

A.1 DRAFTING OF A STUDY ON PARTICIPATIVE METHODS AND MANAGEMENT MODELS OF

D.T1.1.2 Joint study on participative
methods and management models

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COMUNE DI CERVIA





Management of Ecomuseum

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I. Introduction

The research into management systems of ecomuseums serves finding various approaches and models that ensure effective methods of governing ecomuseums. Various aspects of management process were analyzed like decision-making process, involvement of partners, representativeness, operation mode, financial bases, sustainability, range of operation, information and promotion systems. The entities that were taken into account not all operate as ecomuseum, there are initiatives ecomuseum-like (mostly from Hungary, where this term is not in use) as well as open-air museums (two cases: one from Hungary and one from Austria).

Using the word ‘ecomuseum’, devised by the museologist Hugues de Varine, we refer to what the natural Committee of ICOM defined¹:

The ecomuseum is and institution which manages, studies and exploits - by scientific, educational and generally speaking, cultural means - the entire heritage of a given community, including the whole natural environment and cultural milieu. Thus the ecomuseum is a vehicle for public participation in community planning and development. To this end, the ecomuseum uses all means and methods at its disposal in order to allow the public to comprehend, criticize and master - in a liberal and responsible manner - the problems it faces. Essentially the ecomuseum uses the language of the artifact, the reality of everyday life and concrete situations in order to achieve desired changes.

But we also take into account Corsane and Holleman’s idea: a much larger territory in a fairly open-ended manner. Here the territory is not simply defined by geographical or administrative terms, but rather as any whole unit where the inhabitants share a common way of life, culture, occupation or traditional custom. Run from a central headquarters the ecomuseum has a series of ‘antennae’ within the territory of the museum. These antennae forma network through which activities of information-gathering, research, display and education can be performed.

It is important that we assume that heritage is more than just material culture, encompassing memories, folklore, music and song. In its most extreme form the ecomuseum includes everything within its territory. Intangible local skills, behavior patterns, social structure and traditions are as much a part of the ecomuseum as the tangible evidence of landscapes, underlying geology, wildlife, buildings and objects, people and their domestic animals.

In 90-ties Hugues de Varine suggests that the label ‘ecomuseum’ was nothing more than a opportunity to run with new ideas, to be imaginative, to initiate new ways of working, even to be audacious. And he reduces the objectives of the ecomuseum to four key points:

- As an object and data bank for the community
- To serve as an observatory of change (and to help the community react to the changes)
- To become a laboratory - a focal point for meetings, discussion and new initiatives
- And its region to visitors. To be a showcase - revealing the community.

¹ Davis, P., Ecomuseums. A Sense of Place. Continuum International Publishing Group 2011.



Having all this in mind we have to realize that there is no one scheme for organizing the ecomuseum as well as its management systems tend to take the various forms relevant to the size and specific character of the ecomuseum. There is no universal model of management and all approaches and solutions have to fit the particular situation and circumstances. The report searches for tendencies, good practices as well as delivering inspiration to improve and modify operating ecomuseums as well as be a point of references for developing new ones.



II. Methodology

Ecomuseums all over the world operate in differentiated way and there is no one model that proves to be most efficient and effective. The process of management should be adjusted to the way ecomuseum is organized, size and range of ecomuseum, financial capacity, experience in cooperation of people and institutions/organizations involved, specific goals.

To basic tool for the analysis was questionnaire survey. It was tailored to analyze various aspects of ecomuseum management. A questionnaire was shaped, including 24 questions that were grouped in three sections: 1) status and governing structure of ecomuseum, 2) mode of financing ecomuseum, 3) operation and promotion of ecomuseum.

The results of the analysis was used to shape models of management systems and compare them.



III. Analyzed ecomuseums

The analysis includes 13 entities from six project countries. Eight of them operates as ecomuseum, three from Hungary are initiatives that can be called ecomuseum-like (as the term ecomuseum is not used to name this sort on undertaking) and two are open-air museums from Hungary and Austria.

No	Ecomuseum	Country
1.	Ecomuseum Batana	HR
2.	Ecomuseum Mošćenička Draga	HR
3.	Seasonal Lakes of Pivka Ecomuseum	SL
4.	Ecomuseum of Deer and of the Mesola Forest	IT
5.	Ecomuseum of Argenta's Valli	IT
6.	Ecomuseum of Aquatic Plants	IT
7.	Ecomuseum of Salt and Sea	IT
8.	Ecomuseum of Carp Valley	PL
9.	Valley of Arts	HU
10.	Golden Carp Fishing Museum	HU
11.	Rendek Farm and Ecomuseum	HU
12.	Szenna Open Air Museum	HU
13.	Open Air Museum Stübing	AT

Ecomuseum Batana

Founded in 2004 by a group of local inhabitants The Batana Eco-museum through its varied research programs based on knowledge, respect for cultural heritage and dialogue, inclusion, innovation, its interdisciplinary approach and use of multimedia evaluates, protects, interprets, recreates, presents and communicates tangible and intangible maritime heritage and actively reinforces the cultural identity and uniqueness of Rovinj.

Along with an Interpretation and documentation Centre, Ecomuseum also consists of a local canteen (Spacio Matika), little shipyard in front of the Interpretation Centre and its boats. Also the Ecomuseum is based on the idea of territory valorization so practically the whole maritime reality (harbor ex.) makes part of our interpretation and programs.

Ecomuseum Mošćenička Draga

The Ecomuseum Mošćenička Draga was founded in 2012. The establishment of the Ecomuseum Mošćenička Draga is the result of project-based multiannual work by its founders: Chakavian Association of Mošćenička Draga, District of Mošćenička Draga, Mošćenička Draga Tourist Board and the Nature Park Učka. The Ecomuseum consists of four centres: Mošćenička Draga, Mošćenice, Brseč and Trebišća. Each has a specific development dynamic. Mošćenička Draga has an interpretation centre.

The Ecomuseum Mošćenička Draga organizes presentations of traditional fishing, seafaring and shipbuilding skills (workshops of traditional skills: salting fish, preparation of fishing tools, demonstration of fishing, restoration of wooden boats, making and mending nets, making fish



traps, long-lines, etc.) Besides that, seaside festivals are organized accompanied by music and autochthonous food and drinks, as well as the sale of eco-ethnic products. Our members participate and promote the idea of preservation and revitalization of maritime heritage on similar manifestations throughout Croatia, as well as abroad. The Ecomuseum Mošćenička Draga actively participates in the realization of the project of founding the Museum of the Sea in Rijeka (by networking in the entire Kvarner) and in the realization of a part of the programme Rijeka - European Capital of Culture 2020.

In Mošćenice - 'living historical town' there are organized various events like Candlemas (2nd of February) with a theatre play based on the medieval Statute of Mošćenice, Saint Andrews - a festivity dedicated to the fishermen and seamen of our region, with exhibitions and presentations of the history of fishing and seafaring, an international art colony Mošćenički pinel (The Mošćenice brush) with exhibitions held in Mošćenice and abroad, workshops for children.

Mythological and historical path Trebišća-Perun and the future eco-ethno village Trebišća with information boards offers temporary exhibitions, guided tours with short theatre plays and local food. In Brseč - the town of a local writer Eugen Kumičić organizes festival by a church St. Magdalene on a cliff. A local association "Jenio Sisolski" holds numerous exhibitions of various painters and artists.

Seasonal Lakes of Pivka Ecomuseum

The Seasonal Lakes of Pivka Ecomuseum presents the story about the water in the karst world of Upper Pivka. The special geological structure of the area together with irregular precipitation causes great oscillation in karst underwater surface. After heavy precipitation the water table rises and 17 intermittent lakes emerge in the basin. In order to learn how the lakes are formed, one must spin a special mill wheel. Presentations of individual lakes also include the presentation of the people who live in the region where water runs in abundance or not at all. Models of the most important habitats - humid and dry grasslands, scrubs, forests and caves - complement the presentations of the exceptionally diverse plant and animal world in the Pivka basin. Ecomuseum of the Seasonal Lakes of Pivka is an important community tool for local development and preservation of cultural and natural heritage.

The Ecomuseum tells an important story about the past life and work of people in the Pivka region. It is a place where we host meetings, workshops, lectures and local festivals.

Ecomuseum of Deer and of the Mesola Forest

The Ecomuseum of Deer and of the Mesola Forest is part of the Po Delta Regional Park. Visitors should not miss it mainly for the presence of the intriguing Este Castle, an impressive building which stands out in the otherwise flat landscape; here is the access to the Santa Giustina Forest, all that remains of the game reserve within the Este walls. Further away lies the Abate Tower Oasis and the Fondo pine grove, where a few furtin (i.e. bunkers), evidence of World War II, are still standing. The Great Mesola Forest is not very far: it is Europe's northernmost maquis shrubland and is the habitat of the native cervo delle dune (a deer species) and of fallow deer and tortoises, woodpeckers and birds of prey, white poplars and ash trees. Beyond the Romea road lie the Massenzatica Dunes, a formation of great geological relevance, the remains of an



ancient coastal strip dating back to the Etruscan Age, which sweeps along the coast for about 50 ha; part of it belongs to a WWF Oasis. After having explored the Dunes, stop at a small XI-century church: all that remains are parts of its walls and the handsome belfry topped by a perfect pyramid.

Ecomuseum of Argenta's Valli

The Ecomuseum of Argenta is made up of three museum “stations” and a naturalistic section. There is the Museum of the Valli and the Valli themselves, i.e. fresh-water wetlands which belong to the Po Delta Park; the Museum of Land Reclamation, located near the drainage pump of Saiarino, which manages water draining in the area between the Apennines and the Adriatic Sea; and the Civic Museum, with its Art Gallery, inside the Church of San Domenico in Argenta. The word “ecomuseum” conveys the idea which inspired it: it is a museum which crosses over architectural limits and spreads across the land and the socio-cultural background which surrounds it, communicating with the outer world.

Ecomuseum of Aquatic Plants

Villanova di Bagnacavallo was once part of a complex system of streams and wetlands. The first inhabitants of those areas exploited the modest resources that the land could offer, gathering and processing herbs which were used to produce various items. Over the years, this original kind of handicraft developed and by the XIX and XX century it had become one of the main businesses of the area. The Ecomuseum of Aquatic Plants preserves the memory of that know-how and that productive period and also records Italy's environmental and economic context at that time. The exhibit path winds through reconstructions of various locations, multimedia installations and recordings of the community's way of life. The Ecomuseum belongs to the Civic Museums network of the town of Bagnacavallo and is managed by the “Civiltà delle Erbe Palustri” Cultural Association, which developed its collections and promoted didactic and museum activities since 1985.

Ecomuseum of Salt and Sea

The Ecomuseum of Salt and Sea was set up for the development of Cervia's territory and traditions. The key point of the Ecomuseum is the relations between citizens and territory; For this reason, it was chosen not to create a physical space where to host the Ecomuseum, but to opt for a series of dynamic activities at different points in the territory.

Ecomuseum of Carp Valley

Ecomuseum of Carp Valley was launched in 2014. It is located in 7 municipalities of South-Western Lesser Poland. Its main specialty is the carp growing and fishery dating back to Middle Ages (ca. 1300). In 2014 it consisted of over 40 various sites, presenting both natural and cultural heritage. The most specific were ponds (today lots of them are located in Natura2000 areas, carp fishery small producers, traditional carp dishes. Besides it presents local art and



craft - in the form of both ready products and workshops during which one can learn hands-on how to make things (willow-weaving, paper-tissue flowers, pottery etc.). There is a mill run by a family of 6 generations of millers, still in use for farmers. One can visit art gallery, organized in restored all house, presenting local professional and amateur artists (painters, sculptors, ceramic artists and others). The ecomuseum develops and today it consists of 58 sites. It organizes events (Carp Valley Festival, Carp Harvest) and creates education-tourist offer. Besides it contributes to local education by delivering regional knowledge courses for kids. Partners of ecomuseum are private people, small and medium entrepreneurs, NGOs, public institutions (culture centers and libraries).

Valley of Arts

Officially the Valley of Arts is not an Ecomuseum (as we have no such classification in Hungary) but an initiative of the open and living villages as a whole year open museum of the ICHs in the area on the one hand, and a local development initiative on the other. As such, following the Ecomuseum initiative it is a good example of the ICH interpretation.

It is operating whole year around including the most extensive pan cultural festival in Hungary and has been organised in the past 20 consecutive years. This initiative started at 1989 in the picturesque valley above the lake Balaton, the valley of Eger creek. The 'valley' of the seven villages has become a legend since 1989, and the series of events and a local development initiative named the 'Valley of Arts' has turned into the most visited general ICH attraction in the Carpathian Basin. Historic church music, organ, concerts, exhibitions, performances, literary afternoons, dance and movement theatre, folk music programmes, programmes concerning ecological issues, heritage events are offered in the area. So, from an ICH perspective, it covers 1) oral tradition and literature, 2) performances (music, theatre, folk-oriented events), 3) knowledge of the environment (flora and fauna), 4) economic knowledge (handicrafts, agriculture, cuisine).

Golden Carp Fishing Museum

Rétimajor is the one of the biggest fish farm in Hungary. Apart from that, it also serves as an ecotourist centre which offers many opportunities for the tourist, like: wellness, fishing opportunity, tripping in the nature, holding conferences, restaurant, museum, camping opportunity. The central part of Rétimajor from the perspective of ecomuseums is Golden Carp Fishing Museum and traditional fishing opportunities.

Being a mixture of living agriculture, tourism and traditional crafts' initiative, it is covering 1) work-related customs, 2) knowledge of the environment (fauna, flora and water), 3) economic knowledge (agriculture, crafts), so ICH is used and performed in several ways.

Rendek Farm and Ecomuseum

With the Farm, the guests can get to know the ancient tools, traditional meals and preservation methods of the Hungarian Agriculture. In short: a meaningful and healthy way of life. Visitors can buy unique, locally-made products for those who want to enjoy old tastes, natural foods at home. The plants and vegetable garden of the showroom attracts the visitors the most. Today,



however, there are few such gardens because they are specialised for different kind of products. Basically, the farm is specialised in diversity in order to preserve biodiversity and to keep the “peasant” culture alive.

Szenna Open Air Museum

Szenna Skanzen is situated only 8 km far from Kaposvár, in the Zselic Landscape Area. Szennai Skanzen provides a beautiful natural environment, with the experience of encountering the past and the variety of programs to unwind. The open-air ethnographic museum, which opened in 1978, was created in a unique way in the middle of a living village with the active participation of the community. Its main purpose is to preserve and present Zselic and Inner Somogy's diverse folk culture, rich material and spiritual heritage.

The museum has five residential and commercial buildings, three vineyard basements, two sacred small memorials and a place for the agricultural machines.

For the preservation and authentic relocation of the built heritage, the museum won the prestigious Europa Nostra Prize in 1982.

Through its collection activities and research it contributes to the conservation of the cultural heritage of rural Hungary and to the social and cultural progress of the communities. By means of its exhibitions, publications and programs for leisure time, further through the presentation of objects, lifestyle and customs and through conveying theoretical knowledge and practical information to be applied in daily life, it helps a better understanding of vernacular traditions and contributes to the propagation of knowledge about Hungarian culture at domestic and international level.

Open Air Museum Stübing

The museum's function can be summarized as the collection, preservation, documentation, and conveyance of Austrian tangible and intangible cultural heritage. The duties and areas of operation of the Open Air Museum Stübing include folklife studies and history, but they also operate in other fields such as architecture, restauration, agricultural sciences, and botany.

Among the activities of the open-air museum are the organization of permanent and temporary exhibitions, as well as events and courses, which are held at the museum's compound. The exhibitions highlight specific aspects of Austrian cultural heritage, both tangible and intangible. The events and courses that take place at the museum target the interested public, who are invited to actively participate and learn traditional crafts, e.g. making fences or baking bread according to traditional recipes. These are typically on-topic and held primarily on the compounds of the museum.



IV. Data analyses

Data were analyzed in three sections. All specific aspects were described separately. If there were observed any relation between specific attributes they were also taken into account.

I. Status and governing structure of the Ecomuseum

1. Legal status of the Ecomuseum

No	Ecomuseum	Legal status
1.	Seasonal Lakes of Pivka Ecomuseum	Public institution
2.	Ecomuseum of Argenta's Valli	Public institution
3.	Ecomuseum of Aquatic Plants	Public institution
4.	Ecomuseum of Salt and Sea	Public institution
5.	Szenna Open Air Museum	Public institution
6.	Ecomuseum Batana	NGO
7.	Ecomuseum Mošćenička Draga	NGO
8.	Valley of Arts	NGO
9.	Open Air Museum Stübing	NGO
10.	Ecomuseum of Carp Valley	Partnership of independent entities
11.	Golden Carp Fishing Museum	Private
12.	Rendek Farm and Ecomuseum	Company
13.	Ecomuseum of Deer and of the Mesola Forest	No legal status

There is no common legal status of ecomuseums. In five cases they operate as public institutions and in four as NGO. Four other ecomuseums have unique status. Three out of four Italian ecomuseums are public institutions.

2. Governing bodies of the Ecomuseum

No	Ecomuseum	Governing body
1.	Ecomuseum Batana	Executive board
2.	Ecomuseum Mošćenička Draga	Executive board
3.	Ecomuseum of Salt and Sea	Executive board
4.	Valley of Arts	Executive board
5.	Golden Carp Fishing Museum	Executive board
6.	Rendek Farm and Ecomuseum	Executive board
7.	Open Air Museum Stübing	Executive board
8.	Szenna Open Air Museum	Scientific committee
9.	Seasonal Lakes of Pivka Ecomuseum	Expert Council
10.	Ecomuseum of Argenta's Valli	Municipality, social group and economical group govern jointly
11.	Ecomuseum of Aquatic Plants	"Civiltà delle Erbe Palustri"



		<i>Cultural Association in collaboration with the Municipality</i>
12.	Ecomuseum of Carp Valley	Coordinator and General Assembly
13.	Ecomuseum of Deer and of the Mesola Forest	A group of volunteers

The most popular way to govern ecomuseums is by executive boards - seven cases, all four run by NGO among them. In two cases the governing body constitutes Scientific committee, in Seasonal Lakes of Pivka Ecomuseum called Expert Council. In two cases of public institutions running ecomuseums they worked out individual model adjusted to their specific situations: Ecomuseum of Aquatic Plants it is based on cooperation between two entities: an association and municipality and Ecomuseum of Argenta's Valli it involves municipality, social and economic groups. In case of Ecomuseum of Carp Valley, which operates as Partnership of independent entities, it is govern by a coordinator (employed by an NGO) and General Assembly. Ecomuseum of Deer and of the Mesola Forest, which seems the most informal ecomuseum is managed by a group of volunteers.

3. Number of members involved in the Ecomuseum management

No	Ecomuseum	No of members involved in management
1.	Rendek Farm and Ecomuseum	2
2.	Golden Carp Fishing Museum	3
3.	Ecomuseum of Aquatic Plants	4
4.	Valley of Arts	5
5.	Szenna Open Air Museum	6
6.	Ecomuseum of Salt and Sea	6 (employed by municipality)
7.	Ecomuseum Mošćenička Draga	9
8.	Seasonal Lakes of Pivka Ecomuseum	9 (experts)
9.	Ecomuseum Batana	11
10.	Ecomuseum of Carp Valley	50
11.	Ecomuseum of Deer and of the Mesola Forest	-
12.	Ecomuseum of Argenta's Valli	-
13.	Open Air Museum Stübing	-

The level of member engagement in management varies between ecomuseums, from 2 to 50 (which is a total number of partners). In the extreme case of Ecomuseum of Carp Valley the number is due to the applied management system of general assembly which is involved in the decision-making process. However, the current management is done by a coordinator. It is also worth relating the number of members involved in the management with the total number of members. Four ecomuseums have up to 10 members: Rendek Farm and Ecomuseum (2), Ecomuseum of Aquatic Plants (4), Szenna Open Air Museum (6), Seasonal Lakes of Pivka Ecomuseum (9). In the latter 9 members constitute Expert Council. Though the numbers might not seem high they are (2-9) - they are high compering to the total number of members. Maybe in case of Szenna Open Air Museum, Seasonal Lakes of Pivka Ecomuseum all members are



involved. In two ecomuseum the number of members oscillates between 11 and 30: Valley of Arts (5) and Golden Carp Fishing Museum (3) which show less numerous representatives. There are four ecomuseums with number of members between 31 and 50: Ecomuseum Batana (11), Ecomuseum Moščenička Draga (9), Ecomuseum of Argenta's Valli, Ecomuseum of Salt and Sea (6). Though it is hard to say that members are highly represented in the management, however the number is reasonable from the point of view of effective and efficient managing - not complicating too much the process.

4. The way the governing body is appointed

No	Ecomuseum	The way governing body is appointed
1.	Valley of Arts	Appointed by the entity responsible for ecomuseum
2.	Golden Carp Fishing Museum	Appointed by the entity responsible for ecomuseum
3.	Rendek Farm and Ecomuseum	Appointed by the entity responsible for ecomuseum
4.	Szenna Open Air Museum	Appointed by the entity responsible for ecomuseum
5.	Ecomuseum of Salt and Sea	Appointed by the entity responsible for ecomuseum
6.	Ecomuseum Batana	Elected by all ecomuseum partners
7.	Ecomuseum Moščenička Draga	Elected by all ecomuseum partners
8.	Ecomuseum of Carp Valley	Elected by all ecomuseum partners
9.	Seasonal Lakes of Pivka Ecomuseum	Appointed by financing entity
10.	Ecomuseum of Aquatic Plants	Appointed by 'Civiltà delle Erbe Palustri' Cultural Association and the Municipality referent
11.	Ecomuseum of Deer and of the Mesola Forest	-
12.	Ecomuseum of Argenta's Valli	-
13.	Open Air Museum Stübing	-

In case of five ecomuseum the governing body is appointed by the entity responsible for ecomuseum. However, those are four different entities: for Ecomuseum of Salt and Sea and Szenna Open Air Museum it is public institution, for Valley of Arts NGO, for Golden Carp Fishing Museum private owner and for Rendek Farm and Ecomuseum company. To this group also Ecomuseum of Aquatic Plants could be added, as the governing body is appointed by "Civiltà delle Erbe Palustri" Cultural Association and the Municipality referent, that are responsible for the ecomuseum. Three ecomuseum have a fully democratic system - the governing body is elected by all ecomuseum partners: Ecomuseum Batana, Ecomuseum Moščenička Draga, Ecomuseum of Carp Valley. All three of them have numerous members 31-50 and over 50.



5. Employed staff to manage the Ecomuseum

No	Ecomuseum	Yes / No
1.	Ecomuseum Batana	Yes
2.	Ecomuseum of Argenta's Valli	Yes
3.	Ecomuseum of Aquatic Plants	Yes
4.	Ecomuseum of Salt and Sea	Yes
5.	Ecomuseum of Carp Valley	Yes
6.	Valley of Arts	Yes
7.	Golden Carp Fishing Museum	Yes
8.	Rendek Farm and Ecomuseum	Yes
9.	Szenna Open Air Museum	Yes
10.	Open Air Museum Stübing	Yes
11.	Ecomuseum Mošćenička Draga	No
12.	Seasonal Lakes of Pivka Ecomuseum	No
13.	Ecomuseum of Deer and of the Mesola Forest	No

Only three ecomuseums do not employ staff to manage it: Ecomuseum Mošćenička Draga (NGO), Seasonal Lakes of Pivka Ecomuseum (public institution), Ecomuseum of Deer and of the Mesola Forest. It is obvious in case of the latter, which is govern by a group of volunteers.

6. Number of employees

No	Ecomuseum	No of employees
1.	Ecomuseum Batana	4-5
2.	Ecomuseum of Argenta's Valli	4-5
3.	Ecomuseum of Aquatic Plants	4-5
4.	Rendek Farm and Ecomuseum	4-5
5.	Szenna Open Air Museum	4-5
6.	Ecomuseum of Salt and Sea	2-3
7.	Ecomuseum of Carp Valley	2-3
8.	Valley of Arts	>5
9.	Golden Carp Fishing Museum	>5
10.	Ecomuseum Mošćenička Draga	-
11.	Seasonal Lakes of Pivka Ecomuseum	-
12.	Ecomuseum of Deer and of the Mesola Forest	-
13.	Open Air Museum Stübing	-

Only two ecomuseums employ more than 5 people. Five ecomuseums employing staff have 4-5 employees.



7. Participation of all Ecomuseum partners in the decision-making process

No	Ecomuseum	Yes / No
1.	Ecomuseum Batana	Yes
2.	Ecomuseum Moščenička Draga	Yes
3.	Seasonal Lakes of Pivka Ecomuseum	Yes
4.	Ecomuseum of Argenta's Valli	Yes
5.	Ecomuseum of Carp Valley	Yes
6.	Valley of Arts	Yes
7.	Golden Carp Fishing Museum	Yes
8.	Rendek Farm and Ecomuseum	Yes
9.	Szenna Open Air Museum	Yes
10.	Ecomuseum of Aquatic Plants	No
11.	Ecomuseum of Salt and Sea	No
12.	Open Air Museum Stübing	No
13.	Ecomuseum of Deer and of the Mesola Forest	-

Only in three ecomuseum there is no practice to let all ecomuseum participate in the decision-making process. The remaining ecomuseum involve partners, however decisions concern various issues.

8. Kind of decisions all Ecomuseum partners participate in

No	Ecomuseum	Annual plans	Strategies	New partners	Current decisions	Others
1.	Ecomuseum Moščenička Draga	x	x	x	-	-
2.	Valley of Arts	x	x	x	-	-
3.	Golden Carp Fishing Museum	x	x	-	x	-
4.	Szenna Open Air Museum	x	x	-	x	-
5.	Ecomuseum of Carp Valley	x	-	x	x	x*
6.	Ecomuseum Batana	x	x	-	-	-
7.	Ecomuseum of Argenta's Valli	x	x	-	-	-
8.	Rendek Farm and Ecomuseum	-	x	x	-	-
9.	Seasonal Lakes of Pivka Ecomuseum	x	-	-	-	-
10.	Ecomuseum of Deer and of the Mesola Forest	-	-	-	-	-
11.	Ecomuseum of Salt and Sea	-	-	-	-	-
12.	Ecomuseum of Aquatic Plants	-	-	-	-	-
13.	Open Air Museum Stübing	-	-	-	-	-

* Changing by-law

Seven ecomuseums out of ten involving partners in decision-making process ensure their participation in making decision concerning annual plans and reports, six - concerning approving strategies. In four cases partners decide on accepting new partners/members. Three ecomuseums consult current decisions. Ecomuseum of Carp Valley additionally requires involvement of partners in making the decision on changing the by-law. This ecomuseum engages



partners most in approving annual plan / reports, new partners, changing by-law and consults current decisions. Four ecomuseums make partners participate in three categories of decisions: acceptance of annual plans / reports, strategies and either approval of new partners or in current issues: Ecomuseum Mošćenička Draga, Valley of Arts, Golden Carp Fishing Museum, Szenna Open Air Museum. The other three: Ecomuseum Batana, Ecomuseum of Argenta's Valli, Rendek Farm and Ecomuseum involve partners in two categories of decisions - first two in approval of annual plans / reports and strategies and the latter approval of strategies and new partners. Seasonal Lakes of Pivka Ecomuseum makes partners accept annual plans / reports.

9. Number of members collaborating in/with Ecomuseum

No	Ecomuseum	No of members
1.	Ecomuseum Batana	31 to 50
2.	Ecomuseum Mošćenička Draga	31 to 50
3.	Ecomuseum of Argenta's Valli	31 to 50
4.	Ecomuseum of Salt and Sea	31 to 50
5.	Seasonal Lakes of Pivka Ecomuseum	up to 10
6.	Ecomuseum of Aquatic Plants	up to 10
7.	Rendek Farm and Ecomuseum	up to 10
8.	Szenna Open Air Museum	up to 10
9.	Valley of Arts	11 to 30
10.	Golden Carp Fishing Museum	11 to 30
11.	Ecomuseum of Carp Valley	>50
12.	Ecomuseum of Deer and of the Mesola Forest	-
13.	Open Air Museum Stübing	-

There are four relatively big ecomuseums linking between 31 and 50 partners / members cooperating in ecomuseum: Ecomuseum Batana, Ecomuseum Mošćenička Draga, Ecomuseum of Argenta's Valli, Ecomuseum of Salt and Sea. Four others are rather small involving up to 10 partners / members: Seasonal Lakes of Pivka Ecomuseum, Ecomuseum of Aquatic Plants, Rendek Farm and Ecomuseum, Szenna Open Air Museum. Two are of medium size - 11-30 partners: Valley of Arts and Golden Carp Fishing Museum. Only in one case: Ecomuseum of Carp Valley the number of partners exceeds 50.

10. Any kind of a cooperation agreement Ecomuseum partners/members sign

No	Ecomuseum	Yes / No
1.	Ecomuseum of Salt and Sea	Yes
2.	Ecomuseum of Carp Valley	Yes
3.	Valley of Arts	Yes
4.	Rendek Farm and Ecomuseum	Yes
5.	Szenna Open Air Museum	Yes
6.	Ecomuseum Mošćenička Draga	No*
7.	Ecomuseum Batana	No
8.	Seasonal Lakes of Pivka Ecomuseum	No



9.	Golden Carp Fishing Museum	No
10.	Ecomuseum of Deer and of the Mesola Forest	-
11.	Ecomuseum of Argenta's Valli	-
12.	Ecomuseum of Aquatic Plants	-
13.	Open Air Museum Stübing	-

* Partners sign a membership / application form

Five ecomuseums declared their partners had to sign a document which confirmed their being a partner / member of ecomuseum: Ecomuseum of Salt and Sea, Ecomuseum of Carp Valley, Valley of Arts, Rendek Farm and Ecomuseum, Szenna Open Air Museum. In Ecomuseum Mošćenička Draga partners sign a membership / application form.

11. Kind of document Ecomuseum partners/members sign

No	Ecomuseum	Kind of document
1.	Ecomuseum of Carp Valley	Partnership declaration / agreement
2.	Rendek Farm and Ecomuseum	Partnership declaration / agreement
3.	Valley of Arts	Partnership declaration / agreement Cooperation agreement
4.	Szenna Open Air Museum	Cooperation agreement
5.	Ecomuseum of Salt and Sea	Contract
6.	Ecomuseum Batana	Membership of Association
7.	Ecomuseum Mošćenička Draga	-
8.	Seasonal Lakes of Pivka Ecomuseum	-
9.	Ecomuseum of Deer and of the Mesola Forest	-
10.	Ecomuseum of Argenta's Valli	-
11.	Ecomuseum of Aquatic Plants	-
12.	Golden Carp Fishing Museum	-
13.	Open Air Museum Stübing	-

Partners of Ecomuseum of Carp Valley, Rendek Farm and Ecomuseum and Valley of Arts sign a partnership declaration / agreement. Partners of the latter sign additionally cooperation agreement, that is the ecomuseum partners' document in Szenna Open Air Museum. The base of cooperation for partners in Ecomuseum of Salt and Sea is a contract. Partners of Ecomuseum Batana become members of Association-Ecomuseum House of Batana.

12. A procedure for new partners to join ecomuseum

No	Ecomuseum	Yes / No
1.	Ecomuseum of Carp Valley	Yes
2.	Valley of Arts	Yes
3.	Golden Carp Fishing Museum	Yes
4.	Szenna Open Air Museum	Yes
5.	Rendek Farm and Ecomuseum	Yes
6.	Ecomuseum Mošćenička Draga	Yes*
7.	Seasonal Lakes of Pivka Ecomuseum	No



8.	Ecomuseum of Argenta's Valli	No
9.	Ecomuseum of Aquatic Plants	No
10.	Ecomuseum of Salt and Sea	No
11.	Ecomuseum Batana	No
12.	Ecomuseum of Deer and of the Mesola Forest	-
13.	Open Air Museum Stübing	-

* but only for associate and honorary members: any member of the Ecomuseum can suggest an associate or honorary member and enclose an justification. The Assembly brings then the decision.

In case of five ecomuseums: Ecomuseum of Carp Valley, Valley of Arts, Golden Carp Fishing Museum, Szenna Open Air Museum and Rendek Farm and Ecomuseum partners have to go through a special procedure to become a partner/ member of ecomuseum. In Ecomuseum Mošćenička Draga it only concerns associate and honorary members: any member of the Ecomuseum can suggest an associate or honorary member and enclose an justification. The Assembly makes then the decision.

13. Criteria for new Ecomuseum partners / members

No	Ecomuseum	Yes / No
1.	Ecomuseum Batana	No
2.	Ecomuseum Mošćenička Draga	No
3.	Seasonal Lakes of Pivka Ecomuseum	No
4.	Ecomuseum of Argenta's Valli	No
5.	Ecomuseum of Aquatic Plants	No
6.	Ecomuseum of Salt and Sea	No
7.	Ecomuseum of Carp Valley	Yes
8.	Valley of Arts	Yes
9.	Golden Carp Fishing Museum	Yes
10.	Rendek Farm and Ecomuseum	Yes
11.	Szenna Open Air Museum	Yes
12.	Ecomuseum of Deer and of the Mesola Forest	-
13.	Open Air Museum Stübing	-

Five ecomuseums introduced criteria for partners / members of ecomuseum: Ecomuseum of Carp Valley, Valley of Arts, Golden Carp Fishing Museum, Szenna Open Air Museum, Rendek Farm and Ecomuseum. The latter has no procedure for approving new members but at the same time defined criteria so that there are guidelines for potential partners.

14. List of criteria in particular Ecomuseums

Ecomuseum of Carp Valley that all partners are obliged to fulfill following criteria:

- accessibility of sites they offer
- links to local culture



- authenticity of the place
- environmental-friendliness
- using local resources
- reliability of the information and delivered knowledge.

Valley of Arts

- operation within the Valley of Arts villages
- activity related to local cultural heritage
- participation in rural development

Golden Carp Fishing

- operating in traditional agriculture
- traditional land use
- historical ways of fishing activities

Rendek Farm and Ecomuseum

- eco-friendly agriculture activity
- local knowledge of customs

Szenna Open Air Museum

- connection to the goals of the Museum
- local activity
- willingness to support heritage protection and interpretation

15. Rules (bylaw) of how the ecomuseum operates

No	Ecomuseum	Yes / No
1.	Ecomuseum Batana	Yes
2.	Ecomuseum Moščenička Draga	Yes
3.	Seasonal Lakes of Pivka Ecomuseum	Yes
4.	Ecomuseum of Carp Valley	Yes
5.	Valley of Arts	Yes
6.	Golden Carp Fishing Museum	Yes
7.	Szenna Open Air Museum	Yes
8.	Ecomuseum of Argenta's Valli	No
9.	Ecomuseum of Aquatic Plants	No
10.	Ecomuseum of Salt and Sea	No
11.	Rendek Farm and Ecomuseum	No
12.	Ecomuseum of Deer and of the Mesola Forest	-
13.	Open Air Museum Stübing	-



Seven ecomuseums apply special rules as a base of operation: Ecomuseum Batana, Ecomuseum Moščenička Draga, Seasonal Lakes of Pivka Ecomuseum, Ecomuseum of Carp Valley, Valley of Arts, Golden Carp Fishing Museum, Szenna Open Air Museum.

II. Mode of financing ecomuseum

16. The main sources of financing ecomuseum (in percentage)

No	Ecomuseum	Public financing	Project-based	Sale of offers	Others
1.	Ecomuseum of Salt and Sea	100%	-	-	-
2.	Szenna Open Air Museum	100%	-	-	-
3.	Ecomuseum of Carp Valley		100%	-	-
4.	Ecomuseum Batana	50%	35%	14%	1%*
5.	Valley of Arts	20%	10%	70%	
6.	Rendek Farm and Ecomuseum	10%	50%	40%	
7.	Golden Carp Fishing Museum	-	10%	30%	60%**
8.	Ecomuseum of Argenta's Valli	75%	-	-	-
9.	Ecomuseum Moščenička Draga	20%	80%	-	-
10.	Seasonal Lakes of Pivka Ecomuseum	98%	-	2%	-
11.	Ecomuseum of Aquatic Plants	-	-	-	-
12.	Ecomuseum of Deer and of the Mesola Forest	-	-	-	-
13.	Open Air Museum Stübing	-	-	-	-

* membership

** Fish Farm income

Only three ecomuseums are based on unique source of financing: two depending on public source: Ecomuseum of Salt and Sea and Szenna Open Air Museum and a project-based Ecomuseum of Carp Valley. Ecomuseum Batana benefits from four different sources - half of the budget is delivered from public funds, the smallest income comes from membership - 1%. Three ecomuseums have three sources of financing: Rendek Farm and Ecomuseum and Valley of Arts - both have quite high income from sales of offer - in case of Valley of Arts it makes up majority - 70%. The third to have three sources is Golden Carp Fishing Museum, which is not financed from public source but has a high income from Fish Farm. Ecomuseum Moščenička Draga is mostly project-based while Seasonal Lakes of Pivka Ecomuseum and Ecomuseum of Argenta's Valli are mostly dependent on public money.

17. Partners participation in Ecomuseum operation cost

No	Ecomuseum	Yes / No
1.	Ecomuseum Batana	Yes
2.	Ecomuseum Moščenička Draga	Yes
3.	Ecomuseum of Argenta's Valli	Yes
4.	Ecomuseum of Aquatic Plants	Yes
5.	Valley of Arts	Yes



6.	Golden Carp Fishing Museum	Yes
7.	Rendek Farm and Ecomuseum	Yes
8.	Seasonal Lakes of Pivka Ecomuseum	No
9.	Ecomuseum of Salt and Sea	No
10.	Ecomuseum of Carp Valley	No
11.	Szenna Open Air Museum	No
12.	Ecomuseum of Deer and of the Mesola Forest	-
13.	Open Air Museum Stübing	-

In case of seven ecomuseums partners participate in ecomuseum operational costs. Four others declare not to have procedures to involve partners in co-financing operational costs.

18. The way partners participation in Ecomuseum cost is organized

No	Ecomuseum	Month / Annual fee	Paying for services	Mark-up on prices of partners services	Others
1.	Ecomuseum Batana	x	-	-	-
2.	Ecomuseum Mošćenička Draga	x	-	-	-
3.	Ecomuseum of Argenta's Valli	x	-	-	-
4.	Valley of Arts	x	x	-	-
5.	Ecomuseum of Aquatic Plants	-	x	-	-
6.	Rendek Farm and Ecomuseum	-	x	-	-
7.	Golden Carp Fishing Museum	-	-	x	-
8.	Ecomuseum of Salt and Sea	-	-	-	-
9.	Ecomuseum of Deer and of the Mesola Forest	-	-	-	-
10.	Seasonal Lakes of Pivka Ecomuseum	-	-	-	-
11.	Ecomuseum of Carp Valley	-	-	-	-
12.	Szenna Open Air Museum	-	-	-	-
13.	Open Air Museum Stübing	-	-	-	-

Partners of four ecomuseums participate in operational cost in the form of annual fees: Ecomuseum Batana, Ecomuseum Mošćenička Draga, Ecomuseum of Argenta's Valli and Valley of Arts. In the latter partners pay also for some services, which is also the case in Ecomuseum of Aquatic Plants and Rendek Farm and Ecomuseum. Only in Golden Carp Fishing Museum operational cost are also paid from mark-up on prices of partners services



III. Ecomuseum operation and promotion

19. Character of Ecomuseum: territory or a place (like one building, a mill, etc.) based

No	Ecomuseum	Territory-based	Place-based
1.	Ecomuseum Batana	x	-
2.	Ecomuseum Mošćenička Draga	x	-
3.	Seasonal Lakes of Pivka Ecomuseum	x	-
4.	Ecomuseum of Deer and of the Mesola Forest	x	-
5.	Ecomuseum of Argenta's Valli	x	-
6.	Ecomuseum of Salt and Sea	x	-
7.	Ecomuseum of Carp Valley	x	-
8.	Valley of Arts	x	-
9.	Rendek Farm and Ecomuseum	x	-
10.	Szenna Open Air Museum	x	-
11.	Ecomuseum of Aquatic Plants	-	x
12.	Golden Carp Fishing Museum	-	x
13.	Open Air Museum Stübing	-	x

Only three ecomuseums are place-based, the other ten are territory based.

20. A physical space designated for Ecomuseum activity

No	Ecomuseum	Country
1.	Ecomuseum Batana	The Interpretation and Documentation Centre - old harbor house, Spacio Matika (traditional local tavern)
2.	Ecomuseum Mošćenička Draga	The Ecomuseum has an office located in the building of the Municipality of Mošćenička Draga. It uses also the Interpretation Center in Mošćenička Draga.
3.	Seasonal Lakes of Pivka Ecomuseum	The Seasonal Lakes of Pivka Ecomuseum
4.	Ecomuseum of Argenta's Valli	There is a didactic room in the museum. More activities take place during cultural events in the village of Argenta and in other villages or fairs
5.	Ecomuseum of Aquatic Plants	The activities take place in the didactic room of a building
6.	Ecomuseum of Salt and Sea	Communal Spaces (Salt Warehouses)
7.	Ecomuseum of Carp Valley	The office (promotional materials, meeting space, information center). Partners deliver space for ecomuseum activities: handicraft and cuisine workshops, exhibitions, outdoor activities (nature and landscape experience), demonstrations (e.g. mill, bee farms).
8.	Valley of Arts	There is no one dedicated physical space but following its characteristics, 1-2 spaces dedicated to that in each villages. The central physical space is village mill in Kapolcs. Additionally several spaces are given from old handicraft houses to private gardens.
9.	Golden Carp Fishing Museum	Yes, the old protected building of the Golden Carp



		Museum plus Rétimajor as bird watching and fishing area
10.	Rendek Farm and Ecomuseum	Building dedicated as Farm Museum
11.	Szenna Open Air Museum	The open-air has buildings used for interpretation
12.	Open Air Museum Stübing	The Open-Air Museum's compound, which is composed of many renovated traditional buildings from all over Austria
13.	Ecomuseum of Deer and of the Mesola Forest	-

Most ecomuseums have special space for receiving visitors (interpretation / information centers and spaces devoted for specific activities (e.g. crafts, classes, open-air education).

21. Responsibility for shaping ecomuseum offer

No	Ecomuseum	All partners	Governing body	Specific unit / department of the ecomuseum	Other
1.	Ecomuseum Batana	-	x*	-	-
2.	Ecomuseum Mošćenička Draga	-	x	-	-
3.	Ecomuseum of Salt and Sea	-	x	-	-
4.	Rendek Farm and Ecomuseum	-	x	-	-
5.	Szenna Open Air Museum	-	x	-	-
6.	Ecomuseum of Argenta's Valli	x	-	-	-
7.	Ecomuseum of Carp Valley	x	-	-	-
8.	Valley of Arts	-	-	x	-
9.	Golden Carp Fishing Museum	-	-	x	-
10.	Seasonal Lakes of Pivka Ecomuseum	-	x	x	-
11.	Ecomuseum of Aquatic Plants	-	-	-	x**
12.	Ecomuseum of Deer and of the Mesola Forest	-	-	-	-
13.	Open Air Museum Stübing	-	-	-	-

* after receiving the program by the Professional program manager and/or President

** The member of "Civiltà delle Erbe Palustri" Cultural Association

In five ecomuseums governing body is responsible for shaping the offer: Ecomuseum Mošćenička Draga, Ecomuseum of Salt and Sea, Rendek Farm and Ecomuseum, Szenna Open Air Museum and Ecomuseum Batana. In the latter it is based on a program delivered by Professional program manager and/or President. In two ecomuseums: Ecomuseum of Argenta's Valli and Ecomuseum of Carp Valley partners cooperate to prepare the common offer. Two others entrust specific unit / department of the ecomuseum with shaping the offer: Valley of Arts and Golden Carp Fishing Museum. In Seasonal Lakes of Pivka Ecomuseum the duty is shared by the governing body and specific unit / department of the ecomuseum, while in Ecomuseum of Aquatic Plants it is carried out by The member of "Civiltà delle Erbe Palustri" Cultural Association (which is part of governing body).



22. Average number of visitors per year

No	Ecomuseum	No of visitors
1.	Valley of Arts	200 000
2.	Seasonal Lakes of Pivka Ecomuseum	20 000
3.	Szenna Open Air Museum	20 000
4.	Ecomuseum of Argenta's Valli	11 000
5.	Golden Carp Fishing Museum	> 10 000
6.	Rendek Farm and Ecomuseum	5 500
7.	Ecomuseum Batana	5 000
8.	Ecomuseum Mošćenička Draga	5 000*
9.	Ecomuseum of Aquatic Plants	3 600
10.	Ecomuseum of Carp Valley	1 000
11.	Ecomuseum of Salt and Sea	-**
12.	Ecomuseum of Deer and of the Mesola Forest	-
13.	Open Air Museum Stübing	-

* The number is hard to determine since the Ecomuseum consists of 4 separate centers (Mošćenička Draga, Mošćenice, Brseč and the area around the hill Perun (mostly visited by hikers, runners and mountaineers). The Interpretation center House of the Sea in Mošćenička Draga has had around 2000 visitors. We estimate the total number of visitors for the whole Ecomuseum around 5000.

** Not calculable because there is no fixed physical structure.

Ecomuseums differ considerably referring to the number of visitors - from 200 000 to 1 000. The majority (seven) oscillate between 5 000 and 20 000.

23. Common Ecomuseum visualization template, used by all partners

No	Ecomuseum	Yes / No
1.	Ecomuseum Batana	Yes
2.	Ecomuseum Mošćenička Draga	Yes
3.	Seasonal Lakes of Pivka Ecomuseum	Yes
4.	Ecomuseum of Carp Valley	Yes
5.	Valley of Arts	Yes
6.	Golden Carp Fishing Museum	Yes
7.	Rendek Farm and Ecomuseum	Yes
8.	Szenna Open Air Museum	Yes
9.	Ecomuseum of Argenta's Valli	No
10.	Ecomuseum of Aquatic Plants	No
11.	Ecomuseum of Salt and Sea	No
12.	Ecomuseum of Deer and of the Mesola Forest	-
13.	Open Air Museum Stübing	-

In eight ecomuseums partners use common visualization template to make the communication system clear and coherent. In three other they leave the freedom to partners.



24. A range of promotion materials used in Ecomuseum

No	Ecomuseum	WP	M	L	G	MA	P	NL	B	FB	T	I
1.	Open Air Museum Stübing	x	x	x	x	x	x	x		x		x
2.	Ecomuseum of Argenta's Valli	x	x	x	x		x	x		x	x	
3.	Seasonal Lakes of Pivka Ecomuseum	x	x	x			x			x		x
4.	Ecomuseum of Salt and Sea	x	x	x			x			x		x
5.	Valley of Arts	x	x			x	x			x		x
6.	Ecomuseum Batana	x		x			x			x		x
7.	Ecomuseum of Aquatic Plants	x		x	x		x			x		
8.	Ecomuseum 'Carp Valley'	x	x	x		x						
9.	Golden Carp Fishing Museum	x	x	x						x		
10.	Rendek Farm and Ecomuseum	x	x	x						x		
11.	Szena Open Air Museum	x	x	x						x		
12.	Ecomuseum Mošćenička Draga			x			x					
13.	Ecomuseum of Deer and of the Mesola Forest											
		11	10	11	3	3	8	2	0	10	1	5

WP = Webpage, M = Maps, L = Leaflets, G = Guides, MA = Mobile application, P = Posters, NL = Newsletter, B = Bulletin, FB = Facebook Fanpage, T = Twitter, I = Instagram

The most common promotion materials is leaflet and webpage, used by 11 ecomuseums. Very popular is also Facebook and printing maps - 10 ecomuseums. Eight ecomuseums inform visitors about ecomuseum offer through posters. Less popular is placing photos on Instagram (5), making mobile applications (3) and guides (3). Sporadically, ecomuseums use newsletters or Twitter.



V. Conclusions

The number of analysed ecomuseums does not allow to draw wide conclusions or make universal models. It rather let us look into some phenomena, find out interesting solutions applied by other project partners and introduce improvements based on their experiences. There are differentiated management systems among analysed ecomuseums. The results of analyses will be important source for planning workshops on management of ecomuseum to share with project partners and stakeholders involved in particular ecomuseums.

The fundamental difference is the legal status, which, in our opinion, affects other management approaches and solutions. To build models we used this feature as the first criterion and build models for ecomuseums of specific status.



PUBLIC INSTITUTION

Seasonal Lakes of Pivka Ecomuseum
Ecomuseum of Argenta's Valli
Ecomuseum of Aquatic Plants
Ecomuseum of Salt and Sea
Szenna Open Air Museum

GOVERNING BODY

Executive board (1)

Scientific committee/Expert council

Municipality in collaboration (2)

APPOINTED BY

Entity responsible for ecomuseum

Financial entity (one case)

NUMBER OF EMPLOYEES

4-5 (3)

2-3 (1)

NO (1)

DECISIONS MADE BY ALL PARTNERS

Annual plans (3)

Strategies (2)

Current decisions (1)

NUMBER OF PARTNERS

Up to 10 (3)

31 to 50

PARTNERS DOCUMENT

Mostly: no

Cooperation agreement

Contract (1)

PROCEDURE FOR NEW PARTNERS

Mostly: no (one exception)

BYLAW

No (3)

Yes (2)

MODE OF FINANCING

Public: 75 - 100%

Sale of offers: 2%

PARTNERS PARTICIPATION IN COST

Month/annual fee (1)

Paying for services (1)

NUMBER OF VISITORS

20 000 (2)

11 000 (1)

3 600 (1)



NGO

Ecomuseum Batana
Ecomuseum Mošćenička Draga
Valley of Arts
Open Air Museum Stübing

GOVERNING BODY

Executive board

APPOINTED BY

Elected by all ecomuseum partners (2)

Entity responsible for ecomuseum (1)

NUMBER OF EMPLOYEES

>5

4-5

No

DECISIONS MADE BY ALL PARTNERS

Annual plans, strategies and new partners (2)

Annual plans, strategies (1)

NUMBER OF PARTNERS

31 to 50 (2)

11 to 30 (1)

No (1)

PARTNERS DOCUMENT

No (2)

Partnership declaration /Cooperation agreement

Membership of Association

PROCEDURE FOR NEW PARTNERS

Yes (2)

No (1)

BYLAW

Yes (3)

MODE OF FINANCING

Public: 20-50%

Project: 10-80%

Sale of offers: 14-70%

Membership: 1%

PARTNERS PARTICIPATION IN COST

Month/annual fee (2)

Paying for services (1)

NUMBER OF VISITORS

5 000 (2)

200 000 (1)



PRIVATE / COMPANY

Golden Carp Fishing Museum
Rendek Farm and Ecomuseum

GOVERNING BODY

Executive board

APPOINTED BY

Entity responsible for ecomuseum

NUMBER OF EMPLOYEES

>5

4-5

DECISIONS MADE BY ALL PARTNERS

Annual plans, strategies and new partners

Strategies and new partners

NUMBER OF PARTNERS

up to 10

11 to 30

PARTNERS DOCUMENT

No

Partnership declaration / agreement

PROCEDURE FOR NEW PARTNERS

Yes

BYLAW

Yes

No

MODE OF FINANCING

Public: 10%

Project: 10-50%

Sale of offers: 30-40%

Fish Farm income: 60%

PARTNERS PARTICIPATION IN COST

Mark-up on prices of partners services (1)

Paying for services (1)

NUMBER OF VISITORS

5 500 (1)

>10 000 (1)



PARTNERSHIP OF INDEPENDENT ENTITIES

Ecomuseum of Carp Valley

GOVERNING BODY

Coordinator and General Assembly

APPOINTED BY

Elected by all ecomuseum partners

NUMBER OF EMPLOYEES

2-3

DECISIONS MADE BY ALL PARTNERS

Annual plans, new partners, current decisions and changing by-law

NUMBER OF PARTNERS

>50

PARTNERS DOCUMENT

Partnership declaration / agreement

PROCEDURE FOR NEW PARTNERS

Yes

BYLAW

Yes

MODE OF FINANCING

Project: 100%

PARTNERS PARTICIPATION IN COST

No

NUMBER OF VISITORS

1 000



Ecomuseums of various status apply various management solutions. The groups of specific status are not homogenous and they differ between each other. However there are three features that seem to be more typical for those groups: governing bodies, the way to appoint them and mode of financing. In case of public institutions there is no one category to governing bodies: scientific committee or experts council, municipality collaborating with social or economic entities or executive board, which in most cases are appointed by entities responsible for ecomuseum or financial entity. They are dependent on public funds at least in 75% up to 100% (2 cases). While in ecomuseums of NGO status governing bodies are always executive boards, more often elected by ecomuseum partners and their sources of funds are more differentiated: public funds, projects as well as sales of offers which reach up to 70% of the income. Ecomuseums operating as a company or private initiative they have executive boards appointed by entities responsible for ecomuseum and they are also more flexible concerning their source of financing. The only ecomuseum of a partnership of independent entities status seems following most democratic rules involving partners in all kind decision-making process, where the governing body is General Assembly in cooperation with an appointed coordinated elected by all ecomuseum partners.