Action Plan for Transnational CEWoP Governance

Project: Gov4PeaCE (CE0200961)
Multi-dimensional and cross-territorial governance model for activation of the World War I heritage to foster sustainable socio-economic development of remote territories of Central Europe

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Action plan for transnational CEWoP governance supported by digital tool

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Abbreviations

AP	Action Plan
CE	Central Europe
CEWoP	Multi-dimensional and cross-territorial WWI heritage governance model of Central Europe territories
CR CoE	Cultural Routes of the Council of Europe
GOV4PeaCE	Abbreviation of a project title: Multi-dimensional and cross-territorial governance model for activation of the World War I heritage to foster sustainable socio-economic development of remote territories of Central Europe
HT	Heritage Tool
MB	Management Board
MoU	Memorandum of Understanding
SC	Scientific Committee
TWG E-Y-A	Thematic Working Group for Education, Youth and Arts
TWG WoP	Thematic working Group for Walk of Peace
WWI	First World War

1. Background Information

1.1. About the GOV4PeaCE Project

This document is produced within the GOV4PeaCE project funded by INTERREG CENTRAL EUROPE programme addressing the Programme Priority Better cooperation governance and its specific objective SO4.1: Strengthening governance for integrated territorial development in central Europe.

GOV4PeaCE is addressing the cooperation and governance as well as socioeconomic development challenges of the heterogenous territories marked with the heritage and historic events of the Great War - First World War (WWI).

Namely, WWI heritage is widely spread along former war fronts, which today span multiple different countries, regions and communities across border and remote areas. These include territories between Italy, Slovenia and Austria as well as Poland, Slovakia and Ukraine, and extends beyond the Central Europe programme area to countries such as Belgium and France. Some participating territories in present-day Hungary and Germany made a significant contribution to the war effort by providing thousands of soldiers and extensive hinterland support services across multiple fronts. Their heritage is an important part of shared European memory and should be preserved and communicated, together with the heritage of the former front lines, to future generations. In terms of WWI management, many of these territories today represent trans-regional and cross-border functional territories facing common challenges as demographic decline, brain drain and population ageing. Recognising WWI heritage as a catalyst for unlocking the development potential across borders and sectors, four key challenges are addressed:

i. **Fragmented WWI heritage management** and absence of structures enabling cross-territorial and multi-sectoral cooperation.
ii. **Limited governance capacities** to address the WWI heritage potential through integrated territorial development.
iii. **Insufficient use of digitisation and green approaches to support** multi-dimensional collaboration and more holistic approach towards WWI heritage management.
iv. **Underutilisation of the global dimension of WWI** heritage to upscale local value, impact and visibility to the transnational level.

In this respect, project aims to overcome complex territorial and sectoral barriers in WWI heritage governance which today hinder its socio-economic activation for integrated development of remote territories of Central Europe where major frontlines took place, and its heritage potential remains untapped.

Following an innovative multi-dimensional and cross-territorial WWI heritage governance model (shortly CEWoP), GOV4PeaCE project intends to set up sustainable governance structures and tools to trigger WWI heritage activation within and across its functional territories.

Building on the past developments and projects, observed individual initiatives and expressed common interest across partner territories, the project exploits the very moment to push the WWI heritage institutions cooperate beyond their daily routine, scope and borders. Two main INNOVATIVE ELEMENTS comprise the proposed governance model: i) multi-dimensional -

vertical (territorial) and horizontal (sectorial) integration of key stakeholders relevant for WWI heritage and socio-economic development, combined with ii) the concept of transnational functional territory.

Well-structured implementation approach and comprehensive process from stakeholder engagement to the design and testing of a new governance model solutions in 3 different functional territories and **finally building up a long-lasting trans-territorial governance structures** shall lead to concrete project results.

The following OUTPUTS are expected:

i. 1 strategy for introduction of an innovative multi-dimensional governance model for WWI heritage socio-economic activation within and between transnational functional territories.
ii. 3 WWI heritage governance model pilots implemented in 3 functional territories of different maturity level.
iii. 4 WWI heritage governance solutions for 3 functional territories of different maturity level proposed.
iv. **1 action plan for transnational CEWoP governance model of WWI heritage socio-economic activation** (= subject of this document);
v. 30 organisations cooperating across borders in the frame of the GOV4PeaCE.

The above shall RESULT in:

i. Adoption and party implementation of Joint strategy (1) on the introduction of innovative multidimensional governance model and Joint action plan (1) for setting up the transnational CEWoP governance structure. The implementation of the Strategy shall start during the project through pilots while Action plan will be partly launched by signing the "Transnational Cooperation Agreement" on setting up transnational governance structure following the CEWoP model.
ii. At least 15 organisations cooperating across border after project completion, representing the project partners and associated partners signing the a.m. agreement and committing themselves to sustain and extend long-lasting, structured and formalised transnational cooperation.
iii. 4 solutions taken up or up scaled by organisations within as well as outside the pilot functional territories.

Together with increased competences, the project shall allow cooperating partners a smooth transition from project to follow-up operation in the real environment, enhanced integration of the WWI heritage in socio-economic development in the programme area and so assure institutional and economic benefits for local, regional and national authorities, sectoral and business support agencies, WWI heritage interest groups, education and research organisations and well as SMEs in the participating territories.

1.2. The Purpose and Context of the Action Plan

This Action Plan (AP) defines the organisational, governance and cooperation framework for the CEWoP governance model at the transnational level, ensuring continuity after the GOV4PeaCE project as well as alignment with the standards of the Cultural Routes of the Council of Europe (CR CoE). It represents the main delivery of the final and most integrative and transnational project component (WP3 – Transnational governance and digital platform for sustainable WWI

heritage functional territories), which builds on the strategic governance model developed within WP1 and on the pilot activities implemented in individual functional territories within WP2. The specific objective of WP3 is to review, propose and initiate a governance structure that will ensure sustainable transnational cooperation between WWI heritage functional territories at Central European level and beyond.

The Action Plan provides a clear and straightforward framework for the establishment and functioning of a transnational governance platform of functional territories reflecting the significant WWI historic areas (former frontlines and hinterland areas), as identified and institutionally strengthened during the two-year GOV4PeaCE project. It offers a common basis for project partners to agree on the aims, principles, bodies and governance model for the future transnational functioning of institutional and other partners from the following territories:

i. Italy – Slovenia, with Hungary as hinterland territory, and planned extension to Austria and potential countries outside the Interreg CE Programme Area, such as Croatia and other countries of the Western Balkans;
ii. Poland – Slovakia, with Hungary as a hinterland territory, and potential extension beyond CE Programme area to Ukraine and the Czeck Republic;
iii. Belgium – France - Germany, already participating as an associated territory within the GOV4PeaCe partnership.

Furthermore, the future upscaling of initiatives may facilitate the inclusion of territories associated with the South-Eastern European frontlines of the WWI, covering parts of present-day Serbia, Bosnia and Herzegovina, Montenegro, North Macedonia, Romania, Bulgaria, Greece and Turkey.

As an operational plan, AP structures actions around four transnational governance functions:

i. organisational framework,
ii. capacity building, research and knowledge,
iii. up-scaling of joined actions, products and programmes,
iv. digitisation and communication.

These actions are intended to keep the functional territories active, interconnected and focused on their common thematic core (the Walk of Peace), while ensuring sustainability beyond the project lifetime. In addition to defining the governance structure and principles of operation, the Action Plan addresses common value and approach to the valorisation, funding, digitisation and visual identity, and sets out concrete actions for the further development and application of the transnational governance model. Joint capacity-building activities are foreseen to maintain governance structures, tools and approaches in line with the standards of the CEWoP model. The digital platform upgraded through the project shall serve as the main operational environment for continued cooperation between the pilot WWI heritage functional territories and for the implementation of the Action Plan.

The Action Plan also identifies measures to support the extension of existing functional territories to currently observing countries (such as Austria) and the transfer of the governance model and its standards to other WWI heritage functional territories not addressed yet.

AP was developed by a joint team of project partners and experts through a series of online brainstorming meetings and participation in review meetings of cross-border territories organised under WP2. An on-line survey among all project partners was conducted between January and February 2026. The initial AP outline was presented and discussed in working groups

during the Transnational PP meeting in Gorlice, Poland (24-26.02.2026). The draft final Action Plan was further developed considering the results of WP2, discussed during interim partner meetings, finalised and approved at the Transnational PP meeting in Ieper, Belgium (10.06.2026).

1.3. Synergies, Capitalisation and Continuity

The GOV4PeaCE Action Plan builds also upon the knowledge, partnerships and governance approaches developed through a series of European Territorial Cooperation (Interreg) projects addressing the preservation, interpretation and sustainable valorisation of First World War heritage. It represents a capitalisation of experience gained through previous cross-border and transnational initiatives, ensuring continuity, avoiding duplication of efforts and creating synergies between different Interreg programmes and programming periods.

Together, these projects have progressively transformed individual project outputs into a coherent governance framework, creating the institutional, methodological and partnership foundations for the long-term development of the Walk of Peace at the European level.

In particular, the Action Plan capitalises on the results of the Walk of Peace and Walk of Peace+ projects (Interreg Italy–Slovenia), the **Beyond Walk of Peace (BeWoP**) project, as well as the **NETWORLD** project (Interreg Danube). Collectively, these initiatives have progressively established the knowledge base, partnerships, governance approaches and practical experience that underpin the development of a common transnational governance model for First World War heritage.

Throughout its preparation, the GOV4PeaCE Action Plan was closely coordinated with the complementary Action Plan for the Walk of Peace between the Alps and the Adriatic and the **Common Strategy – Beyond the Walk of Peace: From Cross-border Historical Research and Cultural Heritage to European Trails and Stories**, developed under the BeWoP project. This close cooperation was facilitated through the involvement of Marco Marinuzzi (EGTC GO), author of the BeWoP strategic documents and external expert, as a member of the GOV4PeaCE Action Plan Working Group. The parallel preparation of both Action Plans ensured their consistency, complementarity and mutual reinforcement.

While the BeWoP Action Plan focuses on strengthening the Walk of Peace as a sustainable cross-border destination and supporting its future nomination as a Cultural Route of the Council of Europe, the GOV4PeaCE Action Plan establishes the framework for its multi-level governance, long-term transnational cooperation and institutional development. Together, the two Action Plans create strong synergies between Interreg programmes, maximise the sustainability and long-term impact of project results, and provide a coherent strategic framework for the future development of the Walk of Peace at both cross-border and transnational levels.

Thus, this Action Plan for the establishment of a common transnational governance platform, complemented by capacity-building activities, transnational dissemination and a formal cooperation agreement, will support project partners and key stakeholders of the cross-border functional territories in sustaining project results, agreeing on follow-up transnational institutional cooperation, and so fully exploiting the transnational potential of the First Worls War heritage.

2. Proposed Transnational Governance Model

2.1. Vision, Aims and Goals

2.1.1. Vision Statement

The **GOV4PeaCE partnership** aims to function as a long-term transnational cooperation platform connecting organisations involved in the governance of the First World War (WWI) heritage. The network supports the preservation, activation, joint actions, innovation and capacity-building of actors across former frontlines and rear areas in Central Europe and beyond, contributing to the safeguarding of European values, shared memory and heritage while enhancing sustainable territorial development.

"Our vision it to grow into a sustainable and **permanent structure bringing together organisations and people from all regions marked by the historical front lines and hinterland territories of the First World War, connected in diverse and meaningful ways.**

We aim to become a European forum for the joint management of activities related to the **First World War** heritage sites, based on a **standardised and digitalised governance model** that supports partners in adopting and implementing it. The partnership will serve as **a platform** for the exchange of expertise in heritage conservation, promoting access to and remembrance of WWI sites, and engaging diverse target audiences. The new governance structure shall be recognised as a **leading European reference body for peace-oriented war heritage.**

Ultimately, we aspire to be an **organisation with a strong social voice that transcends national borders -** a voice that draws on the **knowledge and experience of the past** to make meaningful **impact on the society of today and tomorrow.**

At the heart of this vision is a shared commitment to an ethical, inclusive and balanced interpretation of heritage that honours the memory of all victims of war, promotes reconciliation and mutual understanding, and reinforces the enduring values of peace, human dignity and respect for diversity."

The conceptual foundation of the partnership is the **CEWoP (Common European Walk of Peace) governance model**, which frames WWI heritage as a shared transnational cultural landscape. The model promotes coordinated, multi-level and multi-sector governance, linking heritage preservation with spatial development sustainable tourism, education, environmental protection and socio-economic development, from local, regional, national, cross border and transnational level.

2.1.2. Aims

The **core aims** of the cooperation are to:

i. **Promote respectful remembrance and responsible interpretation of WWI heritage**
Ensure that the memory of all victims of the First Worls War is honoured through ethical, inclusive and balanced interpretation of heritage, fostering reconciliation, mutual understanding and a lasting commitment to peace and human dignity,

ii. **Strengthen long-term transnational cooperation**
Sustain, improve and extend transnational structured collaboration among WWI heritage stakeholders across former frontlines and rear areas, overcoming administrative, sectoral, and national boundaries in the management and activation of shared heritage.

iii. **Build and maintain governance capacities at local, regional, cross-border and transnational level**
Support public authorities, WWI museums, associations and other WWI heritage managers in up-scaling their actions initiated by GOV4PeaCE project, improving strategic planning, coordination, and implementation capacities, using the CEWoP governance model as a reference framework.

iv. **Integrated WWI heritage governance supporting sustainable territorial development**
Promote governance approaches that connect WWI heritage preservation, spatial planning, tourism, education, research, culture and arts, environmental protection, and socio-economic development, with a strong focus on remote, rural, and border areas.

v. **Facilitate knowledge exchange, mutual learning, research and innovation**
Serve as a transnational community of practice for sharing methods, tools, pilot experiences, and policy solutions related to WWI heritage management, valorisation, digitalisation, and green transition.

vi. **Leverage the EU and global dimension of WWI heritage for local benefit**
Use the international relevance of WWI heritage, including Council of Europe Cultural Routes and potential UNESCO recognition, to increase visibility, attractiveness, and socio-economic impact of local territories, linking local narratives to European and global networks of remembrance, cultural, tourism, and education.

vii. **Support digital and sustainable approaches to heritage management and transnational cooperation**
Promote the use of the GOV4PeaCE Digital Governance Support Platform, integrating the Heritage Tool and the Support Communication Platform, to foster WWI heritage governance through self-assessment, improvement guidance and knowledge sharing, while facilitating collaboration, coordination and engagement of stakeholder across functional territories. Ensure responsible and sustainable management, preservation and valorisation of WWI heritage in the face of climate change and other risks.

viii. **Initiate joint projects and actions**
Provide a stable partnership framework for developing follow-up and upscaling projects, and for contributing to European programmes and strategies related to cultural heritage, cohesion policy, and territorial cooperation.

ix. **Act as a platform of a shared voice of peace and policy alignment**
Act as a collective social voice, influencing relevant policies, promoting shared memory, European values, reinforcing the role of WWI heritage in fostering peace and cohesion.

2.1.3. Goals (4 years perspective by 2030)

Goal 1: **Functional Transnational Governance Structure**

Ensure a smooth transition from project-based and network cooperation to an independent, formal and financially sustainable transnational governance structure, recognised as a European reference platform for integrated WWI heritage governance.

Goal 2: **Improved Capacities for Governance, Knowledge Sharing, Advocacy and Engagement**

Establish transnational mechanisms and implement concrete actions for joint research, mutual learning, knowledge sharing and advocacy, strengthening capacities of heritage managers, public authorities, and other stakeholders, supporting both existing and newly joined *cross-border* functional territories, and fostering local engagement, particularly among young people, across WWI heritage sites.

Goal 3: **Joined Product "Walk of Peace" (WoP) as Cultural Route of Europe**

Upscale, standardise, brand and promote the WoP as a trans-European system of WWI trails and museums, and achieve recognition as Cultural Route of Council of Europe. Local heritage managers upgrade their heritage interpretation and performance in line with WoP standards.

Goal 4: **GOV4PeaCE Digital Governance Support Tools in Use**

Ensure the continued operation, improvement and wider use of the GOV4PeaCE Digital Governance Support Platform, comprising two complementary components: the Heritage Tool, supporting self-assessment, improvement and capacity building in WWI heritage management; and the Support Communication Platform, facilitating information exchange, coordination and transnational cooperation among CEWoP partners. Together, they support the practical implementation of the CEWoP governance model and the gradual institutionalistation development of the transnational network.

Goal 5: **Increased Visibility, Trust and Community Building**

The GO4PeaCE network and the WoP are valuated and trusted by members, stakeholders and the wider public. They are widely recognised within the European cultural heritage and policy landscape, while the Walk of Peace continues to grow as transnational community of organisations, professionals and citizens committed to preserving and promoting WWI heritage, remembrance and peace.

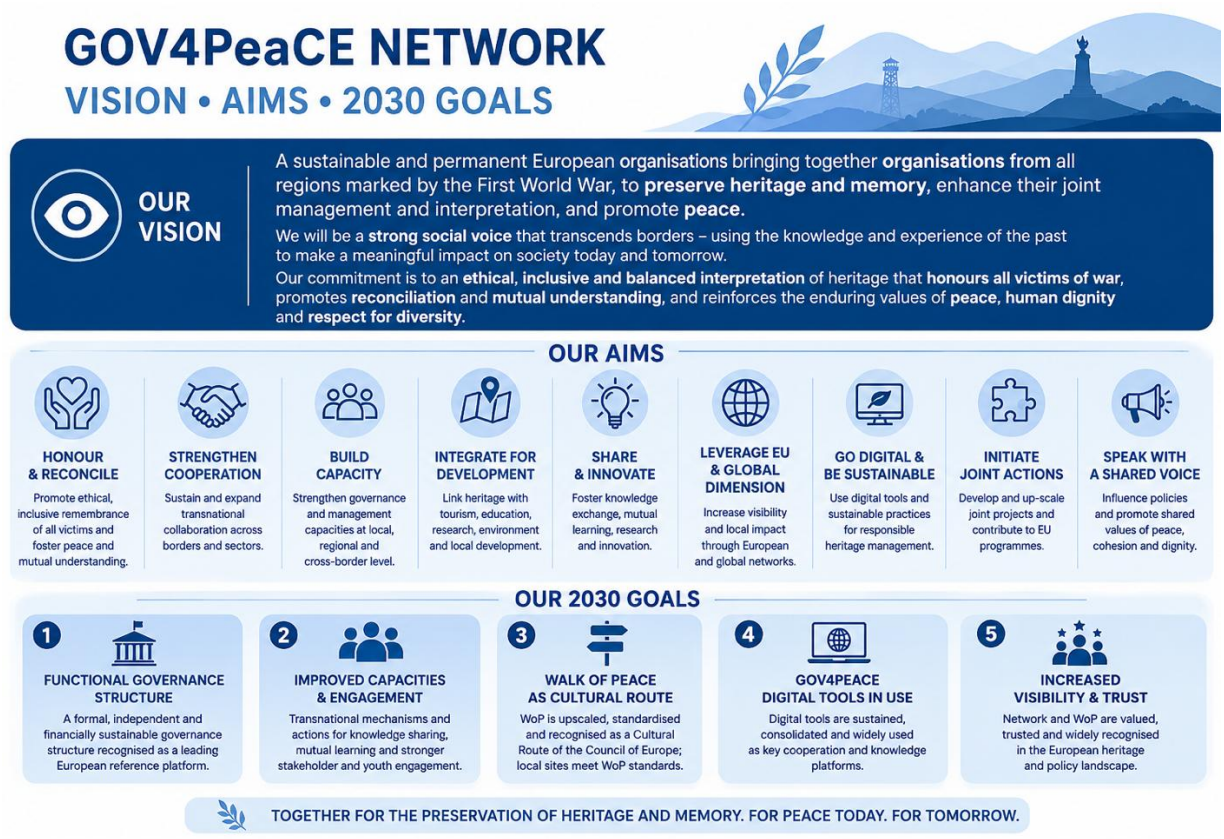


Figure 1GOV4PeaCE Strategic Framework

2.2. Principles of Cooperation

The transnational cooperation network and its future formal structure shall be designed and operate in line with the following principles:

i. **Shared European values and ethical conduct.** The partnership is grounded in the principles of democracy, human rights, peace and intercultural dialogue, promoting responsible and ethical management of WWI heritage.
ii. **Multi-level governance and subsidiarity.** The transnational cooperation network represents the functional territories organised across local, regional, national and cross-border levels, ensuring transnational decisions are taken as close as possible to the territories, while enabling coordinated action at the European level. Active stakeholder participation is ensured at all stages.
iii. **Long-term institutional sustainability.** The network is designed to function beyond project-based funding, with a stable organisational structure, a clear long-term vision and a membership and other diversified funding sources.
iv. **Digital-by-default cooperation.** Collaboration is supported by the GOV4PeaCE digital tools, enabling continuous exchange, joint management, knowledge sharing and visibility across borders.
v. **Equality, trust and mutual respect.** All partners participate on an equal footing, fostering trust, openness and balanced representation, regardless of size, capacity or geographic location.
vi. **Transparency, accountability and efficiency.** The transnational network operates in a transparent and accountable manner, ensuring clear roles, decision-making processes and efficient use of resources.
vii. **Alignment with European frameworks.** The network builds on and contributes to existing European initiatives, in particular the Council of Europe Cultural Routes programme (Resolution CM/Res(2013)67 and its updates), as well as EU policies related to cultural heritage and territorial cooperation

These principles will be further elaborated in the **Ethical Charter**, providing a common framework for cooperation, behaviour and decision-making among all members.

2.3. Phases of the Development of the Governance Structure

The GOV4PeaCE transnational cooperation is an **evolving process**, rooted in decade long individual and sporadically collaboration between some countries, territories and stakeholders. GOV4PeaCE project enabled this cooperation to systematically develop for the first time.

The project has enabled a deeper understanding of existing structures, their challenges in different territories and countries, and the definition of common future goals and development pathways. The continued development of cooperation holds strong potential, as it is supported by committed organisations and dedicated professionals that share a clear European vision.

However, the development of the governance structure will take place gradually, in phases.

The transition from project-based cooperation will first lead to establishing a network of partners. At the end of the GOV4PEACE project (autumn 2026), the signing of an agreement on the establishment of the network is foreseen, including the designation of a coordinator and the definition of its basic governance bodies (Phase 3).

After the consolidation of the partnership and continued internal dialogue within more structured network bodies, a transformation from a network into a formal legal structure is envisaged (Phase 4). This transformation could take place within a relatively short period of 1–3 years, as some partners are already committed to this process. The figure below illustrates the phased development of the transnational governance structure.

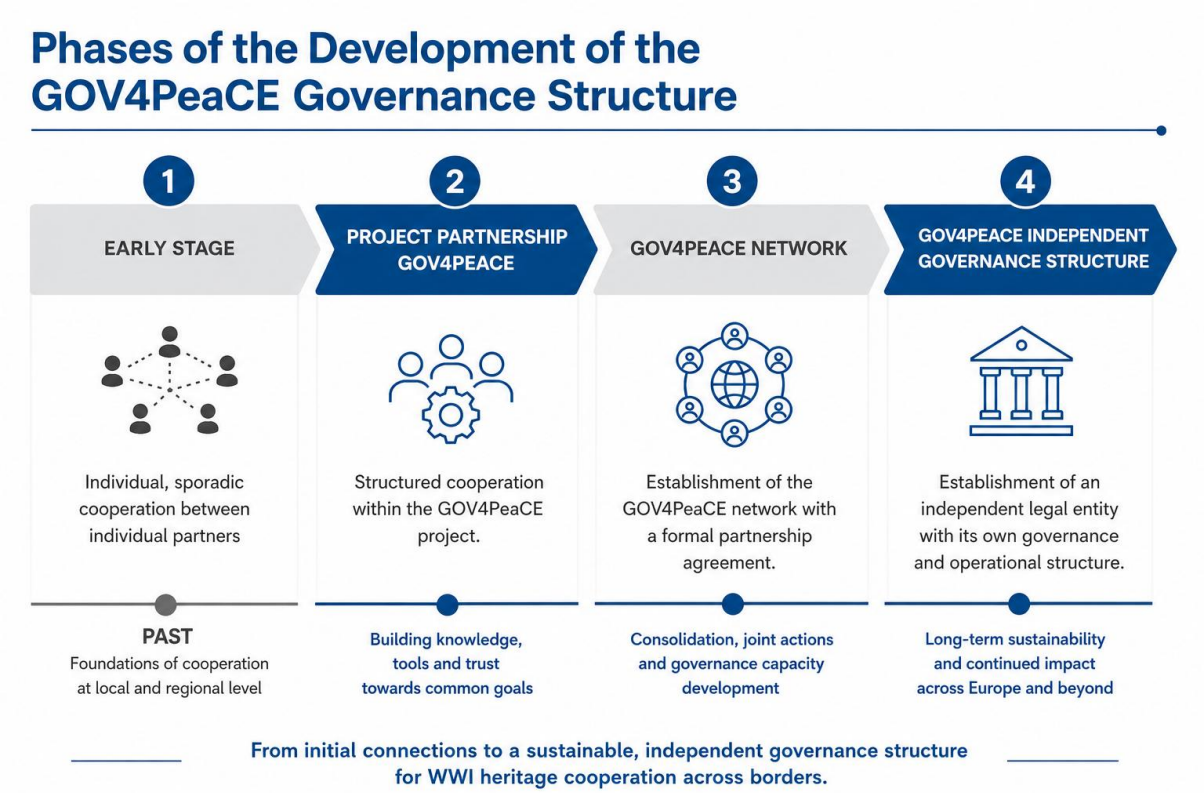


Figure 2 Phases of the Development of the new Governance Structure

2.4. Transnational Governance Structure

2.4.1. Key Elements of the Governance Structure

Following standard practice, as well as discussions with project and associated partners during the preparation of the Action Plan, there was a general agreement that the future transnational governance structure — initially established as a network based on an agreement and, in the longer term, as a formalised structure — should include the following core elements:

i. Members
ii. Members' Forum (Assembly in Phase 4)
iii. Management Board
iv. Scientific Committee
v. Working Groups

vi. Secretariat

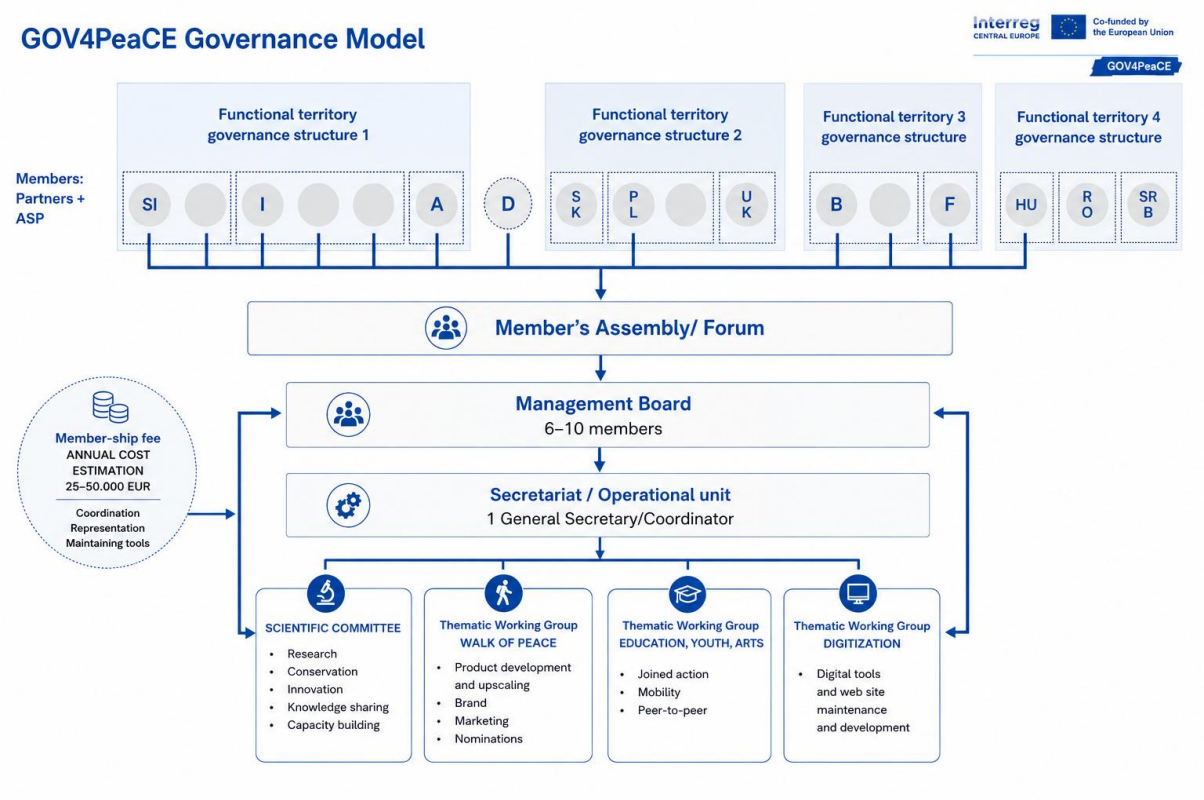


Figure 3 New Governance Structure

The structures should include:

- Core voting members from member organizations

and if required also non-voting members (observers):

- Supporting members/experts from observing organizations
- Network third partners (institutions, NGOs, universities)
- Volunteers, scientists, early-career researchers etc (in case of SC)

In forming the structure, it is important to respect the principle of international diversity to avoid national bias and to assure multi-perspectival narratives.

Once legally established (Phase 4), additional bodies may be introduced.

The sections below set out the indicative roles of the individual governance bodies and the basic principles governing their functioning.

Members

Members form the core of the network and represent participating organisations from different territories and sectors. Their role is to:

- Ensure alignment with agreed aims, standards, values and governance principles
- Participate in the network and contribute to its strategic direction
- Implement joint activities, projects and initiatives
- Share knowledge, data and good practices

- Contribute to the development and promotion of the Walk of Peace (WoP) and other joint products
- Provide input to decision-making processes and propose representatives to governance bodies

Members' Forum / Assembly
The Members' Forum (in Phase 3 - network) or Assembly (in Phase 4 – formal structure) is the highest decision-making and strategic body. Each member has one representative. Each participating country shall be entitled to one vote in the decision-making process, irrespective of the number of member organisations it represents, ensuring the principle of equal representation among all participating countries. The Chair is elected from among the members. It meets at least once per year. The detailed modalities of operation shall be set out and agreed upon in the Rules of Procedure.

The role of the Members's Forum/Assembly is to:

- Define the overall strategic direction and priorities of the co-operation
- Approve work plans, financial plans and reports
- Adopt governance rules and membership criteria
- Approve the admission of new members (in Phase 4)
- Review progress, performance and impact of the co-operation
- Ensure representation and inclusiveness of all members

Management Board (MB)
The Management Board is the transnational coordinating body responsible for providing strategic leadership, ensuring coordination between functional territories, overseeing of implementation, and taking decisions on major joint matters. The Board is preferably composed of representatives of the members, with one representative from each country. To ensure efficiency, it is recommended that the Board consists of between 6 and 10 members. Each participating country has one vote. MB shall normally meet on a quarterly basis. During the transitional Phase 3, the Head of the Secretariat (Secretary General/Coordinator) shall serve as the Chair of the Management Board in order to ensure effective coordination and operational continuity. The detailed organisation, procedures and decision-making rules of the Management Board shall be set out in its Rules of Procedure.

The role of Management Board is to:

- Implement decisions adopted by the Members' Forum / Assembly
- Oversee the implementation of work plans and activities
- Nominate working groups, including Scientific Committee
- Coordinate cooperation among functional territories and working groups
- Prepare proposals, strategic documents and recommendations
- Approve major projects and actions
- Approve the membership fee model
- Monitor performance, progress and financial sustainability
- Ensure efficient and transparent operation

Scientific Committee (SC)
The Scientific Committee represents the core strategic and advisory body within new structure and ensures intellectual and ethical coherence, credibility, and long-term sustainability of the GOV4PeaCE WW1 initiatives. SC articulates shared values, provide strategic guidance, and

safeguard scholarly integrity in the interpretation, management, and communication of WWI heritage. Beyond academic oversight, the committee should function as an advocacy platform promoting peace-oriented heritage practices at the European level. A Scientific Supervision body should not function merely as an academic ornament but as an active governance instrument shaping how war heritage contributes to reconciliation, education, and sustainable regional development. It should help framing the model for transnational heritage cooperation in Europe – transforming former frontiers of conflict into shared spaces of memory and peace.

The committee members include approx. 10-15 core members from key member institutions representing academic and other non-member professionals and reflecting the inherently interdisciplinary nature of war heritage, such as historians (military, social, memory studies), heritage professionals and museum curators , tourism and destination-management experts, landscape architects and geographers, cultural anthropologists and sociologists , governance and public-policy specialists, representatives of civil society and local communities, potentially educators and digital-heritage specialists and other professions. The Chair is elected from among its members.

The role of SC is to:

- Define a common vision for transnational war heritage
- Provide evidence-based guidance for policy, interpretation, and programming
- Strengthen legitimacy in applications for international funding (e.g., EU programmes)
- Facilitate interdisciplinary exchange and innovation
- Serve as an ethical guardian of commemorative practices
- Represent shared European values of reconciliation and peace
- Advice the Management Board, Secretariat and Thematic Working Groups on scientific and strategic matters
- Act as an interim Ethic Committee until a separate body is established, where appropriate.
- Evaluates the performance and activities of the network and its governance model

Thematic Working Groups (TWG)

Thematic Working Groups focus on specific priority areas of cooperation. They provide expertise and content-driven input, facilitate knowledge sharing and support the development and implementation of joint actions among members and across functional territories. The Working Groups have both advisory and operational roles. They are composed of experts and professionals, primarily drawn from member organisations, but may also include representatives of observer organisations and external specialists where relevant. The Chair is elected among its members. The Working groups shall be assumed flexible and may be established when needed, based on priorities and interest. Their number is not limited.

The role of Thematic Working Groups is to:

- Ensure involvement and active participation of functional territories in their field
- Propose, develop and implement thematic actions and joint initiatives
- Support the development of common products (e.g. WoP), tools and standards
- Facilitate knowledge exchange, research and innovation within their field
- Engage relevant stakeholders and experts
- Provide recommendations and inputs to the Management Board and Members' Forum/ Assembly
- Contribute to capacity building, pilot actions, testing and scaling of solutions in their field

As illustrated in Figure 3, three thematic working groups are proposed; however, their establishment will depend on the needs and capacities available to support their operation.

Secretariat / Operational Unit

The Secretariat provides administrative, technical and coordination support to the network and its governance bodies. It is led by the Head – Secretary General or Coordinator.

In Phase 3, it is assumed that the leading organisation of the network will take over the Secretarial function and legally represent the network.

To ensure a smooth transition from the GOV4PeaCE project to a fully operational network, it is recommended that the Secretariat function in Phase 3 be assumed by one of the Slovenian organisations involved in the leadership of the GOV4PeaCE project, building on their experience and key assets, including the Walk of Peace brand and related digital tools.

The role of the Secretariat is to:

- Support day-to-day coordination and communication among members
- Organise meetings, events and internal processes
- Lead the Management Board
- Provide administrative and technical support to governance bodies
- Manage documentation, reporting and information flows
- Maintain and operate joint digital tools and communication platforms
- Prepare and implement annual work plan in coordination with functional territories and working groups
- Support project development, funding applications and external relations

Further details on the organisation and procedures of the Secretariat shall be set out in the network agreement/founding act and the respective rules of procedure.

2.4.2. Mapping of Potential Members and Observers by Country

GOV4PeaCE project partners, associated partners and the most important stakeholders represent the first group of stakeholders to formalise cooperation and sign a Memorandum of Understanding (MoU) or Cooperation Agreement beyond the INTERREG project in Phase 3.

Between the two transnational project workshops (Gorlice, February 2026, and Ieper, June 2026), their future intentions in continued cooperation were discussed. During this period, additional third institutions, authorities and associations interested in WWI heritage that have followed and the project activities expressed their willingness to engage in future cooperation. Third parties will be invited to join the MoU/ Cooperation Agreement and be regarded and participate in the future network as observers.

Based on positions, interests and status of these stakeholders, a mapping of potential members and observers for Phase 3, has been developed and is presented in the matrix below. The matrix serves as a practical framework for the Lead Partner (PRC) and WP3 Coordinator (Foundation Walk of Peace) to organise the transition from project-based cooperation to a more sustainable transnational cooperation model.

Table 1 Mapping of Potential Members and Observers of the new Governance Structure

Organisation	Current status	Functional territory	Phase 3	
			Member[1]	Observer
Slovenia (SI)				
1. Soča Valley Development Centre	LP	IT-SI-A	X	
2. Walk of Peace in the Soča Region Foundation	PP	IT-SI-A	X	
3. Research Centre of the Slovenian Academy of Sciences and Arts (ZRC SAZU)	PP	IT-SI-A	X	
4. Ministry of Culture of the Republic of Slovenia	AP	IT-SI-A		X
5. Institute for the Protection of Cultural Heritage of Slovenia	AP	IT-SI-A	X	
6. Ministry of Defence Administration of the Republic of Slovenia	AP	IT-SI-A		X
7. Triglav National Park	AP	IT-SI-A	X	
8. Kobarid Museum	stakeholder	IT-SI-A	X	
9. Tolmin Museum	stakeholder	IT-SI-A	X	
10. The Council of the Northeren Primorska Development Region	stakeholder	IT-SI-A	X	
Italy (IT)				
11. PromoTurismoFVG	PP	IT-SI-A	X	
12. LAG ESTERN VENICE Vegal	PP	IT-SI-A	X	
13. Italian War History Museum (Museo Storico Italiano della Guerra – Rovereto)	PP	IT-SI-A	X	
14. EGTC GO / EZTS GO – European Grouping of Territorial Cooperation	AP	IT-SI-A	X	
15. Comune di Montebelluna – MEVE Memoriale Veneto Grande Guerra	AP	IT-SI-A	X	
16. Stelvio National Park – Lombardy	AP	IT-SI-A		X
17. Municipality of Rovereto	stakeholder	IT-SI-A	X	
18. Autonomous Province of Trento	stakeholder	IT-SI-A	X	
Austria (A)				
19. Dolomitenfreunde – Friedenswege / Le vie della pace	AP	IT-SI-A	X	
Poland (PL)				
20. City of Gorlice	PP	PL-SK-UA	X	
21. Association of the Carpathian Euroregion	PP	PL-SK-UA	X	
22. Jagiellonian University in Kraków – Institute of History	AP	PL-SK-UA	X	
23. Cultural and Tourist Centre Bardejov	AP	PL-SK-UA		X
Slovakia (SK)				
24. Administration of the Poloniny National Park (Stakčín)	PP	PL-SK-UA		X
25. Monuments Board of the Slovak Republic	AP	PL-SK-UA		X
26. Municipality of Stakčín	AP	PL-SK-UA		X
27. Military – History association Beskydy	stakeholder	PL-SK-UA	X	
Hungary (HU)				

[1] Members are organisations that will sign the agreement on future cooperation after the project.

Organisation	Current status	Functional territory	Phase 3	
			Member[1]	Observer
28. Self-Government of the Town of Mórahalom	PP	H-SRB-RO	X	
29. Ministry of Defence of Hungary – Military History Institute and Museum	AP	H-SRB-RO	X	
30. Meritum Cultural and Community Public Benefit Association	AP	H-SRB-RO	X	
Romania (RO)				
31. Association Bastion–Varbastya	AP	H-SRB-RO	X	
32. Harghita Community Development Association	stakeholder	H-SRB-RO	X	
Belgium (BE)				
33. In Flanders Fields Museum (AGB Musea Ieper)	PP	B-FR	X	
34. Visit Flanders	AP	B-FR		X
France (FR)				
35. Historial de la Grande Guerre – Museums of Péronne and Thiepval / Mission Patrimoine de la Première Guerre mondiale (Mission 1914-1918)	AP	B-FR	Was reorganised in another organisation	
36. Memorial de Verdun – champ de Bataille-France	stakeholder	B-FR	X	
Germany (GER)				
37. Volksbund Deutsche Kriegsgräberfürsorge e.V.	AP	GER	X	
Ukraine (UA)				
38. State University "Uzhhorod National University"	AP	UA	X	
39. Memento Bellum	stakeholder	UA	X	

2.4.3. Business Model

This chapter presents the business models that will enable the network to sustain independently of project funding. Figure 4 outlines possible business models suitable for different phases of development of the governance structure:

i. Membership/ service fee-based model,
ii. In-kind/ service shared model,
iii. Project-based model,
iv. Service-based revenue model,
v. Joined product/ Tourism revenue model

While in the first year's (2027 and beyond), the operation will depend mostly on membership/service fee, in-kind contribution and project funding, later other funding sources will be exploited and attracted. Nevertheless, the network will operate as a **hybrid business model**, combining a mandatory membership-based model with additional models, depending on the availability of funding opportunities.

Membership-Based Model
The membership-based (or service-fee) model ensures minimum operational capacity and covers fixed costs related to the functioning of the Secretariat. The preliminary financial projection for Phase 3 operation assumes the following fixed optimal costs of the Secretariat:

- approximately 0.5 FTE for the Coordinator/Secretary General,
- travel costs of the Coordinator/Secretary General,
- maintenance of jointly developed tools (website, digital platform),
- communication external costs,
- 10 % for indirect costs (accounting, meetings, licences for communication tools...).

Fees are necessary in both Phase 3 and Phase 4. The Management Board shall decide on one of the possible **membership / service fee policies:**

- **Flat fee** - equal membership fee for all members, or
- **Differentiated fee** - members are divided in categories based on criteria such as i) territorial level, ii) organisational budget, iii) scope of services used.

A simulation of secretariat costs to be covered by membership or service fee is presented in Table 2. The simulation includes two potential scenarios of membership fee. The fee applicable to observers may be differentiated.

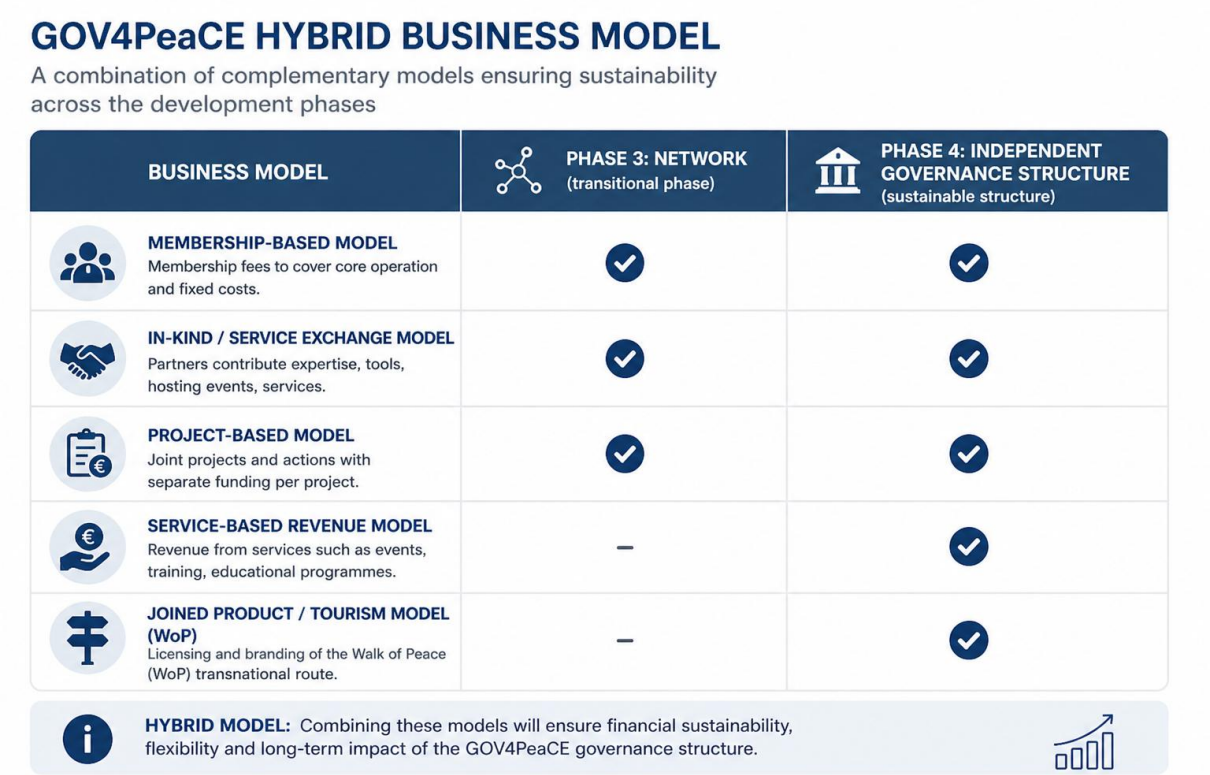


Figure 4 Hybrid business model of the new Governance Structure

In-kind Contribution / Service Exchange Model
Partners contribute through in-kind inputs such as expertise, tools, or hosting events. This model requires a high level of trust and a balanced distribution of responsibilities among partners (e.g. circulation of hosting transnational events among partners, balanced distribution of management functions in the governance bodies as functions are not paid).

Project-Based Financing Model
This model applies to the application of jointly agreed actions and projects for funding from different EU, national or other donors/sponsors. Partners co-develop, co-implement and co-

finance projects. Each project or action is financed separately, with an agreed distribution of costs and responsibilities.

Service-Based Revenue Model

This may include small-scale revenue-generating activities, such as:

- participation fees for events organised,
- educational programmes and training activities

In the longer term, the current GOV4PeaCE digital platform could evolve into a service-based model, offering advanced tools, data and functionalities through subscription or service fees.

Joint Product / Tourism Revenue Model (Walk of Peace – WoP)

This model explores the development of a licensing or branding scheme for the Walk of Peace as a transnational cultural route, potentially generating revenue by the brand and joint promotional activities. The model needs further elaboration.

Table 2 Estimation of secretariat costs and correspondent fee by two different scenarios

Indicative Costs	Description	No. of units	By month	Total, year, EUR
FIXED SECRETARIAT COSTS				
Coordinator	0,5 FTE	6	4.000,00	24.000,00
Maintenance of digital tools	Lump sum	12	650,00	7.800,00
Travel costs	Lump sum	6	500,00	3.000,00
External services: communication	Lump sum	6	650,00	3.900,00
Sub-total direct costs			**5.800,00**	**38.700,00**
Administration	10 % of Direct costs	0,1	580,00	3.870,00
TOTAL			**6.380,00**	**42.570,00**

Model: Membership/ service fee		No of members	Annual fee per member	Total, year, EUR
Scenario 1: FLAT FEE	Equal fee by members & observers	**10**	**4.257,00**	42.570,00
	Equal fee by members & observers	15	**2.838,00**	42.570,00
	Equal fee by members & observers	20	**2.128,50**	42.570,00
Scenario 2: DIFFERENTIATED FEE	Category 1	5	**6.000,00**	30.000,00
	Category 2	5	**2.000,00**	10.000,00
	Category 3	5	**500,00**	2.500,00
	Total			*42.500,00*

The final business model, tailored to the needs and capacities of the partnership, shall be further developed, agreed and operationalised by the newly established GOVE4Peace governance bodies, including the Secretariat and the Managing Board.

2.4.4. Legal form

Legal form: from network cooperation to formal association

During the transitional phase (Phase 3), cooperation is envisaged as a network, with one of the partners formally assuming the role of lead organisation responsible for secretariat and coordination.

In the longer term (Phase 4), this structure is expected to evolve into a formal governance organisation, most likely in the form of an independent legal entity (association).

The table below outlines the main characteristics of the governance structure across the next phases of institutional development.

Table 3 Key elements of the new Governance Structure by Phases

Element	Phase 3: Network	Phase 4: Independent governance structure
Legal form	No Network agreement signed, leading organisation nominated	Yes Formal legal entity (e.g. association, in line with national legislation)
Members	- Interested GOV4PeaCE Project partners - Interested GOV4PeaCe Associated Partners - Interested Major stakeholders	- Organisations fulfilling defined membership criteria -
Observers	- Yes	- Yes
Main body	Members' Forum Chair: elected among members for an agreed period	Members' Assembly Chair: elected among members
Executive & supervisory body	Management Board Head: representative of the lead organisation / Secretariat	Management Board Head: elected among members
Secretariat/ office	Provided by a lead organisation nominated among signatory partners of the network	Option 1: In-house staff of the new legal entity Option 2: Outsourced management
Committees	- Scientific Committee (SC) - Thematic Working Group: Walk of Peace (TWG WoP) - Thematic Working Group: Education, Arts and Youth (TWG E-A-Y) - Thematic Working Group: Digitisation & Communication (TWG DIGI)	Continued and/or further formalised and extended structure of committees and thematic groups
Business model	- Membership Fee Model - In-kind - Project-based	- Hybrid Model

3. Action Plan 2026-2030

The Action Plan operationalises the five strategic goals for the period up to 2030 by defining a set of concrete measures and actions, presented in the Action Plan matrix (Table 4).

Each measure is described in terms of its content, responsible body (key body in bold), indicative timeframe and potential funding sources, as well as the priority of the action, expected results and key performance indicators (KPIs) to ensure effective monitoring and implementation.

Priority areas:

i. Organisational actions
ii. Capacity building, joined research and knowledge sharing
iii. Up-scaling actions (WoP)
iv. Digitisation and communication

Although addressed under a separate priority, the CEWoP Digital Governance Support Platform will serve as a cross-cutting instrument supporting the implementation of all four priority areas and the effective functioning of the transnational network. Through its two complementary components, the Heritage Tool and the Support Communication Platform, it will facilitate the coordination and cooperation among members, assessment and improvement of WWI heritage management practices, knowledge sharing, and the gradual institutionalisation of the CEWoP governance model.

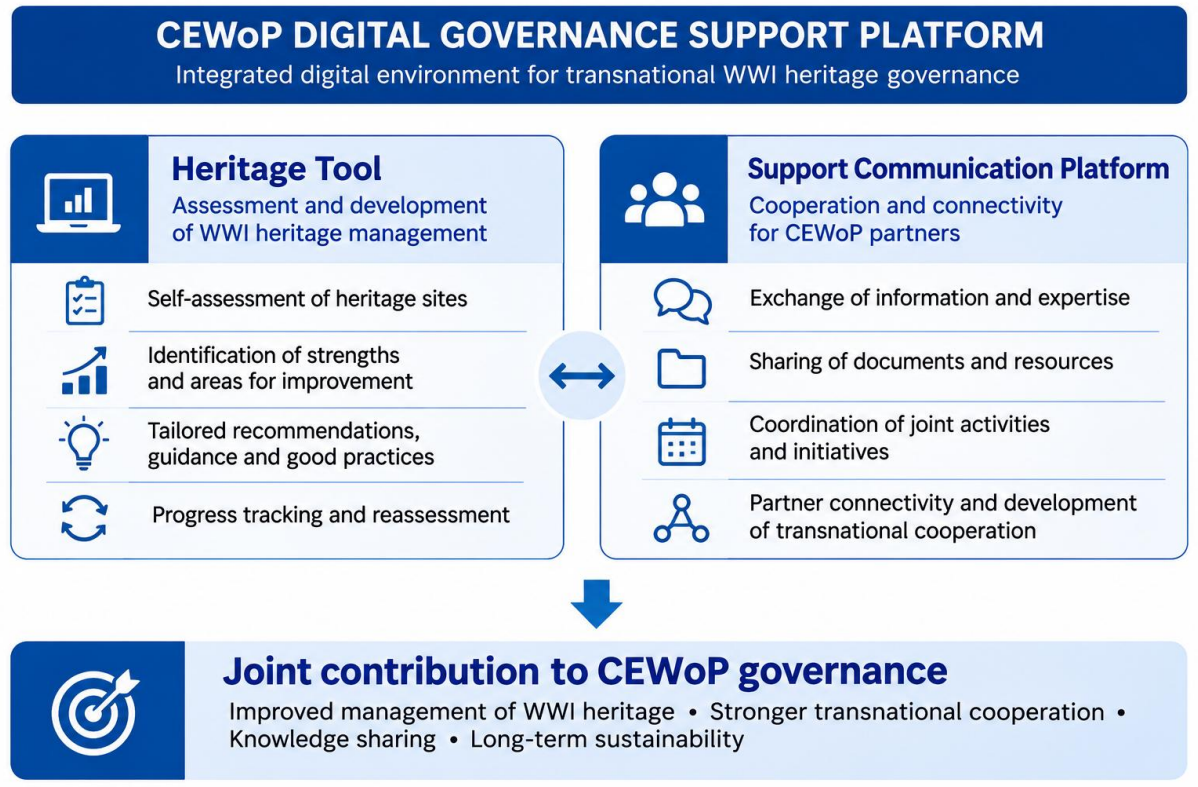


Figure 5 Structure and functionalities of the CEWoP Digital Governance Support Platform (Priority IV)

Table 4 Action Plan 2026-2030

	Measure/Action	Description	Responsible	Time frame	Priority	Funding source	Result/ KPI by 2030
1	**Organisational actions** *Purpose: forming and sustaining a transnational governance structure*	=> Goal 1: **Functional Transnational Governance Structure**					
1.1.	Forming transnational governance structure (Phase 3)	1. Prepare, agree and sign agreement 2. Nominate leading organisation	FPM (WP3)	2026	/	INTERREG GOV4Peace	Signed network agreement / MoU Target value: 1
1.2	Management and facilitation of governance bodies	1. Set up governance bodies 2. Organise meetings of governance bodies - Annual forum (1 per year) - Management Board (4 per year) - SC meetings (2 per year) - TWG meetings (3 groups x 2 per year)	Managing Board **Secretariat**	2026-2027	HIGH	Membership Fee / service fee In-kind	Operational governance structure Target value: 8 meetings per year
1.3	Operational management and coordination	1. Facilitate internal communication system 2. Day-to-day operation and coordination 3. Coordination of the AP implementation 4. Planning and reporting	**Secretariat**	2026-2030	HIGH	Membership Fee	Secretariat and its co-ordination platform in function Target value: 1
1.4	Membership and membership fee standards	1. Establish minimum standards for membership 2. Improve membership fee policy	**Managing Board** Secretariat	2027	HIGH	Membership Fee	Membership standards and membership policy document approved Target value: 1
1.5	Extension of collaboration and membership	1. Extend collaboration with other stakeholders from participating countries and non-participating countries such as Austria, Ukraine, Greece, Serbia, Romania and other interested countries connected to WWI heritage	**Managing Board** Secretariat	2027-2030	MEDIUM	Membership Fee In-kind Project-based (e.g. CERV, INTERREG EUROPE etc..)	Consolidated and strengthened transnational cooperation network Target value: 15+ members, incl. existing members
1.6	Ethical Charter of GOV4PEaCE network and its members	1. Drafting general ethical/code of conduct document, including cooperation	**SC**	2027	HIGH	In-kind	Ethic Charter adopted Target value: 1

	Measure/Action	Description	Responsible	Time frame	Priority	Funding source	Result/ KPI by 2030
		principles, values, improved Vision and Mission statement 2. Adoption					
1.7	Develop joint project pipeline	1. Identify priority projects (transnational, cross-border) and funding programmes 2. Organize project development within TWG or short-term task forces	**Secretariat** **Managing Board**	2027 + ongoing	MEDIUM	Membership Fee	Project-pipeline Target value: 1 list
1.8	Independent evaluation of the GOV4PeaCE network, its format and performance	1. On-going evaluation 2. Ex-ante evaluation of the Phase 4 model 3. Recommendations for improvement	**SC**	2027 2029	MEDIUM	In-kind	Evaluation report Target value: 2
1.9	Preparation for transition to Phase 4 (independent legal entity)	1. Study of legal forms 2. Agreement on the form and founders 3. Preparation of legal documents 4. Process and logistics management, if agreed so	**Managing Board** Secretariat	2028-2030	HIGH	Membership Fee In-kind	Independent legal entity model proposed Target value: 1
2.	**Capacity building, joined research & knowledge sharing** *Purpose: improve capacities and understanding of WWI heritage management approaches among members and priority target groups*	=>Goal 2: **Improved Capacities for Governance, Knowledge Sharing, Advocacy and Engagement**					
2.1	Development of mechanisms and facilitation of peer-to-peer learning to strengthen functional cross-border territories and WWI heritage managers' capacities	1. Establishment of a match-making tool and facilitation practical, experience-based connections between members and functional territories, such as placements – mobility of professionals, study visits, mentoring, on-line workshops and similar formats. 2. Promotion the use of existing GOV4PeaCE on-line tools. 3. Evaluation of the process and improving the professional framework, supporting	**Secretariat** TWG E-Y-A SC	2027-2030	HIGH	Membership Fee In-kind Project-based (e.g. Erasmus+)	Match-making actions facilitated Target value: 3 per year

	Measure/Action	Description	Responsible	Time frame	Priority	Funding source	Result/ KPI by 2030
		documentation and the peer-to-peer learning process.					
2.2	Conference of functional cross border territories and members dedicated to emerging topics and supported by site visits	1. Programme design 2. Preparation 3. Implementation An annual conference is recommended. Each country participating in GOV4PEACE network shall have the opportunity to host a conference on a rotating basis over time.	**Secretariat** Managing Board SC	2028, 2030	MEDIUM	Membership Fee In-kind Participation fee Project-based	Match-making actions facilitated Target value: 5 per year
2.3	Young tutors of WWI memory: engaging youth through different channels and tools while studying WWI history form different points of view	1. Development of innovative project concept including immersive experiences for youth, gamification/ edutainment approaches, co-production of thematic performances, guided tours with performances, artistic residence, contamination among arts 2. Identification of partnership and funding 3. Preparing project application	**TWG E-Y-A**	2027-2030	MEDIUM	Project-based (e.g. Creative Europe – Culture Moves Europe, Cooperation Projects, CERV, Erasmus+)	Transnational Youth/ educators platform established covering all participating countries Target value: 1
2.4	Ethical principles for WWI Heritage Governance	1. Preparing a reference document on guiding principles reflecting universal values and presenting practical solutions for institutions managing conflict heritage across Europe Indicative pillars: - Respect for the dead and commemorative practices - Inclusivity and multi-vocal interpretation (beyond national narratives) - Transparency in decision-making - Accessibility for diverse audiences - Hospitality toward visitors and descendant communities - International cooperation and reconciliation	**SC**	2027-2028	HIGH	Project-based (e.g. INTERREG EUROPE, CERV)	Guidelines Target value: 1

	Measure/Action	Description	Responsible	Time frame	Priority	Funding source	Result/ KPI by 2030
		- Commitment to peacebuilding - Sensitivity to contested or traumatic histories The ethical standards shall be regarded as a living document, subject to periodical revision to reflect evolving societal values, professional practices and emerging challenges.					
2.5	Development of educational programmes, including teacher 's education and exchange programme	1. Needs assessment incl. review of eventual existing education programmes at the universities, academies etc. 2. Identification of funding programs, partners and educators 3. Project design and application 4. Implementation	**TWG E-Y-A** SC	2029-2030	LOW	Project-based (e.g. Erasmus+)	Educational Programme in place Target value: 1
2.6	Strengthening competences in remembrance practices	1. Identification traditional and emerging formats of remembrance practices, define scope and terminology 2. Review and share best practices and mentors 3. Develop practical guidelines 4. Organise trainings, study and field visits 5. Pilot implementation and evaluation	**SC** TWG E-Y-A	2028-2030	LOW	Project-based (e.g. CERV)	Guidelines on remembrance practices adopted and tested Target value: 1
2.7	Empowering specialised tourism operators and tourist guides on the WoP values	1. Developing an awareness programme for specialised tourism agencies, brokers, journalists and guides 2. Implementation 3. Maintaining the network	**TWG WoP**	2028-2029	MEDIUM	Project-based (e.g. Erasmus+)	Tourist agents aware of the WoP specifics and USPs. Target value: 15 participants
3	**Up-scaling actions – projects and programmes** *Purpose: upgrading, extending or transferring the GOV4PeaCE solutions from the level of functional*	=>Goal 3: **Joined Product "Walk of Pece" (WoP) as Cultural Route of Europe**					

	Measure/Action	Description	Responsible	Time frame	Priority	Funding source	Result/ KPI by 2030
	territories to the transnational level in the final form of WoP						
3.1	The Walk of Peace Quality Brand Development (step 1)	1. Agree on the brand name - Confirm the official name of the transnational brand, incl. logo - Clarify ownership and usage rights (IP) - Consider EU-level trademark registration - Consider future institutional development and assure differentiation between institution and WoP brand 2. Develop Brand Strategy - Define brand identity, positioning, value propositions, narrative, tone of voice, core brand architecture aligned with territories, peace, remembrance and core EU values 3. Visual Identity System - Prepare and launch a design competition based on results of point 1 an 2 - Logo variations for transnational use - Brand book (manual with templates)	**TWG WoP** Secretariat	2027-2028	HIGH	Membership Fee In-kind Project-based	WoP as a single European WWI heritage brand defined, designed and formalised. Target value: 1
3.2.	The Walk of Peace Quality Brand Management (step2)	1. Define and adopt rules and procedures for brand use for members and other users 2. Quality Assurance Standards: minimum standards for heritage sites, visitor experience and interpretation; introduce certification or labelling system, monitoring mechanisms prepare licensing or co-branding agreements for members and authorised users	**TWG WoP** Secretariat	2029-2030	MEDIUM	Membership Fee In-kind Project-based	WoP brand usage introduced and regulated. Target value: 1

	Measure/Action	Description	Responsible	Time frame	Priority	Funding source	Result/ KPI by 2030
3.3	Cultural Routes[2] Walk of Peace nomination	1. Mapping and revision of partners 2. Setting the Concept 3. Coordination of the process 4. Drafting Nomination Dossier 5. Application and Negotiations	Management Board	2027-2028	HIGH	Project-Based	WoP designated as Cultural Route of Europe. Target value: 1
3.4	Development of joined transnational tourism promotion campaigns and tourist packages	1. Developing a plan and concept of promotional campaigns 2. Developing country and/or functional territory specific tourism packages 3. Pilot implementation 4. Pilot evaluation and upscaling	**TWB WoP**	2027-2030	MEDIUM	In-kind Project-based	Transnational WoP tourism packages and campaigns tested and ready to support CR CoE nomination. Target value: 1
3.4	UNESCO[3] Extension of sites nomination (to be planned in one phase for all countries)	1. Assuring synergies between WoP and existing UNESCO sites 2. Follow UNESCO heritage guidelines 3. Establish and maintain communication with country UNESCO Commissions	**Members**	2027-2030	LOW	In-kind	Framework for potential extension of UNESCO WWI heritage sites established. Target value: 1 (yes)
4	**Digitisation & Communication** *Purpose: assure transparent communication and accelerate use of existing GOV4PeaCE digital tools*	=>Goal 4: **GOV4PeaCE Digital Tools in Use** =>Goal 5: **Increased Visibility, Trust and Community Building**					
4.1	Updating and upgrading of existing GOV4PeaCE digital communication infrastructure following the brand and communication strategy and the growth of the network.	1. Maintain and update the business and tourism section of the Walk of Peace across Europe website, relevant landing pages and information for members, stakeholders and visitors. 2. Maintain and further develop the GOV4PeaCE Communication Support	**Secretariat** Members	2026-2030	HIGH	Membership Fee	Website, Support Communication Platform and social media maintained, upgraded and in full use.

[2] https://www.coe.int/en/web/cultural-routes
[3] https://whc.unesco.org/en/list/1567

	Measure/Action	Description	Responsible	Time frame	Priority	Funding source	Result/ KPI by 2030
		Platform to facilitate exchange, coordination and cooperation within CEWoP network. 3. Establish, maintain and manage social media in line with the network's communication strategy and developments.					Target value: 3 digital communication components maintained
4.2.	Communication Strategy	1. Developing a simple and practical Communication strategy of the GOV4PeaCE network covering: - Internal communication - External institutional communication - External communication of the WoP cultural route to the tourism market - Consider future institutional development of the WoP	**Secretariat**	2027	HIGH	Membership Fee In-kind	Communication Strategy adopted and in use. Target value: 1
4.3	Internal communication channels	1. Setting up and facilitating internal communication system 2. Regular newsletter and/or mailings for members and partners	**Secretariat** Members	2027-2030	HIGH	Membership Fee In-kind	Regular and two-way communication between the network and members established. Target value: 50+ receives of the newsletter
4.4	External Communication	1. Public dissemination of reports, guidelines, and research outputs 2. Participation and presentations at relevant national and transnational events	**Secretariat** Members	2027-2030	HIGH	Membership Fee In-kind	Cooperation established with relevant transnational institutions, national bodies, universities etc Target value: 10 + institutional stakeholders

	Measure/Action	Description	Responsible	Time frame	Priority	Funding source	Result/ KPI by 2030
4.5	Operational use and further development of the GOV4Peace Heritage Tool	1. Maintain and improve the Heritage Tool (HT) as a common instrument for self-assessment and improvement of WWI heritage management 2. Promote uptake: promote and facilitate the use of the HT among CEWoP new members and other organisations across existing and new territories and provide support in its use 3. Apply results: Support application of heritage governance improvements by encouraging organisations to use of self-assessment results 4. Transnational learning: assure exchanges and peer learning between members and across functional territories in addressing the specific gaps identified (Ref. to 2.1)	**Secretariat** Members	2026-2030	HIGH	Membership (maintenance) Fee In-kind (use by members) Project-based	Target value: 1 digital tool operational

4. Risk Analysis

This chapter identifies the key risks that may affect the implementation of the Action Plan and the transition towards a sustainable transnational governance structure. It provides an assessment of their likelihood and potential impact and proposes appropriate mitigation and management measures.

The risks are grouped across organisational, financial, legal, operational and strategic dimensions. Attention is given to risks related to transnational cooperation, shared governance, branding and long-term sustainability.

The matrix below serves as a practical tool for the Management Board and Secretariat to monitor risks and ensure timely and coordinated responses.

Table 5 Risk Analysis

Risk	Category	Likelihood	Impact	Risk Level	Mitigation / Management Measures	Responsible Body
Weak commitment of members after project end	Organisa-tional	Low	High	Medium	Clear membership benefits, regular engagement, early signing of agreement, active communication	Secretariat / MB
Insufficient funding for core actions	Financial	Medium	High	High	Increase membership fee early, partners in addition to membership fee financially support priority actions, prolongation	MB / Secretariat
Dependence on project funding, calls & project success	Financial	High	Medium	Medium-High		
Too high membership fee for some smaller members	Financial	Medium	Medium	Medium	Diversification of membership fee by categories, payment in several tranches	Secretariat
Unequal participation (Measuring in kind contribution, participation in bodies)	Organisa-tional	Medium	Medium	Medium	Transnational balanced participation in governance bodies, define roles, responsibilities, and in-kind contribution standard/reporting	MB
Ineffective coordination across countries (complex governance structures)	Opera-tional	Medium	Medium	Medium	Strong Secretariat, digital tools, regular meetings and communication with functional territories	Secretariat
Agreement on use and adaptation of digital tools for different purposes (internal, external, tourism promotion)	Opera-tional	Medium	Medium	Medium	Training, user-friendly design, mandatory use for key processes	Secretariat/ TWG WoP

Risk	Category	Likelihood	Impact	Risk Level	Mitigation / Management Measures	Responsible Body
Legal issues and misunderstandings related to WoP brand	Legal	Medium	High	High	Clear agreement with WoP Foundation, licensing model, legal review, differentiation between institutional logo and WoP brand	MB / TWG WoP
Overambitious scope of activities	Opera-tional	Medium	Medium	Medium	Prioritisation of Action Plan, phased implementation	MB
Failure to achieve Cultural Route status	Strategic	Low-Medium	Low	Low	Early preparation, alignment with CoE standards	MB
Stakeholder fatigue / overload	Organisa-tional	Low-Medium	High	High	Realistic planning, clear benefits, balanced workload	Secretariat
External risks (political changes, changes in EU funding priorities, economic, crisis)	External	Medium	High	High	Flexible planning, diversified project topics, search of other type of donations	MB

Disclaimer

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