



Culture and Tourism

Mini Case Study Interreg Italy-Austria: Transmuseum Work Package 9

*Ex post evaluation of Cohesion Policy programmes
2007-2013, focusing on the European Regional Development
Fund (ERDF) and the Cohesion Fund (CF)*

Contract: 2014CE16BAT034



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Contact: *Violeta Piculescu*

E-mail: *REGIO-B2-HEAD-OF-UNIT@ec.europa.eu*

*European Commission
B-1049 Brussels*

Ex post evaluation of Cohesion Policy programmes 2007- 2013, focusing on the European Regional Development Fund (ERDF) and the Cohesion Fund (CF)

Work Package 9: Culture and Tourism - Case Study
Cross-border Italy-Austria Interreg IV Programme

Mini Case Study Transmuseum

Contract: 2014CE16BAT034

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The European Commission's Directorate-General for Regional and Urban Policy (DG REGIO) is undertaking an ex post evaluation of Cohesion Policy programmes financed by the European Regional Development Fund (ERDF) and the Cohesion Fund (CF) during the period 2007-2013 in regions covered by the Convergence, Regional Competitiveness & Employment and European Territorial Cooperation objectives in the 28 member states.

The Consortium IRS-CSIL-CISET-BOP was selected to undertake ex-post evaluation on 'Culture and Tourism' (Work Package 9). An important element within the evaluation is a series of case study analyses of NUTS2 regions covering interventions co-financed by ERDF during the 2007-2013 programming period.

In addition to the full case studies (at region programme level), the evaluation also includes two mini-case studies (focused on individual projects) for each regional case study. As with the regional programme case studies, mini-case studies are based on desk-based research and semi-structured face-to-face interviews with the main participants involved in the chosen projects.

This report presents the results of a mini-case study concerning the creation of a transnational network of small and medium size museums in the cross-border mountain area and the improvement of the quality and services offered by the museums participating in the project in order to put to better use and promote the historical and cultural heritage of the museums and related territories.

The report begins with a brief synthesis of the project before moving on to detailed description and presentation of the results of the analysis undertaken. The report ends with a review of the main conclusions of the study, together with a series of lessons learnt for future policymaking.

The mini case study was based on documentary research and four semi-structured interviews. Selection of the interviewees formed part of the broader ROP evaluation exercise?? in the context of which the mini case studies were conducted, and were selected as being key actors in the design and delivery of the project. They are:

Name of the person	Institution, position and role in the project	Contacts
Iolanda Da Deppo	Gal Alto Bellunese and in the past Centro Cadore Mountain Community Project coordinator	gal.cooperazione@dolomites.com
Silvia Tricarico and Clara Peranetti	Veneto Region Members of the project team	Silvia.Tricarico@regione.veneto.it
Daniela de Prato	Carnia Mountain Community and CarniaMusei Member of the project team	daniela.deprato@cmcarnia.regione.fvg
Sandra Careccia	Regio L Member of the project team	info@regioL.at
Franca Merluzzi	Friuli Venezia Giulia (cataloguing centre)	franca.merluzzi@regione.fvg.it

Source: the author

1. Synthesis

The project was implemented within the Interreg IV Italy-Austria Programme, priority 2.6 "Social policies, culture and health".

From the financial point of view, with a budget of 1,424,793.29 euro, of which 899,305.73 euro ERDF funds, Transmuseum was among the major projects financed by the Programme in the cultural field.

The project was implemented by a partnership of 5 consisting of the: Centro Cadore Mountain Community (Lead partner), Friuli Venezia Giulia Region (cataloguing centre), Veneto Region, Carnia Mountain Community, Livinallong del Col di Lana Municipality and REGIO L from Landeck district.

Project implementation took place between 2008 and 2011.

The project aimed to create a cross-border network between museums and territorial institutions in charge of cultural and local development policies in the three project areas.

Specifically the project promoted:

- Exchanges of ideas, experiences and good practices among the project partners and the museums in the three project areas;
- development of homogenous cross-border qualitative standards on stocktaking and cataloguing of cultural goods, training of museum staff and museum didactics;
- stocktaking and cataloguing of cultural goods, training of museum operators and development of educational cultural offers following the quality standards designed in the previous phase;
- infrastructural interventions and revision of the museum collections and exhibitions in order to improve their presentation to the public;
- joint promotion of museums in the three project areas.

Overall, the project involved 50 museums in the three project areas selected based on the value of their cultural heritage, their needs for quality improvement, interest in cooperating with other museums and in implementing new tools and management systems, and the value of the collections. The museums had also to be open to the public.

The local communities and museum stakeholders were the end-users of the project.

The project completed all the scheduled activities on time and obtained several outputs (e.g. 6,608 stocktaking and cataloguing cards published online; organisation of several training courses and seminars in the three project areas, implementation of 38 educational activities, etc.), as detailed in the main text.

In terms of results, the project managed to create a cross-border community of practice consisting of museums and territorial institutions in charge of cultural and local development in the three-project area. They have continued cooperating on the

enhancement of small museums in mountain areas within the framework of the ADMuseum project to improve accessibility to such museums.

The project also contributed to forging a sense of belonging to a single area characterized by common values, traditions, history and culture.

In addition, the project managed to increase the attractiveness of the museums, supporting their role as crucial actors for territorial social cohesion and local development.

The success of the project was favoured by: i) qualitative partnerships of recognised and reliable experts in the field of stocktaking, cataloguing and museum didactics, which resulted in increased mutual confidence among the partners; ii) shared views and objectives regarding the role of small museums in the cross-border mountain area; iii) partnership management tools (clear division of responsibilities, continuous feedback, etc.); iv) creation of win-win cooperation among all project partners and participating museums; v) development of concrete products that proved their benefits for all the museums, inducing them to join forces in creating quality museums.

The project could have not had the same comprehensiveness and added value for the participating museums without Interreg funding. Indeed, public funds are essential for supporting investments in quality management of small museums in mountain areas as well as for providing incentives to cross-border cooperation in this field.

2. Background information

Country: Italy and Austria

Region: Veneto, Friuli Venezia Giulia and Tyrol

Full project title: Transmuseum

Duration of project: 2008-2011

Key words: culture, cross-border cooperation, museums

Funding:

Total budget: 1,425,882 €

ERDF contribution: 900,000 €

National budget¹: 277,500€

Regional budget: 22,500 €

Private contribution²: 30,000 €

Local contribution³: 195,882 €

ERDF Objective:

Convergence

Competitiveness

Territorial cooperation

Motivation for selection

The project was selected for in-depth analysis for the following reasons:

- Relevance to the objectives of the Italy-Austria Interreg IV Programme in the field of culture;
- Financial weight of the ERDF funding;
- Relevance of the project to mountain areas, characterising almost the entire intervention area of the Programme;
- Relevant project outputs
- Continuity of the project and partnership.

¹ Reference is to the co-funding resources for Italian partners

² Financial resources allocated by the Austrian partner

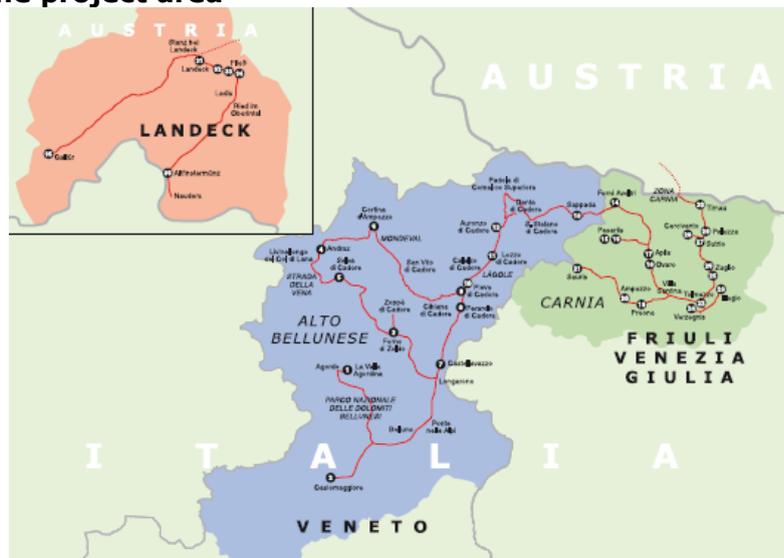
³The local contribution includes the financial resources of the municipalities in charge of the museums involved in the project

3. Project description

The Project is financed within the priority 2.6 “Social policies, culture and health” of the programme 2007-2013 Interreg IV Italy-Austria.

The Centro Cadore Mountain Community is the project lead partner. Friuli Venezia Giulia Region (cataloguing centre), Veneto Region, Carnia Mountain Community and Regio L are the other project partners.

Figure 3.1. The project area



Source: Trasmuseum: itinerari tra natura e musei

3.1 Project overall objectives and purposes

The general objective of the project is to **create a cross-border network between museums and different institutions in charge of cultural and local development in the cross-border mountain areas** of Alto Bellunese (Italy, Veneto Region), Carnia (Italy, Friuli Venezia Region) and Landeck (Tyrol, Austria) through:

- joint development and improvement in the management of cultural resources in the area;
- active involvement of the small and medium museums in the three territories.

The project specific objectives consist in:

- increasing in the protection of the cultural heritage of the museums participating;
- boosting collaboration between the Italian and Austrian project partners and museums in order to avoid fragmented promotion of the cultural heritage in the project area;
- improvement in the services, usability and accessibility of the museums involved in the project;
- improvement in the communication capacities of the project museums;

- promotion of exchanges of ideas and experiences between the museum operators;
- development of cross-border quality standards in the cultural supply of the museums;
- creation of a cross-border management and marketing system for the museums that can enhance both their tourist potential and their role in improving the citizens' quality of life and knowledge of their local and cross-border territory, history and culture;
- contribution to the creation of new job opportunities for people in the project area (small mountainous areas).

The **objectives of the project are coherent with the rationale of the Interreg programme** consisting in incentivising cross-border cooperation to cope with the fragmented management and promotion of natural and cultural resources in the programme area. Furthermore, they are also **coherent with the Interreg strategy in the cultural field**:

- culture as tourist attractor: enhancing the tourist potential of cultural resources in the programme area;
- culture as social cohesion and place branding – enhancing the role of culture in creating a common cross-border identity in the programme area and in improving citizens' lives.

In addition, the project objectives are **coherent with those of wider regional strategies on both the Italian and the Austrian sides**, as detailed below in the chapter "Political and strategic context".

3.2 Project beneficiaries

The main project beneficiaries are **50 small museums in the mountainous Carnia, Alto Bellunese and Landeck areas**, selected on the following criteria:

- value of their cultural heritage;
- being open to the public;
- needs expressed in creating a qualitative management system.

Figure 3.2. Museums involved in the project



Source: <http://www.transmuseum.org/ita/musei.php> N.B. **archaeological museum**

The **cross-border local communities** are also project beneficiaries. The project directly targeted them through its various activities (e.g. training, implementation of the educational and cultural supply realised within the project, involvement of local and cross-border artists in the design of exhibitions, etc.).

3.3 Project activities

The project is characterized by **close integration between hard** (infrastructural investments) and **soft interventions** (analyses, development of quality tools, methodologies and standards, marketing of museums involved, etc.), as shown in the table below.

Table 3.1. Project activities, needs and objectives addressed by them

Activity	Needs addressed	Actions undertaken	Project objectives to which it contributes
Soft activities			
Analysis of the current situation of 36 museums in the project area (Cadore, Carnia and Landek)	Lack of systemic information on the management systems of museums involved	<p>Analysis of:</p> <ul style="list-style-type: none"> The museum management and human resources systems; The protection, study and presentation of articles conserved in the museums; Relations between the museums and their reference territory; The services offered to the public <p>The analysis was based on a questionnaire jointly designed by the project partners and numerous interviews with the managers and staff of the 36 museums.</p>	<p>improvement in the services supplied, usability and accessibility of museums involved in the project</p> <p>development of cross-border quality standards in the museums' cultural services</p> <p>creation of a cross-border management and marketing system for the museums</p>
Stocktaking and cataloguing of the articles conserved in the museums	<p>Poor or lacking stocktaking and cataloguing systems in the museums analysed; this compromised the quality, usability and legal compliance⁴ of the museums;</p> <p>Weak or lacking specific competences in these fields in the project area</p> <p>Lack of a cross-border stocktaking and cataloguing system based on common elements</p>	<p>Exchanges of ideas and experiences among the project partners to establish common criteria and system in this field</p> <p>Design of a cross-border stocktaking and cataloguing chart</p> <p>Stocktaking and digital cataloguing of articles conserved in museums with poor or no such system</p> <p>Training and informative activities for both museum staff (museums in Carnia and Landeck) and other persons wishing to acquire professional competences and knowledge in this field (courses for a wide public in Cadore area)</p>	<p>improvement in the services supplied, usability and accessibility of museums involved in the project</p> <p>development of cross-border quality standards in the cultural supply of the museums</p> <p>creation of a cross-border management and marketing system for the museums</p> <p>improved protection of the museums' cultural heritage</p> <p>contribution to the creation of new job opportunities for people in the project area (small mountainous areas)</p> <p>promotion of exchanges of ideas and experiences between the museum operators</p>
Common	Weak and	Training and workshops for museum	improvement in the services

⁴ There are mandatory conditions for recognition of a museum as such at both the regional and national level in Italy

Activity	Needs addressed	Actions undertaken	Project objectives to which it contributes
methodologies, tools and guidelines for improving museum didactics	inadequate innovation in the educational and cultural supply of the museums;; compromising their capacity to communicate the value of their cultural heritage for the local and cross-border area	staff in the project area; Exchange of experiences between the project partners and the museum staff Development of joint methodologies and guidelines on how to design an innovative and qualitative educational and cultural supply in museums in mountain areas Redefinition/definition of the educational and cultural supply of some of the museums Design of joint educational projects in one museum for each project area Development and implementation of an educational and cultural service for schools	supplied, usability and accessibility of the museums development of cross-border quality standards in the cultural services of the museums creation of a cross-border management and marketing system for the museums promotion of exchange of ideas and experiences between the museum operators
Cross-border marketing of museums	Inadequate/weak promotion of the cultural heritage represented by some of the museums Scant attention paid to the tourist potential of the museums	Reorganisation of permanent collection display in some of the museums Organisation of specific exhibitions promoting common cross-border identity, culture and history Organisation of specific cultural services for particular stakeholders like tourist operators Promotion of museums in journals, newspapers, etc. Project website promoting all museums and their collections	creation of a cross-border management and marketing system for the museums improvement in the services supplied, usability and accessibility of the museums involved in the project improvement in the museums' communication capacities contribution to the creation of new job opportunities for people in the project area (small mountainous areas)
Exchange of experiences and ideas among the project partners and museum staff	Fragmented promotion and management of museums and cultural heritage on either side of the border)	Exchange of ideas between the museums to be established to incentivise collaboration on joint cultural and educational services	promotion of exchange of ideas and experiences between the museum operators
Hard interventions			
Infrastructural investments	Inadequate digitalisation of museum display Poor accessibility to some of the museums due to structural problems in the museum buildings	Infrastructural interventions to enhance museum display Refurbishment of the Museum of Andraz collection display Improvement in the multimedia equipment used by museums	improvement in the services offered, and in the usability and accessibility of the museums

Source: project documents and interviews to project actors

The **breakdown of the project funding between soft (64% of the overall financial resources) and hard interventions (36% of the overall financial resources) is coherent with the project objectives**, focused on the creation of a network of museums and joint development of their services, quality and territorial role.

As to the infrastructural interventions implemented by the project, it is worth noting that one museum (Andraz Castle) absorbs more than half of the funding dedicated to them. It is to be noted that when the project was planned, this museum had already received national funds for refurbishment. In this case the Interreg funding served mostly for completion of the infrastructural works not covered by the national resources.

Summing up, we may conclude that the **project activities proved adequate for implementation of the project objectives.**

3.4 Main project outputs

The project achieved numerous outputs including, most notably:

- 1 cross-border pre-cataloguing card.
- 1 cross-border manual on museum didactics in mountain district museums printed in 1,900 copies.
- 600 booklets on cross-border museum didactics.
- Digital stocktaking and cataloguing of 11 museums.
- Publication of 6,000 copies of the “Bleiben oder Gehen” catalogue, including the material and immaterial goods and works and the permanent collections of the Museum of the Landeck Castle.
- 6 informative/training courses for the museum staff and more in general for citizens in the project area.
- Over 200 educational and cultural laboratories for schools in the project area organized by the museums.
- 38 educational activities for citizens and tourists in the project area.
- Around 147,000 promotional project and museum brochures.
- 6 guided visits for tourist operators involving 4 museums.
- 5 conferences for local communities involving 5 museums.
- 5 projects for the joint development and promotion of the museums.
- 1 booklet presenting the project museums included in the Touring Club monthly journal; the journal was sent to over 40,000 subscribers.
- Refurbishment of the Milk Museum in Cadore and of the Andraz Museum.
- Numerous publications and promotional materials.
- Numerous multimedia tools.

A full list of outputs is included in Annex.

4. Political and strategic context

The project is implemented in three areas:

- Alto Bellunese, in the province of Belluno (Veneto region) including 5 mountain communities (Comelico and Sppada; Centro Cadore; Valle del Boite; Cadore Longaronese; Zoldo and Agordina).
- Carnia (Friuli Venezia Giulia), including the Mountain Community of Carnia.
- Landeck district in Tyrol.

The project area is mountainous, with small and medium mountain villages (populations ranging from 500 to 30,000).

The project includes both areas popular among tourists (Landeck) and others that see rather less tourism (Carnia and Alto Bellunes).

Both Alto Bellunese and Carnia had been important industrial sites for the production of glasses and wood products. With the economic crisis and the closure/delocalisation of most of the factories in the two areas, a new local development model has been adopted, based on sustainable development, promotion and management of the natural and cultural heritage in the area to enhance tourism. Furthermore, the two areas – competitors on the tourist market – have been increasing collaboration to enhance their tourist potential.

From a cultural point of view, the project area is characterised by the presence of numerous small mountain area museums bringing out the natural, historical and cultural heritage of the project areas and most of all gathering collective memories. Most of these have a civic origin, meaning that local communities created them, and they are generally run by volunteers. In addition, the last few years have seen a steady increase in the private collections that are not usually structured as museums.

While on the Austrian side museums serve tourist interests, on the Italian side they have a social role (educating local communities in their history, traditions, nature and culture and increasing citizens' quality of life through the organization of social, cultural and educational activities).

As mentioned before, due to their nature (small and rather "isolated" museums) and management systems based on volunteering, museums in these areas are facing considerable quality challenges (e.g. professionalism of museum operators and managers; quality and innovation of the educational and cultural proposals, quality of exhibitions, etc).

In this context, **the project addresses the problem of the isolation of these museums, especially on the Italian side, and brings them to work together on better quality systems and more innovative services.**

Furthermore, **the project contributes to widening out regional and local strategies.**

In order to support the new development strategy of the Carnia and Alto Bellunese areas, based on culture as a tourist attractor, the project promotes learning

opportunities for museums in the two areas, offered by exchange of experiences with Austrian museums, which are far more advanced in this field.

In Italy, the cataloguing of cultural goods is a minimum quality requisite for museums. In order to sustain museums in coping with this requisite, in 2005, Friuli Venezia Giulia created a special digital cataloguing system to catalogue all articles conserved in all museums in the Region.

Veneto Region has also taken measures to improve the quality of museums. Since 2006, it has been developing a series of initiatives in this area, including the definition of quality standards for small mountain area museums and training for museums operators to update their knowledge on museum didactics and management.

The project is, thus, part of wider regional strategies to which it contributes by enhancing stocktaking and cataloguing in the museums involved. While cataloguing is now a routine task for large and well-structured museums, it is still problematic for small museums, like the ones involved in the project. Often, these museums do not have enough human and financial resources to dedicate to this activity.

5. Implementation

5.1 The project design and planning process

The project idea came from the Veneto Region (cultural department) and the Centro Cadore Mountain Community in the Alto Bellunese area. The **idea stemmed from a series of previous researches and projects on small mountain area museums** carried out by both the Veneto Region and the Centro Cadore Mountain Community:

- The research promoted by the Veneto Region in 1999 revealed that 43% of the museums in the Region were ethnographic, archaeological or dedicated to natural sciences, generally based on volunteer management systems. These are, in fact, also the museums that suffer most from adequate human resources and capacities to ensure the most be made of their cultural heritage in qualitative and innovative terms.
- The 2005 research on a digital network of museums in Cadore area emphasised the main shortcomings of museums in the area: limited dimensions (generally small museums); inadequate management systems (many museums managed entirely by volunteers); lack of cooperation and exchange of experiences with other museums in the neighbouring areas (e.g. Carnia, Austria); inadequate organisation and exploitation of the collections hosted by museums; serious infrastructural problems; limited availability of economic resources.

In 2008, in the context of increasing cuts in the regional and local cultural sector budget, **Veneto Region and the Centro Cadore Mountain Community decided to join forces to support local museums in creating a network between museums in Alto Bellunese and neighbouring areas**, such as Carnia and Austria.

The decision made by both parties to do so through an **Interreg project** was based on **two main reasons**:

- Enhancing collaboration between museums in Alto Bellunese and museums in neighbouring areas. From a **geographical and cultural point of view, the Austrian and neighbouring Carnia museums are the natural interlocutors of museums in Alto Bellunese**.
- Creating learning opportunities by promoting exchange of experiences between museums in Alto Bellunese and more developed museums in the neighbouring areas. **Museums in Carnia and Austria could provide useful learning and pass on their experience to those in Alto Bellunese** because:
 - Carnia had a well-developed network of Museums, CarniaMusei⁵, very active and well-known in the field of museum didactics.
 - Austrian museums are quite advanced in touristic exploitation of their

⁵ CarniaMusei was created in 1999 with Interreg II funds; initially the network consisted of 5 museums, growing over the years to the current 25 museums. In 2008, when the Transmuseum project started, the network consisted of 23 museums.

cultural heritage. Furthermore, they have long experience in creating friendly museums for non-specialised visitors and in using private funds.

Partnership building represented an essential step in the planning phase.

While there were no problems in involving CarniaMusei, some difficulties were encountered in identifying the Austrian partners. In fact, initially, the Centro Cadore Mountain Community intended to involve the Carinthia museums, which are their direct neighbours. However, there was limited interest in the Land of Carinthia in promoting cultural interventions within Interreg. Building on other Interreg collaborations, it contacted Regio L (regional management for the District of Landeck) in Tyrol, which decided to join the partnership as museums in Landeck had similar problems.

Friuli Venezia Giulia region (Villa Manin di Passarino cataloguing centre) was invited to join the partnership due to its extensive knowledge and experience in the field of cataloguing and as it is in charge of the museum quality system in Friuli Venezia Giulia, to which the Carnia Mountain Community belongs.

The last actor to join the partnership was the Livinallongo del Col di Lana Municipality, which at that time was working on refurbishment of the Andraz Castle Museum in Alto Bellunese.

As to the **project design**, it is worth noting that it was **done through a collaborative process**. Several meetings were organised between the project partners to define the project objectives, the actions to be implemented and to draft the project proposal submitted to the Interreg programme.

The **project proposal was financed in mid-2008**.

5.2 Project management, monitoring and evaluation system

Project management

The Centro Cadore Mountain Community (lead partner) was in charge of project management by virtue of its experience in the management of European projects and interventions in the museum field.

The project coordinator was Jolanda da Deppo, with over 10 years of professional experience in the field of museum didactics and quality.

The management system included a project manager and a Steering Committee constituted by representatives of all the project partners. The Steering Committee met twice a year during the project lifetime (2008-2011) to decide on project implementation and to monitor project development. The project management system included the division of responsibilities among partners as from the design phase:

- WP 1 involved Friuli Venezia Giulia, Veneto Region and Regio L;
- WP 2 involved Carnia Mountain Community, Centro Cadore Mountain Community, Veneto Region and Regio L;
- WP 3 involved Centro Cadore Mountain Community, Livinallongo del Col di Lana Municipality and Carnia Mountain Community;

- WP 4 involved Centro Cadore Mountain Community, Livinallongo del Col di Lana Municipality, Carnia Mountain Community and REGIO L;
- WP 5 led by Centro Cadore Mountain Community involved Veneto Region, Carnia Mountain Community and REGIO L. More details on these work packages are provided in Annex.

The project included transparent and cost-effective management of all project activities. For instance, companies involved in the training activities were selected following a public tender that contributed to selecting the most appropriate trainers on the market and obtaining a competitive price (value for money was the selection criterion). A public tender was also organised for the selection of the artists in charge of creating a cross-border initiative in the field of contemporary art.

In addition, a public competition (selection by CVs) was organized for the selection of participants to the training courses organized by Centro Cadore Mountain Community, Veneto Region and REGIO L.

Project monitoring and evaluation

The **Steering Committee was in charge of the project monitoring** and all partners were responsible for collecting data on the activities carried out and participants.

Furthermore, **quality satisfaction questionnaires were used for training courses**. Overall training activities were judged as **satisfactory**.

The main **shortcoming of the project monitoring system** regards **the definition and collection of result indicators**. In the absence of a clear definition of result targets as from the project design, no systemic and centralized data on the results of the project were collected during the project implementation. Thus, **there is hardly any quantitative evidence on the effects of the project on the museums or indeed the territory**.

5.3 Governance arrangements of the project

The core partnership consisted of the Centro Cadore Mountain Community, Carnia Mountain Community and Regio L, which managed interventions at the local level in the cross-border area and had continuous interaction during the project on design and implementation of activities.

The two regional departments acted as expertise providers, especially in the stocktaking and cataloguing activities, for which they have extensive scientific experience and knowledge as well as formal competences.

The Livinallongo del Col di Lana Municipality was less involved in the project partnership and focused especially on the infrastructural interventions in its area. This is also due to its more narrowly focused interest in the project (requalification of Castle Andraz Museum).

The project made provision for the active involvement of both museums and citizens in the three areas, as explained previously.

The project was characterized by close collaboration among all the actors involved, thanks largely to the fact that:

- All the actors were interested in the project objectives.
- All the actors had an institutional mission and role in the improvement of the museum quality and in supporting their development processes.
- All the actors shared common views on the development of museums in mountain areas and on the role of culture as a tool for both tourism development and social cohesion in the project area.
- some members of the core partnership were acknowledged as highly qualified experts in the field of museum management and didactics by both the other members of the partnership and the museum operators.
- Continuous feedback on the project implementation was provided to both the project partners and the beneficiaries.
- Museums benefiting from the project were actively involved in detailed definition of project activities regarding them.

5.4 Innovative elements and novel approaches to implementation

The innovative elements/approaches characterising the project consist in:

- Creating a cross-border approach on quality standards and tools for museums in mountain areas.
- Creating a cross-border network for qualitative museums, based on best practices exchanges and mutual learning.
- Using digital techniques for stocktaking and cataloguing cultural goods.
- Promoting culture as a tool for creating a common identity in the area despite borders and different languages; the innovation consists in responding to the challenge of doing so in two territories (Italian and Austrian) that are in some respects distant from each other⁶.

5.5 Key implementation obstacles and problem-solving practices

The key implementation obstacles were:

Heavy administrative burden in managing the Interreg programme

All the actors interviewed agree on the fact that management of an Interreg project is excessively bureaucratic and requires the investment of a great deal of time and financial resources in paper work, especially for the reimbursement of funds. Furthermore, on the Italian side, the Interreg burden is amplified by the high administrative costs of national legislation in the field of public tenders.

Problems were avoided thanks to the experience of the Centro Cadore Mountain Community, and of the project coordinator, in European project management as well as the readiness of the different programme authorities (regional coordination unit, first level controller officer, etc) to clarify all unclear issues immediately and seek simple solutions together with the project partners.

⁶ It is to be borne in mind that Carinthia is the direct neighbour of the Alto Bellunese area and not Landeck (Tyrol land).

Changes in the Italian legislation regulating mountain communities

The project was implemented in a period of great uncertainty for the future of the Mountain Communities in Italy. This created some delays in starting the project activities. However, the partners caught up on the initial delay.

Different legislations in the field of stocktaking and cataloguing

This aspect represented an obstacle in the implementation of cross-border stocktaking and cataloguing card formats in Italy and Austria. The Italian law is rather complex and rigid as it includes a separate list of mandatory aspects for both stocktaking and cataloguing. On the contrary, the Austrian law deals with this issue in an integrated manner and regulations in this field are not binding.

The project partnership was able to turn the obstacle into a strong point by promoting a learning process between the Austrian and Italian museums. This mutual learning process resulted in the design of a pre-catalogue card format less rigid and complex than the official one required by Italian national legislation. This card was used in museums that have no kind of inventory and catalogue as a preliminary step towards adoption of the mandatory cataloguing system required by the regional and national laws. The card is, in fact, still being used by Veneto Region for promoting inventories in small museums.

Lack of adequate competences of staff operators, and in particular of volunteers

As stated before, most of the museums are based on volunteer management and often the volunteers lack adequate competences. However, this is also an issue for public museums managed by small municipalities, which do not have specialised operators in the field of museum management. In some museums this meant limited interest in the project aims.

To tackle this difficulty, the project made provision for several training activities for staff museum and their continuous involvement in the detailed design and implementation of project activities.

Different languages

The different languages (Italian and German) used in the project area made it difficult to implement cross-border educational activities involving children on the other side of the border. German is not usually spoken in the Province of Belluno and in Friuli Venezia Giulia, nor Italian in Austria, despite being neighbours.

Instead of implementing joint activities in this field, the partners developed a joint approach to and methodology in museum didactics.

6. Key results

As mentioned previously, **the project did not include specific monitoring of its results**. Therefore, there are hardly any quantitative data on the project effects. It is, thus, **difficult to discuss the value of the project for museums and local communities based on hard (quantitative) evidence**.

However, **mini case study interviews allowed us to collect some information on the preliminary results of the project**. The **evidence** gathered is mostly **qualitative. Quantitative information is rather limited** and it refers to three of the museums involved in the project. Nevertheless, it can be considered **indicative of the potential effects of the project**.

The main preliminary results of the project are:

- i. *Creation of a cross-border community of practice made of museums and local development institutions in the field culture in the three project areas*

While Tyrol is used to collaborating with Alto Adige in the field of culture due to the common border and language, there is hardly any collaboration with actors in Friuli Venezia Giulia and Veneto, which are closer to the Carinthia border.

Transmuseum Interreg added value consists in showing that, despite the different languages and distance, the three areas share the same problems in the field of museum management and that they can better solve them by adopting collaborative processes. In fact, on the evidence of the mini case study interviews, **the project increased awareness on the part of the museums of the fact that collaboration is a win-win game on both programme sides** ("the unity enhances the force of small museums", as one interviewer put it). The development of concrete and effective cultural products convinced operators to keep on collaborating. Indeed, the cooperation continues within another Interreg project (AdMuseum) involving museums in the three areas, as will be detailed later on.

Furthermore the project also enabled both project partners and participating museums to understand that they are united by common cultural roots and social phenomena. All the actors interviewed underlined that it was interesting to discover common social phenomena (e.g. migration) and cultural roots. It can be stated, thus, that **not only did the Interreg project create a cross-border network in this field, but it also contributed to forging a common cross-border identity**. As testified by both case study and mini case study interviews, the creation of a common cross-border identity is **crucial for overcoming prejudices**, especially in small mountain areas, and for **laying the basis for future collaborations**. For instance, the Carnia Mountain Community, Gal Alto Bellunese⁷, Regio L and the Glozenza Municipality designed the **AdMuseum project** (<http://www.admuseum.eu/>) which builds on Transmuseum results and aims to increase the physical, cultural and intellectual accessibility of museums in the project area.

⁷ It replaced the Centro Cadore Mountain Community due to the legislative uncertainty regulating it; however, the contact person is the ex Transmuseum project coordinator.

- ii. *Increase in the quality of museums in the three project areas due to:* creation of **homogenous cross-border quality approaches to and tools** for cataloguing and museum didactics, still used by the museums in the three project areas.

For instance, the pre-catalogue museum card is being used in both Veneto and Friuli Venezia Giulia for initiating quality processes in small museums that have no quality standards at all.

Furthermore, Friuli Venezia Giulia has been “negotiating” with the Italian national authorities in charge of stocktaking and cataloguing use of the cross-border pre-cataloguing card as a preliminary tool for the mandatory cataloguing and stocktaking system. As confirmed by interviewees, its adoption at the national level would contribute to increase the quality of small museums. The ministerial cataloguing and stocktaking cards remain very complex and difficult to use for these museums given their limited financial and human resources.

As to the museum didactics, the approaches designed are used by all project partners in developing museum educational and cultural services.

- **stocktaking and cataloguing of articles in museums that had no such activities before the project and increase in their accessibility to the general public through digital cataloguing.**

As confirmed by the interviewed actors, participating museums now have the necessary competences, experience and methodologies to carry out these activities by themselves. Museums (e.g. Milk Museum in the Cadore area) that have acquired new articles have catalogued them by themselves.

- **creation of adequate competences in the field of museum didactics and cataloguing**

Before the Transmuseum project, in Alto Bellunese and Landeck training activities on these issues had been extremely limited, and in some museums totally lacking. For instance, in the Alto Bellunese area **the project contributed to the training of 20 persons, 13 of which continue working in this field**. It is worth noting that before the project there were only 3 experts in cataloguing in the whole Bellunese area.

In the Landeck areas, after conclusion of the Interreg project, museum operators asked REGIO L to organise new training courses on museum didactics.

- iii. *Increase in the attractiveness of museums for both residents and tourists* (based on evidence for three museums and educational laboratories)

Thanks to improvement in the knowledge of the cultural heritage conserved in the three museums, in the development and presentation of their collections and in their educational services, the museums were able to **increase their attractiveness for a non-specialised public (tourists, children, etc)**:

- 3 952 children participated in the 200 educational laboratories organised by the participating museums from Carnia.
- According to mini case study interviews, thanks to the TransMuseum project, the archaeological museum Cadorino (Pieve di Cadore) created an educational service (it provided none before the project) and benefited from greater

awareness of the relevance of such activities for its attractiveness for both tourists and citizens. This resulted in the **employment of one full-time staff member** with adequate qualifications in museum didactics in order to insure a **continuity of the educational service designed within the TransMuseum project**. The museum organised 7 educational laboratories in 2012; 5 laboratories in 2013; 13 laboratories (within the project AdMuseum) in 2014 and 6 in the first five months of 2015. Furthermore, the museum registered a **139% increase in the number of visitors between 2011** (end of TransMuseum project) and **2015**. However, in the absence of specific analyses, it is not possible to say if these positive results are due solely to the TransMuseum project.

- The civic museum Vittorino Cazzetta (Selva di Cadore) opened to the public in 2010 after the interventions made within the Transmuseum project. Since the opening, the museum registered **7,113 visitors in 2011** (end of TransMuseum project), **6,211 visitors in 2012**, **5,560 visitors in 2013**, and **9,594 in 2014**. The decrease in the number of visitors in 2012 might be due to the fact that the museum was not involved in any project and organised its own educational and cultural services with its own financial and human resources. However, as the actors interviewed point out, it is not possible to say whether this is the only reason. Furthermore, a quick look at the reviews of the museum on tripadvisor shows that of the 38 review evaluations, 25 are excellent, 9 good and 4 average. It is worth emphasising that all reviews praise the museum's didactic service. However, without user satisfaction surveys, it is not possible to ascertain whether all visitors show the same levels of satisfaction. Furthermore, with no specific analysis of this museum's performance, these positive effects cannot be attributed solely to the TransMuseum project.
- The Castel Andraz Museum opened to the public in 2011, thanks to the interventions realised within the TransMuseum project. Since its opening the museum has seen on average **4,500 visitors yearly**. Note, however, that the museum is open only 6 months a year. In any case, in the absence of specific analyses, it is not possible to tell whether these positive results are due solely to the TransMuseum project.

Creation of employment opportunities in the project areas

According to the available evidence, the project contributed directly to the **employment of 13 people**, 12 of which are still working in the field of cataloguing, stocktaking and museum didactics in the project area:

- 2 persons were employed full time by CarniaMusein network and 1 of them is still an employee of the network; the other person resigned for personal reasons;
- 1 person was employed full time by one of the participating museums to ensure the continuity of the educational offer developed by the project for the museum;
- 6 of the trained people in Cadore area created the association "Archiogiocando" which provides educational and cultural services in the museums using the

methodologies learnt during the Transmuseum training. Mini case study interviews show that the association is much used by the museums involved in the project for their educational and cultural activities.

Significantly, the interviewees stressed that **they would not have created such a complex and integrated project in the absence of Interreg** funding.

They all confirm that the Interreg funding represented for them not only a financial opportunity, but also an opportunity to bundle together different approaches and experiences in quality management of museums. All the **project partners state, in fact, that they would still have financed part of the activities** (educational service, cataloguing, etc), **but these would have been less innovative and would have missed the overall picture and purpose**, consisting in reaching out beyond borders in a world without borders to create communities of practices working jointly on the tourist and social cohesion potential of cultural heritage.

Furthermore, without the project, Italian museums involved in the project would have not had the opportunity to learn from their Austrian partners (e.g. Landeck museum) that museums in small mountain areas can take on roles as valuable actors for the social and economic development of their territories.

7. Sustainability

In the selection phase, the project financial sustainability was evaluated by considering:

- the capacity of the project to attract other resources besides in the Interreg funding (also including national co-funding) – as shown above, the project managed to integrate different types of funds: Interreg, regional, local and private;
- the contribution of the project to economic sustainability – the evaluation chart of the project

The project staff kept an eye on sustainability over time from the very outset. For instance, the partners created specific activities involving museum stakeholders (teachers, tourist operators, etc) with the aim to make them more aware of the potentialities of museums in the cross-border area. Furthermore, the partners paid particular attention to creating and implementing innovative, high-quality and free educational and cultural services for schools in the entire project area, with the result that schools are interested in participating even if they have to pay for it. Indeed, the two above-mentioned examples (e.g. the educational activities implemented by Vittorino Cazzetta and Cadorino museums) testify that this approach proved successful.

By creating quality tools and training human resources, the partners aimed to provide museums with the necessary tools and incentives to implement some of the project activities (cataloguing, educational offer) by themselves. The results section shows that this project goal was achieved.

Furthermore, the project laid the basis for interregional and cross-border continuous collaboration in the field of quality systems for museums.

8. Lessons learnt

The main lessons derived from the project are:

- Interreg is an input for creating innovative projects that go beyond the borders and forge win-win approaches to cooperation; through mixing together different experiences and ideas, it creates opportunities for designing innovative and complex projects;
- Interreg also means a heavy administrative burden. The reimbursement procedures are excessively complicated and a considerable part of the project's financial, time and human resources need to be invested in paper work;
- Museums are relevant tools for creating social cohesion. This is even more so in cross-border areas where museums can contribute to creating a common identity by describing the common history, social phenomena and cultural roots. In the medium and long run this creates opportunities to overcome prejudices and establish the basis for trust and continuous and solid collaborations among citizens;
- Museums can contribute to local development and enhanced quality of life. In small mountain areas, museum can provide qualitative leisure opportunities for both citizens and tourists and disclose the value of territories to both local communities and tourists;
- Museums can play the above-mentioned roles only if they know their heritage, its value for their territories and the cross-border area and how to make the best of it in order to both create social value and attract residents and tourists. Thus, investments in creating qualitative and accessible museums (e.g. quality management; quality educational and cultural offers and specialized human resources) are crucial for their effectiveness;
- Public investments in the museum sector are essential for the development of quality museums in the case of small museums in mountain areas. Small museums in marginalised mountain areas (e.g. Carnia and Cadore) do not manage to obtain private funds to sustain investments in their quality system. Furthermore, museums in small and not particularly touristic areas are unable to sustain such investments on their own income. The Transmuseum project proves that when small museums are supported they manage to create added value for the territory;
- The need to pay attention to sustainability since the project design phase is essential in ensuring that the project will find other ways to continue even after the public funding ends;
- Sharing the same views and objectives constitutes an essential element for effective cooperation;
- A partnership made of reliable people acknowledged as experts in their field (e.g. museum quality, museum didactics) lays the basis for building trust among the project partners and, thus, for ensuring sound cooperation;
- Partnership management (division of responsibilities among the partners from the very outset, definition of coordination tools, continuous involvement of all partners in the design of activities and continuous feedback on the project development) proved essential in ensuring effective collaboration among the project partners.

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Annex

Table A.1 Project activities and outputs

WP	Project outputs
<p>WP1: Analysis, research, exchanges</p>	<ul style="list-style-type: none"> • 3 analysis papers on the museum state of art in Cadore, Carnia and Landeck • Benefiting from the Austrian experience and, in particular the Landeck museum practice in cataloguing goods, the ethnographic museum of the Province of Belluno and of the “Dolomiti bellunesi” National Park designed on behalf of Veneto Region a pre-catalogue card used for stocktaking and cataloguing goods in the participating museums that without any kind of catalogue. • Digital stocktaking and cataloguing of 3 museums in Carnia area, of which 2 did not have any before the Transmuseum project. The inventory and catalogues are included in the Friuli Venezia Giulia regional digital system of cultural heritage and are available for free consultation on the following regional websites: www.sirpac-fvg.org and www.sirm-fvg.org • Digital stocktaking and cataloguing of 5 museums in the Cadore area and of the Ethnographic Museum of the Province of Belluno and “Dolomiti bellunesi” National Park. Even though this latter was not part of the project, the Veneto Region supported this activity with its own financial resources. All cards are included in the regional catalogue of cultural goods of Veneto Region and are available on http://catalogo.regione.veneto.it/beniculturali/ • Online inventory and cataloguing of the Museum of the Landeck Castle • Overall, 6,608 cards of which: 4,452 stocktaking cards; 30 pre-catalogue cards; 298 cataloguing cards • One-day workshop on stocktaking and cataloguing, involving all project partners, Italian and Austrian museums and other experts in the sector; • Drafting of the catalogue “Bleiben oder Gehen”, including the material and immaterial goods and works and the permanent collections of the Museum of the Landeck Castle; publication of 6 000 copies of the catalogue
<p>WP2: Informative activities, museum didactics and development of the museums</p>	<ul style="list-style-type: none"> • 1 training course for operators in museum didactics (design of educational and cultural offers) involving 9 museums in the Cadore area and 20 persons; the training course lasted six months and included a theoretical part and 240 hours’ on-the-job learning in the 9 museums. • The initiative “Open Museums” allowed the 9 museums to use the trainees involved in the training course for the creation of summer laboratories for schools • 1 course providing information on the museums present in the project area and on their collections for teachers. The course included 6 hours of training for each museum and involved around 5-6 teachers for each museum. • 60 educational school laboratories organised within the project initiative “Educational proposals in the museums of Alto Bellunese” involving museums in Cadore project area • 1 joint proposal for training in museum didactics • 1 training course on stocktaking and cataloguing organized by Veneto Region, involving 15 persons • 1 informational course organized by Veneto Region on museum didactics for the museum staff involved in the project • 9 training courses for 4 museum operators of the 5 Carnia museums • 2 training courses on museum didactics in the Landeck area • 200 educational laboratories for schools • 38 educational activities involving 15 museums • 1 joint educational activity with a common subject: migration in the project area. The activity was carried out simultaneously and involved schools in the project area. In Landeck more than 300 children benefited from it • 1 manual for museum operators, teachers and other staff in the cultural sector, including the methodology developed within the project for museum didactics “CarniaMusei, rete museale di montagna – un

	<p>percorso sperimentale di didattica museale” printed in 1 900 copies</p> <ul style="list-style-type: none"> • 6 guided visits to 4 project museums for stakeholders, and in particular touristic operators (touristic promotion agencies); the guided visits were extended to tourists during summer • 5 conferences for citizens on common issues in the project area that could be supported by the museum collections; the conferences involved 5 museums in the project area; • 5 projects for development of the museums and territories involved: 1 scientific study for the creation of the Historical and Archaeological Museum of San Vito di Cadore; improvement in the collection of the ethnographic museum Giuseppe Fontana; updating of the collection description of Magnifica Comunità del Cadore museum; revision and renewal of the collection of the Geological Museum Carnia di Ampezzo; feasibility study for the refurbishment and reorganization of the museum collection of Castel of Andraz Museum
<p>WP3: Consolidation of cross-border museum networks and infrastructural and immaterial investments</p>	<ul style="list-style-type: none"> • 3 infrastructural projects involving 3 museums • 1 multimedia exhibition (installation) involving the Civic Museum Vittorino Cazzetta • Refurbishment of the Milk Museum in Cadore area: acquisition of 3 DVD players and 3 touch-screens • Audio guided visit system (30 devices, each of which can be used simultaneously by 2 persons) in three languages (Italian, English and Dutch) for 7 of the museums; a contract between the Carnia Museum Network and the 7 museums regulates the free use of the system for visitors • 3 contemporaneous cross-border art exhibitions showing the common identity of the project area organized by 3 museums • 1 art book presenting the experience of the three art exhibitions
<p>WP4: Promotion and diffusion</p>	<ul style="list-style-type: none"> • 1 project website: www.transmuseum.org • 1 website of the Andraz Castle Museum: http://www.castellodiandraz.it/ • Creation of 2 specific sections with the catalogued articles on the website of Friuli Venezia, including bilingual cards with the catalogued goods: www.beniculturali.regione.fvg.it and www.sirpac.fvg.org • Publication on the website of Regione Veneto of all the cards pertaining to the articles catalogued in the Province of Belluno: http://catalogo.regione.veneto.it/beniculturali/ • 120,000 bilingual brochures presenting the project • 20,000 brochures presenting the project activities in Cadore Area • 7,000 brochures presenting the Andraz Castle Museum • 600 booklets including the cross-border museum didactics methodology and proposals as well as presenting the activities implemented in this field • 4 tablets with the project name and logo • 1 joint promotional film on some of the Italian and Austrian museums • 2 roll banners • 1 booklet presenting the project museums included in the Touring Club monthly journal and sent to over 40,000 subscribers • 1 Guide to the Andraz Castle museum • “Itinerari tra musei e natura. Alto Bellunese, Carnia, Landeck” publication • “Alla scoperta dei musei di montagna. Cadore, Alto Bellunese, Carnia, Landeck” publication • Participation and project presentation within the Week of the regional eco museum Lis Aganis • Project presentation within the presentation of Interreg Italy-Austria best practices organized in 2011 at Monastier (TV)
<p>WP5: Coordination</p>	<ul style="list-style-type: none"> • 1 cross-border workshop on the quality system of museums • 1 workshop on museum didactics involving all project partners and museum operators • 1 workshop on stocktaking and cataloguing involving all project partners • various conferences and workshops organized by the Carnia Museum Network on issues related to the project • 2 joint meetings for presentation of the project results

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