FORM	AT			
1.	Name of resource	Legacies of Slavery: A Resource Book for Managers of Sites and Itineraries of Memory		
2.	Location	https://en.unesco.org/themes/fostering-rights-		
		inclusion/slave-route/legacies-slavery		
3.	Alternative location	http://www.gaahlp.org/wp-		
		content/uploads/2019/05/UNESCO SRP Legacies of Slave		
		ry Resource Book for Managers Brochure EN 03052019		
		<u>.pdf</u>		
	Author[s]	UNESCO		
5.	Publisher/producer/ host	UNESCO		
6.	Year	2018		
7.	Suggested citation	UNESCO (2018). Legacies of Slavery: A Resource Book for Managers of Sites and Itineraries of Memory. UNESCO, https://en.unesco.org/themes/fostering-rights-inclusion/slave-route/legacies-slavery		
8.	Languages in which available	English, French, Spanish		
9.	Geographic area	Global		
	resource relates to			
10.	Does the resource relate to a specific time frame?			
11.	Туре	Report	X	
		Toolkit/Framework/Roadmap	Х	
		Sign-post to other resource		
		Case studies	Х	
		Other		
12.	If this is part of an	UNESCO Slave Route project,		
	initiative, what is the	https://en.unesco.org/themes/fostering-		
	initiative?	<u>inclusion/slave-route</u> : "Ignorance or conc	•	
		historical events constitutes an obstacle t		
		understanding, reconciliation and cooperation among		
		peoples. UNESCO's Slave Route project: Resistance, Liberty,		
		Heritage has broken the silence surrounding the slave trade		
		and slavery that have concerned all continents and caused the great upheavals that have shaped our modern		
		societies."	modern	
COLLE	COLLECTIONS AND COLLECTIONS-BASED INSTITUTIONS			
	Explicit links to	Yes		
	collections			
14.	Explicit links to	Yes		

museums/libraries/a				
rchives				
15. Types of institutions	Museums		Χ	
the resource covers	Archives		Χ	
	Libraries		X	
	Other		Х	
16. Does the resource	Arts, humanities and social	Х		
relate to specific disciplines?	sciences: philosophy, psychology, religion, social			
disciplines?	sciences, law, politics,			
	language, arts and			
	recreation, architecture,			
	literature, history,			
	geography and ethnology,			
	anthropology, archaeology			
	Science, natural history,	X		
	technology, medicine, engineering, manufacturing			
17. If no explicit links to	engineering, manufacturing			
collections,				
justification for				
inclusion				
HOW IT CONTRIBUTES TO SU				
	tivities the resource relates to	_		
	ct and safeguard wider cultural	and	X	
	ively, for example by targeting is of heritage in strategic ways			
Use collections to promote le			X	
the state of the s	e to sustainable development r	nore	^	
	ation for sustainable developm			
and sustainable lifestyles, hur				
promotion of a culture of pea	ice and non-violence, global			
	of cultural diversity and of cultu			
	evelopment and/or skills develo	pment		
relating to collections	ultural manticipation /casisling	lugion	V	
Use collections to promote c		X		
more effectively, for example by reducing barriers to participation, to ensure no-one is 'left behind'				
Use collections to promote s	X			
for example by developing ne				
heritage, and/or considering				
relation to collections				
Use collections to support re	X			
sustainable development (in				
directed research at all levels				
more effectively, for example				
collections and information to meet researchers' needs				

Make decisions around collections that contribute to sustainable				
development more effectively				
i. employment (recruiting, staff training, staff safety)	Χ			
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	Χ			
vi. governance and management	Χ			
vii. security, disaster preparedness and risk reduction				
Direct external leadership, partnerships and collaborations				
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				
1970 Fighting Against the Illicit Trafficking of Cultural Property				
1972 Protection of the World Cultural and Natural Heritage	1972 Protection of the World Cultural and Natural Heritage			
2001 Protection of the Underwater Cultural Heritage				
2001 Protection of the Underwater Cultural Heritage				
2003 Safeguarding of the Intangible Cultural Heritage	X			
	X X			
2003 Safeguarding of the Intangible Cultural Heritage 2005 Protection and Promotion of the Diversity of Cultural Expressions				
2003 Safeguarding of the Intangible Cultural Heritage 2005 Protection and Promotion of the Diversity of Cultural Expressions Rio Conventions:				
2003 Safeguarding of the Intangible Cultural Heritage 2005 Protection and Promotion of the Diversity of Cultural Expressions Rio Conventions: Convention on Biological Diversity (CBD), Convention to Combat				
2003 Safeguarding of the Intangible Cultural Heritage 2005 Protection and Promotion of the Diversity of Cultural Expressions Rio Conventions:				

AIMS AND CONTENT

20. What issues does the resource aim to address?

"Long isolated and limited to a few famous sites of slavery and the slave trade (such as the Island of Gorée in Senegal, the Ghana forts and the Citadelle Henry Christophe in Haiti), historic towns (such as Salvador in Brazil and Cartagena in Colombia) and remains (such as plantations in the Caribbean), initiatives aimed at establishing this tangible heritage in national memorial landscapes have significantly increased, diversified and gained momentum over the last 20 years or so. This memorial heritage is often endangered, however, by ignorance of its historical value, negligence, a lack of means for managing it or even financial greed aroused by its value on the real-estate market.

Countries have adopted different strategies to preserve their memorial sites and monuments: inscriptions on the World Heritage List, which involves specific obligations; listings as national cultural heritage, which guarantee a certain level of protection; and the creation of memory routes promoted in cultural tours by communities and/or local authorities. Some combine these different strategies simultaneously.

Site managers and authorities are therefore constantly facing challenges triggered by tourism development projects. Those challenges faced by managers of sites or routes linked to the history of the slave trade and slavery are specific to the very nature of the historical subject and include, for example, the possible loss of historical landmarks or their fall into oblivion; the gradual disappearance of this memorial heritage; and the extreme sensitivity of the subject.

Managers should be aware of the risk of certain pitfalls in approaching this theme. Important choices must be made to avoid a reification of the slave trade and slavery as a tourist product, along with other pitfalls linked to economic exploitation and speculation. It is important to prevent programmes of commercial exploitation and mass tourism, such as hotel areas and/or tourist recreation parks of a speculative nature.

The third challenge in the preservation and enhancement of memorial heritage linked to the history of the slave trade and slavery is the need to involve communities in reclaiming these sites. The commitment of the communities involved, especially by women and young people, is essential to the sound management of the site or route. It will enable them to benefit from the development and will provide them with economic and cultural tools of self-determination and identity.

This methodological guide intends to address these concerns by analysing the experiences of professionals working in the field, decision-makers involved in the development of public policy and researchers who have considered and discussed the topic. Its main objective is to offer assistance to the different stakeholders involved in memory policies and the management of heritage linked to the slave trade and slavery in three main ways:

1. Providing a frame of reference to government authorities in charge of formulating development policies for historical heritage to support their efforts to identify, safeguard and develop tangible sites and monuments, as well as anti-slavery resistance and

abolition movements.

- 2. Providing managers with a methodological tool to strengthen their capacity to address the different issues they are facing.
- 3. Encouraging experience-sharing and partnerships between managers of memorial sites and monuments to stimulate the creation of regional and international memory networks and routes.

This guide offers examples of best practices, identifies new approaches, defines guidelines, provides recommendations and promotes the building of networks. In short, it aims to boost the effectiveness of the management, development and promotion of historical and memorial sites and routes linked to the slave trade and slavery in different regions of the world. In addition to addressing these needs specific to the operational development of memory tourism, this guide aims to raise awareness of the pitfalls and risks linked to promoting this specific memorial heritage, especially when tours highlight the wealth of buildings formerly owned by slave masters rather than the sweat and blood of the slaves who built them. It is important to take into account all the tangible and intangible legacies of the slave trade and slavery: the slave factories, the fortifications, the homes of the slave masters, but also the places where physical cruelty took place, the resistance sites and the achievements of slaves, considering that the symbolic, memorial and social value of such heritage does not always match the key criteria in terms of business, aesthetics and tourism"

21. Intended audience of resource

[Tourism sector and all those engaged in activities relating to tourism]

22. Process of development

"This Guide is the result of a collective effort that brought together historians, specialists of memory routes and managers of historical sites. It was prepared within the Social and Human Sciences Sector, in the Policies and Programmes Division, the History and memory for Dialogue Section, under the supervision of Ali Moussa Iye, Chief of Section and coordinator of the Slave Route Project: Resistance, Liberty, Heritage. We would like to thank the members of the International Scientific Committee for the Slave Route Project and all those who have supported us in the development, revision and updating of this publication, and especially the following:

Ms Nelly Schmidt, Research Director at the French National Centre for Scientific Research (CNRS), University Paris IV-Sorbonne, Chair of the International Scientific

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UNESCO's Staff: Mr Emile Glele, Ms Elia Mompontet-Zabala, Mr Marc Extrana, Ms Mimouna Abderrahmane and Ms Alana Castro de Azevedo for their rigorous follow-up." [p.3]

23. Organisation/structure/contents

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FRAMEWORKS

24. Framework structure

The Implementation Framework for the Promotion of Memorial Heritage on pages 11-17 relates to policies and laws regarding memorial heritage:

"The relatively recent implementation of these legislative measures [concerning memorialization of the Trans-Atlantic Slave Trade] does not allow for a precise assessment of their effects. Nevertheless, useful lessons can be drawn from their stated objectives to:

1. Establish and foster openness to memory that takes

	many forms: commemorations and celebrations, enhancement of memorial places and sites, development of research and education on the slave trade, slavery and their abolition. 2. Stimulate and give momentum to initiatives in civil society: cultural initiatives by people of African descent, on the tangible and intangible heritage, by local communities; and educational initiatives by associations, schools and universities. 3. Involve various political stakeholders at the local, national and regional levels. 4. Establish referencing and a standing national framework to legitimize initiatives taken at various levels and ensure their long-term future. To that end, the frameworks need to be: 1. The result of extensive consultation with the various stakeholders, especially people of African descent, as well as all women and men whatever their ancestry; 2. Developed in relation to the country's identity, according to its place in the history of the slave trade and slavery, the national social context, and the existing tangible and intangible heritage linked to that history; 3. Drawn up in a thoughtful and considered manner, as words and phrasing are of paramount importance for the chosen objectives; 4. Monitored and evaluated by a specific national committee that will also serve as an advisory intermediary between the grass roots and State organizations; 5. Enhanced by means of hard-and-fast policies to combat racial prejudice, discrimination and exclusion affecting people of African descent; 6. Integrated in specific policies and measures for achieving gender equality, a fundamental human right and a necessary condition for the achievement of international development objectives. To this end, they should be reinforced by specific policies aimed at the elimination of all forms of discrimination against women of African descent."
25. Relevant policy	Yes
considerations	
26. Resources for implementation identified	Yes
27. Specific assessment points/indicators/mi	Yes
lestones/action plan	

for monitoring	
	ABILITY COVERED BY RESOURCE (mark all that apply)
People (social sustainability)	X
Planet (environmental	
sustainability)	
Prosperity (economic	X
sustainability)	
Peace	X
Partnerships	X
	SIDERATIONS COVERED BY RESOURCE (mark all that apply)
Gender perspectives	(
North and South	X
perspectives	
•	IBUTES TO AGENDA 2030 AND THE SDGs
	E SDGs FEATURE IN THE RESOURCE
30. SDGs and Agenda	No
2030 specifically	
mentioned?	
31. SDGs specifically	No
mentioned?	
32. SDG targets	No
specifically	
mentioned?	
33. SDG indicators	No
specifically	
mentioned?	
SDGs AND SDG TARGETS AN	D LINKAGES
34. Comments on SDG	The resource supports a number of SDG targets, including
linkages	11.4 (protect and safeguard cultural and natural heritage),
o o	11.7 (safe, welcoming and inclusive green and public
	spaces) and 8.9 (sustainable/responsible tourism); 4.4 (staff
	skills), 4.7 (Education for Sustainable Development), 16.10
	(ensuring access to information), 16.B (policies for
	sustainable development), 5.1 (promoting gender equality)
	5.C (policies for gender equality), 10.2-4 (promoting
	universal social, economic and political inclusion, and
	ensuring policies support this), 17.14 (policy coherence for
	sustainable development), global and multistakeholder
	partnerships (17.16 and 17.17 respectively), effective,
	accountable and transparent institutions (16.6), inclusive
	decision-making (16.7). Generally working to reduce
	intolerance and promote awareness of the past and
	contemporary legacies contributes to the achievement of
	SDG 11.B (Disaster Risk Reduction) and 16.1 (reducing
	violence everywhere) and 16.3 (promoting the rule of law
	and universal access to justice).
	and aniversal access to justice j.

35. SDGs and SDG targets the resource helps advance

SDG 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

Number of young people and adults in skills-development activities and programmes drawing on collections, for employment, decent jobs and entrepreneurship

Increase in number of young people and adults in such programmes

Number and proportion of staff who have received training in the last year, to better support their contribution to the SDGs.

Programs and processes in place to ensure the availability of a skilled workforce.

SDG 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and nonviolence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development

Numbers of people in each type of programme drawing on collections from different demographic groups.

Increases in numbers of people in each type of programme from different demographic groups.

Proportion of people involved in such programmes in relation to overall audience size.

Evidence that learners have acquired knowledge and skills to promote sustainable development.

SDG 5. Achieve gender equality and empower all women and girls

5.1 End all forms of discrimination against all women and girls everywhere

Number and proportion of programmes taking proactive steps to identify, reduce and remove discriminatory practices and processes relating to collections and collection-based institutions.

SDG 5. Achieve gender	
equality and empower all	Number and proportion of policies relating to collections
women and girls	and collections-based institutions that incorporate gender
5.C Adopt and strengthen	perspectives to promote gender equality and
sound policies and	empowerment of all women and girls at all levels.
enforceable legislation for	
the promotion of gender	
equality and the	
empowerment of all	
women and girls at all levels	
SDG 8. Promote sustained,	
inclusive and sustainable	Numbers of jobs created or supported that relate to
economic growth, full and	sustainable tourism drawing on local products (e.g. craft
productive employment	producers).
and decent work for all	,
8.9 By 2030, devise and	Develop and implement plans to reduce and remove
implement policies to	negative impacts of tourism.
promote sustainable	, 100 m p 000 01 00 m
tourism that creates jobs	Numbers of activities and/or products drawing on local
and promotes local culture	culture.
and products	calcare.
and products	Value to artisans and source communities of activities and
	products drawing on local culture.
	products drawing on local culture.
SDG 10. Reduce inequality	
within and between	Collections development to ensure that collections
countries	effectively meet the needs of all, irrespective of age, sex,
10.2 By 2030, empower and	disability, race, ethnicity, origin, religion or economic or
promote the social,	other status.
economic and political	
•	Numbers and proportions of people making use of
of age, sex, disability, race,	collections in relation to the demographic of the local
ethnicity, origin, religion or	population.
economic or other status	PSP 1.5.1.5
commo di dinei didiad	Numbers and proportions of people involved in focused
	programmes aimed at promoting social, economic and
	political inclusion.
	P
	Numbers and proportions of people from different
	demographic groups involved in decision-making processes
	relating to collections and collections-based institutions.
	relating to concetions and concetions based institutions.
	Number and types of partnerships that build relationships
	with marginalized groups, individuals and communities.
SDG 10. Reduce inequality	with marginanzed groups, marviduals and communities.
within and between	Identification of discriminatory policies and practices, with
countries	clear plans to address these, to ensure equal opportunity

for all and reduce inequalities of outcome.
Number and proportion of policies that proactively address equality issues relating to fiscal, wage and social protection considerations.
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 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. Plans, policies and procedures in place for the identification, safeguarding and protection of cultural and natural heritage at risk. 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. Number and diversity of educational, awareness-raising, research programmes, and partnerships that aim to strengthen protection of cultural and natural heritage.
Numbers of people accessing collecting institutions from different demographic groups, notably women, children, older people and persons with disabilities. Increases in numbers of people accessing collecting

inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities institutions from different demographic groups.

Measures taken to remove barriers to access green and public spaces.

Extent of green space provided by collections institutions.

SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable

11.B By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for **Disaster Risk Reduction** 2015-2030, holistic disaster risk management at all levels

11.B.1 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030a

Disaster Risk Reduction strategies and plans in place, in line with the Sendai Framework for Disaster Risk Reduction, to ensure collecting institutions and collections are factored into planning, and contribute effectively to Disaster Risk Reduction.

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.

16.1 Significantly reduce all forms of violence and related death rates

Collections development that relates to violent crime, and violence of all kinds, and the relationships between violence and mortality.

Number of educational, awareness-raising and partnership programmes drawing on collections that aim to reduce violence and related mortality.

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.

16.3 Promote the rule of

everywhere

Collections development that relates to the rule of law, equality before the law, and justice for all.

Number of activities drawing on collections, for example educational, research and partnership activities, that promote the rule of law at national and international levels, and that promote a culture of lawfulness, and the right of

law at the national and	all to justice.
international levels and ensure equal access to	
justice for all	
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	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. Effective institutional arrangements, both for own working and for working in partnership with other sectors, in place. Plans and arrangements in place for extraordinary circumstances such as natural and human-caused disasters. Effective arrangements in place to fulfil legal and social obligations and responsibilities. Effective arrangements in place for transparent communication and reporting of institutional performance.
	Effective arrangements in place for transparent decision-making and accountability.
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	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
inclusive, participatory and representative decision-making at all levels	Decision-making addresses societal, environmental and economic challenges related to the community, considering short-term and long-term risks and opportunities.
	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.
SDG 16. Promote peaceful and inclusive societies for	Adopt and implement constitutional statutory and/or
sustainable development,	Adopt and implement constitutional, statutory and/or policy guarantees for public access to information.
provide access to justice	
for all and build effective, accountable and inclusive	Plans in place, and plans implemented to enhance public access to information relating to collections.

institutions at all levels.

16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements

Plans in place, and plans implemented to support fundamental freedoms, in line with human rights, national and international agreements and legislation.

Plans and procedures in place for public access to information relating to the operation and management of collections-based institutions.

Complaint mechanism in place for public to use where public access to information and fundamental freedoms not supported or fulfilled.

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.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

16.B Promote and enforce non-discriminatory laws and policies for sustainable development

Number and proportion of policies that incorporate sustainable development considerations, in the full sense of recognizing all three of social, economic and environmental considerations.

SDG 17. Partnerships for the goals

17.14 Enhance policy coherence for sustainable development

Proportion of policies that incorporate sustainable development considerations, linking to SDGs and targets.

Incorporation of policy considerations from outside the collections sector into policies of collections-based institutions, to facilitate partnerships and effectiveness.

SDG 17. Partnerships for the goals

17.16 Enhance the global partnership for sustainable development, complemented by multistakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in

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.

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.

particular developing countries					
SDG 17. Partnerships	for				
the goals		17.17.1 Amount of United States dollars committed to			
17.17 Encourage and		public-private and civil society partnerships			
promote effective public,					
public-private and civi	l	Number and/or increase in number, and diversity of local,			
society partnerships,		national and regional multi-stakeholder (public, public-			
building on the experie		private and civil society) partnerships that address the SDGs			
and resourcing strategies of		drawing on collections, or that otherwise involve			
partnerships		collections-based organisations and institutions.			
1	2	3	<mark>4</mark>	5	6
7	<mark>8</mark>	9	<mark>10</mark>	<mark>11</mark>	12
13	14	15	<mark>16</mark>	<mark>17</mark>	