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Recommendation of the Committee of Ministers to member States on the European Cultural Heritage Strategy for the 21st century

(Adopted by the Committee of Ministers on 22 February 2017
at the 1278th meeting of the Ministers' Deputies)

The Committee of Ministers of the Council of Europe, under the terms of Article 15.*b* of the Statute of the Council of Europe,

Considering that the aim of the Council of Europe is to achieve a closer unity between its members and that this aim may be pursued, in particular, through joint action in the field of culture and cultural heritage;

Having regard to the pioneering work of the Council of Europe in the field of cultural heritage and, in particular, the European Architectural Heritage Year organised in 1975 and concluded with the European Charter of the Architectural Heritage (Charter of Amsterdam), which led to growing awareness at European level of the importance of heritage and the adoption of integrated heritage policies in all member States;

Considering the irreplaceable contribution of heritage experts that is reflected in many conventions, the implementation and follow up of which is the responsibility of the Council of Europe member States in cooperation with relevant stakeholders, namely in :

– the European Cultural Convention (ETS No. 18), signed in Paris on 19 December 1954;

– the Convention for the Protection of the Architectural Heritage of Europe (ETS No. 121), signed in Granada on 3 October 1985;

– the European Convention for the Protection of the Archaeological Heritage (revised) (ETS No. 143), signed in Valletta on 16 January 1992;

– the European Landscape Convention (ETS No. 176), signed in Florence on 20 October 2000;

– the Council of Europe Framework Convention on the Value of Cultural Heritage for Society (CETS No. 199), signed in Faro on 27 October 2005;

Stressing the contribution of these conventions to the setting-up of a fundamental reference framework for national policies in the field of cultural heritage;

Convinced that the protection, conservation, promotion and enhancement of the cultural heritage help to build more inclusive and fairer societies, based on the principles that constitute the common legacy of the peoples of Europe;

Convinced that heritage policies contribute to improving the living environment and the quality of life of Europeans, and play a significant role in strengthening the social fabric and economic advancement;

Emphasising that the management of cultural heritage with full regard for the principles of democracy and human rights is a challenge for all societies throughout Europe, and indeed worldwide, and that a European approach can help strengthen the coherence and efficacy of the measures to be adopted at the level of each member State;

Resolved to follow up on the Namur Declaration adopted at the 6th Conference of European Ministers responsible for Cultural Heritage (Namur, 23 and 24 April 2015);

Recalling the final statement of the 10th Council of Europe conference of ministers of culture (Moscow, April 2013) which confirmed the role of the Council of Europe as an outstanding pan-European Organisation in the field of culture;

Being aware of the decisive contribution of other international organisations, and notably UNESCO to the protection, safeguard, conservation and enhancement of heritage and welcoming the initiative of the European Commission[1] to proclaim 2018 European Year of Cultural Heritage;

Noting that cultural heritage is an essential pillar of culture and that both these fields are confronted with common challenges;

Considering that budgetary and human resources, both at the European level and at the level of some member States, are increasingly inadequate to ensure the conservation and the restoration of European heritage, and thus to ensure that it can be transmitted as a legacy to future generations;

Having regard to the European Heritage Strategy for the 21st Century, drawn up on the basis of the conclusions of the European ministers responsible for Cultural Heritage by the Steering Committee for Culture, Heritage and Landscape (CDCPP), and acknowledging its relevance and value for all member States and for non-member States, parties to the European Cultural Convention;

Noting that one of the main features of the Strategy is the sharing of practice and concrete experience between member States, enabling them to draw inspiration from each other in order to facilitate the implementation of the strategy,

1.   Recommends that the governments of member States:

i.   embrace and implement the strategy appended to this recommendation, at the appropriate governance levels, in compliance with their applicable national legal provisions and practice;

ii.   distribute the strategy widely among governmental and non-governmental stakeholders, regional and local authorities, professionals, local associations and civil society, and encourage them to play an active part in promoting the effective implementation of the strategy and the achievement of its objectives;

iii.   draw on, where appropriate, the examples of best practice recorded and updated in the HEREIN system;

iv.   ensure the follow-up to the evaluation process, which is an integral component of the strategy and its implementation;

2.   Invites the States Parties to the European Cultural Convention who are not members of the Council of Europe to take the Strategy as a reference document and give it a follow up, in compliance with their own legal system and practice;

3.   Welcomes the initiative of the European Commission to make 2018 the European Year of Cultural Heritage, and encourages synergies with the implementation of this Strategy.

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[1] Otherwise the paragraph could be modified as follows: and welcoming the decision by the Council and the European Parliament to proclaim 2018 European Year of Cultural Heritage.

Appendix to Recommendation CM/Rec(2017)1

FOREWORD

The European Cultural Heritage Strategy for the 21st century should be seen against the backdrop of the changes that have taken place in the concept of heritage, rooted in the very history of Europe, particularly during the 18th and 19th centuries. It may be useful at this point to refer to some of the significant milestones in the complex history of this concept and of heritage policies which reveal both common trends and clear differences in the various countries of Europe, resulting from the particular circumstances of each State and the latter's relationship with heritage and history.

As a legacy of the values of antiquity reclaimed and rediscovered in the Renaissance and the Enlightenment, particularly through the Roman and papal tradition, the protection of heritage entered the public, religious and private spheres with the aim of conserving and passing on the objects, rituals and vestiges of the past to future generations. From the 17th century onwards, scholarly "antiquarians" throughout Europe put together collections of objects of all sorts, created the first museums and founded learned societies. Some countries, such as Sweden, adopted official instructions at that time. The French Revolution, with its contradictory measures – both destructive and protective – and its upheavals, including instances of plundering following the nationalisation of property, marked a turning point.

Intellectuals then became involved. In 1799, Goethe asserted the concept of collective ownership and protection of heritage: "All works of art belong as such to the whole of humankind and their possession entails the duty to take care of their conservation"[2]. In 1825, Victor Hugo in his pamphlet entitled "War against demolishers" wrote: "There are two things about a building: its use and its beauty. Its use belongs to the owner, its beauty to the whole world. To destroy it is therefore to exceed one's right.[3]" The fruits of the Enlightenment – museums of the arts, of science and technology – were opened to the public in a number of countries. In France, this institutionalisation process developed with an educational aim alongside the nationalisation of property.

In the 19th century, in a Europe fragmented into opposing nations, nationalist movements and later the revolutions of 1848 sought to justify and strengthen the existence of States, some of which were just emerging while others were under threat. People turned to the past to acquire an identity of their own. Gradually, there was a shift from the idea of a monument in memory of a person or an event (from the Latin *monumentum* – a memorial structure, based on the verb *monere* – to remind) to the idea of a monument having a historic and artistic value. Across Europe, the foundations of a national heritage policy began to emerge. Inventories were drawn up, followed by laws which little by little laid down regulations governing protection, conservation and enhancement.

In the early 20th century, the Austrian Aloïs Riegl put forward a proposed typology of monuments in accordance with a series of values he attached to them. He emphasised the concepts of protection, conservation and restoration. These principles went on to be incorporated into all European countries' national legislation, a legacy which benefits Council of Europe member States.

In 1931, the 1st International Congress of Architects and Technicians of Historic Monuments, held in Athens, adopted a founding charter (the Athens Charter for the Restoration of Historic Monuments), which asserted the principles already set out by Riegl. It recommended that any use of monuments should respect their historic or artistic nature and that special consideration should be given to monuments and their surroundings when any development is planned. It also emphasised the importance of collaboration between curators, architects and scientists and finally called for international co-operation, a first in the field of the "artistic and archaeological heritage". The particular context of the post-war period and the work carried out by UNESCO to save iconic sites throughout the world prompted these specialists and their successors at the 2nd International Congress of Architects and Technicians of Historic Monuments, held in Venice in 1964, to set up, based on a proposal from UNESCO, the International Council on Monuments and Sites (ICOMOS). This 2nd Congress adopted 13 resolutions, the first being the International Charter for the Conservation and Restoration of Monuments and Sites, better known as the Venice Charter.

In the 1970s, the term "cultural heritage" replaced the expression "historic monument" which was henceforth reserved for legally protected assets. This change, encompassing a significant enlargement of the concept, took place in a socio-economic, political and cultural context which coincided with the 1973 oil crisis and profound changes in lifestyles. The Convention concerning the Protection of the World Cultural and Natural Heritage (UNESCO, 1972) and the European Architectural Heritage Year, based on the slogan "A future for our past" (Council of Europe, 1975), were key features of this change. The fall of the Berlin Wall in 1989 transformed borders and created new shared spaces.

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[2] Goethe J. W. (von) (1799), *Propyläen. Eine periodische Schrift*, Tübingen, quoted in Swenson A. (2013), *The rise of heritage. Preserving the past in France, Germany and England*, 1789-1914, Cambridge University Press, p. 278.
[3] Hugo V, Sur la destruction des monuments en France (1825), dans : Guerre aux Démolisseurs, *Revue des deux mondes,* tome 5 (1832), pages 607-622.

On the strength of its experience resulting from 40 years of discussions and exchanges between experts and political representatives, the Council of Europe has drawn up and, once adopted, implemented several founding conventions which have been transposed into national legislation of European countries, creating the foundations of a greater Europe of heritage:

- the European Cultural Convention (Paris, 1954 – ETS No. 18);
- the Convention for the Protection of the Architectural Heritage of Europe (Granada, 1985 – ETS No. 121);
- the European Convention on the Protection of the Archaeological Heritage (revised) (Valletta, 1992 – ETS No. 143);
- the European Landscape Convention (Florence, 2000 – ETS No. 176);
- the Framework Convention on the Value of Cultural Heritage for Society (Faro, 2005 – CETS No. 199).

These conventions have become reference texts and have been supplemented by a range of declarations, recommendations and resolutions.[4]

The European Cultural Heritage Strategy for the 21st century is the heir to this whole tradition of reflection, sharing and co-operation which has been strengthened over the last 40 years. The issues occupying us at the beginning of this 21st century are no longer why or how we should preserve, restore and enhance our heritage, but rather: "Who should we be doing this for?" This is the very rationale of the Faro Framework Convention on the Value of Cultural Heritage for Society which underpins the entire process of the European Cultural Heritage Strategy for the 21st century.

I. GENERAL FRAMEWORK

The origins of the European Cultural Heritage Strategy for the 21st century can be found in the numerous achievements of the Council of Europe which, since the adoption of the European Cultural Convention, have helped shape the heritage policies of most European countries and the resulting co-operation between them. The strategy also draws on the work carried out by UNESCO and the European Union, and on the discussions that have taken place in the international non-governmental organisations and networks focusing on heritage which have been involved in drawing up this strategy.

Interest in cultural heritage, on a European and international scale, goes back to the late 19th century and is still evolving. It is expressed in the founding texts and, in particular, in The Hague Conventions with respect to the Laws and Customs of War on Land (1899, 1907), the Convention for the Protection of Cultural Property in the Event of Armed Conflict (1954), and the Athens (1931) and Venice (1964) charters on the conservation and restoration of monuments. The most recent reference texts are the UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage (2003), the UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2005) and the Council of Europe Framework Convention on the Value of Cultural Heritage for Society (2005), which highlights the need for greater citizen participation and the ability of local communities, citizens and civil society to recognise as heritage what is meaningful to them and to respect, preserve, transmit and enrich that heritage.

However, our continent has experienced many changes posing challenges for "living together" and upholding the principles on which democracy is based, which is the common heritage of the member States of the Council of Europe.

Demographic and climate changes, the spread of mass tourism at global level, the growing number of natural or man-made disasters, the temptation of community isolationism, intergenerational divisions, the economic crisis and the emergence of challenges to or serious violations of the values of freedom, tolerance and democracy on which our societies are based: all these challenges call for coherent, comprehensive and inspiring responses.

Cultural heritage, in all its components, tangible and intangible, is a key factor for the refocusing of our societies on the basis of dialogue between cultures, respect for identities and diversity, and a feeling of belonging to a community of values. Cultural heritage can play a key role as a means of building, negotiating and asserting one's identity.

Cultural heritage is also a powerful factor in social and economic development through the activities it generates and the policies which underpin it. It can help achieve objectives in other sectors. It constitutes an invaluable resource in the fields of education, employment, tourism and sustainable development.

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[4] Available at: www.herein-system.eu/council-europe.

There is an urgent need to reposition cultural heritage policies, placing them at the heart of an integrated approach focusing on the conservation, protection and promotion of heritage by society as a whole – by both the national authorities and the communities which are the custodians of that heritage – so that everyone, from those most closely involved to those with a more distant connection, can appreciate it and feel a sense of responsibility.

This challenge cannot be taken on by each State in isolation. Everyone's efforts must be carried forward, supported and extended by the others, by means of a common awareness and harmonious and consistent actions. This is the aim of this strategy for the 21st century.

II.   SCOPE

The European Cultural Heritage Strategy for the 21st century pursues an inclusive approach and involves not only the local, regional, national and European public authorities, but also all heritage stakeholders including professionals, (international) non-governmental organisations, the voluntary sector and civil society.

It promotes good governance[5] based on participatory management involving primarily the national, regional and local levels. For it is the local authorities that have a direct relationship with their heritage and which manage it on a day-to-day basis. It is therefore at this level that citizens must be encouraged to play a greater role in the implementation of this strategy, within the context of public action and in closer co-operation with the work carried out by the professionals and the public agencies concerned.

The concept of cultural heritage has significantly changed in recent decades and its position continues to vary according to the society in which it is located. The customary divisions are disappearing and giving way to a holistic approach: cultural heritage, which encompasses an intangible dimension, know-how and attitudes, is inextricably linked to its context and its natural and cultural environment. New relationships are emerging between cultural heritage and contemporary creation, allowing further scope for creativity and innovation.

In accordance with the Faro Framework Convention, the recognition of heritage is conceived as a shared responsibility: heritage is no longer limited to those elements officially recognised as such by the national authorities – the protected heritage – but now includes those elements regarded as heritage by the local population and local authorities. This development prompts new, more participatory and more collaborative management approaches.

Heritage is a non-renewable common good whose conservation, protection, restoration and enhancement are the responsibility of society as a whole, including in the political, legal and administrative spheres. Consequently, there is a need to define the roles of everyone involved and to give citizens in particular the means of shouldering their responsibilities. Awareness raising, research and training are therefore essential. Training is imperative to maintain and pass on European knowledge and skills which themselves constitute a form of heritage on which to capitalise. This approach must be based on dialogue between the State, citizens and professionals, with a view to mutual enrichment.

Heritage is a defining feature of Europe and a thorough understanding of this heritage requires interdisciplinary research. In view of its unique richness and diversity, it is an important factor in the identity and attractiveness of the continent. It testifies to the political, cultural, artistic, scientific, spiritual, philosophical and commercial exchanges which have formed our European identity. It thus leads to a better understanding of ourselves and of others.

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[5] Good governance is a concept that inspires the conduct of public policies and the way those who hold public offices perform their tasks. It includes such principles as – see as a reference the Council of Europe Strategy for Innovation and Good Governance at Local Level, adopted by the Committee of Ministers on 8 March 2008 – holding of fair and free elections, respect for diversity, transparency and ethical behaviour, accountability, openness and participation in the management of public affairs, sustainability and long-term vision, sound and responsible use of public funds, etc. "Participatory management" is used here as a shortcut for openness to the needs and expectations of stakeholders, readiness of the holders of public authority to listen to them and provide responses to their expectations or queries, delivering public policies in a spirit of openness, accountability and shared ownership.

III.   AIMS AND OBJECTIVES

The strategy is based on the core values of the Council of Europe: democracy, respect for human rights and fundamental freedoms, openness and dialogue, the equal dignity of all persons, mutual respect and sensitivity to diversity. It seeks to encourage and facilitate the implementation of the heritage-related conventions. It advocates a shared and unifying approach to cultural heritage and how it should be managed, based on an effective legal framework to ensure the integrated conservation of heritage, within the meaning of Resolution Res(76)28 of the Committee of Ministers of the Council of Europe concerning the adaptation of laws and regulations to the requirements of integrated conservation of the architectural heritage, and the involvement of all the major players, institutional and other, and the representatives of professionals and civil society, at local, national, European and international level.

It seeks to create synergy between existing tools and policies and to improve or supplement them, as appropriate, on the basis, in particular, of the legal instruments in force at international and European level. In addition, it highlights the experience and achievements of the countries of Europe, disseminating and sharing them through the HEREIN system, a European cultural heritage information network.

It further aims to help construct peaceful societies, conscious of their diversity and the richness this represents, which are attractive in terms of employment and economic development and in which there is a high quality of life and a high-quality living environment.

IV.   THREE PRIORITY COMPONENTS AND FOUR INTERFACES (AREAS OF CONVERGENCE)

The strategy is based on three components:

1. The "social" component harnesses the assets of heritage in order to promote diversity, the empowerment of heritage communities and participatory governance.
2. The "territorial and economic development" component seeks to strengthen the contribution of heritage to sustainable development, based on local resources, tourism and employment.
3. The "knowledge and education" component focuses, through heritage, on education, research and lifelong training issues, by establishing heritage knowledge centres and centres for training in heritage trades and professions, by means of appropriate teaching, training and research programmes.

These "components" interact in four areas of convergence: between the social component and the territorial and economic development component; between the territorial and economic development component and the knowledge and education component, between the knowledge and education component and the social component, and lastly, between all three components.

The overall consistency and specific nature of this strategy derive from the balance between the various components and their areas of convergence.

V.   COMMITMENTS

The strategy is being put to the member States of the Council of Europe and to the other States Parties to the European Cultural Convention.[6] They are strongly encouraged to comply with it in accordance with their respective constitutional systems and to take all appropriate measures to achieve its objectives.

Clearly, these measures may already be in place, but new initiatives could prove necessary. States shall undertake in good faith to take the necessary steps to implement the recommendations contained in this strategy, and to provide each other with assistance, in the form of an exchange of experience, knowledge, research and good practices.

The HEREIN database already provides many examples of good practices. States are invited to refer to this database and supplement it with new practices in keeping with this strategy. Contributions from local authorities, stakeholders on the ground, associations, professionals and civil society are welcome and will be showcased in cooperation with HEREIN National Coordinators.

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[6] This strategy is proposed to the Council of Europe's member States and to the States Parties to the European Cultural Convention by virtue of Recommendation Rec(2017)… of the Committee of Ministers of the Council of Europe of which it is an integral part.

VI.   CONTENT AND IMPLEMENTATION

Each component is linked to a series of challenges, some of which overlap with one or both of the other components. A number of recommendations have been formulated to address these challenges. It will be for each State to implement these recommendations in line with its priorities, means and resources. Each recommendation is broken down into proposed courses of action in the form of suggestions, illustrated, by way of example, by actions already carried out in certain States (see Appendix B for more information on these).

VI.I   THE "SOCIAL COMPONENT" (S)

The "social component" (S) focuses on the relationship between heritage and societies, citizenship, the transmission and sharing of democratic values through participatory governance, and good governance through participatory management.

Challenges

>   S1. Living in peace
>   S2. Improving quality of life
>   S3. Contributing to people's well-being and good health
>   S4. Preserving the collective memory
>   S5. Establishing good governance
>   S6. Promoting participatory management
>   S7. Optimising implementation of the conventions
>   S8. Promoting an inclusive approach to heritage

Recommendations

Recommendation S1
Encourage the involvement of citizens and local authorities in capitalising on their everyday heritage

The heritage around us, in all its diverse forms, both tangible and intangible, directly concerns citizens of all ages, long-standing residents and newcomers alike, for it is part of our everyday environment. The individual or collective involvement of citizens is the result of a process that goes from awareness raising to active participation in projects implemented by local authorities and associations to identify, interpret, study and promote the heritage. This participatory approach to heritage promotion relies on various approaches and mediums, from the most traditional to the most innovative. It requires enhanced awareness of social expectations and contributes on a broader level to participatory democracy.

Relevant challenges	S2	S4	S6	S8			
Interfaces	*D1*	*D3*	*K1*	*K3*			

Courses of action
▪   Organise discovery visits run by local inhabitants and heritage professionals: to neighbourhoods, villages, towns, craft workshops, museums, libraries, etc.
▪   Encourage demonstrations by local craftworkers to discover and promote local skills and know-how
▪   Organise events incorporating aspects of the vernacular heritage (bakers' ovens, oil mills, steam engines, local museums, music, dance, legends, traditions, etc.)
▪   Sound out social demand to identify people's expectations, interests, likes and dislikes (young people, pensioners, newcomers, etc.)
▪   Increase awareness of digital tools for heritage promotion and sharing
▪   Introduce a publications policy: booklets, brochures, scientific works
▪   Produce audiovisual and digital programmes involving the population: television and radio programmes, sharing of projects online or competitions (press, etc.) to encourage active citizen participation
▪   Develop participatory heritage identification projects and development projects incorporating heritage

Target audience: local

Example of action
- "SOS Patrimoine": thematic factsheets produced by the Walloon Rural Foundation, useful for all citizens involved in the preservation of a heritage item (Belgium, Wallonia)
  www.frw.be

Recommendation S2
Make heritage more accessible

Accessibility to heritage, be it remote or on site, is an added value and a purpose for our heritage which is a common good. In its various forms, tangible and virtual, physical and cognitive, it can be used to appeal to a range of human perceptions. This quest goes hand in hand with respect for people's diversity and their interpretations of the proposals put to them. It must be based on thorough knowledge of the potential target groups and their needs and show rigour and creativity in order to attract and broaden the audience and get them actively involved. A broad spectrum of methods and techniques is available for developing the heritage experience, and mechanisms involve both human participation and augmented reality. Digital tools and networks – particularly the internet – offer unprecedented possibilities for new access paths encouraging interactivity. Heritage, which illustrates the creative genius of humankind through the ages, is also a source of creativity. Opening up the heritage makes access to it easier and the goal is achieved when a group of people develop a relationship of familiarity with a shared heritage.

Relevant challenges	S1	S2	S5	S7			
Interfaces	*D1*	*D3*	*K1*	*K3*			

Courses of action
- Carry out improvements to enhance site safety and to enable, as far as possible, access by visitors with physical or sensory disabilities
- Carry out analyses and, in the light of these, improve signage
- Devise presentation wording and methods from an ethical perspective to respond to the diversity of the target audiences and their interpretations of the heritage
- Introduce incentives for specific groups (young people, not frequent users, etc.)
- Run awareness-raising campaigns (press, children's press, games/competitions, etc.)
- Produce multilingual presentation and interpretation material
- Devise interactive, fun, creative presentation methods
- Introduce visitors to different ways of perceiving the heritage
- Develop heritage experiences combining different forms of cultural expression (dance, music, traditional or new skills, gastronomy, etc.) and appealing to different sides of human nature (senses, feelings, knowledge)
- Produce audiovisual programmes
- Encourage remote virtual discovery of heritage using the latest technologies and social networks
- Collect and showcase citizens' accounts of heritage
- Promote an interdisciplinary approach to heritage

Target audience: local, regional, national, European

Example of action
- Activities carried out during European Heritage Days (Europe)
  http://pjp-eu.coe.int/en/web/ehd-jep

Recommendation S3
Use heritage to assert and transmit the fundamental values of Europe and European society

In all its splendour and diversity, cultural heritage can help the citizens of Europe to look beyond their specific national, regional or local features and forge and develop a feeling of shared belonging and history, in line with the fundamental European values of humanism and democracy. Cultural heritage enables us to perceive the role played across time and space by exogenous influences (tangible and intangible). It highlights the importance of the knowledge, skills and know-how, imported or exported, that have emerged in Europe through the ages. In addition, cultural heritage can show how these various influences have contributed and continue to contribute to the construction of European society, its characteristics and ideals.

Relevant challenges	S1	S2	S3	S4	S5	S6	S7	S8
Interfaces	*D1*	*K1*	*K3*	*K6*				

Courses of action
- Use the many varied expressions of heritage to promote and spread the fundamental values of Europe and of European culture and society
- Underline the fact that the diversity of our cultural heritage has both a European and a local dimension
- Identify and highlight the tangible and intangible exogenous influences that have contributed to the history of European society and European culture
- Identify and highlight the exchanges of skills and know-how, imported or exported
- Use wording and presentation approaches adapted to different audiences to show that our heritage and our cultural diversity are assets for the future of Europe
- Produce written, audiovisual and digital material in several languages, creating links between a particular site or event and the other cultures concerned
- Take part in European Heritage Days and other events highlighting the link between cultural heritage and European values, ideals and principles
- Disseminate the spirit of the "European Heritage Label" to generate enthusiasm using examples of regional or local cultural heritage
- Encourage and promote the "European Capitals of Culture"
- Draw up a collective and interdisciplinary history of heritage in Europe

Target audience: local, regional, European

Example of action
- Europa Nostra prize and the European Heritage Label, F. Liszt Music Academy (Hungary)

Recommendation S4
Promote heritage as a meeting place and vehicle for intercultural dialogue, peace and tolerance

Cultural monuments, sites and institutions are ideal venues for meeting and dialogue, in the spirit of the ancient agora. As a common good, heritage reinforces the value of the public space, shared by citizens and visitors. Certain sites or monuments require conciliation processes in order to equitably resolve situations where different communities attribute contrasting values to the same heritage. By opening up their heritage and communicating their knowledge and their passion, private owners also contribute to sharing a heritage that stimulates thought and encourages dialogue.

Relevant challenges	S1	S2	S3	S4	S5	S6	S7	S8
Interfaces	*K1*	*K2*	*K3*					

Courses of action
- Highlight the history and value of the place in public areas and monuments in order to preserve, create or recreate the continuity of the agora
- Encourage urban development incorporating cultural heritage to foster the use of public areas as meeting places

- Support and promote public and private initiatives using cultural heritage as a place of reflection, exchange and creation
- Develop narratives highlighting the intercultural values to be found in the movable, immovable and intangible heritage
- Participate in the Council of Europe's Intercultural Cities programme

Target audience: local, regional, national, European

Example of action
- "Another story". Intercultural trails in the Brera museum: (Italy)
http://valorizzazione.beniculturali.it/it/notizie/259-brera-unaltra-storia-percorsi-interculturali-nel-museo.html

Recommendation S5
Encourage and assess citizen participation practices and procedures

Citizen participation, including in the cultural heritage field, is part of the democratic process. It is the result of the convergence of political will and civic spirit. It enables people to enjoy heritage while acknowledging their individual and collective responsibility for it. Most countries have some form of citizen participation in the context of public action, organised or otherwise. Identifying existing practices and procedures and their fields of application, and assessing their effectiveness and their impact help to consolidate what has already been accomplished and to develop other lines of action to strengthen citizen participation for the benefit of cultural heritage.

Relevant challenges	S1	S3	S5	S6	S7		
Interfaces	*D1*	*D7*	*K1*	*K7*			

Courses of action
- Identify the barriers to citizen participation and put forward proposed solutions
- Assess existing practices and methods with a view to developing citizen participation in the governance of cultural heritage: identification, description, interpretation, promotion
- Based on the findings of that assessment, adapt existing procedures to improve citizen participation
- Implement new participatory approaches

Target audience: local, regional, national

Example of action
- Society of Friends of Dubrovnik Antiquities (Croatia)
http://citywallsdubrovnik.hr/drustvo/?lang=en

Recommendation S6
Create a suitable framework to enable local authorities and communities to take action for the benefit of their heritage and its management

Citizens must be able to express their expectations and be involved in managing their heritage. This is expressed through the formation of groups comprising people who attach value to specific aspects of the cultural heritage they wish to preserve and pass on to future generations, both in the context of public action and outside that context. The authorities must nevertheless take steps to enable this cultural heritage-related right to be exercised. Setting up the necessary framework may overstep the boundaries of heritage policy proper and require action in other public sectors.

Relevant challenges	S1	S2	S4	S5	S6	S7	
Interfaces	*K1*	*K6*	*D1*	*D7*			

Courses of action
- Adapt existing laws and procedures in order to develop partnerships between the various levels of authority, local authorities and all relevant stakeholders
- Encourage reflection and public debate on the cultural heritage issues at stake and the directions that should be taken
- Invite citizens to take part in heritage inventories, surveys and protection work, validated by experts to ensure the appropriate level of quality
- Use every possible means to facilitate citizen participation in the process of identifying, studying, interpreting, protecting, preserving and presenting the cultural heritage
- Facilitate the collection of participatory financial resources
- Draw up charters for the involvement of heritage communities in public action
- Encourage the drafting of regional development and planning documents based on heritage as an asset, with the involvement of the population

Target audience: local, regional, national

Example of action
- Regional consultative conference of culture and heritage stakeholders, Pays de la Loire Region (France)
  www.culture.paysdelaloire.fr/politiques-culturelles/conference-regionale-consultative/

Recommendation S7
Develop and promote participatory heritage identification programmes

Heritage must first of all be identified before populations can recognise it and take ownership and before any management and promotion processes can get underway. For citizens, involvement in these participatory schemes is a source of personal fulfilment; it also draws attention to the immediate environment, which then has wider repercussions. The sense of belonging to a region and awareness of the importance of a quality living environment are heightened; and this stimulates a sense of collective responsibility for the heritage.

Relevant challenges	S2	S4	S5	S6	S7	S8	
Interfaces	*K1*	*K2*	*K3*	*D3*			

Courses of action
- Create collaborative platforms for the joint drawing up of inventories
- Develop participatory heritage identification programmes and projects at various territorial levels, with the assistance of experts and designed for different audiences (adults, children, elderly people, etc.)
- Provide support for theme-specific inventories
- Encourage projects fostering the pooling of a diverse range of skills
- Promote projects fostering the contextualisation of the items that have been identified, and making sure that by classifying them as heritage they are not divorced from their natural setting and context
- Implement projects tying in with training sessions and public feedback sessions
- Attach priority to inventories of endangered or threatened heritage assets

Target audience: local, regional, national

Example of action

- Action carried out under the Interreg (EU) projects adopting this heritage approach, e.g. "Trans-Formation du patrimoine":
  http://muap.be/projets/le-projet-trans-formation-du-patrimoine-interreg-iv

Recommendation S8
Encourage heritage rehabilitation initiatives by local communities and authorities

Alongside the acknowledged heritage, there are other sites, objects, customs, activities, traditions and the people who keep them alive, that can be recognised by citizens as a constantly evolving expression of their values, knowledge and beliefs. Efforts must be made to ensure that these often unrecognised forms of heritage are not neglected. Support must be given to the efforts of local authorities and the population to save whole swathes of their collective memory from oblivion, using tangible and intangible means – with priority given to the most fragile among them. It is important to support and assist initiatives which, with the local population, will help ensure the oral transmission of cultural heritage and preserve its memory. The local population are the prime ambassadors of their territory, for their own interest and that of newly settled residents and tourists.

Relevant challenges	S2	S3	S4	S5	S6	S8	
Interfaces	*D1*	*D4*	*K1*	*K2*	*K3*	*K8*	

Courses of action
- Increase citizens' knowledge of and information on heritage in order to enable them to participate in an informed way
- Showcase efforts by local communities to reveal and rehabilitate forgotten heritage (identification and discovery, upkeep, promotion)
- Support the transmission of oral traditions, drawing on the experience of local inhabitants
- Support local "memory and history transmission" initiatives: visits, comparing notes and exchanging memories, reports, publications, etc.
- Train inhabitants to be "ambassadors" of their territory (town, neighbourhood, company) so that they can share their knowledge and communicate their pride and their attachment to the territory and its heritage
- Support the creation or reactivation of links (intellectual, emotional, material, etc.) between citizens and the cultural heritage

Target audience: local

Example of action
- Accessibility as a means for the inhabitants of Nantes to retake ownership of the chateau-museum, Nantes (France)
  www.chateaunantes.fr/en/access

Recommendation S9
Support intergenerational and intercultural projects to promote heritage

There are numerous intergenerational and intercultural projects to promote heritage already in existence which deserve to be supported and developed. In turn, these projects, based on dialogue, on respect for the diversity of experience and references to cultural heritage, and on exchange, enable the stakeholders to develop their full potential and enhance social cohesion.

Relevant challenges	S1	S3	S4	S5	S6	S8	
Interfaces	*K2*	*K4*	*D1*	*D3*			

Courses of action
- Expand learning experiences where children and young people can learn from their elders and vice versa: site surveys, stone cutting, dry stone building and roofing, stained glass, photography, history workshops, digital reuse of heritage resources, etc.
- Form clubs where people can exchange knowledge and know-how
- Enable people who do not use new technologies to become familiar with their use
- Support diversity in site restoration work, in terms of age, social background, country of origin, disability, etc.
- Encourage exchanges of views on heritage sites or neighbourhoods with mixed populations: different age groups, occupations, places of origin, etc.

Target audience: local

Example of action
- "Hands-on" workshops which help children develop through practical experience of different skills and intergenerational exchange (France).
www.loutilenmain.fr

Recommendation S10
Facilitate and encourage (public and private) partnerships in cultural heritage promotion and conservation projects

In the context of the enlarged concept of heritage and participatory governance it would be expedient to develop public-private partnerships for heritage promotion and conservation projects. Participatory governance presupposes the involvement of civil society and citizens in the various stages of the process from the initial idea through to implementation and funding. Accordingly, alternative sources of funding and contributions of various kinds, enabling citizens' expectations to be given greater consideration, should be encouraged and developed.

This search for supplementary funding should help ensure additional resources and should not serve as a pretext for State disengagement. On the contrary, these new practices require considerable public investment and appropriate ethical codes to preserve the nature, integrity and meaning of heritage, through commitment to the values of a shared project.

Relevant challenges	S1	S2	S4	S5	S6	S7	S8
Interfaces	*D1*	*D5*	*D7*				

Courses of action
- Identify firms likely to be interested in a partnership to promote heritage
- Enlist the competent bodies (consular chambers, groups of firms, sponsorship groups) to create and encourage partnerships
- Raise awareness among potential partners concerning the benefits of heritage for society
- Draft charters setting out the ethical standards to be upheld by the partners in a project: what is required of them and the benefits they can expect
- Step up the search for alternative sources of funding for the conservation and restoration of cultural heritage and for ad hoc enhancement and promotion operations
- Take appropriate steps to encourage patronage and sponsorship of the cultural heritage
- Support training worksites and operations where volunteers work alongside professionals
- Support and encourage voluntary work
- Encourage all sorts of contributions: time, materials, loan of tools, etc.
- Encourage financial contributions from citizens for heritage projects affecting them in order to instil a sense of responsibility and strengthen links with cultural institutions and the public authorities (e.g. crowdfunding)

Target audience: local, regional, national

Example of action
- Lottery Fund (UK)
www.biglotteryfund.org.uk

VI.II   THE "TERRITORIAL AND ECONOMIC DEVELOPMENT" COMPONENT (D)

The "territorial and economic development" component focuses on the relationship between cultural heritage and spatial development, the economy and local and regional governance with due regard for the principles of sustainable development.

Challenges
- D1. Building a more inclusive and cohesive society
- D2. Developing Europe's prosperity by drawing on its heritage resources
- D3. Ensuring that Europeans enjoy a high quality of life, in harmony with their cultural and natural environment
- D4. Implementing the principle of integrated conservation
- D5. Ensuring that heritage is taken into account in sustainable spatial development strategies and programmes
- D6. Developing the ability of public services to address sustainable spatial development issues by means of better use of heritage
- D7. Preserving and developing the ability of public services to address heritage issues
- D8. Increasing the use and reuse of heritage

Recommendations

Recommendation D1
Promote cultural heritage as a resource and facilitate financial investment

Heritage constitutes an irreplaceable asset with a high cultural, social, environmental, economic and scientific value. Its resources are long-term assets contributing to the sustainable development and management of territories. The many positive impacts of heritage on the economic, cultural, social and environmental spheres can be demonstrated by a growing body of evidence, capable of convincing investors of all sorts (local and regional authorities, private owners, businesses, philanthropists, non-governmental organisations). Investing in heritage is a means of contributing both directly and indirectly to the development of the economy.

Relevant challenges	D2	D3	D4	D5	D6	D7	
Interfaces	*S2*						

Courses of action
- Support and showcase projects involving heritage which show due regard for its integrity
- Introduce or consolidate incentives (grants, tax concessions, etc.) for the preservation and management of cultural heritage and for heritage education
- Provide examples to demonstrate the positive impacts of heritage for society and the territory and for return on investment
- Highlight the various kinds of contributions to heritage-related projects
- Support investment projects in cultural heritage (relating to knowledge and skills) as a strategic factor in contributing to and supporting the creative economy

Target audience: local, regional, national, European

Examples of action
- "Cultural Heritage counts for Europe" report, 2015 (Europe) www.theheritagealliance.org.uk/cultural-heritage-counts-for-europe/
- Art Bonus (Italy): favourable tax scheme for supporting culture through donations http://artbonus.gov.it/

Recommendation D2
Support and promote the heritage sector as a means of creating jobs and business opportunities

The European Union estimates that the heritage sector represents over 300 000 direct jobs and 7 million indirect jobs. As a sector creating many jobs, it covers a broad range of occupations with a variety of roles and levels of skills and qualifications (conservation and restoration, engineering and maintenance, administration and management, surveys and promotion, research, specific technical development, interpretation and other activities, etc.) requiring many different techniques. Whether permanent, seasonal or casual, employment is to be found in the public, private and voluntary sectors and also in associated sectors, especially tourism, trade, research and education. Investing in heritage contributes to employment and consequently helps bring about an inclusive and cohesive society.

Relevant challenges	D1	D2	D3	D5	D6	D7	
Interfaces	*K2*	*K5*	*S8*				

Courses of action
- Support relations between the heritage sector and the bodies in charge of the economy and employment
- Use the heritage sector to promote vocational integration and re-integration
- Facilitate access by very small and small and medium-sized enterprises to public procurement
- Inform the public and tax payers, elected representatives and decision makers about the economic and social impacts of heritage
- Support ministerial heritage departments responsible for research and skill maintenance
- Introduce intersectoral policies enabling heritage to make a contribution to other sectors
- Support the development of cultural heritage with services and work which are based on research and know-how

Target audience: local, regional, national, European

Example of action
- Heritage-employment plan, Walloon government (Belgium, Wallonia) http://prevot.wallonie.be/alliance-patrimoine-emploi-le-patrimoine-au-service-du-développement-économique-de-la-wallonie

Recommendation D3
Promote heritage skills and professionals

The heritage professions contribute to local and sustainable development and arouse great interest among the public. On-site dialogue between professionals and visitors (residents, tourists) is an innovative way of transmitting knowledge and promoting professions which are often poorly understood. These professions use a combination of traditional and state-of-the art techniques and could prove attractive to young people. It is also a means of informing taxpayers on how public funds are being used and convincing them of the importance of heritage.

Relevant challenges	D1	D3	D5	D6			
Interfaces	*K1*	*K2*	*K4*	*K5*	*K8*	*S4*	

Courses of action
- Programme operations to promote heritage skills and professionals in a given area
- Open excavation and restoration sites (monuments, gardens, archives, works of art, artefacts, etc.) to the public
- Allow access to quarries, botanical conservatories, collections in museums, etc.
- Arrange for the opening of workshops, laboratories and for demonstrations

Target audience: local, regional, national, European

Examples of action
- European Artistic Craft Days (Europe)
  www.journeesdesmetiersdart.fr/en-europe
- The Denkmal trade fair in Leipzig (Germany)
  www.denkmal-leipzig.com/?language=en

Recommendation D4
Produce heritage impact studies for rehabilitation, construction, planning and infrastructure projects

Through the implementation of the "integrated conservation" principle, the heritage dimension plays a part in other sectors of activity and should be viewed, especially in the field of spatial planning and territorial development, as a resource and not a constraint. The quality requirements inherent in respect for and enhancement of the heritage help achieve the highest level of quality.

Relevant challenges	D2	D3	D4	D5	D6		
Interfaces	*K5*						

Courses of action
- Introduce heritage impact studies on a wider scale
- Support renovation and rehabilitation projects on existing heritage assets
- Verify and encourage an analysis of the expediency of conserving and enhancing heritage assets rather than carrying out new construction work, if this is possible as part of the programme

Target audience: local, regional, national, European

Example of action
The UNESCO Operational Guidelines for the implementation of the World Heritage Convention, http://whc.unesco.org/en/guidelines/ with regard to effective management systems (II.F) States that impact assessments for proposed interventions are essential for all world heritage properties and could be adapted in order to be extended to other categories of heritage.

Recommendation D5
Encourage the reuse of heritage and use of traditional knowledge and practice

Quite apart from its cultural values, heritage has an undeniable economic value which is poorly or wrongly perceived. Like all goods and services, heritage has a market value and can be a safe investment. In terms of real estate, it is part of an organic form of spatial organisation and contributes to the functioning of local authorities. Taking into consideration grey energy, too rarely accounted for in development projects, it can make for genuine energy savings, making it a credible alternative in energy terms to new constructions. Appropriate reuse of cultural heritage is one of the key ways of addressing the negative effects of demographic changes in both urban and rural areas.

Relevant challenges	D1	D2	D3	D4	D5	D6	D7
Interfaces	*S8*	*K3*					

Courses of action
- Recognise and promote integrated conservation as a priority in heritage policies
- Introduce incentives for heritage upkeep and maintenance
- Consolidate national legislation to avoid the destruction of cultural, movable and immovable heritage assets
- Encourage the reuse of heritage for new purposes while respecting the values of heritage

Target audience: local, national, regional

Examples of action
- Creation of secure repositories complying with the requisite conservation conditions, e.g. the Bibracte archaeological park and conservation and research centre in Burgundy (France) www.bibracte.fr/en

Recommendation D6
Ensure that heritage is taken into account in development, spatial planning, environmental and energy policies

The integrated approach is a key principle of heritage policies in Europe. It is unanimously accepted that heritage cannot be viewed in isolation from its physical and cultural context. A commitment to developing a high-quality living environment presupposes a reciprocal approach and consideration given to heritage in other sectoral policies, in particular in the fields of spatial planning, energy and the environment, including agricultural policies.

Relevant challenges	D1	D2	D3	D4	D5	D6	D7
Interfaces	*S7*	*K4*	*K6*				

Courses of action
- Give systematic consideration to heritage in spatial planning and environmental management documents at all levels of authority
- Adopt policies and enact legislation facilitating the integrated approach by and to heritage
- Carry out experimental activities regarding energy performance in old buildings

Target audience: local, regional, national, European

Example of action
- Inclusion of obligations regarding world heritage in relevant regulations (Article 209/1 of the Walloon Code of Spatial Planning, Urban Development, Heritage and Energy) (Belgium, Wallonia)

Recommendation D7
Give consideration to heritage in sustainable tourism development policies

Tourism comes in a multitude of forms and has many different target audiences, and heritage is one of the major assets that tourism can offer. The development of sustainable tourism requires both the satisfaction of visitor expectations and the preservation of the heritage, as well as local inhabitants' quality of life. "Slow movement", the enhancement of the tangible and intangible cultural heritage, in particular through new narratives based on the intangible heritage of local authorities, crafts, the products of traditional skills, festivals and customs, all contribute to the economy, offer tourists an authentic cultural experience and strengthen local identity and the local population's sense of being rooted in the region. Slow cultural tourism fosters meetings between peoples and cultures and nurtures mutual respect and understanding. It is essential to diversify and publicise more effectively the tourist attractions available in order to ease the pressure on areas attracting too many visitors and to draw attention to the less well-known areas. Depending on the context, it will be a question of encouraging, developing, regulating and restricting tourism activity.

Relevant challenges	D1	D2	D3	D4	D5	D6	
Interfaces	*S4*	*S6*	*S8*	*K3*	*K7*	*K8*	

Courses of action
- Draw up culture-heritage-tourism agreements at national level
- Set up tourism activities incorporating heritage assets and local know-how
- When promoting tourism in an area, showcase its cultural heritage in a reasoned way
- Organise consultations with local populations to promote sustainable and responsible tourism, based on the values of cultural heritage
- Inform and raise the awareness of those involved in tourism (professionals, suppliers) regarding the cultural heritage, its potential and its vulnerability

- Develop interoccupational and intersectoral co-operation
- Jointly devise material for tourists (guidebooks, virtual tourist guides, local visitor guides, etc.)
- Assess the negative impacts and envisage limitation regulations

Target audience: local, regional, national

Example of action
- Council of Europe cultural routes (Europe)
  www.coe.int/t/dg4/cultureheritage/culture/routes/default_EN.asp

Recommendation D8
Protect, restore and enhance heritage, making greater use of new technologies

Protecting, restoring and enhancing heritage mean constantly having to come up with new solutions in a changing context, undertaking multidisciplinary and interdisciplinary research, trialling new models and new methods and promoting the rational use of the new technologies.

Relevant challenges	D2	D4	D6	D8			
Interfaces	*K5*	*K6*	*K7*				

Courses of action
- Inform heritage players, in co-operation with specialists, about the new technologies, including their potential and their limits
- Carry out pre-restoration work studies using non-invasive technologies (digitisation, augmented reality, 3D scanners, modelling, drones, LiDAR, etc.)
- Use non-invasive exploration techniques to study inaccessible or fragile areas
- Develop representations of heritage by means of the new technologies (modelling, 3D printing)

Target audience: local, regional, national

Example of action
- Archaeological research of an archaeological site using LiDAR (cf. Stonehenge, UK)
  www.wessexarch.co.uk/stonehenge/explore-stonehenge-landscape-lidar-survey

Recommendation D9
Use innovative techniques to present cultural heritage to the public, while preserving its integrity

Innovative techniques and approaches must be used to the full in showcasing operations but must be used judiciously in order to meet the dual challenge of preserving the integrity of the cultural heritage and making it accessible to as wide a public as possible.

Relevant challenges	D3	D4	D5				
Interfaces							

Courses of action
- Define optimal access or visiting conditions and find solutions to achieve them
- Present a space or object that has disappeared, is inaccessible, vulnerable or disconnected from its context
- Reconstitute or create artefacts
- Organise a visitor tour in a sensitive area
- Involve local stakeholders and residents in the establishment of innovative facilities

Target audience: local, regional

Examples of action
- Facsimile reconstitution of caves (Chauvet, Lascaux, Altamira)
  Chauvet http://en.cavernedupontdarc.fr/
  Lascaux www.lascaux.culture.fr/
  Altamira http://en.museodealtamira.mcu.es/Prehistoria_y_Arte/la_cueva.html

Recommendation D10
Use the cultural heritage as a means of giving the region a distinctive character and making it more attractive and better known

While cultural products recognised as heritage are influenced by the places and regions in which they are found, they are also a distinctive, and often long-lasting feature of those places, thereby contributing to the character of a region. Heritage, both tangible and intangible, is thus an asset for a region's social and economic appeal and reputation, the effects of which will be amplified when combined with other factors.

Relevant challenges	D1	D2	D3	D4	D5	D6	
Interfaces	*K2*	*K3*	*K6*				

Courses of action
- Identify a region's assets, including heritage in all its diversity
- Conduct a critical and future-oriented analysis incorporating the contribution and intellectual support of the heritage sector
- Retain or relocate traditional economic activities
- Showcase the lasting qualities of heritage (use of local resources, local supply and distribution systems, etc.)
- Promote ethical branding (image management with due regard for heritage)
- Draw up a territorial management charter which takes heritage into account

Target audience: local, regional

Examples of action
- Leader projects (EU): Local action groups (GAL)
  www.europe-centre.eu/fr/42/Le_programme_LEADER.html
- Council of Europe Local Development Pilot Projects (LDPP)
  www.coe.int/t/dg4/cultureheritage/cooperation/SEE/LDPP/default_en.asp

Recommendation D11
Develop new management models to ensure that heritage benefits from the economic spinoffs that it generates

Heritage is a key component of the attractiveness of a region for its inhabitants, economic players and tourists. All too often, it is seen as a drain on public budgets without taking into account its indirect positive effects on real estate, and the economic and social development of the area. New management models must enable heritage to benefit, at least in part, from the added value it generates. This funding should, as a matter of priority, be used for conservation purposes.

Relevant challenges	D1	D2	D3	D4	D6		
Interfaces	*S6*	*S8*	*K7*				

Courses of action
- Raise awareness and instil a sense of responsibility among people involved in the local economy with regard to the impact of heritage on their activities
- Promote the creation of heritage funds to which economic stakeholders and those who benefit from heritage assets can contribute
- Develop new earmarked revenue as a "monument"

Target audience: local, regional, national

Example of action
▪ Digitisation of repository institutions – HEREIN (Slovak Republic)
www.slovakiana.sk
www.opis.culture.gov.sk/uvod

VI.III   THE "KNOWLEDGE AND EDUCATION COMPONENT" (K)

The "knowledge and education" component focuses on the relationship between heritage and shared knowledge, covering awareness raising, training and research.

Challenges
K1. Helping to foster a shared knowledge society
K2. Identifying, preserving, transmitting and sharing heritage knowledge and skills
K3. Raising awareness of the values conveyed by heritage
K4. Ensuring heritage stakeholders have access to lifelong training
K5. Guaranteeing a high technical level for all heritage trades and crafts
K6. Supporting, strengthening and promoting intergovernmental co-operation
K7. Encouraging heritage research
K8. Enlisting the commitment of young people to heritage

Recommendations

Recommendation K1
Incorporate heritage education more effectively in school curricula

It is essential to teach young people from a very early age about heritage, as part of the traditional artistic and cultural education syllabus. This must be based on a multidisciplinary and cross-sectoral approach to all the various aspects of heritage. It should seek to develop relevant skills (identifying, analysing, etc.) and provide young people with an introduction to art appreciation. It also fosters an understanding of professions and crafts, their practice and their history. In this way, heritage education helps us develop a better understanding of our living environment and, more broadly, the world around us. It leads to a better understanding of ourselves and others; it prompts mutual respect and respect for our living environment and helps nurture responsible citizens. It can be implemented as part of an official school curriculum or as an extracurricular activity. Not only pupils and teachers, but also parents, associations and the heritage sector itself can become involved in this education.

Relevant challenges	K1	K2	K3				
Interfaces	*S4*						

Courses of action
▪ Adapt school syllabuses
▪ Train teachers, instructors, etc.
▪ Establish a dialogue between the education sector and the departments responsible for heritage, museums, archives, libraries, etc.
▪ Initiate cross-disciplinary educational projects which include heritage
▪ Promote co-operation with associations, history societies, etc.
▪ Develop outside activities: visits, trips, interviews, documentaries
▪ Invite heritage specialists to schools
▪ Make digital heritage-related information more open, more accessible and more user-friendly
▪ Support programmes organised by museum professionals, taking place in museums

Target audience: local, regional, national

Example of action
▪ Preparation of teaching material for teachers, in co-operation with the "Society of History and Social Studies Teachers" and the Ministry of Education (Estonia)

Recommendation K2
Implement measures to encourage young people to practise heritage

In order to enlist greater commitment to heritage by young people, it is essential to reach out to them, analyse what motivates and demotivates them, and to bring various approaches into play: education, networks, involvement in activities, etc. Appropriate measures can, furthermore, encourage young people to begin or develop new practices which include heritage.

Relevant challenges	K2	K3	K8				
Interfaces							

Courses of action
- Introduce culture or heritage passes for specific age groups, and assess the success of the scheme
- Encourage the organisation of targeted events for young people
- Offer free or reduced-price entry
- Develop incentives devised in consultation with young people
- Promote and encourage the practices of young people (media, competitions)
- Organise heritage-based "events with a twist"

Target audience: local, regional, national, European

Examples of action
- Cultural heritage-makers' competition for children and young people, part of European Heritage Days in Finland
  www.kulttuuriperintokasvatus.fi/wp-content/uploads/2015/04/Cultural-Heritage-Makers2015_Instructions.pdf

Recommendation K3
Encourage creativity to capture the attention of the heritage audience

The public's expectations evolve in line with changes in society and technological progress. The challenge facing heritage is how to attract and capture the attention of a wide audience by showing creativity, offering them the means of understanding heritage and nurturing in them a desire to prolong and renew the experience. Achieving this demanding objective presupposes a dialogue between the heritage world, the guarantor of the respect it is due, and the world of contemporary creation (cinema, music, literature, new technologies, design, computer games, etc.). Moreover, heritage itself is a source of scientific and technical innovation to be highlighted among the general public.

Relevant challenges	K1	K2	K3	K4			
Interfaces							

Courses of action
- Highlight the interrelations between heritage and state-of-the art technologies in the fields of archaeology, conservation and restoration
- Showcase heritage at cultural or tourist events
- Devise interactive tools to raise awareness or encourage knowledge
- Encourage the creation of games focusing on heritage and its values
- Organise multidisciplinary events (live entertainment, street art, visual arts, etc.) based on and expressing the heritage value of a site.

Target audience: local, regional, national

Example of action
- Anatomy of Islands, Vis (Croatia)
  www.anatomija-otoka.com/

Recommendation K4
Provide optimum training for non-professional players and for professionals from other sectors with a connection to heritage

Many people, while not themselves fully-fledged heritage professionals, are involved, sometimes indirectly, in the cultural heritage sector: owners, seasonal workers, trainees, voluntary helpers and professionals from other sectors (accommodation, tourism, agritourism, communication, banking, insurance and other cultural fields, and also the emergency services when disasters strike, etc.). It is important to raise the heritage awareness of these people and teach them the fundamentals by putting things in context or providing coaching. Such work could be part of the role of the professionals.

Relevant challenges	K1	K2	K3	K4	K5		
Interfaces							

Courses of action
- Organise training/initiation sessions – incentives for local guides, seasonal workers, trainees, service providers
- Develop sessions introducing the basics of identifying and assessing local heritage
- Introduce awareness-raising sessions for heritage owners
- Get professionals involved in passing on knowledge and skills
- Encourage heritage discovery with professionals
- Support mentoring of non-professionals by professionals
- Incorporate heritage and its specific features in emergency response plans

Target audience: local, regional, national

Example of action
- The "Europe Tour" initiative on empowering rural areas to develop the potential of cultural tourism (which seeks to improve the professional qualification of stakeholders in rural cultural tourism areas)
  www.europetour.tips

Recommendation K5
Diversify training systems for heritage professionals

Trades and crafts evolve and professional pathways are less linear and more complex, requiring lifelong training, adaptation to new situations or retraining. The heritage sector, which is extremely diversified, needs generalists who have a sound basic training, an open mind and a capacity for change. There is also a need for specialists in cutting-edge fields in order to ensure excellence. In the field of heritage, as in other sectors, there is a clear trend towards dual training and recognition of the importance of updating knowledge and skills. This context calls for a diversification of training systems (training centres for professionals, specific apprenticeships for young people, sandwich training and mobility, schools and universities, in-house training, etc.) and networking.

Relevant challenges	K1	K2	K3	K4	K5		
Interfaces							

Courses of action
- Provide information on existing systems and incentives, at national and European level
- Evaluate: carry out an analysis and put forward proposed improvements to the training of professionals
- Ensure the sustainability of appropriate measures
- Support the widespread use of personal training accounts
- Enhance co-operation between universities, schools and training centres
- Ensure co-ordination between training systems and professional networks
- Organise in-house training sessions with support from experts (thematic, technical and specific matters, current situation, interdisciplinary or intersectoral dialogue, etc.)
- Introduce grants for professionals

- Take advantage of the opportunities provided by the Erasmus + programme
- Support exchanges of good practices and mobility, both national and international: apprentices, young professionals, lifelong training
- Support mentoring in Europe

Target audience: local, regional, national, European

Examples of action
- "Erasmus for apprentices", trial carried out by 11 French and German companies, 2016
  www.agence-erasmus.fr/projet/39/l-erasmus-des-apprentis-le-projet-euroapprentissage
- Academy of Heritage in Cracow
  http://mck.krakow.pl/a-post-graduate-studies

Recommendation K6
Develop knowledge banks on local and traditional materials, techniques and know-how

The threat of disappearance hanging in particular over many heritage trades and practices means that there is an urgent need to create or further develop dedicated places for conservation and knowledge banks for materials, techniques and know-how, making sure that they do not become disconnected from the knowledge, models and processes of the work itself. Supplementing existing databases, their purpose would be to conserve samples and store, update and widely disseminate data and information. As a means of stimulating ideas, this shared memory should be showcased and promoted as a source of inspiration. It is also intended to reinforce (good) professional practices.

Relevant challenges	K2	K3	K4				
Interfaces	S4	D2	D7				

Courses of action
- Create dedicated places for the conservation of knowledge and know-how, both traditional and those generated by heritage management
- Use new technologies in order to document and preserve know-how
- Create a European centre of skills and know-how
- Create and expand "materials libraries"

Target audience: local, regional, national, European

Example of action
- Centre for the Intangible Cultural Heritage, Institute of Ethnology and Folklore Research (Croatia)
  http://ief.academia.edu/Departments/Institute_of_Ethnology_and_Folklore_Research_Zagreb_Croatia

Recommendation K7
Ensure that the knowledge and skills involved in heritage trades are passed on

The transmission of knowledge and skills involved in heritage trades is essential to ensure the preservation of the heritage, but it is fragile and can be lost in a generation, with retirements and company closures. In itself it is a source of wealth and a constituent legacy of European culture and could be attractive to young people or people changing careers. Ensuring and guaranteeing this transmission will also help secure sustainable jobs and activities which have a high heritage value and which often have the potential for renewal.

Relevant challenges	K1	K2	K3	K4	K8		
Interfaces	S4						

Courses of action
- Support master craftworkers to ensure transmission of knowledge and skills
- Adopt measures to facilitate workshops being taken over by younger people
- Help firms to take on young people
- Organise exhibitions and demonstrations
- Promote incentives through competitions
- Showcase manual crafts (in schools, the media, etc.)
- Develop the teaching and practice of manual operations (sketches, measurements, etc.) along with computer-assisted design
- Support the creation and expansion of training centres for heritage crafts
- Support the European Foundation for Heritage Skills (FEMP)

Target audience: local, regional, national, European

Example of action
- *Fornverkaskólinn*
  www.glaumbaer.is/fornverkaskolinn

Recommendation K8
Guarantee the competences of professionals working on the listed heritage

The heritage, in particular listed assets, requires the intervention of qualified professionals. In view of the disappearance of many crafts and given the many company closures, urgent measures are required to define standards, guarantee a given level of competences for any intervention, and increase quality by devising qualifications and certifications. Today, it is essential for there to be co-ordination and harmonisation at European level.

Relevant challenges	K1	K2	K3	K4	K5		
Interfaces							

Courses of action
- Introduce arrangements to verify the competences of professionals working on listed assets
- Encourage elected representatives and local authorities to become involved
- Enlist the private sector and nurture a sense of responsibility among project originators and companies
- Ensure consultation between the competent departments: employment, training, enterprise, culture
- Adopt support measures (from local authorities) for high-quality companies

Target audience: local, regional, national, European

Example of action
- Construction crafts and small business federation, CAPEB (France)
  www.capeb.fr/

Recommendation K9
Develop study and research programmes that reflect the needs of the heritage sector and share the findings

Heritage is constantly evolving. Its field of action and knowledge has grown considerably in recent decades. The plethora of knowledge produced relating to heritage is a result of several types of work: documentary, scientific, technical studies, etc., carried out by heritage professionals, university research in a variety of disciplines (natural and physical sciences, humanities, social sciences, etc.), applied to a particular field or part of a programme, and activities undertaken by non-professionals. The problems change depending on the heritage issues in question. For the common good, support should be given to work that reflects the realities and needs of the sector, while ensuring that the independence of academic research is preserved. Multidisciplinary research is needed at national and European level to satisfy the increasingly more complex demand for sustainable transmission to future generations. The results must be disseminated, shared and discussed and, as far as possible, be part of a process which will ensure sustainability.

Relevant challenges	K2	K3	K4	K5			
Interfaces							

Courses of action
- Identify relevant leads for these research studies and topics (top-down and bottom-up approaches)
- Encourage an interdisciplinary and international approach to heritage
- Study how heritage can help meet the needs of other sectors
- Disseminate the results of studies and research to professionals, decision makers and users
- Evaluate and ensure the sustainability of studies and research
- Introduce thematic study programmes in several regions
- Develop outreach programmes (lectures, courses, radio and television programmes, publications for specific readerships, etc.)
- Open research centres to the public
- Organise public meetings between professionals, researchers and users (heritage issues and debates)
- Highlight topics linking the disciplines (sciences and heritage, innovation and heritage)
- Support network-based European and international research co-operation

Target audience: local, regional, national, European

Examples of action
- "Herito" research and publishing activities (ICC, Krakow, Poland)
  http://mck.krakow.pl/en
- An interactive research and conservation project of the Retable of the High Altar of St Nicholas' Church, Tallin – HEREIN (Estonia)
  http://niguistemuuseum.ekm.ee/en/on-view/on-view/rode-altarpiece-in-close-up/
- European project "Climate for Culture" to assess the impact of climate change on cultural heritage
  www.climateforculture.eu

Recommendation K10
Encourage and support the development of networks

Several hundred networks are active in the heritage sector, at regional, national, European and international level. Of various types, they bring together stakeholders from their respective sectors, trades and crafts, with shared concerns or working on specific projects or topics. Networks are primarily a means of operating where the members all interact in an often informal, but always constructive way. Most frequently, they provide their members with a platform for information and discussion on all questions of common interest. Some have formed a federation, some are part of international think tanks, but the main networks must be acknowledged as partners and ensure that the voice of the heritage sector is heard. Networking is dynamic in itself: networks disappear; others are created or need to be created.

Relevant challenges	K1	K2	K3	K4	K5		
Interfaces							

Courses of action
- Provide assistance for the setting-up of networks
- Recognise existing networks and facilitate their development
- Establish relations with existing networks in other sectors which have common interests
- Establish dialogue between networks and give consideration to concerted common courses of action

Target audience: local, regional, national, European

Example of action
- The Association of Cultural Encounter Centres (ACCR)
  www.accr-europe.org/?lang=en

Recommendation K11
Explore heritage as a source of knowledge, inspiration and creativity

Today, heritage is no longer merely a means of creating or keeping alive a nostalgic feeling. This heritage is an infinite source of knowledge, know-how, attitudes and achievements which express the power of human creative ingenuity in all its diversity. As such, it is both the fruit of innovation throughout the ages and a source of knowledge and inspiration.

Relevant challenges	K1	K2	K3	K4	K5		
Interfaces							

Courses of action
- Use heritage sites as artist residencies to explain what these sites mean
- Juxtapose heritage and contemporary objects
- Introduce heritage discovery workshops dedicated to craftworkers and creators

Target audience: local, regional

Example of action
- New uses of traditional materials (insulation using cork and hemp)
  www.culturecommunication.gouv.fr/content/download/85188/640921/version/4/file/Fiche+conseil+-+Restaurer+un+batiment+traditionnel.pdf

VII.   INTERFACES: AREAS OF CONVERGENCE

Some of the actions identified above apply to two or even three components. These interfaces are real areas of convergence which are inevitable and should be seen as an indication of the consistency of the strategy. For example, some of the proposed actions come under both the "social" component and the "territorial and economic development" component or the "social" component and the "knowledge and education" component, or the "territorial and economic development" component and the "knowledge and education" component. Some of the actions may be common to all three approaches. The diagram below gives an illustration of the situation.
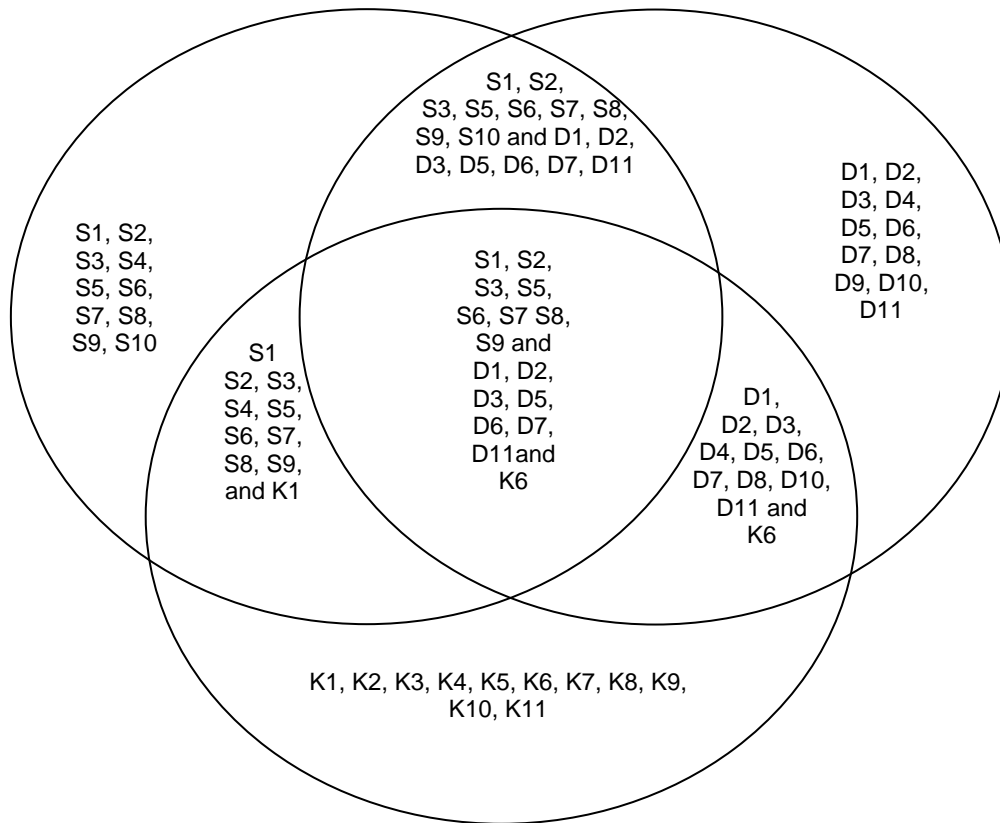
VIII.   EVALUATION PROCEDURE

Evaluation of the strategy should be undertaken in line with the principles of soft monitoring at both European and national level. The evaluation procedure for an integrated approach to heritage is given in Appendix A.

At Council of Europe level, HEREIN is the reference tool for monitoring the strategy and a channel for exchanging best practices. A support group has the task of helping the secretariat adapt the format of the national reports in order to achieve this objective. National co-ordinators will be sent information on the strategy. An ad hoc platform, the composition and terms of reference of which will be decided by the Steering Committee for Culture, Heritage and Landscape (CDCPP), will evaluate the strategy on the basis of information gathered by HEREIN and will submit an annual report to the CDCPP with effect from 2018. In addition to showing how much progress has been made, this report will identify the recommendations on which efforts should be focused and will put forward any proposed updates. It is planned to have a first overall evaluation in 2020 so that any necessary adjustments to the strategy can be made.

At national level, the above diagram and the proposed evaluation system in Appendix A will enable each State to immediately analyse its heritage policy using the three-component approach with their interfaces, and to identify the priority fields of action. The HEREIN crowdfunding function will be used by States to draw on the steps taken in other countries. It will be for each State to define the most appropriate monitoring and evaluation system, possibly by drawing on the work carried out in the HEREIN national reports.

APPENDIX A

Evaluation procedure and use of indicators for an integrated approach to heritage

Bojan Radej, Slovenian Evaluation Society, Ljubljana
Jelka Pirkovič, Ljubljana

The strategy addresses the concept of heritage management in accordance with three components: the "social" component (S), the "territorial and economic development" component (D) and the "knowledge and education" component (K), comprising a tailored evaluation system. Although this subdivision may be slightly arbitrary, these three components can be seen as three key and independent aspects of heritage management as they cover three very distinctive aspects of heritage. They are driven by a unique underlying rationale and accordingly pursue largely independent, fundamental objectives. They also operate with autonomous intervention logics (how to achieve goals), and thus with independent approaches to heritage management.

The "social" component relates to the alignment of heritage activities with the European values relating to the recognition of multiple identities and cultural diversity. The social priority of heritage is made operational by promoting diversity, empowering heritage communities and fostering participatory governance.

The "territorial and economic development" component is concerned with enhancing heritage-led sustainable territorial and economic development. The main drivers in this regard are the local economies based on endogenous potential, tourism and employment in which heritage concerns are incorporated.

The "knowledge and education" component covers concerns relating to education, research and lifelong training for and with heritage. Creating heritage centres of knowledge and devising new education and research programmes are among the main drivers of this third component of heritage management.

If heritage is managed separately (or vertically) under these three components without any overlap, the results will also be separate and non-integrated. While vertical concerns in heritage management are justifiable and reasonable, they fail to offer any understanding of the important horizontal aspects of heritage development. For example, education has a strong impact on the potential for development and societal trends, and vice versa. Consequently, the three components of heritage management must be conceptualised in such a way as to take account of their areas of convergence. This is a prerequisite if we are to achieve consistent, sustainable and territorially and socially cohesive results. Accordingly, the components set out in this way together with their interfaces underline the needs and effects of intersectoral heritage management.

There are four main interfaces to be considered in conceptualising heritage management: between S and D, between D and K, between K and S and between S, D and K.

The horizontal interface between S and D covers the new approaches to the governance of heritage concerns at the intersection between ensuring greater democracy, participation, empowerment of the approach to heritage, and enhancement of economic heritage-related opportunities. These two components overlap in sustainable territorial development and in innovative economic and financial models which are appropriate for heritage and which must be based on activation of the local potential for promoting local needs.

The horizontal interface between D and K takes into consideration the maintenance and transmission of heritage knowledge, methods and skills in order to further develop these topics. The bridges between the two are the new information technology tools that connect users to heritage, new skills and new heritage products and services.

The horizontal interface between K and S relates to the sharing of promotion and awareness-raising practices, along with the regulatory considerations pertaining to heritage management. This interface is driven by education and awareness raising regarding heritage rights and responsibilities for stakeholders and heritage values for the young generations.

Lastly, the horizontal interface between K, D and S has the potential to fully implement cross-sectoral and multifunctional concepts of heritage and to contribute to efforts to strengthen European values and identity.

When heritage management achieves excellent results for the three components, separately assessed sectoral measures are very effective. Where heritage management is very effective in one or two components, but not in all three, the sectoral (vertical) achievements are poorly balanced. The integration objective requires sound evaluation of this sectoral or primary balancing aspect between the three components.

When heritage management obtains excellent results from the different interfaces of the three components, it can be considered to be very cohesive. This means that the secondary effects of sectoral policies are very positive in their interrelationship. If two components overlap asymmetrically, the effect of one component on the other is very positive, whereas the effects of the other component are very negative. This is the case of the interface between certain economic projects and cultural heritage, where the interface can be relatively large but not on an equal footing for both sides. Consequently, benefits are not reciprocal. They do not empower both sides, so they cannot produce trust and induce shared efforts, despite their narrowly observed effectiveness.

Where the interfaces are cohesive in a mutually satisfying way, heritage management can produce synergies. Where heritage policy achieves a true balance and high levels of synergy, we can talk about integrated heritage management.

This interface approach implies three directions for integrated programming and an evaluation of cohesion in heritage management.

1.   What does the heritage policy directly pursue? This is its vertical direction: it relates to a conventional, linear intervention logic (as represented in a chain: definition of the problem – strategy – goal – action – impact) and results-based evaluation (efficiency, effectiveness, relevance).

2.   The horizontal direction comprises two aspects:

   a.   how each heritage sector impacts the others;
   b.   how non-heritage sectors (industry, agriculture, tourism, education policy, etc.) impact the heritage sector and its objectives.

3.   This approach may be called an overlapping concept of heritage management. This new concept has been adopted in drafting the strategy and can be used at national, local and project level, as well. In the implementation phase, it also gives sound support in evaluating the impact of heritage management in terms of both the vertical and horizontal policy interventions.

The integrated approach to heritage strategy serves two basic purposes: programming and evaluation.

It has an innovative and connective intervention logic that helps in designing heritage policies with more synergetic results (programming) and the draft strategy follows this intervention logic.

It is an evaluation tool with efficient synthesis of assessment results which ensures that evaluation becomes relevant for medium and strategic levels of decision making. For the time being, the draft strategy does not fully integrate this synthetic concept of evaluation.

The synergetic intervention logic is useful at the strategic level, but is generally relevant as it can be applied at other levels as well. The proposed tool is relevant for managing public affairs where challenges arise predominantly horizontally and solutions depend on synergies with measures in a number of other sectors, and not exclusively on sectoral policies. When synergy is achieved, even less prominent sectors with weak starting capacities can produce significant results in the medium and long term.

The new approach[7] goes beyond standard results-based logic in policy impact evaluation. A standard approach is valuable, but much more can be obtained from the same set of information by synthesising result data more judiciously. By doing so, a strategic overview of a complex situation can be gained.

The strategy starts with conceptual and strategic issues and then proceeds systematically to more operational questions, leaving a lot of freedom for specific needs and context that have to be taken into consideration at national and sub-national levels.

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[7] See more in Radej B. (2014), "Social complexity: operational definition", Ljubljana, Slovenian Evaluation Society: Working papers, 7/2; or Radej B., Jazbinšek K. Ž., Dolinšek M. (2015), "Measuring Smartness of Innovation Policy", *Asia-Pacific Tech Monitor*, June-September 2015.

In principle, the strategy needs to be complemented with a system of indicators to monitor the implementation of heritage policy in different areas. General guidelines for evaluation of the impact of heritage policy will most probably follow standard rules for carrying out heritage policy impact evaluations. Specific evaluation (and policy) design for national and regional/local heritage agendas can be prepared separately.

In the implementation phase, the integrated approach is relevant even in the absence of a fully functional monitoring and information system, since it can be performed qualitatively, with experts' qualitative assessment (positive/negative/neutral/not applicable) of individual actions stemming from specific recommendations in addressing each challenge defined by the strategy.

The new evaluation approach can be first tested by evaluating some best practice cases collected to illustrate the spirit of the strategy. Positive experiences can then be mainstreamed. Some sort of training would be advisable; however, the methodology is simple, transparently presented and can be used freely under the Creative Commons 2.5 license for non-profit use even without specific training.

The horizontal interfaces between three strategy components and its recommendations and challenges are illustrated by the conventional Leopold matrix which presents the estimated impacts of heritage policy measures at the European level.

Table 1: European Cultural Heritage Strategy for the 21st century – Leopold matrix of interfaces (links) (Recommendations x Challenges) pertaining to the three strategy components

Recommendations* / Challenges**		S1	S2	S3	S4	S5	S6	S7	S8	D1	D2	D3	D4	D5	D6	D7	D8	K1	K2	K3	K4	K5	K6	K7	K8
S1	Social		X		X		X		X	X		X						X		X					
S2		X	X			X		X		X		X						X		X					
S3		X	X	X	X	X	X	X	X	X								X		X			X		
S4		X	X	X	X	X	X	X	X									X	X	X					
S5		X		X		X	X	X	X	X						X		X						X	
S6		X	X		X	X	X	X		X						X		X					X		
S7			X		X	X	X	X	X			X						X	X	X					
S8			X	X	X	X	X		X	X			X					X	X	X					X
S9		X		X	X	X	X		X	X		X							X		X				
S10		X	X		X	X	X	X	X	X				X		X									
D1	Development		X								X	X	X	X	X	X				X		X			
D2									X	X	X	X		X		X			X		X			
D3					X					X		X		X				X	X		X	X			X
D4											X	X	X	X	X							X		
D5									X	X	X	X	X	X	X	X				X				
D6								X		X	X	X	X	X	X	X					X		X	
D7					X		X		X	X	X	X	X	X	X					X				X	X
D8											X		X		X		X					X	X	X	
D9													X	X	X									
D10										X	X	X	X	X	X				X	X			X		
D11							X		X	X	X	X	X		X									X	
K1	Knowledge				X													X	X	X					X
K2																			X	X					
K3																		X	X	X	X				
K4																		X	X	X	X	X			
K5																		X	X	X	X	X			
K6					X						X					X		X	X	X					
K7					X													X	X	X	X				X
K8																		X	X	X	X	X			
K9																			X	X	X	X			
K10																		X	X	X	X	X			
K11																		X	X	X	X	X			

Source of data: European Cultural Heritage Strategy for the 21st century

Legend to Table 1

* Recommendations	** Challenges
S1 Encourage the involvement of citizens and local authorities in capitalising on their everyday heritage S2 Make heritage more accessible S3 Use heritage to assert and transmit the fundamental values of Europe and European society S4 Promote heritage as a meeting place and vehicle for intercultural dialogue, peace and tolerance S5 Assess citizens' participation practices and procedures S6 Create a suitable framework to enable local authorities and communities to take action to promote and manage their heritage S7 Develop and promote participatory heritage identification programmes S8 Encourage heritage rehabilitation initiatives by local communities and authorities S9 Support intergenerational and intercultural projects to promote heritage S10 Facilitate and encourage (public and private) partnerships in cultural heritage promotion and conservation projects	S1 Living in peace S2 Improving quality of life S3 Contributing to people's well-being and good health S4 Preserving the collective memory S5 Establishing good governance S6 Promoting participatory management S7 Optimising implementation of the conventions S8 Promoting an inclusive approach to heritage
D1 Promote cultural heritage as a resource and facilitate financial investment D2 Support and promote the heritage sector as a means of creating jobs and business opportunities D3 Promote heritage skills and professionals D4 Produce heritage impact studies for rehabilitation, construction, development and infrastructure projects D5 Encourage the reuse of heritage and the use of traditional knowledge and practice D6 Ensure that heritage is taken into account in development, spatial planning, environmental and energy policies D7 Give consideration to heritage in sustainable tourism development policies D8 Protect, restore and enhance heritage, making greater use of new technologies D9 Use innovative techniques to present cultural heritage to the public, while preserving its integrity D10 Use cultural heritage as a means of giving the region a distinctive character and making it more attractive and better known D11 Develop new management models to ensure that heritage benefits from the economic spinoffs that it generates	D1 Building a more inclusive and cohesive society D2 Developing Europe's prosperity by drawing on its heritage resources D3 Ensuring that Europeans enjoy a high quality of life, in harmony with their cultural and natural environment D4 Implementing the principle of integrated conservation D5 Ensuring that heritage is taken into account in sustainable spatial development strategies and programmes D6 Developing the ability of public services to address sustainable spatial development issues by means of better use of heritage D7 Preserving and developing the ability of public services to address heritage issues D8 Increasing the use and reuse of heritage
K1 Incorporate heritage education more effectively in school curricula K2 Implement measures to encourage young people to practise heritage K3 Encourage creativity to capture the attention of the heritage audience K4 Provide optimum training for non-professional players and for professionals from other sectors with a connection to heritage K5 Diversify training systems for heritage professionals	K1 Helping to foster a shared knowledge society K2 Identifying, preserving, transmitting and sharing heritage knowledge and skills K3 Raising awareness of the values conveyed by heritage K4 Ensuring heritage stakeholders have access to lifelong training K5 Guaranteeing a high technical level for all heritage trades and crafts K6 Supporting, strengthening and promoting intergovernmental co-operation K7 Encouraging heritage research K8 Enlisting the commitment of young people to heritage
K6 Develop knowledge banks on local and traditional materials, techniques and know-how K7 Ensure that the knowledge and skills involved in heritage trades are passed on	

K8	Guarantee the competences of professionals working on listed heritage
K9	Develop study and research programmes that reflect the needs of the heritage sector and share the findings
K10	Encourage and support the development of networks
K11	Explore heritage as a source of knowledge, inspiration and creativity

Table 1 identifies the connections between all strategy recommendations and all strategy challenges.[8] It gives a detailed insight into how the implementation of individual recommendations can impact challenges arising from the strategy. The strategy is not prepared as a set of fragmented links between recommendations and challenges, but as a full-fledged structure with three autonomous yet interdependent components. So it is sensible to identify these structural links between components to see how they affect each other indirectly, which is a precondition for synergy between heritage components.

The estimated impacts of the strategy in Table 1 can be aggregated by source and area of sectoral impact (K by K or K∩K, K∩S, K∩D, etc.) to obtain an input-output square matrix showing what synergies between strategy components can be produced when recommended activities are implemented.

Table 2: Input-output matrix of impact between components

Input-output matrix	Challenges 1 (component S)	Challenges 2 (component D)	Challenges 3 (component K)
Recommendations 1 (component S)	S1-10	S1-3, S5-10	S1-9
Recommendations 2 (component D)	D1-3, D5-7, D11	D1-D11	D2-8, D10-11
Recommendations 3 (component K)	K1, K6-7	K6	K1-11

Source of data: Table 1 Leopold matrix (Recommendations x Challenges)

Legend to Table 2: How to use the Input-output matrix

How to obtain summary results from the input-output matrix	Challenges in S	Challenges in D	Challenges in K
Recommendations to S	SS: Effectiveness of S-related actions in resolving S-related challenges	SD: Effectiveness of S-related actions in resolving D-related challenges	SK: Effectiveness of S-related actions in resolving K-related challenges
Recommendations to D	DS: Effectiveness of D-related actions in resolving S-related challenges	DD: Effectiveness of D-related actions in resolving D-related challenges	DK: Effectiveness of D-related actions in resolving K-related challenges

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[8] The main focus in the strategy lies in linking recommendations and challenges of the same heritage component (S, D or K), since the majority of identified impacts are located on the diagonal of the matrix (from upper-left to lower-right corner).

| Recommendations to K	KS: Effectiveness of K-related actions in resolving S-related challenges	KD: Effectiveness of K-related actions in resolving D-related challenges	KK: Effectiveness of K-related actions in resolving K-related challenges

NB: - Effectiveness is assessed in a standard way by monitoring impact indicators (how recommendations in S impact on challenges in S, S∩S, etc.
- Synergy between S (in recommendations) and D (in challenges) is achieved as average of assessed impacts: (DS + SD)/2.
- Synergy between K and D is achieved as average of assessed impacts: (K∩D + D∩K)/2.
- Synergy between S and K is achieved as average of assessed impacts: (S∩K + K∩S)/2.

Table 2 identifies connectedness between recommendations and challenges for each strategy component. On the diagonal, it presents the conventional indicator of policy effectiveness. It shows how successful each strategy component is in carrying out its own primary important recommendations.

Indirect or cross-sectoral impacts are located in the non-diagonal fields of the matrix in Table 2. By connecting the cross-sectional impact that is located diagonally below with the symmetrically located cross-sectional impact diagonally above (such as D∩S and S∩D), one can assess the synergy between two strategy components and how two components support or constrain each other by the means of implementing their recommendations.

The Venn diagram below illustrates how three components of heritage policy are integrated by the means of direct (diagonal, non-overlapping) and indirect (non-diagonal, overlapping) links between strategy recommendations and challenges.

Figure 1: Venn diagram of European Cultural Heritage Strategy for the 21st century
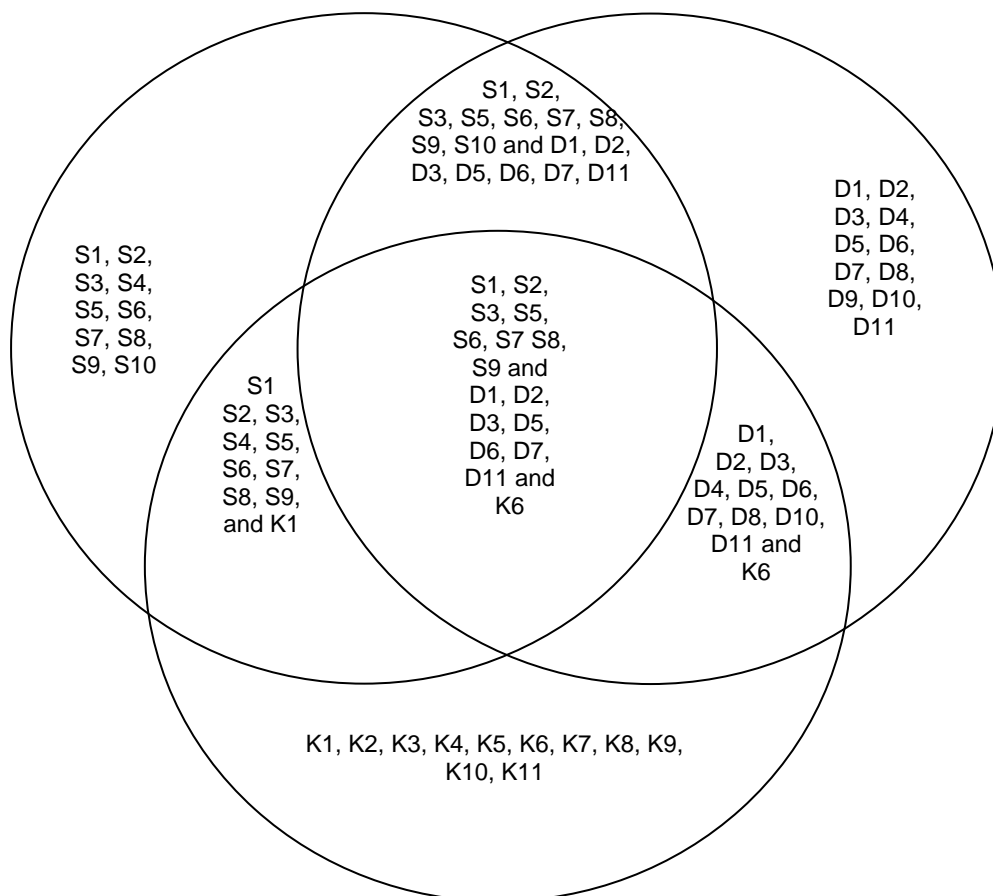
Source: Table 2.

Heritage policy (or heritage-related measures or even projects) will increase in coherence when the inner area of intersection increases by implementing its recommendations. A specific heritage policy, measure or project proves to be more integrated when coherence between interfaces increases in parallel with improved effectiveness in all three components.

APPENDIX B

LIST OF EXAMPLES BY RECOMMENDATION

1.   THE "SOCIAL COMPONENT"

The "social component" (S) focuses on the relationship between heritage, on the one hand, and societies, citizenship, the transmission and sharing of democratic values by methods of participatory and good governance through participatory management, on the other.

Challenges
- S1. Living in peace
- S2. Improving quality of life
- S3. Contributing to people's well-being and good health
- S4. Preserving the collective memory
- S5. Establishing good governance
- S6. Promoting participatory management
- S7. Optimising implementation of the conventions
- S8. Promoting an inclusive approach to heritage

Recommendations

Recommendation S1
Encourage the involvement of citizens and local authorities in capitalising on their everyday heritage

Examples of action
- ▪ Heritage as a means of emancipation for people with mental or multiple disabilities – HEREIN (Netherlands)
  www.ipsedebruggen.nl/news/article/58/opening-de-haven-nigrum-pullum-zwammerdam
  www.romeinselimes.nl/nl/op-pad/fort-nigrum-pullum-zwammerdam
  https://erfgoedstem.nl/opening-bezoekerscentrum-haven-nigrum-pullum/
  www.monumentaal.com/bezoekerscentrum-haven-nigrum-pullum-open
- ▪ Indicators of the economic and social impact of cultural heritage – HEREIN (Hungary)
  www.forsterkozpont.hu/nemzetkozi-feladatok/nemzetkozi-projektjeink/749#1
  http://balatoncsicso.reblog.hu/
  www.facebook.com/csicsoiplebania
- ▪ Local development programme of Cres Island – HEREIN (Croatia)
  www.coe.int/t/dg4/cultureheritage/cooperation/SEE/LDPP/Croatia_en.asp
- ▪ Protection of local heritage by municipalities – HEREIN (Slovak Republic)
- ▪ Participatory approaches developed with schools and municipalities by the not-for-profit organisation Qualité-Village-Wallonie (Belgium, Wallonia)
  www.qvw.be/
- ▪ "SOS Patrimoine": thematic factsheets produced by the Walloon Rural Foundation, useful for all citizens involved in the preservation of a heritage item (Belgium, Wallonia)
  www.frw.be
- ▪ Grant for the restoration of "small-scale heritage" – HEREIN (Belgium, Brussels Capital Region)
  http://patrimoine.brussels/liens/campagnes-programmes/petit-patrimoine-brochure-2015
- ▪ Local development pilot project for the wine villages of Limassol (Cyprus)
  www.agrotourism.com.cy/discover-wine-route-4-wine-villages-limassol,60,en
- ▪ Saarländischer Verein für Denkmalschutz e.V. (Association for the Preservation of Historical Monuments of the state Saarland) (Germany) www.denkmalschutz-saarland.de

Recommendation S2
Make heritage more accessible

Examples of action
- ▪ Activities carried out during European Heritage Days
  http://pjp-eu.coe.int/en/web/ehd-jep/home
- ▪ Local development programme of Cres Island – HEREIN (Croatia)
  www.coe.int/t/dg4/cultureheritage/cooperation/SEE/LDPP/Croatia_en.asp
- ▪ Indicators of the economic and social impact of cultural heritage – HEREIN (Hungary)
  www.forsterkozpont.hu/nemzetkozi-feladatok/nemzetkozi-projektjeink/749#1
  http://balatoncsicso.reblog.hu/
  www.facebook.com/csicsoiplebania
- ▪ Heritage as a means of emancipation for people with mental or multiple disabilities – HEREIN
  (Netherlands)
  www.ipsedebruggen.nl/news/article/58/opening-de-haven-nigrum-pullum-zwammerdam
  www.romeinselimes.nl/nl/op-pad/fort-nigrum-pullum-zwammerdam
  https://erfgoedstem.nl/opening-bezoekerscentrum-haven-nigrum-pullum/
  www.monumentaal.com/bezoekerscentrum-haven-nigrum-pullum-open
- ▪ Deutsches Nationalkomitee für Denkmalschutz (German National Committee for Monument
  Preservation) (Germany) http://www.dnk.de/

Recommendation S3
Use heritage to assert and transmit the fundamental values of Europe and European society

Examples of action
- ▪ Local development programme of Cres Island – HEREIN (Croatia)
  www.coe.int/t/dg4/cultureheritage/cooperation/SEE/LDPP/Croatia_en.asp
- ▪ The Liszt Academy, winner of the Europa Nostra Prize and of the European Heritage Label (2016)
  for its contribution to European culture and heritage (Hungary)
- ▪ Heritage as a means of emancipation for people with mental or multiple disabilities – HEREIN
  (Netherlands)
  www.ipsedebruggen.nl/news/article/58/opening-de-haven-nigrum-pullum-zwammerdam
  www.romeinselimes.nl/nl/op-pad/fort-nigrum-pullum-zwammerdam
  https://erfgoedstem.nl/opening-bezoekerscentrum-haven-nigrum-pullum/
  www.monumentaal.com/bezoekerscentrum-haven-nigrum-pullum-open
- ▪ Verein Kulturraum Großregion (Association for cross-border cultural region in Belgium, France,
  Germany and Luxembourg) (Germany) http://www.kulturraumgr.eu/de

Recommendation S4
Promote heritage as a meeting place and vehicle for intercultural dialogue, peace and tolerance

Examples of action
- ▪ Report on the role of public arts and cultural institutions in the promotion of cultural diversity and
  intercultural dialogue
  http://ec.europa.eu/culture/library/reports/201405-omc-diversity-dialogue_en.pdf
- ▪ Local development programme of Cres Island – HEREIN (Croatia)
  www.coe.int/t/dg4/cultureheritage/cooperation/SEE/LDPP/Croatia_en.asp
- ▪ Indicators of the economic and social impact of cultural heritage – HEREIN (Hungary)
  www.forsterkozpont.hu/nemzetkozi-feladatok/nemzetkozi-projektjeink/749#1
  http://balatoncsicso.reblog.hu/
  www.facebook.com/csicsoiplebania
- ▪ Brera: un'altra storia. Percorsi interculturali nel museo (Brera: another story. Intercultural trails in the
  museum) (Italy)
  http://valorizzazione.beniculturali.it/it/notizie/259-brera-unaltra-storia-percorsi-interculturali-nel-
  museo.html

- Heritage as a means of emancipation for people with mental or multiple disabilities – HEREIN (Netherlands)
  www.ipsedebruggen.nl/news/article/58/opening-de-haven-nigrum-pullum-zwammerdam
  www.romeinselimes.nl/nl/op-pad/fort-nigrum-pullum-zwammerdam
  https://erfgoedstem.nl/opening-bezoekerscentrum-haven-nigrum-pullum/
  www.monumentaal.com/bezoekerscentrum-haven-nigrum-pullum-open)
- Nicosia Master Plan (Cyprus)
  www.moi.gov.cy/moi/urbanguard/urbanguard.nsf/dmltph_en/dmltph_en?OpenDocument
- Open Monument Day (Germany)
  http://www.tag-des-offenen-denkmals.de/

Recommendation S5
Assess citizen participation practices and procedures

Examples of action
- Society of Friends of Dubrovnik Antiquities (Croatia)
  http://citywallsdubrovnik.hr/drustvo/?lang=en
- Association "4 grada Dragodid": the scope of the association's work is focused on vernacular architecture, specifically dry stone techniques and other building types and materials in the Croatian rural karst (Croatia)
  www.dragodid.org/category/eng/
- Motel Trogir: association for the protection of post-war architecture (Croatia)
  http://moteltrogir.tumblr.com
- Adopt a monument, an initiative to promote the caretaking of shared heritage, applied in several European countries, a creative way of getting local inhabitants actively involved in looking after and preserving their local cultural heritage (Pirkanmaa provincial museum) (Finland)
  http://adoptoimonumentti.fi/europa-nostra-award-2016/?lang=en
  https://issuu.com/vapriikki/docs/am_esite_en_n_0815
  https://issuu.com/vapriikki/docs/adopt-a-monument
- "Living Heritage Wiki", a web-based platform along the lines of the open and collaborative Wiki formula, enabling anyone to suggest and describe entries in a national catalogue of intangible cultural heritage, in connection with the implementation of the UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage (Finland)
  www.aineetonkulttuuriperinto.fi/en/implementation
  https://wiki.aineetonkulttuuriperinto.fi/
- Indicators of the economic and social impact of cultural heritage – HEREIN (Hungary)
  www.forsterkozpont.hu/nemzetkozi-feladatok/nemzetkozi-projektjeink/749#1
  http://balatoncsicso.reblog.hu/
  www.facebook.com/csicsoiplebania
- Urban and regional/spatial planning consultation commission – HEREIN (Belgium, Brussels Capital Region)
  https://urbanisme.irisnet.be/les-commissions-de-concertation

Recommendation S6
Create a suitable framework to enable local authorities and communities to take action to promote and manage their heritage

Examples of action
- Indicators of the economic and social impact of cultural heritage – HEREIN (Hungary)
  www.forsterkozpont.hu/nemzetkozi-feladatok/nemzetkozi-projektjeink/749#1
  http://balatoncsicso.reblog.hu/
  www.facebook.com/csicsoiplebania
- Local development programme of Cres Island – HEREIN (Croatia)
  www.coe.int/t/dg4/cultureheritage/cooperation/SEE/LDPP/Croatia_en.asp
- Walloon Rural Foundation: a participatory rural development process incorporating heritage protection in a citizen-based approach (Belgium) (www.frw.be)
- "InterKultur. Migration als Einflussfaktor auf Kunst und Kultur" (Intercultural barometer: migration as a factor influencing art and culture) (Germany)
  http://www.mwk.niedersachsen.de/themen/kultur/kulturentwicklungskonzept_niedersachsen_kek/kekprozess/der-kek-prozess-bezieht-die-akteure-aktiv-ein-118561.html

▪ Voluntary „persons of trust" for memorials/heritage sites, Schleswig-Holstein (Ehrenamtliche Vertrauensleute für Kulturdenkmale, § 6 DSchG) (Germany)
https://www.schleswig-holstein.de/DE/Fachinhalte/D/denkmalschutz/downloads/Denkmalschutzgesetz.pdf?__blob=publicationFile&v=5

Recommendation S7
Develop and promote participatory heritage identification programmes

Examples of action
▪ Action carried out under the Interreg Europe (EU) projects adopting this heritage approach, e.g. "Trans-Formation du patrimoine" (Interreg IV):
http://muap.be/projets/le-projet-trans-formation-du-patrimoine-interreg-iv
▪ Initiative of the Community of Split for the protection of the Split 3 residential area (Croatia)
▪ Local development programme of Cres Island – HEREIN (Croatia)
www.coe.int/t/dg4/cultureheritage/cooperation/SEE/LDPP/Croatia_en.asp
▪ Indicators of the economic and social impact of cultural heritage – HEREIN (Hungary)
www.forsterkozpont.hu/nemzetkozi-feladatok/nemzetkozi-projektjeink/749#1
http://balatoncsicso.reblog.hu/
www.facebook.com/csicsoiplebania
▪ Protection of the local heritage by municipalities – HEREIN (Slovak Republic)

Recommendation S8
Encourage heritage rehabilitation initiatives by local communities and authorities

Examples of action
▪ Accessibility as a means for the inhabitants of Nantes to retake ownership of the chateau-museum, Nantes (France)
▪ Indicators of the economic and social impact of cultural heritage – HEREIN (Hungary)
www.forsterkozpont.hu/nemzetkozi-feladatok/nemzetkozi-projektjeink/749 - 1
http://balatoncsicso.reblog.hu/
www.facebook.com/csicsoiplebania
▪ Participation of local residents in the restoration of small-scale heritage items at the initiative of Qualité-Village-Wallonie (Belgium)
www.qvw.be/
▪ "Petites cités de caractère de France" Association
www.petitescitesdecaractere.com/fr/lassociation-petites-cites-de-caractere-de-france

Recommendation S9
Support intergenerational and intercultural projects to promote heritage

Examples of action
▪ Local development programme of Cres Island – HEREIN (Croatia)
www.coe.int/t/dg4/cultureheritage/cooperation/SEE/LDPP/Croatia_en.asp
▪ "Hands-on" workshops which help children develop through practical experience of different skills and intergenerational exchange (France)
www.loutilenmain.fr/
▪ Indicators of the economic and social impact of cultural heritage – HEREIN (Hungary)www.forsterkozpont.hu/nemzetkozi-feladatok/nemzetkozi-projektjeink/749 - 1
wwwwww.facebook.com/csicsoiplebania
▪ Training programmes for children and adults at the heritage crafts training centre in the former Abbey of la Paix-Dieu (Belgium, Wallonia)
www.institutdupatrimoine.be/index.php/missions/metiers-du-patrimoine
▪ Music programme "Wir machen die Musik" (We make music), Lower Saxony (Germany)
http://www.wirmachendiemusik.de/

Recommendation S10
Facilitate and encourage (public and private) partnerships in cultural heritage promotion and conservation projects

Examples of action
- Fondation du patrimoine (Heritage Foundation) (France)
  www.fondation-patrimoine.org
- Fondation "Total" (France)
  www.fondation.total.com/missions/faire-rayonner-les-cultures-et-le-patrimoine
- Indicators of the economic and social impact of cultural heritage – HEREIN (Hungary)
  www.forsterkozpont.hu/nemzetkozi-feladatok/nemzetkozi-projektjeink/749#1
  http://balatoncsicso.reblog.hu/
  www.facebook.com/csicsoiplebania
- Palazzo Madama: purchase in partnership with the city of Turin (Italy)
  www.palazzomadamatorino.it/it/blog/ottobre-2013/crowdfunding-and-more-summary
- Lottery Fund (UK)
  www.biglotteryfund.org.uk/
- Fondation Roi Baudouin (King Baudouin Foundation) (Belgium)
  www.kbs-frb.be/
- Culture Funding Point (Germany)
  http://www.kulturfoerderpunkt-berlin.de/start/

2. THE "TERRITORIAL AND ECONOMIC DEVELOPMENT" COMPONENT

The "territorial and economic development" (D) component focuses on the relationship cultural heritage maintains with spatial development, the economy and local and regional governance, with due regard for the principles of sustainable development.

Challenges
- D1. Building a more inclusive and cohesive society
- D2. Developing Europe's prosperity by drawing on its heritage resources
- D3. Ensuring that Europeans enjoy a high quality of life, in harmony with their cultural and natural environment
- D4. Implementing the principle of integrated conservation
- D5. Ensuring that heritage is taken into account in sustainable spatial development strategies and programmes
- D6. Developing the ability of public services to address sustainable spatial development issues by means of better use of heritage
- D7. Preserving and developing the ability of public services to address heritage issues
- D8. Increasing the use and reuse of heritage

Recommendations

Recommendation D1
Promote cultural heritage as a resource and facilitate financial investment

Examples of action
- "Cultural Heritage counts for Europe", 2015 report
  www.theheritagealliance.org.uk/cultural-heritage-counts-for-europe/
- Public Cultural Co-operation Establishment (EPCC), Pont du Gard, UNESCO site (France)
  www.pontdugard.fr/fr/la-gestion-du-site-confiee-un-epcc
- Art Bonus: tax scheme favourable to those who support culture through donations (Italy)
  http://artbonus.gov.it/
- National Restoration Fund, Netherlands
  www.restauratiefonds.nl
- Financial incentive mechanism of the buildings included in the inventory of historical monuments (Cyprus)
  http://moi.gov.cy/tph

Recommendation D2
Support and promote the heritage sector as a means of creating jobs and business opportunities

Example of action
- Alliance Patrimoine-Emploi (Heritage-employment alliance), Walloon Government (Belgium, Wallonia)

Recommendation D3
Promote heritage skills and professionals

Examples of action
- European Artistic Craft Days
  www.journeesdesmetiersdart.fr/en-europe
- Restoration site visit: Notre-Dame la Grande de Poitiers, Versailles, Tournai Cathedral, etc.
- The Denkmal trade fair in Leipzig (Germany)
- Moj kazun – La mia casa, heritage activities in Vodnjan, focusing on the preservation of small dry stone field shelters typical of the Istrian peninsula (Croatia)
  www.istria-culture.com/en/the-kazun-park-i174
- The International Heritage Show (SIPC), at the Louvre, Paris (France)
  www.patrimoineculturel.com/
- "Youth and heritage" week, an extension of European Heritage Days attended by craftworkers; Building Heroes, educational activities in la Paix-Dieu, workshops with craftworkers (Belgium,Wallonia)
- The Denkmal trade fair in Leipzig (Germany)
  http://www.denkmal-leipzig.de/
- Cultural heritage award, Free Hanseatic City of Bremen (Germany)
  http://www.denkmalpflege.bremen.de/sixcms/detail.php?gsid=bremen160.c.2415.de

Recommendation D4
Produce heritage impact studies for rehabilitation, construction, development and infrastructure projects

Example of action
- The UNESCO Operational Guidelines for the implementation of the World Heritage Convention, with regard to effective management systems (II.F) States that impact assessments for proposed interventions are essential for all World Heritage properties and could be adapted in order to be extended to other categories of heritage

Recommendation D5
Encourage the reuse of heritage and the use of traditional knowledge and practice

Examples of action
- Fraunhofer Centre for energy efficiency in historic buildings (Alte Schäfflerei at Kloster Benediktbeuern) (Germany)
  www.denkmalpflege.fraunhofer.de/
- Renovation of the cultural heritage with the help of the unemployed – HEREIN (Slovak Republic)
  www.academia.edu/21653581/Strategic_Heritage_Conservation_Practices_Inclusion_of_the_Unemployed_in_Saving_Cultural_Heritage_in_Slovakia

Recommendation D6
Ensure that heritage is taken into account in development, spatial planning, environmental and energy policies

Examples of action
- Grant for the restoration of "small-scale heritage" – HEREIN (Belgium, Brussels Capital Region)
  http://patrimoine.brussels/liens/campagnes-programmes/petit-patrimoine-brochure-2015)
- Walloon Spatial Planning and Heritage Code (Article 209/1 du CWATUP) (Belgium, Wallonia)
- Third Creative Industry Report, Berlin (Germany)
  http://www.berlin.de/sen/kultur/en/cultural-policy/creative-economy/

Recommendation D7
Give consideration to heritage in sustainable tourism development policies

Examples of action
- Council of Europe cultural routes
  www.culture-routes.net/
- A sustainable tourism strategy for Suomenlinna, World Heritage Site (Finland)
  http://frantic.s3.amazonaws.com/suomenlinna/2015/06/Sustainable_Tourism_Strategy_062015_final_0.pdf
- Paradores in Spain (Spain)
  www.parador.es/en
- La Voie verte (The Green Way) in south Ardèche: a sustainable means of heritage discovery (France)
  www.cc-gorgesardeche.fr/spip.php?rubrique33
- The "Grands sites de France" network (France)
  www.grandsitedefrance.com/
- Grant for the restoration of "small-scale heritage" – HEREIN (Belgium,Brussels Capital Region)
  http://patrimoine.brussels/liens/campagnes-programmes/petit-patrimoine-brochure-2015
- Agtotourism Grant Scheme (Cyprus)
  www.rural-tourism.tph.moi.gov.cy
- Association "Petites cités de caractère de France"
  www.petitescitesdecaractere.com/fr/lassociation-petites-cites-de-caractere-de-france
- Cultural tourism manual, Brandenburg (Germany)
  http://www.mwfk.brandenburg.de/media_fast/4055/Leitfaden_Kulturtourismus.15995197.pdf

Recommendation D8
Protect, restore and enhance heritage, making greater use of new technologies

Examples of action
- Use of GIS (geographical information system) to map immovable cultural assets (Cultural heritage inventory in Switzerland, Cultural heritage inventory in Wallonia)
- 3D modelling to assist in historic monument pre-restoration studies and master plans;
  e.g. Restoration of the Santa María Vitória-Gasteiz Cathedral (Spain)
  www.catedralvitoria.eus/ingles/restauracion_introduccion.php
- 3D modelling and printing
  http://ofti.org/la-modelisation-3d-en-archeologie-et-patrimoin/
- Augmented reality visit of the Jumièges Abbey (France)
  www.abbayedejumieges.fr/remontez-le-temps.html
- Digitisation of repository institutions – HEREIN (Slovak Republic)
  www.slovakiana.sk
  www.opis.culture.gov.sk/uvod
- Archaeological research on asite using the LiDAR process (e.g. Stonehenge) (UK)
  www.wessexarch.co.uk/stonehenge/explore-stonehenge-landscape-lidar-survey

Recommendation D9
Use innovative techniques to present cultural heritage to the public, while preserving its integrity

Examples of action
- Facsimile reconstitution of caves (Chauvet, Lascaux, Altamira) (France)
  Chauvet: http://en.cavernedupontdarc.fr/
  Lascaux: www.lascaux.culture.fr/
  Altamira: http://en.museodealtamira.mcu.es/Prehistoria_y_Arte/la_cueva.html
- "Heritage on roller skates", visit "with a twist" (Belgium, Brussels Capital Region)
  www.reseau-idee.be/adresses-utiles/fiche.php?org_id=1233
- Bavarikon: Bavarian portal for art, culture and regional studies, as well as digitalisation concepts for the transmission of analogue cultural assets to other German Länder (Germany)
  www.bavarikon.de/
- Database of (historic) monuments of the office for the Preservation of Monuments of the Free Hanseatic City of Bremen (Datenbank des Bremer Landesamtes für Denkmalpflege zu Baudenkmälern) (Germany)
  http://www.denkmalpflege.bremen.de/sixcms/detail.php?gsid=bremen160.c.4297.de

Recommendation D10
Use the cultural heritage as a means of giving the region a distinctive character and making it more attractive and better known

Examples of action
- Leader projects: Local action groups (GAL) (Europe)
  http://ec.europa.eu/agriculture/rur/leaderplus/index_fr.htm
- Heritage Business Centre focusing on ceramic and related arts, Limoges (France)
  www.museebal.fr/fr/restructuration-musee
- Towns and Lands of Art and History (France)
  www.vpah.culture.fr/
- Regional nature reserves (France)
  www.parcs-naturels-regionaux.fr/
- Cultural concept of the Thuringia state government (Germany)
  http://thueringen.de/imperia/md/content/tmbwk/kulturportal/kulturkonzept-thueringen.pdf

Recommendation D11
Develop new management models to ensure that heritage benefits from the economic spinoffs that it generates

Example of action
- Digitisation of repository institutions – HEREIN (Slovak Republic)
  www.slovakiana.sk
  www.opis.culture.gov.sk/uvod

3.   THE "KNOWLEDGE AND EDUCATION COMPONENT"

The "knowledge and education" (K) component focuses on the relationship between heritage and shared knowledge, covering awareness raising, training and research.

Challenges
- K1. Helping to foster a shared knowledge society
- K2. Identifying, preserving, transmitting and sharing heritage knowledge and skills
- K3. Raising awareness of the values conveyed by heritage
- K4. Ensuring heritage stakeholders have access to lifelong training
- K5. Guaranteeing a high technical level for all heritage trades and crafts
- K6. Supporting, strengthening and promoting intergovernmental co-operation
- K7. Encouraging heritage research
- K8. Enlisting the commitment of young people to heritage

Recommendations

Recommendation K1
Incorporate heritage education more effectively in school curricula

Examples of action
- Adopt a monument (Europe)
  www.heritagecouncil.ie/archaeology/our-initiatives/adopt-a-monument-ireland/
- Europa Nostra Prize, Education, training and awareness raising category
  www.europanostrabelgium.be/fr/
- An interactive research and conservation project of the Retable of the High Altar of the St Nicholas Church, Talinn – HEREIN (Estonia)
  http://nigulistemuuseum.ekm.ee/en/on-view/on-view/rode-altarpiece-in-close-up/
- National Year of Cultural Heritage 2013 – HEREIN (Estonia)
  www.parandiaasta.ee/en
- "Schools in the manor" – HEREIN (Estonia)
  http://koolielu.ee/waramu/view/1-7da1a016-1e4e-4ea9-921a-705ce97f40c4
- Local cultural heritage educational material for teachers – HEREIN (Estonia)
  www.eays.edu.ee/aja/index.php/ajalooopetus/ajalugu/126-eesti-kulturiloo-oppematejal-eaus-2013
- Access archives, libraries and museums with a single search (Finland)
  www.finna.fi/?lng=en-gb
- Heritage education packs and classes at the Wallonia Rural Foundation (Belgium)
  www.frw.be
- Educational activities of the Urban Development Centres in Wallonia (Belgium)
  www.murla.be
- School Programm „denkmal aktiv – Kulturerbe macht Schule" of the Deutsche Stiftung Denkmalschutz (German Foundation for the Preservation of Monuments)
  Deutschen Stiftung Denkmalschutz „denkmal aktiv – Kulturerbe macht Schule" (Germany)
  http://denkmal-aktiv.de/

Recommendation K2
Implement measures to encourage young people to practise heritage

Examples of action
- EPIM photo competition
  www.nike-kultur.ch/fr/concours-photographique-pour-les-jeunes/
- Monument/museum nights
  www.monument-tracker.com/nuit-europeenne-musees/
- National Year of Cultural Heritage 2013 – HEREIN (Estonia)
  www.parandiaasta.ee/en
- "Schools in the manor" – HEREIN (Estonia)
  http://koolielu.ee/waramu/view/1-7da1a016-1e4e-4ea9-921a-705ce97f40c4
- An interactive research and conservation project of the Retable of the High Altar of the St Nicholas Church, Talinn – HEREIN (Estonia)
  http://nigulistemuuseum.ekm.ee/en/on-view/on-view/rode-altarpiece-in-close-up/
- Cultural heritage-makers competition for children and young people, part of European Heritage Days (Finland)
  www.kulttuuriperintokasvatus.fi/wp-content/uploads/2015/04/Cultural-Heritage-Makers2015_Instructions.pdf
  http://europeanheritagedays.com/Event/a3a5d/Cultural-Heritagemakers-LANevent-for-the-Finnish-Youth.html
- "Pass Culture Sport" for 15-30 year-olds: booklet valid for 9 entries to sites in the Pays de la Loire Region (France)
  www.pack15-30.fr/?id=18
- Culture cheques – HEREIN (Slovak Republic)
  www.kulturnepoukazy.sk/kp16/
- Television programme Het Klokhuis on UNESCO World Heritage (Netherlands)
  www.hetklokhuis.nl/

Recommendation K3
Encourage creativity to capture the attention of the heritage audience

Examples of action
- National Year of Cultural Heritage 2013 – HEREIN (Estonia)
  www.parandiaasta.ee/en
- "Schools in the manor" – HEREIN (Estonia)
  http://koolielu.ee/waramu/view/1-7da1a016-1e4e-4ea9-921a-705ce97f40c4
- An interactive research and conservation project of the Retable of the High Altar of the St Nicholas Church, Talinn – HEREIN (Estonia)
  http://nigulistemuuseum.ekm.ee/en/on-view/on-view/rode-altarpiece-in-close-up/
- "La nuit des pêcheries", by the "Territoires imaginaires" association on the Atlantic Coast (France)
  http://territoires-imaginaires.fr/
- Anatomy of Islands, Island of Vis (Croatia)
  www.anatomija-otoka.com/
  Xarkis festival (Cyprus), www.xarkis.org
- Adopt a monument (Europe) several sites, for example:
  www.archaeologyscotland.org.uk/our-projects/adopt-monument

Recommendation K4
Provide optimum training for non-professional players and for professionals from other sectors with a connection to heritage

Examples of action
- Training for guides organised by the European Charter of Cistercian Abbeys and Sites network (Europe), www.cister.net/?lang=en
- The "Europe Tour" initiative on empowering rural areas to harvest the potential of cultural tourism which seeks to improve the professional qualifications of stakeholders in the cultural aspects of rural tourism (Europe)
  www.europetour.tips/
- Theme day, analysis of a village, e.g. the activities of the Architecture, Urban Planning and Environment Councils (CAUE) (France)
  www.fncaue.com/
- Training module on agritourism and the role of heritage in rural visitor accommodation
  www.forum-synergies.eu/bdf_motcle-dossier-14_fr.html
- Restoration Training for craftsmen (Ausbildung von Handwerkern zu "Restauratoren im Handwerk") (Germany)
  www.restaurator-im-Handwerk.de

Recommendation K5
Diversify training systems for heritage professionals

Examples of action
- "Erasmus for apprentices", trial carried out by 11 French and German companies, 2016
  www.agence-erasmus.fr/projet/39/l-erasmus-des-apprentis-le-projet-euroapprentissage
- National Year of Cultural Heritage 2013 – HEREIN (Estonia)
  www.parandiaasta.ee/en
- An interactive research and conservation project of the Retable of the High Altar of the St Nicholas Church, Talinn – HEREIN (Estonia)
  http://nigulistemuuseum.ekm.ee/en/on-view/on-view/rode-altarpiece-in-close-up/
- Information and training day on the digitisation plan of the Ministry of Culture (France)
  www.culturecommunication.gouv.fr/Politiques-ministerielles/Patrimoine-ethnologique/Soutiens-a-la-recherche/Plan-de-numerisation
- "Europe Tour in 22 Days", mobility scheme for apprentices aged 18-25, Poitou-Charentes Region (France)
  www.alternance-en-region.com/articles/tour-deurope-des-apprentis-en-22-jours-520.html
- Academy of Heritage postgraduate studies, established in 2001 by the International Cultural Centre and University of Economics in Krakow (Poland)
  http://mck.krakow.pl/a-post-graduate-studies
- Training institution, Propstei Johannisberg Fulda (Germany), www.propstei-Johannesburg.de
- Academy of the German Foundation for Monument Protection (Deutsche Stiftung Denkmalschutz) (Germany), www.denkmalakademie.de

Recommendation K6
Develop knowledge banks on local and traditional materials, techniques and know-how

Examples of action
- Lime-rendering training for masons (Maisons paysannes de France association); Heritage crafts training centre in the former Abbey of la Paix-Dieu, Amay)
  www.institutdupatrimoine.be/index.php/missions/metiers-du-patrimoine
- Institute of Arts and Crafts (France)
  www.institut-metiersdart.org/
- National Arts and Crafts Conservatory (CNAM), Paris (France)
  http://the.cnam.eu/
- Dynamic Conservatory of Technical Skills: database, audiovisual and educational tools, Ventoux adult education centre, Provence-Alpes-Côte d'Azur Region (France)
  www.upventoux.org/conservatoire-dynamique-gestes-techniques/
- Materials library of the Paris National School of Architecture, Val-de-Seine (France)
  www.paris-belleville.archi.fr/materiautheque_180
- Discovery kit: Materials and buildings in Seine-Saint-Denis (France)
  www.seine-saint-denis.fr/Dispositifs-educatifs-patrimoniaux.html
- Electronic encyclopaedia of traditional popular culture – HEREIN (Slovak Republic)
  www.ludovakultura.sk/index.php?id=11)
- Materials library of the Heritage crafts training centre in the former Abbey of la Paix-Dieu, Amay (Belgium, Wallonia)
  www.institutdupatrimoine.be/index.php/missions/metiers-du-patrimoine

Recommendation K7
Ensure that the knowledge and skills involved in heritage trades are passed on

Examples of action
- Pottery competitions, exhibitions, acquisition of winning works by the museum of Raeren (German-speaking Belgium), http://toepfereimuseum.org/en_EN/museum
- Traditional Craft Centre in Lika-Senj County (Croatia)
- National Year of Cultural Heritage 2013 – HEREIN (Estonia)
  www.parandiaasta.ee/en
- Lace school, Puy-en Velay (France), www.ladentelledupuy.com/
- Training for people reintegrating the employment market: copying old bronze artefacts and creating objects in the Saint-Denis Museum (France)
  www.musee-saint-denis.fr
- Pro Monumenta: prevention through maintenance – HEREIN (Slovak Republic)
  www.promonumenta.sk/
  www.pamiatky.sk/sk/page/pro-monumenta
- Craft school: Centre for Folk Art Production – HEREIN (Slovak Republic)
  www.uluv.sk/sk; craft@uluv.sk)
- Heritage crafts training centres (Council of Europe network):
- Zentrum fur Restaurierung und Denkmalpflege, Herrstein (Germany)
  http://hwk-koblenz.de/index.php?id=75
- Heritage crafts training centre in the former Abbey of la Paix-Dieu, Amay (Belgium,Wallonia)
  www.institutdupatrimoine.be/index.php/missions/metiers-du-patrimoine
- Centro Albayzin, Escuela Andaluza de Restauración (Spain)
  www.crnartesania.com/index.php/relaciones-institucionales/132-convenios/193-asociacion-granadina-de-artesanos
- Avignon School (France)
  www.ecole-avignon.com/
- REMPART (France)
  www.rempart.com/
- International Built Heritage Conservation Training Centre (Romania)
  www.heritagetraining-banffycastle.org/index.php/en/
- National Heritage Training group and the Conservation, Regeneration and Community Development projects across the North East, Cumbria and North Yorkshire (United Kingdom)
  www.the-nhtg.org.uk/
- Centre for Restoration and Monument Preservation, Herrstein (Germany)
  (Zentrum für Restaurierung und Denkmalpflege)
  http://hwk-koblenz.de/index.php?id=372

Recommendation K8
Guarantee the competences of professionals working on the listed heritage

Example of action
- Fondazione Villa Fabris, Centro Europeo per i Mestieri del Patrimonio (Italy)
  www.villafabris.it/it/villa-fabris/
- Research Alliance Cultural Heritage (Germany)
  www.forschungsallianz-kulturerbe.de

Recommendation K9
Develop study and research programmes that reflect the needs of the heritage sector and share the findings

Examples of action
- European Project "Climate for Culture" to assess the impact of climate change on cultural heritage
  www.climateforculture.eu
- JPI Cultural Heritage and Global Change
  www.jpi-culturalheritage.eu/
- National Year of Cultural Heritage 2013 – HEREIN (Estonia)
  www.parandiaasta.ee/en
- An interactive research and conservation project of the Retable of the High Altar of the St Nicholas Church, Talinn – HEREIN (Estonia)
  http://niguliistemuuseum.ekm.ee/en/on-view/on-view/rode-altarpiece-in-close-up/
- Encatc (France – Europe)
  www.encatc.org/
- "Culture et Recherche" (Culture and Research) periodical of the Ministry of Culture (France)
  www.culturecommunication.gouv.fr/Politiques-ministerielles/Recherche-Enseignement-superieur-Technologie/La-recherche/La-revue-Culture-et-Recherche
- "Herito" research and publishing activities, ICC, Krakow (Poland)
  www.herito.pl/en/icc-online-bookshop-regulations
- European Cultural Heritage Studies University Frankfurt/Oder Viadrina (Germany)
  www.denkmalpflege-viadrina.de

Recommendation K10
Encourage and support the development of networks

Examples of action
- Alliance 3.3
  http://europeanheritagealliance.eu/about/
- Europa Nostra
  www.europanostra.org/
- The Cultural Encounter Centres
  www.accr-europe.org/?lang=en
- The HEREIN network, a platform for dialogue and exchange, which facilitates, for example co-operation between the ministries and institutions responsible for managing European heritage
  www.coe.int/t/dg4/cultureheritage/heritage/Herein/Default_en.asp
- FEMP: European Foundation for Heritage Skills
  www.ecole-avignon.com/fr_FR/Ecole-Avignon/Actualites/Presse/Federation-europeenne-pour-les-Metiers-du-Patrimoine-bati
- "Cultural Heritage Counts for Europe" European research project carried out by a consortium of partners (ENCATC, RLICC, ICC and co-ordinated by Europa Nostra)
  http://ec.europa.eu/culture/news/2015/0612-cultural-heritage-counts_en.htm
- An interactive research and conservation project of the Retable of the High Altar of the St Nicholas Church, Talinn – HEREIN (Estonia)
  http://niguliistemuuseum.ekm.ee/en/on-view/on-view/rode-altarpiece-in-close-up/
- European Route of Industrial Heritage (ERIH) (Germany)
  http://www.erih.net/

Recommendation K11
Explore heritage as a source of knowledge, inspiration and creativity

Examples of action
- Ode to verticality: a juggler at the abbey, Mont-Saint-Michel (France)
  www.mouvement.net/critiques/critiques/spiritualite-du-corps
- Agost, a small village near Alicante: traditional and contemporary ceramics in a sustainable development approach as part of scientific research, in conjunction with a monographic museum and national and international workshops (Spain)
  www.museoagost.com/cms/
- National Year of Cultural Heritage 2013 – HEREIN (Estonia)
  www.parandiaasta.ee/en
- "Schools in the manor" – HEREIN (Estonia)
  http://koolielu.ee/waramu/view/1-7da1a016-1e4e-4ea9-921a-705ce97f40c4
- An interactive research and conservation project of the Retable of the High Altar of the St Nicholas Church, Tallinn – HEREIN (Estonia)
  http://nigulistemuuseum.ekm.ee/en/on-view/on-view/rode-altarpiece-in-close-up/
- Rijksmuseum Amsterdam – Rijks Studio: create your own work of art using Museum images (Netherlands)
  www.rijksmuseum.nl/nl/rijksstudio?gclid=CLnQsLD87c0CFQaNGwodrl0FTQ