

FORMAT		
1. Name of resource	Participatory Governance of Cultural Heritage	
2. Location	https://op.europa.eu/en/publication-detail/-/publication/b8837a15-437c-11e8-a9f4-01aa75ed71a1	
3. Alternative location		
4. Author[s]	Open Method of Co-ordination (OMC) Working Group of [EU] Member States Experts	
5. Publisher/producer/host	European Union	
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8. Languages in which available	English	
9. Geographic area resource relates to	Europe, but with worldwide relevance	
10. Does the resource relate to a specific time frame?		
11. Type	Report	Yes
	Toolkit/Framework/Roadmap	Yes
	Sign-post to other resource (database)	
	Case studies	Yes
12. Part of an initiative?	European Agenda for Culture/ Work Plan for Culture (2015-18)	
COLLECTIONS AND COLLECTIONS-BASED INSTITUTIONS		
13. Explicit links to collections	Yes	
14. Explicit links to museums/libraries/archives	Yes	
15. Types of institutions relevant to	Museums	X
	Archives	X
	Libraries	X
	Other	X Sites and monuments
16. Does the resource relate to specific disciplines?	Arts, humanities and social sciences: philosophy, psychology, religion, social sciences, law, politics, language, arts and recreation, architecture,	X

	literature, history, geography and ethnology, anthropology, archaeology	
	Science, natural history, technology, medicine, engineering, manufacturing	
17. If no explicit links to collections, justification for inclusion		
HOW IT CONTRIBUTES TO SUSTAINABLE DEVELOPMENT		
18. Collections-related activities the resource relates to (mark all that apply)		
Develop collections to protect and safeguard wider cultural and natural heritage more effectively , for example by targeting collecting to threatened forms of heritage in strategic ways		
Use collections to promote learning and educational opportunities that contribute to sustainable development more effectively , for example education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development and/or skills development relating to collections	X	
Use collections to promote cultural participation/social inclusion more effectively , for example by reducing barriers to participation, to ensure no-one is 'left behind'	X	
Use collections to promote sustainable tourism more effectively , for example by developing new products based on local cultural heritage, and/or considering the rights of stakeholder groups in relation to collections		
Use collections to support research that contributes to sustainable development (including all forms of personal and self-directed research at all levels that make use of stored collections) more effectively, for example by providing effective facilities, collections and information to meet researchers' needs	X	
Make decisions around collections that contribute to sustainable development more effectively	X	
i. employment (recruiting, staff training, staff safety)		
ii. energy consumption, greenhouse gas emissions, reduction, monitoring and reporting		
iii. waste management and reduction of waste		
iv. transport (forms of transport, energy use)		
v. commercial activities including copyright and IP	X	
vi. governance and management	X	
vii. security, disaster preparedness and risk reduction		
Direct external leadership, partnerships and collaborations	X	

towards sustainable development more effectively, for example by developing impactful partnerships	
19. Does the resource relate clearly to any international conventions (mark all that apply)?	
Culture conventions:	
1952, 71 Protection of Copyright and Neighbouring Rights	
1954 Protection of Cultural Property in the Event of Armed Conflict	X
1970 Fighting Against the Illicit Trafficking of Cultural Property	X
1972 Protection of the World Cultural and Natural Heritage	X
2001 Protection of the Underwater Cultural Heritage	X
2003 Safeguarding of the Intangible Cultural Heritage	X
2005 Protection and Promotion of the Diversity of Cultural Expressions	X
Rio Conventions:	
Convention on Biological Diversity (CBD), Convention to Combat Desertification (UNCCD), Framework Convention on Climate Change (UNFCCC)	X
AIMS AND CONTENT	
20. What issues does the resource aim to address?	<p>“This ‘open method of coordination’ (OMC) report seeks to move the concept of the participatory governance of cultural heritage from simply an abstract notion to concrete action, in other words how participation can be put to practical use in the ordinary and everyday governance of cultural heritage. The guiding principle behind the publication of a handbook was to make it easier for cultural heritage institutions and professionals to recognise that participatory governance of cultural heritage is important, and to feel familiar with how and when to use it in the best possible way.</p> <p>As a handbook, this document is designed first and foremost to provide practical advice for cultural heritage professionals and institutions to be able to use and benefit from. It focuses on providing step-by-step advice on how to create the necessary preconditions for the participatory governance of cultural heritage, support the process and ensure its sustainability. In addition, the working group also believed that it was important for the handbook to be of use to politicians and policy-makers.” (p.7)</p>
21. Intended audience of resource	Cultural heritage professionals and institutions; politicians and policy-makers.
22. Process of development	“This report is the result of a collective effort by experts from 27 Countries requested by the Council of the European Union to identify ‘innovative approaches to the multilevel governance of tangible, intangible and digital heritage which involve the public sector, private

	<p>stakeholders and the civil society’, in the framework of the Work Plan for Culture 2015-2018. Working on this mission was a challenging task. It extended far beyond simply compiling and presenting what was already known through research and professional or institutional experience. The working group drew up questionnaires and templates, and collected and analysed relevant data and examples. The text has been compiled step by step, and discussed at meetings and in smaller groups between the meetings. This was a rewarding process, enabling us to learn together and reach a mutual understanding.” (p.7)</p>
<p>23. Organisation/structure/contents</p>	<p>1. Introduction 9 1.1 Background – cultural heritage and democracy 11 1.2 Operational framework for the ‘open method 12 of coordination’ (OMC) group 1.3 For whom has this OMC group worked? 14 1.4 How this OMC group worked 15 1.5 Key terms: the understanding of the OMC group 17 2. Historical background and context 25 2.1 Historical background to participatory practices 27 in cultural heritage 2.2 Developments from the 1970s onwards 28 3. Analysis of best practices 31 3.1 Initiator in relation to analysis of best practices 34 3.2 Motivation in relation to analysis of best practices 35 3.3 Obstacles/barriers to analysis of best practices 39 3.4 Impact/change 41 3.5 Lessons learned 42 4. Recommendations on developing participatory governance in cultural heritage 45 4.1 Create the right pre-conditions 49 4.2 Provide support and back-up 51 4.3 Ensure the sustainability of the process 53 5. Policy recommendations 55 5.1 Recommendations to all policy makers 57 5.2 Recommendations to policy makers at national level 58 5.3 Recommendations to policy makers at EU level 59 6. Further reading 61 7. Appendix I & II 69</p>
<p>FRAMEWORKS</p>	
<p>24. Framework structure</p>	<p>Section 4 can be considered as a framework: “4. Recommendations on developing participatory governance in cultural heritage ...Before engaging in a participatory governance of cultural heritage process, cultural institutions and/or</p>

professionals are recommended to follow the steps below...

1. Are the organisation and the potentially involved professional(s) supportive and ready to change?
2. Have all relevant stakeholders, including civil society, formally indicated their expectations on the topic (letters, requests for meetings, organisation of public meetings, etc.)?
3. Do all the potential participants show a positive attitude to cooperation?
4. Is the initial understanding of the scope and the process the same for all participants?
5. Are the professionals open to embracing input from other participants and is it accepted by the other participants that professional expertise and knowledge might be required?
6. Do all the participants agree on the primary aim of the process?

It might not be possible to give full answers to all these questions before starting the process. However, if the (preliminary) answers to most of the questions are positive, there may be favourable conditions for participatory governance of cultural heritage. Below are suggestions for different stages of the policy cycle, including planning, implementation and monitoring of projects or processes of the participatory governance of cultural heritage.”

The elements of the framework are as follows; detail for each heading is given in the resource:

4.1 Create the right pre-conditions

4.1.1 Provide information on the statutory processes available for the participatory governance of cultural heritage

4.1.2 Identify stakeholders

4.1.3 Develop a common vision

4.1.4 Allocate resources

4.1.5 Provide an environment or opportunity where knowledge can be shared and participants can learn from each other

4.2 Provide support and back-up

4.2.1 Communicate and be transparent

4.2.2 Attract and interact

4.2.3 Always remember and stress that common good means common responsibility

4.2.4 Trust in the institutions and the professional’s role in participatory governance of cultural heritage

	<p>4.2.5 Pay attention to agendas, need for compromise</p> <p>4.3 Ensure the sustainability of the process</p> <p>4.3.1 Monitor and evaluate the process</p> <p>4.3.2 Strengthen motivation</p> <p>4.3.3 Promote the benefits for the community, transmission of cultural heritage and society (p.47-54)</p>
25. Relevant policy considerations	Yes
26. Resources for implementation identified	Yes
27. Specific assessment points/indicators/milestones/action plan for monitoring	Yes
28. ASPECTS OF SUSTAINABILITY COVERED BY RESOURCE (mark all that apply)	
People (social sustainability)	X
Planet (environmental sustainability)	
Prosperity (economic sustainability)	X
Peace	X
Partnerships	X
29. CROSS-CUTTING CONSIDERATIONS COVERED BY RESOURCE (mark all that apply)	
Gender perspectives	Yes
North and South perspectives	No
HOW THE RESOURCE CONTRIBUTES TO AGENDA 2030 AND THE SDGs	
HOW AGENDA 2030 AND THE SDGs FEATURE IN THE RESOURCE	
30. SDGs and Agenda 2030 specifically mentioned?	No
31. SDGs specifically mentioned?	No
32. SDG targets specifically mentioned?	No
33. SDG indicators specifically mentioned?	No
SDGs AND SDG TARGETS AND LINKAGES	
34. Comments on SDG linkages	Implementing the resource helps support a number of SDGs and targets relating to inclusive and welcoming

	<p>organisations, decision-making, planning, implementation, monitoring and evaluation of activities drawing on and related to cultural heritage. These include 1.4, 4.A, 5.1, 5.5, 5.C, 10.2-4, 11.3, 11.4, 11.7, 16.6, 16.7, 16.10, 16.B, 17.14, 17.16, 17.17, and 17.19.</p>
<p>35. SDGs and SDG targets the resource helps advance</p>	
<p>SDG 1: End poverty in all its forms everywhere 1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance</p>	<p>Numbers and proportions of people from particular groups using collections in comparison with demographics in broader society.</p> <p>Numbers of people accessing collections.</p> <p>Number of targeted programmes that aim to enhance access to collections by disadvantaged groups.</p> <p>Sustainable tourism that enhances local communities' access to basic services, ownership and control over land and other forms of property (including cultural and natural heritage), as well as to technology and markets.</p> <p>Involvement of people from disadvantaged groups in decision-making activities and processes relating to collections and collections-based institutions.</p>
<p>SDG 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all 4.A Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all</p>	<p>Number and proportion of education facilities that are child, disability and gender sensitive.</p> <p>Proportion of education facilities that provide safe, non-violent, inclusive and effective learning environments for all.</p> <p>Number and type of initiatives to improve effectiveness of learning environments.</p> <p>Support given to other education facilities to make them more inclusive and effective.</p>
<p>SDG 5. Achieve gender equality and empower all women and girls 5.1 End all forms of discrimination against all women and girls everywhere</p>	<p>Number and proportion of programmes taking proactive steps to identify, reduce and remove discriminatory practices and processes relating to collections and collection-based institutions.</p>

<p>SDG 5. Achieve gender equality and empower all women and girls 5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</p>	<p>Number and proportion of women included in programmes, partnerships and processes relating to collections and collections-based institutions at</p> <ul style="list-style-type: none"> i. foundation/entry levels ii. intermediate levels iii. senior levels, including management, leadership and decision-making.
<p>SDG 5. Achieve gender equality and empower all women and girls 5.C Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels</p>	<p>Number and proportion of policies relating to collections and collections-based institutions that incorporate gender perspectives to promote gender equality and empowerment of all women and girls at all levels.</p>
<p>SDG 10. Reduce inequality within and between countries 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p>	<p>Collections development to ensure that collections effectively meet the needs of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p> <p>Numbers and proportions of people making use of collections in relation to the demographic of the local population.</p> <p>Numbers and proportions of people involved in focused programmes aimed at promoting social, economic and political inclusion.</p> <p>Numbers and proportions of people from different demographic groups involved in decision-making processes relating to collections and collections-based institutions.</p> <p>Number and types of partnerships that build relationships with marginalized groups, individuals and communities.</p>
<p>SDG 10. Reduce inequality within and between countries 10.3 Ensure equal opportunity and reduce inequalities of outcome,</p>	<p>Identification of discriminatory policies and practices, with clear plans to address these, to ensure equal opportunity for all and reduce inequalities of outcome.</p>

<p>including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard</p>	
<p>SDG 10. Reduce inequality within and between countries 10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality</p>	<p>Number and proportion of policies that proactively address equality issues relating to fiscal, wage and social protection considerations.</p>
<p>SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable 11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries</p>	<p><i>11.3.2 Proportion of cities with a direct participation structure of civil society in urban planning and management that operate regularly and democratically</i></p> <p>Plans in place for collections-based institutions to facilitate the incorporation of communities' views into local planning and town management processes in a regular way.</p> <p>Plans in place for collections-based institutions to facilitate the incorporation of minorities' views into local planning and town management processes in a regular way.</p>
<p>SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable 11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage</p>	<p><i>11.4.1 Total expenditure (public and private) per capita spent on the preservation, protection and conservation of all cultural and natural heritage, by type of heritage</i></p> <p>Plans, policies and procedures in place for the safe use of collections for a variety of purposes, protecting and safeguarding both collections and those who use them.</p> <p>Plans, policies and procedures in place for the identification, safeguarding and protection of cultural and natural heritage at risk.</p> <p>Collecting programmes in place to protect, safeguard and make use of cultural and natural heritage, addressing the needs of communities and stakeholders, and ensuring that collections can be an effective resource for sustainable development.</p> <p>Number and diversity of educational, awareness-raising,</p>

	<p>research programmes, and partnerships that aim to strengthen protection of cultural and natural heritage.</p>
<p>SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable 11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities</p>	<p>Numbers of people accessing collecting institutions from different demographic groups, notably women, children, older people and persons with disabilities.</p> <p>Increases in numbers of people accessing collecting institutions from different demographic groups.</p> <p>Measures taken to remove barriers to access green and public spaces.</p> <p>Extent of green space provided by collections institutions.</p>
<p>SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. 16.6 Develop effective, accountable and transparent institutions at all levels</p>	<p>16.6.2 Proportion of the population [audience/users/non-users] satisfied with their last experience of public services Access to information, and accountability policies and mechanisms, in place.</p> <p>Effective institutional arrangements, both for own working and for working in partnership with other sectors, in place.</p> <p>Plans and arrangements in place for extraordinary circumstances such as natural and human-caused disasters.</p> <p>Effective arrangements in place to fulfil legal and social obligations and responsibilities.</p> <p>Effective arrangements in place for transparent communication and reporting of institutional performance.</p> <p>Effective arrangements in place for transparent decision-making and accountability.</p>
<p>SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. 16.7 Ensure responsive, inclusive, participatory and representative decision-</p>	<p>16.7.1 Proportions of positions (by sex, age, persons with disabilities and population groups) in public institutions (national and local legislatures, public service, and judiciary) compared to national distributions 16.7.2 Proportion of population [audience/users/non-users] who believe decision-making is inclusive and responsive, by sex, age, disability and population group</p> <p>Decision-making addresses societal, environmental and</p>

<p>making at all levels</p>	<p>economic challenges related to the community, considering short-term and long-term risks and opportunities.</p> <p>Decision-making draws on diverse backgrounds, viewpoints and interests, reflecting a broad base of stakeholders, and working to promote inclusion and provide effective services for all of society.</p>
<p>SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. 16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements</p>	<p>Adopt and implement constitutional, statutory and/or policy guarantees for public access to information.</p> <p>Plans in place, and plans implemented to enhance public access to information relating to collections.</p> <p>Plans in place, and plans implemented to support fundamental freedoms, in line with human rights, national and international agreements and legislation.</p> <p>Plans and procedures in place for public access to information relating to the operation and management of collections-based institutions.</p> <p>Complaint mechanism in place for public to use where public access to information and fundamental freedoms not supported or fulfilled.</p>
<p>SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. 16.B Promote and enforce non-discriminatory laws and policies for sustainable development</p>	<p><i>16.B.1 Proportion of population [audience/users/non-users] reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law</i></p> <p>Number and proportion of policies that incorporate sustainable development considerations, in the full sense of recognizing all three of social, economic and environmental considerations.</p>
<p>SDG 17. Partnerships for the goals 17.14 Enhance policy coherence for sustainable development</p>	<p>Proportion of policies that incorporate sustainable development considerations, linking to SDGs and targets.</p> <p>Incorporation of policy considerations from outside the collections sector into policies of collections-based institutions, to facilitate partnerships and effectiveness.</p>

<p>SDG 17. Partnerships for the goals</p> <p>17.16 Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries</p>	<p>Number and/or increase in number, and diversity of global and international multi-stakeholder partnerships that share collection-related knowledge, expertise, technology and financial resources to address the SDGs, or that otherwise involve collections-based organisations and institutions.</p> <p>Number and/or increase in number, and diversity of global and international multi-stakeholder partnerships involving developing countries that share collection-related knowledge, expertise, technology and financial resources to address the SDGs.</p>				
<p>SDG 17. Partnerships for the goals</p> <p>17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships</p>	<p><i>17.17.1 Amount of United States dollars committed to public-private and civil society partnerships</i></p> <p>Number and/or increase in number, and diversity of local, national and regional multi-stakeholder (public, public-private and civil society) partnerships that address the SDGs drawing on collections, or that otherwise involve collections-based organizations and institutions.</p>				
<p>SDG 17. Partnerships for the goals</p> <p>17.19 By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries</p>	<p>Identification and implementation of measures for sustainable development incorporating social and environmental considerations.</p> <p>Identification and implementation of both quantitative and qualitative measures of sustainable development.</p>				
1	2	3	4	5	6
7	8	9	10	11	12
13	14	15	16	17	