of Art (MAR) holds regular high profile exhibitions and is home to a number of permanent collections, such as Tamo—the mosaic's adventure—a permanent exhibition on the history of mosaics; the National Museum exhibits a variety of collections, including artifacts from the excavations of Roman and Byzantine sites; the Archiepiscopal Museum includes the Chapel of Saint Andrew; and Dante's Museum holds the relics associated with the cult and fame of the poet.

Ravenna also offers nine seaside resort areas along its 35 kilometer coastline.





# 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 cultural services of the Province—from archives and libraries to cultural heritage sites. For instance, the Province owns Estense Castle and manages its museum.



## LOCAL CHALLENGES FOR HERMAN

Participation in the Project is founded on developing shared actions to promote the cultural heritage of the Province by involving more institutions such as museum owners. Of greatest importance is the enhancement of management practices in the varied landscape of Ferrara, where archaeological artifacts and sites of cultural interest, museums and contemporary art venues, eco-museums and monumental buildings coexist. Outcomes from the Herman Project are expected to increase local identity awareness, optimize the use of resources among institutions, and support mutual integration and synergies. In the end, a global perspective will be created that promotes the Province's cultural offerings and increases visitor numbers.



**COUNTRY**  
*Italy*

**REGION**  
*Emilia-Romagna*

**CONTACT**  
*Roberto Ricci Mingani*  
*rmr@provincia.fe.it*

**WEBSITE**  
*www.provincia.fe.it*



## LOCAL CHALLENGES FOR HERMAN

In this Project the Province has decided to concentrate on a specific part of its cultural heritage: libraries. In fact, one of the most important responsibilities of the Province is to coordinate its 102 libraries. They represent »places of knowledge« in which citizens can learn about culture and improve themselves. The libraries all belong to the »bibliothetrevigiane network.« And therein lays the challenge: to renovate and innovate this network so that users not only find traditional hard-copy materials, but also digital materials. The Province hopes to implement new services at the 102 libraries so that users can borrow and consult digital materials readily.



**COUNTRY**  
*Italy*

**REGION**  
*Veneto*

**CONTACT**  
*Giulia Millevoi*  
*cultura@provincia.treviso.it*  
*europa@provincia.treviso.it*

**WEBSITE**  
*www.provincia.treviso.it*  
*www.visittreviso.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 characterized by small and large urban and rural built-up areas nestled in undulating hills and evocative plains. The urban and rural areas are characterized 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«.





# MUNICIPALITY OF REGENSBURG



The Old City of Regensburg stands out in being the only larger-sized German medieval city still intact. Remarkably the old town has maintained its original layout and basic composition from the 14<sup>th</sup> century.

The inter-relationship of historic public buildings, private houses, workshops and imposing religious properties all contribute towards the authenticity of this medieval town, and its cultural heritage.

Regensburg uniquely exemplifies a central European medieval trading town and is an exceptional testament to the cultural traditions of the Holy Roman Empire. It has been recognized 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 the value of the City of Regensburg.



## LOCAL CHALLENGES FOR HERMAN

By participating in the HerMan Project, the Municipality of Regensburg has an opportunity to share experiences and practices with other central European cities, regions and institutions confronted with management issues and questions.

Moreover, being the communication office of the Project will further develop and improve Regensburg's ability to communicate and diffuse information on a local level, and to continue to raise the cultural heritage awareness of its inhabitants.

The outcomes of the HerMan Project will be used to upgrade and improve the management plan of the World Heritage Site. The upgrades and improvements will be based on the models, pilot actions and knowledge acquired during the two-year Project.

STADT  
REGENSBURG

### COUNTRY

Germany

### REGION

Bavaria

### CONTACT

Theresa Appoltshauser  
appoltshauser.theresa@regensburg.de

### WEBSITE

www.regensburg.de/welterbe

### FURTHER INFORMATION

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please visit the project website at

[www.herman-project.eu](http://www.herman-project.eu)

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Matthias Ripp / Theresa Appoltshauser /  
Astrid Dumas  
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93047 Regensburg, GERMANY  
Phone: +49 (0) 941 / 507 – 4614  
Fax: +49 (0) 941 / 507 – 4619  
welterbe@regensburg.de  
www.regensburg.de/welterbe

#### COORDINATION

Matthias Ripp

#### TEXT

World Heritage Management,  
Municipality of Regensburg,  
Municipality of Eger,  
Gyula Forster National Centre for  
Cultural Heritage Management,  
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Astrid Dumas, Theresa Appoltshauser

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Andrew H. Lukat

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Katrin Dirscherl

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[WWW.HERMAN-PROJECT.EU](http://WWW.HERMAN-PROJECT.EU)

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