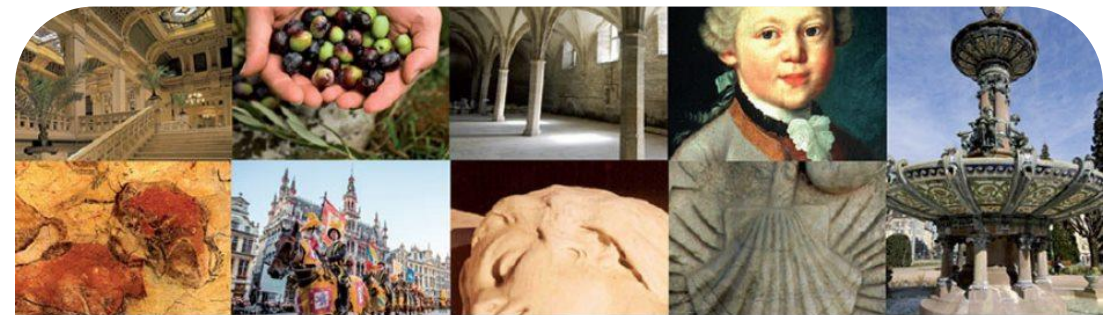


IRON AGE DANUBE ROUTE

STRATEGIC PLAN
2022-2025



IRON AGE
DANUBE
route

Cultural route
of the Council of Europe
Itinéraire culturel
du Conseil de l'Europe



Iron Age Danube Route Association



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STRATEGIC PLAN OF THE IRON AGE DANUBE ROUTE ASSOCIATION

2022 - 2025

March, 2022

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Introduction

The Iron Age Danube Route Association began its process of strategic planning in 2021. The Association decided to continue the collaboration in the field of protection and promotion of Iron Age heritage and its sustainable management in the Danube region, centring its attention on the Iron Age landscapes and the communities living in areas adjacent to them. The strategic plan was developed in the aegis of the Iron Age Danube Route's Management Board and Scientific Committee. During this process, the focus of the Association slowly shifted from the heritage promotion and sustainable management towards the community-oriented activities that strive to create tangible benefits for a wide range of heritage stakeholders in their

respective regions. After the analysis of the environment and key stakeholders, and taking into account the existing resources and development opportunities, the course of action for the new planning period from 2022 to 2024 was determined. Five priority programs with goals and development guidelines and key areas of organizational development have been identified.

As the topic we are engaging in is highly varying and set in a dynamic environment with the need to follow new trends and adjustments to changes, this strategy will be annually revised. In addition to the Management Board and the Scientific Committee members, interested members of the organization, external experts and representatives of other key stakeholders will be involved in its improvement and adaptation.

Our Accomplishments



Our Accomplishments

Iron Age Danube Route Association (IADRA) is an international, non-governmental, non-profit, scientific and cultural association. It was founded in 2020 with the aim of promotion, presentation and sustainable development of Iron Age landscapes and sites, as well as the movable Iron Age heritage in the Danube region.

The first concept for the Iron Age Danube Route stemmed from the Interreg Danube Transnational project "Monumentalized Early Iron Age Landscapes in the Danube River Basin". Twenty partner institutions from Austria, Croatia, Hungary, Slovakia and Slovenia that

collaborated on the project put forward the idea of joint approach to researching, managing and protecting complex prehistoric landscapes. Compiling existing sources of knowledge and creating a strong interdisciplinary and international network of expert institutions from Austria, Croatia, Hungary and Slovenia in the fields of archaeology, cultural heritage protection, tourism, as well as local stakeholders, the Iron Age Danube Route Association was founded in July 2020.

We are building our vision for future development and plans for the next period on the existing foundations and achievements of the association. These are:

1. SUCESSFUL NETWORKING AND MEMBERSHIP ENLARGEMENT

Since 2020 the initial network of IADRA that consisted of 12

founding members from 4 countries expanded to 29 members from 7 countries. Currently IADRA's network consists of members from Austria, Bosnia and Herzegovina, Bulgaria, Croatia, Germany, Hungary and Slovenia. The structure of the members is diverse and it consists of museums and heritage institutions, local authorities, research institutions, nature parks, tourism organisations and non-governmental organizations dealing with culture heritage. In this way, IADRA connects different types of organizations dealing with heritage and its sustainable management into a large partnership.

2. CERTIFICATION OF THE IADR AS A CULTURAL ROUTE OF THE COUNCIL OF EUROPE

In May 2021, Iron Age Danube Route became a certified Cultural Route of the Council of Europe,

establishing itself as a cultural tourism brand in the Danube region. The certification "Cultural Route of the Council of Europe" is a quality label, recognized across Europe by visitors, tourism operators and public authorities alike. Being a certified Cultural Route of the Council of Europe brings more visibility, both nationally and internationally. Certification gives access to a wide pool of international partners and experts in heritage management, research, cultural tourism development and promotion, providing IADRA with new opportunities in achieving its goals.

3. ESTABLISHING AN ONLINE PRESENCE

The IADR established an online presence by creating and developing the IADR webpage (www.ironagedanuberoute.com), as well as the social media presence on Facebook

and Instagram with continuously updated content.

4. BUILDING A PRESENCE IN THE PROFESSIONAL AND SCIENTIFIC HERITAGE COMMUNITY

By actively attending and speaking on several national and international conferences and professional workshops (e.g. EAA, Mobility Actions, Industry Forums), the IADR has introduced itself to the professional and scientific community as a member interested in joining and actively participating in the narrative concerning Iron Age heritage.

5. COORGANIZATION OF PUBLIC EVENTS

During the past two years, the IADR has successfully participated in organization of several Iron Age popularization manifestations, such as the Festival of Situlae in Slovenia and the Hallstatt Days in Croatia.

6. PUBLISHED NEW PUBLICATIONS

The IADR developed an annual publication-a promotional, touristic and educational magazine-The Iron Age Danube Magazine. The first volume was published in 2021. In addition, since March 2021, the Route is regularly publishing The IADR Newsletter.

7. NEW PRODUCTS DEVELOPMENT

In cooperation with small local business, the Route developed several promotional products. The products are based on the Iron Age themes, such as Iron Age objects, motifs or cuisine. A plan to establish selling points and develop a selling strategy for these products is currently being implemented.

8. PROMOTING GOOD PRACTICES AND ENCHANCING

MEMBERS VISIBILITY

Through its network, activities and publications, the IADR is relentlessly promoting the Route and its members and their activities connected with the protection, promotion and sustainable management of the Iron Age heritage, thus enhancing its visibility and raising the public awareness about it. Furthermore, the Route has been hosted in several TV and radio shows, broadcasted on the national level in the member countries.

9. SIGNPOSTING OF THE ROUTE

Several of the Iron Age sites on managed or researched by IADR members have been presented and their visibility has been enhanced significantly by posting educational and informative boards. These are: Poštela, Kaptol and Sopron.

10. DATA BASE AND

FEASIBILITY STUDY

The Feasibility study and the Iron Age sites database made during the Iron-Age-Danube project and the Routes4U CoE grant still present a valuable source of data on the Iron Age heritage in the Danube Region.

11. DEVELOPED NEW KNOW-HOW EXCHANGE PLATFORMS

In order to better connect diverse members and stakeholders dealing with Iron Age heritage, the IADR created an expertise exchange platform named the Iron Age Talks, where experts in various fields of heritage management can discuss certain heritage related topics and tackle specific heritage issues. By sharing their unique perspectives, new and fresh conclusions can be reached and members can enhance their practices.

12. ACQUIRED NEW STRATEGIC PARTNERSHIP

In January 2022, a Collaboration Agreement has been signed with the Phoenicians Route. The Phoenicians' Route and the Iron Age Danube Route will work together on the development of marketing, study and analysis activities; organization of events, exhibitions, seminars, training activities, meetings involving civil society; promotion of exchanges between young people from their respective countries; collaboration for international projects; organization of joint communication actions, promotional campaigns, promotional tours and more. The two Routes' topics perfectly intertwine, since they deal with contemporary historical periods in different geographical areas. Furthermore, both Routes support common transnational approaches to the protection, presentation and research of archaeological landscapes and

heritage.

13. LEARNING TOOL, APPLICATION DEVELOPMENT AND EDUCATIONAL BOOKLETS AND A COOKBOOK

Created during the Iron-Age-Danube project (2017-2019) the IADR adopted the project outputs. They are considered valuable resources and are continued to be used for the purposes of the IADR.

14. DEVELOPING FINANCIAL STABILITY

The first impetus for creating the IADR was possible thanks to the Interreg Danube Transnational Programme project Iron-Age-Danube. After it ended, the partnership continued with the support of the Routes4U project of the Council of Europe. From 2020 to the end of 2022, the Route is partially being funded by the the Interreg Danube Transnational Programme project Danube's

Archaeological eLandscape.
The second source of income
for the IADR are the

members.





Our Vision and Mission

OUR VISION

Promoting, protecting and disseminating the tangible and intangible cultural heritage connected to the Iron Age. Enhancing promotion of sustainable, creative and experiential tourism both linked to local communities and to a network with a European and international scope. IADRA is a platform where experts, institutions, organizations, small SME's and NGO's can meet, collaborate, practice, and develop sustainable models of heritage management. Although, the backbone of work is still community oriented, with special focus on the youth, in the new programming period, we are directing part of our programs towards encouraging cultural creativity and the eco-social economy based on sustainable heritage management.

OUR MISSION

Creating a just and solidary society of active heritage aware local communities oriented toward preservation and sustainable management of Iron Age heritage.

OUR VALUES

- ▶ Heritage protection
- ▶ Action for the common good
- ▶ Personal and professional responsibility
- ▶ Development orientation
- ▶ Solidarity
- ▶ Transparency
- ▶ Democratic way of decision-making
- ▶ Openness to change and

diversity

- ▶ Partnership and cooperation
- ▶ Volunteering
- ▶ Independence

LONGTERM GOALS

1. Supporting common transnational approaches of the protection and exploration of Iron Age heritage
2. Joint promotion of sustainable tourism on the Iron Age Danube Route and the countries and regions in which they are located
3. Raising public awareness of the archaeological heritage
4. Promoting cooperation with

other organizations with similar goals

5. Active commitment and work on the prevention of damage, elimination of already incurred damage and harmful effects, and acting with the purpose of comprehensive protection of archaeological heritage
6. Development and promotion of new products, activities and activities of cultural tourism
7. Participation in the archaeological research and scientific publications.



Analysis of organizational resources, potential and environment

► **SWOT ANALYSIS**

| <i>S</i> | <i>W</i> |
|--|---|
| <ul style="list-style-type: none"> ▶ Expert project team ▶ Experience in popularization activities and publications ▶ Good cooperation between management board members ▶ Good network of partners and collaborating organizations ▶ Good image of the program and organization as a desirable partner ▶ Orderly financial operations ▶ Equality of members in participation and decision-making ▶ Openness to new activities and opportunities ▶ Project connecting 10 countries in the Danube region ▶ Good cooperation with local some local communities ▶ Creativity in work and coping in new situations ▶ The CoE certificate enhances visibility and strengthens the IADR brand | <ul style="list-style-type: none"> ▶ Financial instability with no stable sources of self-financing ▶ Inadequate office space ▶ No volunteer programme ▶ Insufficient touristic orientation in some activities ▶ Not enough joint activities of the IADRA ▶ Not oriented enough towards small SME's ▶ Underdeveloped merchandising network ▶ No professional webmaster ▶ Need better social media coverage in all countries ▶ Insufficient collaboration with national Cultural Routes coordinators in some countries |

| <i>O</i> | <i>T</i> |
|--|---|
| <ul style="list-style-type: none"> ▶ Improving cooperation with local self-government and institutions ▶ Available funding from EU funds ▶ Exchange of experience and cooperation with other associations and organizations, collaboration agreements ▶ Theme is very versatile and adaptable to new approaches in heritage presentation and sustainable management; promotes multi- and interdisciplinary ▶ The possibility of further training and education of employees and members ▶ New members can provide expansion for the selling network and touristic packages ▶ The CoE certificate is well recognized brand that guarantees excellence and provides better networking possibilities | <ul style="list-style-type: none"> ▶ The theme is not present enough in the local communities, communities are unaware of their own heritage ▶ Failing to establish rapport with contemporary artists, small SME's and artisans ▶ IADR sites are not established possible as visitor destinations; not attractive enough for tourism providers ▶ Lack of interest of local authorities ▶ Very limited budget |



Strategic Guidelines 2022-2025

STRATEGIC GUIDELINES

Goal 1: IADR Network Management

► **PRIORITY 1.1. Consolidating the existing IADR network in all countries.**

RECOMMENDATIONS

- Systematically strengthen the IADR team
- Strengthen the network of associates for individual areas (graphic / web design, accountant, social entrepreneurship experts, tourism experts...)
- Create volunteering opportunities
- Improve internal communication within the IADRA
- Create and improve communication channels with the members in each

country

- Establish and maintain good relations with national CoE cultural routes coordinators and national authorities (ministries, state offices...etc.)

► **PRIORITY 1.2. Enhance member inclusiveness**

RECOMMENDATIONS

- Overview of each member priorities and potentials
- Create opportunities and facilitate for possible collaborations between members

► **PRIORITY 1.3. Enhance IADR and member visibility**

RECOMMENDATIONS

- Enhance IADR online presence
- Increase the presence in local communities
- Maintain an interactive online platform and applications for

information and education

► **PRIORITY 1.4. Ensure financial stability of the IADRA**

RECOMMENDATIONS

- Develop a sustainable business model of the association
- Actively pursue funding opportunities

Goal 2: Cooperation in research and development

► **PRIORITY 2.1. Diversify network of experts (multidisciplinary collaboration)**

RECOMMENDATIONS

- Actively involve experts from different areas dealing in cultural heritage in the IADRA
- Create and promote programmes that entice collaboration between fields (conferences, round tables, workshops...)

► **PRIORITY 2.2. Develop new mobility models for experts**

RECOMMENDATIONS

- Facilitate exchange between experts dealing in various fields of heritage management

► **PRIORITY 2.3. Create and implement programmes and platforms for systematic education about Iron Age heritage and exchange of research, know-how and good practices**

RECOMMENDATIONS

- Organize conferences, round tables, panel discussions...
- Expand the IAD data base
- Initiate and collaborate on research and development projects
- Create and maintain a network of collaborators of cultural organizations

► **PRIORITY 2.4 Increase active engagement in local community**

RECOMMENDATIONS

- Organize meetings,

presentations, workshops and round tables with the local stakeholders

- Initiate and participate in organisation of local Iron age heritage related events
- Actively support the exchange of ideas and good practises between local stakeholders in different regions
- Promoting good practices in heritage management and creating and supporting heritage entrepreneurial initiatives
- Educate local communities about their heritage (public lectures, exhibitions, workshops for children and adults)

Goal 3: Enhancement of memory, history and European heritage

► PRIORITY 3.1. Enhance the IADR recognisability

RECOMMENDATIONS

- Increase and maintain the signposting on the IADR
- Promote the IADR brand

► PRIORITY 3.2 Systematically create an audience in culture

RECOMMENDATIONS

- Develop and support repetitive events (annual, semimanual...)
- Publish promotional magazine and other publications (newsletter...)

► PRIORITY 3.3 Support and develop programmes that recreate different aspects of the Iron Age

RECOMMENDATIONS

- Support, organize and develop immersive Iron Age themes events and recreations of Iron Age life

- Support, organize and develop storytelling and storydoing types of events
- Encourage on-site events

Goal 4: Cultural and educational exchanges for young Europeans

► PRIORITY 4.1 Connect with Universities and Schools

RECOMMENDATIONS

- offer programmes for the ERASMUS network
- building a strong network in local and regional schools
- offer guest programmes as extracurricular activities

► PRIORITY 4.2 Connect with volunteering initiatives for young people

RECOMMENDATIONS

- offer programmes for the European Solidarity Cops

network

- develop IADR Volunteering programmes

► PRIORITY 4.3 Develop cultural exchange programmes for young people

RECOMMENDATIONS

- develop and organize Archaeological Camps, Training Schools...

Goal 5: Contemporary cultural and artistic practice

► PRIORITY 5.1 Create platform to encourage creativity and inter-cultural networking

RECOMMENDATIONS

- connect with local artisans, craftsmen and Faculties of Arts

► PRIORITY 5.2 Provide support to artists and civic initiatives in the process of creating and involving local communities in heritage events

► **PRIORITY 5.3**

*Goal 6: Cultural Tourism
and Sustainable Cultural
development*

► **PRIORITY 6.1 Promote good
practices in heritage management**

► **PRIORITY 6.2 Create and
support heritage entrepreneurial
initiatives**

RECOMMENDATIONS

- selling network for IADR souvenirs
- develop of new products in cooperation with local SMEs
- facilitate cooperation between local SMEs
- co-create programmes

► **PRIORITY 6.3 Develop new
models for sustainable Iron Age
heritage management**

RECOMMENDATIONS

- connecting major tourist hotspots with rural areas

► **PRIORITY 6.4 Get involved in
the creation of cultural heritage
policies and cultural heritage
content**

RECOMMENDATIONS

- establish better communication channels between IADR and authorities
- organize more presentations and workshops for policy makers

