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HEREIN: Pour les politiques européennes du patrimoine

Enquête participative: Consultation des Etats membres concernant la méthodologie d'élaboration de la Stratégie du patrimoine culturel en Europe pour le 21e siècle– Résultats



Introduction

Theme:	Consultation of the Member States on the methodology for drawing up the European Cultural Heritage Strategy for the 21st century
<i>Thème :</i>	<i>Consultation des Etats membres concernant la méthodologie d'élaboration de la Stratégie du patrimoine culturel en Europe pour le 21e siècle</i>
Origine:	Council of Europe Secretariat, Managing Diversity Division (DGII)
<i>Origine :</i>	<i>Secrétariat du Conseil de l'Europe, Division pour la Gestion de la Diversité (DGII)</i>

Objectives of the Survey / Objectifs de l'enquête

At the close of the 6th session of the Council of Europe's Conference of Ministers responsible for Cultural Heritage (Namur, April 2015), the Ministers adopted the Namur Declaration, which calls for the drawing up and adoption of a European Cultural Heritage Strategy for the 21st century. The Secretariat of the Council of Europe, which was responsible for proposing a methodology to the Steering Committee for Culture, Heritage and Landscape for drafting the Strategy, asked the Member States in advance to bring any ideas, advices and requests from the national and international partners concerning the drafting methodology to be set up, as well as the priorities in terms of content.

Complete survey:

<http://www.herein-system.eu/strategy-cultural-heritage-europe-xxith-century>

A l'issue de la 6ème Conférence du Conseil de l'Europe des ministres responsables du patrimoine culturel (Namur, avril 2015), les ministres ont adopté la Déclaration de Namur, qui préconise d'élaborer et d'adopter une Stratégie du patrimoine culturel en Europe pour le 21e siècle. Le Secrétariat du Conseil de l'Europe, qui avait la responsabilité de proposer au Comité directeur de la Culture, du Patrimoine et du Paysage une méthodologie pour élaborer la Stratégie, a consulté les Etats membres en avance pour connaître les idées, conseils et demandes des partenaires nationaux et internationaux concernant la méthodologie de rédaction proprement dite, mais également les priorités à traiter en termes de contenu.

Enquête complète:

<http://www.herein-system.eu/fr/stratégie-pour-le-patrimoine-culturel-en-europe-au-xxie-siècle>

Questions

- 1. What are the principles and key criteria to be taken into account in order to ensure a successful drafting process for the Strategy (diversity of actors involved, participation of a maximum of Member States, involvement of the NGOs, etc.)?**

Quels sont les principes et critères clés à prendre en compte pour assurer le bon déroulement du processus de rédaction de la Stratégie (diversité des acteurs impliqués, participation d'un maximum d'Etats membres, implication des ONGs, etc.)?

- 2. What are the challenges and issues at stake regarding cultural heritage which have to be addressed as a matter of priority in the framework of the Strategy?**

Quels sont les défis et enjeux concernant le patrimoine culturel qui doivent en priorité être abordés dans le cadre de la Stratégie?

- 3. Do you have any suggestions to improve or complete the guidelines which accompany the Namur Declaration?**

Avez-vous des suggestions pour améliorer ou compléter les lignes directrices qui accompagnent la Déclaration de Namur?

4. Any comments?

Autres commentaires

Executive summary / Résumé

This crowdfunding was launched on the 29th June, 2015 by the Secretariat of the Council of Europe with a deadline set for the 17th August, 2015. It was open to all. The crowdfunding received an amount of 22 replies: 18 in English and 4 in French. Participants were from:

L'enquête participative a été lancée le 29 juin 2015 avec une date butoir fixée au 17 août 2015. Cette dernière était ouverte à tous. L'enquête a reçu un total de 22 réponses: 18 soumises en anglais et 4 soumises en français. Les pays ayant participé sont:

- **Belgium – Flanders/ Belgique - Flandre;**
- **Belgium – Wallonia/ Belgique - Wallonie;**
- **Bosnia Herzegovina/ Bosnie Herzgovine;**
- **Bulgaria/ Bulgarie;**
- **Cyprus/ Chypre;**
- **Finland/ Finlande;**
- **Georgia/ Géorgie;**
- **Germany/ Allemagne;**
- **Greece/ Grèce;**
- **Hungary/ Hongrie;**
- **Italy/ Italie;**
- **Serbia/ Serbie**

These results will be sent to the national coordinator for analysis. Also, they will be published on the server.

Les résultats de l'enquête seront envoyés au coordinateur pour leur analyse. Par ailleurs, ils seront publiés sur le serveur

Participant: Brigitte Myle (Autorité flamande, Département Culture, Jeunesse, Sports et medias)

1. What are the principles and key criteria to be taken into account in order to ensure a successful drafting process for the Strategy (diversity of actors involved, participation of a maximum of Member States, involvement of the NGOs, etc.)?

L'Autorité flamande est favorable à une participation plus élargie des représentants du CDCPP. Les représentants flamands (Delphine Dumon et Serge Defresne) sont disponibles pour participer au développement de la stratégie.

Une expansion vers d'autres acteurs issus des administrations gouvernementales et de la société civile dans le domaine du patrimoine intangible et mobilier est souhaitable. Le Conseil de l'Europe et le CDCPP se focalisent historiquement davantage sur le patrimoine immobilier. Les différentes conventions traitent à chaque fois d'un aspect (patrimoine bâti, les paysages culturels et l'archéologie) et parlent de la manière dont on doit s'occuper de ce patrimoine. La Convention de Faro sur la valeur du patrimoine est beaucoup plus large que les conventions précédentes. Ceci est une tendance qui se manifeste aussi au sein d'autres forums et institutions. Ainsi, nous voyons que l'Union européenne applique une définition large du patrimoine dans laquelle toutes les formes du patrimoine tangible, intangible ainsi que numérique (comme les collections, traditions, usages,...) sont prises en compte.

2. What are the challenges and issues at stake regarding cultural heritage which have to be addressed as a matter of priority in the framework of the Strategy?

L'Autorité flamande soutient les grandes lignes de la Déclaration de Namur. Nous sommes d'avis que la stratégie devrait être à la fois concrète mais aussi positive, enthousiasmante et progressive. Nous trouvons que cette stratégie doit 1) mener à un positionnement du Conseil de l'Europe dans le paysage international et 2) fournir des clés sur la manière dont elle peut prendre le rôle de 'conscience' pour la gestion du patrimoine. Nous accordons beaucoup d'importance à l'analyse sur le terrain des résultats de plus d'un demi-siècle de déclarations et conventions, ainsi que les leçons que nous pourrions en tirer. Et en particulier pour la Convention de Faro qui a une plus grande portée que les autres conventions qui sont plus techniques. Nous soutenons la proposition d'élaborer une stratégie qui tienne compte de toutes les formes du patrimoine qui font partie de notre histoire culturelle. Beaucoup d'éléments sont communes et de nombreux points de vue peuvent se rapprocher. Ceci ne peut que renforcer la position du patrimoine dans notre société. Pour l'Autorité flamande des défis génériques et priorités se situent aussi au niveau de la numérisation et de la globalisation et la diversité des sociétés (p.ex. le patrimoine de nouveaux groupes). Autres thèmes sont p. ex : le trafic illicite du patrimoine et la destruction délibéré du patrimoine.

Participant: Serge Defresne (HEREIN coordinator)

1. What are the principles and key criteria to be taken into account in order to ensure a successful drafting process for the Strategy (diversity of actors involved, participation of a maximum of Member States, involvement of the NGOs, etc.)?

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Nous soutenons la proposition d'élaborer une stratégie qui tient compte de toutes les formes du patrimoine qui font partie de notre histoire culturelle. Beaucoup d'éléments sont communes et de nombreux points de vue peuvent se rapprocher. Ceci ne peut que renforcer la position du patrimoine dans notre société.

Pour l'Autorité flamande des défis génériques et priorités se situent aussi au niveau de la numérisation, la globalisation et la diversité des sociétés (p.ex. le patrimoine de nouveaux groupes), le trafic illicite du patrimoine et la destruction délibérée du patrimoine.

Belgium - Wallonia

Participant: Gislaine Devillers (HEREIN coordinator)

1. Quels sont les principes et critères clés à prendre en compte pour assurer le bon déroulement du processus de rédaction de la Stratégie (diversité des acteurs impliqués, participation d'un maximum d'Etats membres, implication des ONGs, etc.) ?

Il faut un groupe de pilotage, responsable du travail qui devrait pouvoir éventuellement s'appuyer sur des groupes de travail chargés de questions précises et ponctuelles. Le groupe de pilotage devra avoir une taille suffisante pour intégrer un maximum de catégories d'acteurs mais être suffisamment réduit pour permettre la discussion. Il devra intégrer des membres du secrétariat, des membres du Bureau mais aussi des membres du CDCPP en veillant à une représentation « politique » (membre de l'UE et non membre de l'UE), les ONGs devront également participer conformément aux engagements pris à Namur. Il serait important de s'assurer une représentation de la Commission européenne voire de l'Unesco pour garantir la cohérence avec les travaux menés par ces autres institutions.

Les groupes de travail sont une option tout à fait facultative et ne devraient être constitués qu'à l'initiative du groupe de pilotage, avec un mandat précis et limité dans le temps en invitant au besoin des experts en dehors des cénacles convenus. Ils devraient d'office intégrer un membre du Secrétariat et un membre du comité de pilotage. Leur rôle doit être purement consultatif et bien défini. Pour le groupe de pilotage comme pour les groupes de travail, il conviendra d'établir dès que possible une liste des rôles: coordinateur, rapporteur, secrétaire.

Par ailleurs, outre la composition de ces comités, l'établissement d'un calendrier de travail est indispensable et urgent afin de permettre à chacun de s'organiser et afin de démontrer la volonté d'aboutir dans les délais convenus. Nous préconisons qu'au minimum 5 réunions se tiennent d'ici avril 2016, soit à Paris, à Bruxelles ou à Strasbourg (au choix, soit toujours au même endroit ou en tournante). Il nous paraît enfin indispensable également d'établir le rétro planning de production des livrables pour permettre une présentation officielle lors du prochain CDCPP (voir étapes de validation et de traduction).

2. Quels sont les défis et enjeux concernant le patrimoine culturel qui doivent en priorité être abordés dans le cadre de la Stratégie ?

Le principal défi sera de garder une approche transversale et globale et d'éviter l'écueil du saucissonnage et de l'approche sectorisée même si elle peut aider à la réflexion. La Stratégie doit se comprendre et s'appliquer à la complexité de la société. En ce sens, elle devrait s'organiser autour des quatre axes prioritaires identifiés dans la Déclaration de Namur plutôt que sur les lignes directrices qui constituent l'annexe. Celles-ci devraient plutôt être utilisées comme suggestions d'actions ou comme grille d'analyse et de suivi. Une même recommandation peut s'inscrire dans plusieurs lignes directrices. Le patrimoine existe pour lui-même et a une valeur intrinsèque. De plus, dans l'esprit de la Déclaration de Namur, il contribue à atteindre des objectifs sociétaux. La stratégie devrait maintenir l'équilibre entre ces aspirations et éviter de réduire le patrimoine à ses apports à d'autres secteurs.

Quelques principes de fonctionnement de base pourraient utilement être mis en place dès la constitution du groupe de pilotage et de ses éventuels groupes de travail. Nous suggérons de partir de la Déclaration de Namur et de son annexe comme point de départ, en s'appuyant sur l'éventail des chartes et conventions disponibles.

Un premier travail pourrait être d'identifier les outils existants (internes au Conseil de l'Europe ou externes) sur lesquels ces lignes directrices peuvent s'appuyer. Ceci permettra sans doute d'identifier les domaines qui sont bien pris en charge et ceux sur lesquels doivent porter les efforts. Il conviendra dans un second temps d'évaluer la pertinence et l'efficacité de ces outils pour éventuellement les réorienter, les développer, etc.

Sur cette base, il conviendra de déterminer un cadre de thématiques prioritaires et consensuelles puis d'examiner les propositions plus détaillées d'actions (cf. propositions déjà existantes) qui pourraient être retenues dans ce cadre et qui constitueront un commun dénominateur pour tous les pays.

3. Avez-vous des suggestions pour améliorer ou compléter les lignes directrices qui accompagnent la Déclaration de Namur ?

Dans la mesure où la Déclaration de Namur résulte d'une concertation et d'un consensus, il nous paraît peu opportun d'entamer le travail par cette proposition. C'est au cours de la concertation en vue de l'élaboration de la stratégie que chaque pays doit avoir l'opportunité de suggérer des améliorations ou des compléments à la stratégie de Namur, tout en restant dans le cadre imparti, c'est à dire celui d'une stratégie pour le Patrimoine en Europe qui sera consensuelle et qui tiendra comptes des spécificités de chaque partie prenante.

Participant: Tarik Jazvin (HEREIN National coordinator)

1. What are the principles and key criteria to be taken into account in order to ensure a successful drafting process for the Strategy (diversity of actors involved, participation of a maximum of Member States, involvement of the NGOs, etc.)?

The strategy should take into account the risk assessment (environmental assessment including natural, development and demographic factors), risk preparedness and risk mitigation.

As a way of safeguarding the cultural heritage's potential contribution to the improvement of European citizens' quality of life and living environment, and its contribution to Europe's attractiveness and prosperity, as per Namur declaration point 4.4, it is important to provide measures for prevention of devastation of cultural heritage, and insist on establishment of funds focused on destruction prevention, namely on repairing damage on cultural heritage caused by wars, natural disasters, development pressures, etc. Additionally, it is necessary to consider the growing phenomenon of illicit traffic of cultural heritage.

2. What are the challenges and issues at stake regarding cultural heritage which have to be addressed as a matter of priority in the framework of the Strategy?

Although Bosnia and Herzegovina ratified conventions of the Council of Europe (Paris, Granada, Valletta, Florence and Faro) the biggest problem is that these conventions have not been incorporated in domestic legislation. Laws on cultural and natural heritage were not adopted on the basis of provisions stemming from UNESCO's and EU's conventions. Implementation of obligations arising from text of the conventions that have been ratified is not at the satisfactory level.

Bosnia and Herzegovina does not have a Law on protection and preservation of cultural and historical heritage on the state level. Evidently, there are a large number of laws regulating protection of heritage at the state, entity and cantonal levels, but these laws are not mutually harmonized nor harmonized with recommendations from international conventions and charters. An insufficient mechanism for coordination between institutions responsible for the protection of heritage affects the weaknesses in the management of heritage.

Therefore, implementation of the "Strategy of European Cultural Heritage in the 21st Century" shall be of great importance for Bosnia and Herzegovina, and it certainly should be compulsory for all member states of the Council of Europe since development of key elements of the Strategy is mostly related to more politically and legally coherent systems of European states than it is Bosnia and Herzegovina.

3. Do you have any suggestions to improve or complete the guidelines which accompany the Namur Declaration?

Above mentioned three principles of risk assessment, risk preparedness and risk mitigation, are important in context of the Strategy, because their implementation would identify, decrease and/or eliminate risk, that could potentially lead to endangered or destroy cultural heritage, which would lead to irretrievable loss of potential of cultural heritage to contribute to the improvement of European citizens' quality of life and living environment, as well as its contribution to Europe's attractiveness and prosperity.

One of the keystones of risk preparedness and mitigation is the capacity building of professionals and non-professionals, so there would be enough trained personal to prepare for the possible risks, and to act during the times of crisis.

In our opinion, Resolution on condemnation of war devastation of cultural heritage should be incorporated within the Strategy. Based on the experience of Bosnia and Herzegovina, it is possible to determine that the war is actually the greatest scourge for cultural heritage. It is necessary to provide strong support through the Strategy to ICCROM specialist programmes such as First Aid to Cultural Heritage.

Due to a great problem of illicit traffic of cultural heritage, an effective plan to combat these activities should be developed within the Strategy. Namely, in the case of Bosnia and Herzegovina there is not even a specialized custom service for identification of such a problem.

Degree of harmonization of legal framework in states with EU conventions and standards should be the subject of analysis, regular reporting and assessment.

Important parts of the Strategy would be related to development and encouraging of projects and mechanisms, whose aim is to protect and sustainably use cultural heritage, cooperation between states and exchange of experiences, knowledge and new technologies, in a way to ensure application of recommendations of EU conventions, as well as securing the funds for their implementation. One of these projects was IRPP/SAAH of the Council of Europe and European Commission (2003-2010).

Bulgaria

Participant: Uliana Maleeva (HEREIN National Coordinator)

1. Quels sont les principes et critères clés à prendre en compte pour assurer le bon déroulement du processus de rédaction de la Stratégie (diversité des acteurs impliqués, participation d'un maximum d'Etats membres, implication des ONGs, etc.)?

Toutes les cités ci-dessus ainsi que l'implication obligatoire des professionnels dans le domaine de la préservation du patrimoine culturel. S'inspirer des rapports nationaux pour l'élaboration d'une analyse de l'état actuel des politiques sur le patrimoine en Europe.

2. Quels sont les défis et enjeux concernant le patrimoine culturel qui doivent en priorité être abordés dans le cadre de la Stratégie ?

- a. La sensibilisation au rôle du patrimoine culturel pour la société, en particulier pour la jeune génération.
- b. Renforcement du partenariat public privé pour-le financement des activités de sauvegarde et de représentation de l'héritage culturel. Développement de différents modèles de financement pour ces activités :
- c. La numérisation du patrimoine culturel pour les besoins des professionnels ainsi que pour l'amélioration de l'accès au public et la diffusion des biens culturels via l'Internet.
- d. Renforcement des capacités dans le domaine du patrimoine.

3. Avez-vous des suggestions pour améliorer ou compléter les lignes directrices qui accompagnent la Déclaration de Namur ?

Dans la Déclaration même ainsi que dans les enjeux et les lignes directrices il est important d'attirer l'attention sur la corrélation entre les Conventions du Conseil de l'Europe concernant le patrimoine culturel, et d'inclure des textes concernant les moyens de sauvegarde des menaces naturelles et anthropogènes pour les biens culturels, y compris les actes terroristes.

Cyprus

Participant: Irene Hadjisavva (HEREIN National Coordinator)

- 1. What are the principles and key criteria to be taken into account in order to ensure a successful drafting process for the Strategy (diversity of actors involved, participation of a maximum of Member States, involvement of the NGOs, etc.)?**

Diversity of actors and issues seen also from a "non heritage" point of view. Participation of a max of Member States and support from the relevant EU bodies.

- 2. What are the challenges and issues at stake regarding cultural heritage which have to be addressed as a matter of priority in the framework of the Strategy?**

The two major challenges that could also be identified in the Strategy are:

- Demographic pressures: the current migration trend will bring more demographic change into historic centres that are more derelict. This could have pressure on the historic fabric
- Economic crisis: The economic crisis that many countries are facing at the moment has an impact on heritage conservation which is considered by many politicians as a "luxury". Social crisis follows the economic, so heritage might become less important in relation to humanitarian aspects in sectoral policies or in decisions taken regarding heritage properties.

- 3. Do you have any suggestions to improve or complete the guidelines which accompany the Namur Declaration?**

The guidelines could include some more pragmatic issues especially in relation to the economy and society.

Finland

Participant: Margaretha Ehrström (HEREIN National coordinator)

- 1. What are the principles and key criteria to be taken into account in order to ensure a successful drafting process for the Strategy (diversity of actors involved, participation of a maximum of Member States, involvement of the NGOs, etc.)?**

Involvement of NGOs in the drafting process is important. These NGOs should represent a vast variety of viewpoints in the field of cultural heritage (built heritage, archaeology, landscape issues and museums). The process should, in the limits of the timeframe given, include interaction between different policy

sectors and domains and take into account various interests and standpoints, such as those of major players benefitting from heritage (e.g. business sector and tourism), keepers of heritage (museums, libraries and archives) and owners of cultural heritage. Due to the tight time schedule for drafting the Strategy, NGOs and other stakeholders should be connected at an early stage of the process.

Concerning the involvement of museums Finland refers to the minutes of the intergovernmental meeting in UNESCO “of experts related to a draft recommendation on the protection and promotion of museums, their diversity and their role in society”

(http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/CLT/images/Final_Text_of_Draft_recommendation_EN_01.pdf)

If a working group of experts/authorities representing the State Parties is established for the drafting of the Strategy, Finland is most interested in taking part in its work.

2. What are the challenges and issues at stake regarding cultural heritage which have to be addressed as a matter of priority in the framework of the Strategy?

One of the most topical issues today is evidently to ensure the preservation of cultural heritage in the areas of political crisis and war. One of the key questions therefore is which political instruments could be developed for better safeguarding this heritage at risk. The heritage at risk also includes libraries, archives and museums and their collections.

Cultural heritage is endangered even in peaceful context and in everyday life. Therefore, special attention should be paid for developing practical instruments and share good practice. NGOs representing the built heritage, archaeology, landscape and museums should play an active role in this process.

Europe is multicultural and our task is to work for the benefit of it. The priorities of the Strategy should include aspects connected with migration, the diversity of cultures and racism: how can actors in the field of cultural heritage and museums contribute to solving these social and human challenges. Participation and access to cultural heritage are major priorities, with special attention to young people and children.

The strategy should be concrete enough to give strong support to national authorities and stakeholders in preserving the common heritage, as well as to encourage the public to be more involved in heritage processes. The follow-up of the Strategy is also of importance.

3. Do you have any suggestions to improve or complete the guidelines which accompany the Namur Declaration?

Cultural heritage and cultural environment should be seen as a positive resource that can enrich people's everyday life, well-being, creativity, economic growth, employment, business, tourism and sustainable development.

The Strategy should demonstrate how cultural heritage can contribute to the struggle against the threats caused by climate change, decline and loss of security and democracy. Cultural heritage is a significant resource to meet these challenges.

This is also in line with Finland's National Cultural Environment Strategy approved in 2014 (http://www.ym.fi/en-US/Land_use_and_building/Programmes_and_strategies/Cultural_environment_strategy)

Finland's Cultural Environment Strategy 2014-2020:

https://helda.helsinki.fi/bitstream/handle/10138/135508/Cultural%20Environment%20Strategy_2014.pdf?sequence=1

E.C.C.O

1. What are the principles and key criteria to be taken into account in order to ensure a successful drafting process for the Strategy (diversity of actors involved, participation of a maximum of Member States, involvement of the NGOs, etc.)?

That two key issues are kept to the fore: the issue of heritage itself, participation in and role of heritage in our daily lives – and how this participation translates into strategies for heritage to carry political weight in decisions around our economic and social progress both at European and national level particularly where cultural heritage is considered to fall within the national competence.

- As quality of life is both a function and outcome of heritage strategies, it is important to ensure that stakeholders, however diverse and who are involved in the decision making process around the development and implementation of strategies are informed, representative and where relevant, competent in their respective fields. This is of particular relevance at national level in respect of access to the decision making process and the delivery of strategies.
- That mechanisms are developed to enable different and sometimes competing competences to be evaluated.
- The volunteer nature of representative bodies or NGO's should be considered an asset considering they may have expertise in their relevant field and as they are a demonstration of democratic participation at the core of European societies. The role of NGO's as acting in the general public interest should not be overlooked.
- These bodies are often in a sandwich position between the State and its legal framework on the one side and public involvement on the other. However NGO's and community representation must be considered as often having different or divergent points of view reflecting the position from which they speak. What are the deciding factors and how is public participation and sustainable management of heritage evaluated and negotiated? The need for evaluative tools and protocols for this engagement should be recognized and developed within the consultative process.
- With regard to E.C.C.O., the dichotomies that arise from the need to develop policies on cultural heritage at European level and as such policies are constrained by national laws is particularly critical for the proper care and protection of heritage. This knowledge can be used advantageously in the development of policies for cultural heritage and its protection at European level.
- A key principle in developing heritage strategies is the promotion of transparency in and access to decisions that affect the things that we value and which give rise to culture.

2. What are the challenges and issues at stake regarding cultural heritage which have to be addressed as a matter of priority in the framework of the Strategy?

The interaction with heritage and culture as a source of wellbeing in the world needs to be nurtured and promoted. A most challenging aspect of any policy on culture is to support the involvement of the public in the participation and care of heritage. The potential for the conservation of heritage as a means to promote public engagement is underutilized and yet the act of conservation requires judgments which direct confront societal value systems: Why do we spend our resources protecting some things and not

others? What is it that we consider valuable and why? Why do we value authenticity and what does this mean to us? These questions impact on public policies as much as they do on heritage in private ownership and directly affect the resources that are placed to sustain and develop heritage specifically because the values, which govern these decisions are often intangible.

These values need to be made more explicit and decisions around the promotion and care of our heritage need to be more clearly contextualized as a force for social good and economic development. Politicians at national level need to be given the language that can argue for the resources to support heritage at government level. In turn they need to be mandated for this by an electorate with a strong sense that heritage activities are clearly identified to quality of life issues which impact on local economies.

This requires the stimulation of an appetite and a demand on behalf of the public through education and awareness where it is the responsibility of the expert to deliver on this through dissemination and explanation. There is also the complication whereby cultural heritage is often perceived as something that is State owned, to be found in museum, galleries and opera houses. It can be considered elitist and static, and removed from the daily experience of life. Contemporary art and music are often housed in such spaces (museum objects, performing arts) and it requires a greater effort to integrate this form of cultural creativity as a dynamic of public heritage and cultural identity.

The key to this involvement and ownership is understanding and indeed knowledge. With understanding cultural heritage can be contextualized with one's own identity, an intellectual ownership results, which in turn triggers engagement. Because this engagement is deemed worthwhile cultural heritage and the products of this engagement are seen to require protection and care.

This requires a commitment to education and training with resources allocated to both the school cycle to connect with heritage activities and higher education, which develops competences leading to expertise in specialist fields in a clearly identifiable heritage sector. Employment in the field of cultural heritage needs to be properly funded and resourced reflecting the strategic importance which it occupies.

Quality of life issues often override economic imperatives in respect of life choices. Knowledge of and participation in culture and heritage are often major unspoken factors behind these value-based choices. Again these values can drive local jobs and skillsets. Access to and support for professional competences in the development of heritage based activities and resources is needed particularly amongst small communities. Professional advice and insight into the appropriate care and usage of cultural heritage helps to protect what is often a finite resource. The role of conservation-restoration as it is able to reveal multiplicities or layers of histories is integral to the work of the professional conservator-restorer. Such work is of cultural significance particularly in the area of conflict resolution. In line with the Council of Europe's Faro Framework Convention, which defines cultural heritage as a group of resources inherited from the past and with which people identify, conservation-restoration is also understood to be a resource. It is a resource, which enhances the value of cultural heritage through the creation of new knowledge in the documentation developed during the act of conservation-restoration and in the promotion of sustainable use and access.

Promote a European Conservation-Restoration Day, showcase European conservation projects, and highlight the contribution, which the care and integration of past heritage makes to our lives in the 21st century.

3. Do you have any suggestions to improve or complete the guidelines which accompany the Namur Declaration?

There is a consensus that cultural heritage is strategically important to the Council of Europe as is its care and conservation. This is explicitly stated. However there is no consensus as to what the Council of Europe means by conservation and restoration. The Council of Europe, during the period of CDPATEP was involved in looking at Recommendations for Conservation-Restoration. This endeavor was supported by ICCROM and E.C.C.O. who have recently signed a MoU to work for the promotion of conservation-restoration at European level recognizing the urgent need for the appropriate level of knowledge and skills in the protection of our European heritage.

Support clear policies or guidelines for the profession of the conservator-restorer.

4. Any comments

The professional conservator-restorer reads and translates the needs of the cultural heritage object or monument in respect of its material care. In this sense the cultural heritage is the client of the conservator-restorer; it is the only profession whose main objective is to preserve art and cultural goods. Given that the conservator-restorer can intervene directly on the cultural heritage to effect change it is critically important that they are competent to do so.

The complex competences needed to evaluate, investigate and work practically is set at Master's Degree level. The education of the conservator-restorer in nearly all European countries takes place within the university system with the option of continuing to PhD level. (Germany has nearly 50 years of scientific education at university level!) Theses can be undertaken in the natural science as well as the humanities or art technologies. Therein conservation-restoration is a catalyst for research and innovative and creative technologies.

Ensuring quality in conservation-restoration is seen as a core issue in cultural heritage preservation, which needs to be supported via a discreet education upon which best practice in the care of cultural heritage is predicated. That this activity is in the general public interest, argues for legal and financial support and incorporation of the role of conservation-restoration in any strategic planning around heritage.

France

Participant: Orane Proisy (Coordinatrice HEREIN)

1. Quels sont les principes et critères clés à prendre en compte pour assurer le bon déroulement du processus de rédaction de la Stratégie (diversité des acteurs impliqués, participation d'un maximum d'Etats membres, implication des ONGs, etc.)?

Réussir à réunir un échantillon d'acteurs emblématiques, tout en limitant le nombre de participants pour une meilleure efficacité, tout en privilégiant : la diversité des acteurs : identifier des représentants des différentes typologies d'acteurs : administrations, institutions publiques et privées, établissements publics, agences, associations et organisations de la société civile et de professionnels, réseaux ou élus de collectivités locales; la diversité des thématiques : conservation intégrée du patrimoine bâti protégé ou non protégé ainsi que du patrimoine de proximité, qualité architectural, intégration de l'espace urbain; la diversité géographique : assurer une diversité maximale des Etats et veiller à une répartition géographique équilibrée et représentative des différentes sous-régions européennes.

2. Quels sont les défis et enjeux concernant le patrimoine culturel qui doivent en priorité être abordés dans le cadre de la Stratégie ?

- patrimoine et citoyenneté : faire progresser l'éducation et la formation pour tous, dès le plus jeune âge, tout au long de la vie et privilégier les zones et milieux défavorisés (banlieues, zones rurales, etc).
- patrimoine et sociétés : encourager la participation des citoyens, impliquer les associations locales, la société civile, les professionnels et les élus dans la préservation et la valorisation des cadres de vie.
- patrimoine et économie : encourager la réutilisation et la régénération du patrimoine pour créer des emplois dans les territoires (pérennes, non dé-localisables et dans toute la chaîne d'emplois) et pour privilégier la diversité grâce aux ressources naturelles et culturelles locales (lutter contre l'uniformisation à travers les générations et les continents).
- patrimoine et connaissances : préserver, valoriser et encourager la transmission des savoir et savoir-faire pour éviter le manque annoncé de professionnels administratifs, scientifiques, techniques dans certains pays européens ;
- encourager la formation des jeunes et des professionnels dans les pays européens et extra-européens ;
- encourager et contrôler une politique de qualité des travaux de restauration effectués ;
- exiger des niveaux de qualification professionnelle élevés, basés sur la qualité de l'expérience professionnelle acquise
- patrimoine et gouvernance territoriale : s'appuyer sur les travaux menés dans le cadre de la Méthode Ouverte de Coordination de l'Union européenne mise en place par la Commission européenne sur le thème de la gouvernance participative du patrimoine culturel pour promouvoir une gouvernance innovante et participative à l'échelle des territoires, dans l'esprit de la Convention-cadre de Faro

3. Commentaires

Indiquer cette stratégie dans les points d'information lors des réunions du Groupe de réflexion 'Union européenne et patrimoine.

Georgia

Participant: Salomé Jamburia (HEREIN coordinator)

1. What are the principles and key criteria to be taken into account in order to ensure a successful drafting process for the Strategy (diversity of actors involved, participation of a maximum of Member States, involvement of the NGOs, etc.)?

A successful elaboration process of a European heritage strategy aiming at the implementation of good governance in the field of heritage is tantamount to a participatory planning and the active engagement of all stakeholders. It is of utmost importance to liaise with all Member States of CoE, ensuring harmonious actions are taking towards the accomplishment of our common goal specified in the Namur declaration.

Thanks to the NGOs working in the domain of heritage, the expertise in the management of cultural legacy has significantly increased over the last decades. The accumulated knowledge and expertise should be implicitly and explicitly employed while drawing up the Strategy. Furthermore, the inclusion of

civil society as a bearer, owner and consumer of cultural heritage is of paramount importance. In addition, it pursues the philosophy of human rights and democracy that are the pillars of European values.

Not only will the participatory planning raise the awareness of the heritage that is common to the entire European continent but also it will promote and ensure establishment of a cohesive society appreciating diversity and recognizing cultural heritage as a source of well-being.

2. What are the challenges and issues at stake regarding cultural heritage which have to be addressed as a matter of priority in the framework of the Strategy?

The current transformative processes that are affecting to the European society and the cultural heritage respectively are manifold. Economic, political, demographic and climate changes are triggering many challenges to the contemporary society.

The economic and social crisis demands for a creative engagement of cultural heritage - the inheritances from the past into the present, while ensuring its sustainability for future generations. In this discourse, the European heritage strategy should be based on a moral-ethical question: how should we use past in the present without making the current society oppressed or jeopardized by it? How should we preserve cultural heritage without over-protecting it and how should we make the embodiments of cultural heritage viable without 'Musealisation'?

In the light of economic and social challenges the benefits need to be derived from cultural heritage not only for the future generations but the present one, without compromising heritage values.

Another issue that should be addressed as a matter of priority is caused by geopolitical changes. The shifts of borders particularly of neighboring Member States entail the existence of cultural heritage within the boundaries of different countries throughout the centuries. In this regard, the Strategy should ensure preventing a conflict and developing actions for its resolution.

3. Do you have any suggestions to improve or complete the guidelines which accompany the Namur Declaration?

There no suggestion to offer since the guidelines integrates overarching principles, such as heritage and social development, heritage and economic development, heritage and environmental sustainability, heritage and new technology, heritage and employment, heritage and capacity-building. It also envisages recontextualisation of significant body of regulation developed by Council of Europe since 1969 in respect of the current socio-economic and cultural context.

4. Any comments

We owe an acknowledgement to the Council of Europe for the prompt and coordinated action toward the establishment of the significant document for living better together in the XXI century.

Germany

Participant: Wassilena Sekulova (The Standing Conference of the Ministers of Education and Cultural Affairs of the Länder in the Federal Republic of Germany)

1. What are the principles and key criteria to be taken into account in order to ensure a successful drafting process for the Strategy (diversity of actors involved, participation of a maximum of Member States, involvement of the NGOs, etc.)?

In order for the drafting process of the Strategy to be successful it needs to:

- Ensure open and transparent drafting procedures including all Member States and relevant stakeholders;
- Involve the widest range possible of actors in the field of cultural heritage, including non-governmental organizations;
- Consider and incorporate already existing programs and initiatives at European level such as the European Year of Cultural Heritage (ECHY) 2018 and the European Heritage Label

2. What are the challenges and issues at stake regarding cultural heritage which have to be addressed as a matter of priority in the framework of the Strategy?

- A focus on the common values and history of cultural heritage: The German Länder welcomes a common European approach to the conservation of cultural heritage, based on a common history and shared European values. In view of the societal changes addressed in the Namur Declaration, the discussion of the cultural values and traditions of the Council of Europe member states is gaining in importance. In this respect, one concrete example which should be highlighted in the field of monument conservation is ways of handling remnants of post-war modernism (e.g. in East and West Berlin, and Bremen). Also due to current shortages of living space in Germany, diffuse and contradictory positions are being voiced concerning the conservation, use and possibly demolition of monuments. However, as the post-war period has contributed to the development of contemporary Europe, the German Länder are in favor of a Cultural Heritage Strategy that develops awareness and acceptance with regard to these monuments, especially in Eastern European countries, including (Eastern) Germany. The aim of this recommendation is to jointly generate an interest in conserving monuments and in elaborating strategies for further developing these special values, while maintaining a historical consciousness. In relation with post-war architecture, issues of common European interest such as migration and integration could also be addressed more strongly. Accentuating the content of our cultural heritage values can in addition foster considerably the identification of each individual with her/his immediate living environment and initiate an integration process as well.
- An enhanced involvement of different actors in society: The German Länder promotes a Cultural Heritage Strategy which aims to broaden involvement of different societal actors, and to strengthen efforts in the field of cultural education with regard to cultural heritage. The strategy should further aim to include the national, regional and local public, since only a meaningful use of monuments will contribute effectively to anchoring these monuments in society, as points of orientation and identification. Accordingly, the impact of monuments needs to be constantly renewed and reactivated, in order for them to be continually conserved and shared. To preserve identification with regional, national and international cultural heritage for coming generations, teaching corresponding values at school and integrating corresponding content into member states' curricula should be promoted.
- Financial aspects: In order to develop an activity-oriented Strategy the discussion about cultural heritage in the 21st century should also include matters of its financial backing. The increasing financial demands which could result from the participation of broader society groups need to be taken into consideration. The specific situation of regions/countries which bear a larger financial burden in the field of archaeology due to early settlements should also be taken into account.

- **Environment:** The environment chapter of a future cultural heritage strategy could include the following aspects: In the context of environmental protection attention should be devoted to strategies and innovative ideas for a careful energy renovation of monument facades that is open to alternatives. One possibility in this direction could be developing marketable alternatives and sustainable ideas that would prevent constructors and investors from opting for the cheapest and possibly least sustainable option. One could also consider opening European environmental programs to the protection and preservation of cultural heritage, especially in the field of historical building and monument protection.
- **Law:** Considering the rapidly growing illicit trafficking in cultural goods and artefacts for example from Syria or Iraq, the European efforts in combating illegal trade in cultural goods also need to be supported within a Cultural Heritage Strategy for the 21st Century.
- **Digitization and Cultural Heritage:** Considering the increasing digitization and use of new media, new forms of communication should be developed which make cultural heritage more easily accessible especially to younger generations. In particular, the haptic experience should be put in the foreground when mediating cultural heritage.

Greece

Participant: Constantina Benissi (HEREIN National coordinator)

- 1. What are the principles and key criteria to be taken into account in order to ensure a successful drafting process for the Strategy (diversity of actors involved, participation of a maximum of Member States, involvement of the NGOs, etc.)?**

Given the different traditions and protection systems among the European countries the wider possible participation to the process of drafting the Strategy is essential in order for it to reflect a common European approach.

- 2. What are the challenges and issues at stake regarding cultural heritage which have to be addressed as a matter of priority in the framework of the Strategy?**

In our opinion the main challenge in the framework of the Strategy is keeping a balance between openness to a wide range of stakeholders and ensuring the high standards and professionalism required when dealing with cultural heritage management. Furthermore, we consider that among the main priorities are:

- sustainability of financing, involving alternative sources;
- mainstreaming of cultural heritage in national and European policies;
- promoting the cultural heritage values to citizens, giving special emphasis to the young generation;
- Integrating the cultural heritage into everyday life.

- 3. Do you have any suggestions to improve or complete the guidelines which accompany the Namur Declaration?**

Further to ICCROM, we propose ICOMOS and ICOM to be also referred as possible partners in the framework of the Strategy since their field of action is closely linked to its objectives.

4. Comments

Namur Declaration proposes the broader involvement to cultural heritage management of all possible stakeholders, which is a new, more participatory and democratic model, with undoubtedly great potential for the future. However, in the framework of the Strategy it must be taken into account that there are distinct roles and responsibilities among the different actors. Therefore, the need of setting clear objectives and of coordinated action, in order to achieve the goal of an integrated, effective and sustainable management of cultural heritage, should be underlined

Hungary

Participant: Reka Viragos (HEREIN National coordinator)

1. What are the principles and key criteria to be taken into account in order to ensure a successful drafting process for the Strategy (diversity of actors involved, participation of a maximum of Member States, involvement of the NGOs, etc.)?

- a. Finding a common definition for cultural heritage:
 - What does the term cultural heritage mean in the different Member States? We suggest using the definition of the Faro Convention Section 1 Article 2 (Council of Europe Framework Convention on the Value of Cultural Heritage for Society);
 - Differentiate the strategy for various domains of cultural heritage: listed monuments, historic buildings, archaeological sites, cultural landscapes, historic towns, movable heritage etc;
 - Consider the particularities of diverse cultural backgrounds, while keeping the strategy specific enough to be appropriate for implementation (Common aims that all Member States feel equally important will easily be formulated in the strategy however, for the implementation of the strategy, Members States have very different possibilities.)
- b. Outlining easily adoptable aims and guidelines in the strategy, focusing on the practical aspects:
 - Finding ways to provide appropriate knowledge and information on the decision making level of the Members States about the benefit of the strategy;
 - Including suggestions of best ways to communicate the strategy to policy makers, and also to those who will be responsible for the implementation of the strategy on the operational level;
 - Focus on education and social media to inform the public as well not only the experts;
- c. Clarifying the roles of the CoE in facilitating the implementation of the cultural heritage strategy:
 - Is it possible for CoE to facilitate the implementation of the strategy with financial tools as well?
- d. Finding appropriate tools for the monitoring of the implementation of the strategy?:
 - Would HEREIN and other CoE databases and knowledge bases be suitable tools for this?
 - Could relevant international organizations be partner in these processes?

2. What are the challenges and issues at stake regarding cultural heritage which have to be addressed as a matter of priority in the framework of the Strategy?

Stimulating and facilitating the involvement of society in cultural heritage protection and management.

- a. Enhancing interaction between the official stakeholders of cultural heritage and the public in order to understand the needs of each other (e.g. addressing conflicting values such as historic value vs. use value);

b. Considering updating and developing the European Convention on the Protection of the Archaeological Heritage (Revised) [Valletta Convention] in order to meet the needs and expectations that have occurred on this field in the last decades. Additionally, to harmonise the Valletta Convention with the aims and directions in the Framework Convention on the Value of Cultural Heritage for Society (Faro Convention) and the European Landscape Convention.

c. The following issues are also considered as priorities within the practical aspect of cultural heritage protection:

- sustainable operation and upkeep of monuments and sites;
- improving accessibility and services at cultural heritage sites;
- human capacity, management and skills development;
- coordination of actions and prioritization of interventions;
- easing tension between heritage specialists, investors, users: improving communication and platforms of dialogue;

3. Do you have any suggestions to improve or complete the guidelines which accompany the Namur Declaration?

For the suggested theme “Heritage and Societies”:

We suggest including the contribution of cultural heritage to the creation of a common European identity both for the native and the immigrant citizens into the Guidelines.

- In the same item, the definition of standardization (in this context) needs to be clarified.
- Although the Namur Declaration itself does not mention it in its introductory part (as there isn't any special jubilee in 2015), the European Convention on the Protection of the Archaeological Heritage (Revised) is a forth more than 20 year old convention which is determining in terms of cultural heritage. We suggest including it in the guidelines document.

4. Any comments?

- In order to facilitate the later implementation of the Strategy, it would be useful if it contained specific references to good practice examples. Such good practice examples, completed projects can be collected from among Member States.
- Consider testing the first draft of the strategy by representatives of various target groups (ie. high-level decision makers, NGOs, heritage experts, ministry officials etc.)

Italy

Participant: Giuliana de Francesco (HEREIN National Coordinator)

1. What are the principles and key criteria to be taken into account in order to ensure a successful drafting process for the Strategy (diversity of actors involved, participation of a maximum of Member States, involvement of the NGOs, etc.)?

The drafting process should be as inclusive as possible. It should involve in the first place policy makers through the CDCPP, but also civil society organizations, academy scholars, representatives of the “heritage communities” as appropriate.

The process should be structured and each stakeholder group should be given the appropriate role. The main role will be played by the CDCPP, as stated by the Namur declaration. Ideally, the discussion could foresee different participation moments for each group (eg policy makers, civil society, academy experts etc.) and joint moments when consensus is achieved among all.

Inspiration could be taken from the approach adopted by the European Commission in the organization of the Open method of coordination and structured dialogue with the civil society on the priority topics of the Workplan for culture.

Under a practical point of view, work could be done both online (through emails, dedicated platforms, etc.) and in meetings.

Participation by all MS should be encouraged but free, all CDCPP members and relevant stakeholders should be able to join the discussion but nobody should be forced to take part in the process.

The European Commission should be tightly associated in the whole process, as they now play a major role for cultural heritage in most European countries and their partnership would be crucial for the implementation of the strategy. The European Parliament, in particular representatives of the Education and culture committee, could also be fruitfully involved.

The main recent outcome of initiatives on cultural heritage in Europe should be taken into account in the drafting process, from the final study produced by the project "Cultural heritage counts for Europe", to the report of the Horizon 2020 Expert group on cultural heritage "Getting cultural heritage to work for Europe", to the concept of the initiative "European Year of cultural heritage" (ready in a few weeks).

The 2030 Agenda for sustainable development of the United Nations could also provide a valuable reference (see, for example, paragraph 36 and goal 11.4). Heritage might give a contribution to many of its goals, this might be highlighted in the framework of "Heritage and sustainable development" (last priority in the Guidelines of the Namur declaration).

The European year of cultural heritage could be included as a milestone in the strategy.

2. What are the challenges and issues at stake regarding cultural heritage which have to be addressed as a matter of priority in the framework of the Strategy?

The Namur Declaration is the reference document. The appended Guidelines identify key issues and priorities on which there is broad consensus across policy makers and civil society organizations. They therefore provide an excellent basis for the reflection and drafting process.

The introductory part of the Namur declaration includes the innovative, broad definition of heritage introduced by the Faro conventions. Recent official documents of the European Union (eg the Council Conclusions on cultural heritage as a strategic resource for a sustainable Europe of 21 May 2014) clearly define heritage as tangible, intangible and digital. A challenge of the Strategy will be to keep in focus the interconnections of the different expressions and manifestations of cultural heritage, and of how they can mutually support the understanding of each other.

The Strategy should build on the tight connection between cultural heritage, cultural diversity, intercultural dialogue and the role heritage plays for the identity of people and communities.

The challenges raised by the integration of the immigrants should be taken into account. The Strategy could identify ways through which extra-European immigrant communities' heritage could be communicated and valorized in Europe.

The Strategy should take into account the destructions of heritage that are happening due to human action in and around Europe, building on the Namur call but possibly moving forward from it. Natural catastrophes, and how Europe could federate efforts in order to address them, might be another relevant issue.

The role culture and heritage plays for the image of Europe as perceived from other areas of the world, and how this external "unifying" view might play a role in strengthening the European cultural identity, could be addressed as well.

The challenges raised by the emerging digital cultural heritage should not be neglected, particularly by a strategy that aims at the medium term. Expressions of art and creativity, of social life and interaction have also been digital for several tens of years now. This 20th and 21th century heritage should be transmitted to generations to come, is however at highest risk of loss.

3. Do you have any suggestions to improve or complete the guidelines which accompany the Namur Declaration?

The Namur declaration and its Guidelines are the political reference, and an excellent one. Possible minor integrations are included in the considerations above. A consideration is related to the European citizens in the Declaration. An effective strategy might wish to take into account all people living in Europe, independently of their nationality and enjoyment of citizens' rights.

4. Comments

Feedback on the outcome of this consultation and on the follow up of the drafting process would be welcome.

Netherlands

Participants: Ben de Vries (HEREIN National Coordinator)

1. What are the principles and key criteria to be taken into account in order to ensure a successful drafting process for the Strategy (diversity of actors involved, participation of a maximum of Member States, involvement of the NGOs, etc.)?

A balance should be found between an inclusive process with all MS and NGO's and a workable small 'working group'. A smaller group could work on a concept document, allowing in the planning and process a larger group to react on it in writing. In and along the process enough time should be reserved for it, not only at the very end.

The Council of Europe has a good experience on how to organize such processes

It could also be conspired to use national acquired knowledge on the development of a strategy from a heritage head, or the European Heritage Heads Forum. Also experts could be involved.

Key criteria's are in short: workable/efficient, inclusive, use existing expertise

2. What are the challenges and issues at stake regarding cultural heritage which have to be addressed as a matter of priority in the framework of the Strategy?

In the guidelines, which are annexed to the Namur Declaration six themes have been identified: heritage and citizenship, heritage and societies, heritage and the economy, heritage and knowledge, heritage and territorial governance, heritage and sustainable development. Within these headings priorities could be identified.

Priorities for which a European strategy could support national policies are:

- Heritage, citizenship, society and sustainable development: education and training for all on culture, including heritage. Linkages to Skills agenda.
- Heritage, citizenship, society, economy and sustainable development:
 - involve the owner in a good way in a strategy or policy
- Heritage, economy and sustainable development:
 - Exchange on Reuse, regeneration or creative use of heritage to create jobs and utilise local resources;
 - Exchange on sustainable tourism, also in relation to tourism pressure;
- Heritage and Knowledge:
 - Mapping and collecting data for evidence based European cultural heritage policy and an exchange of best practices on this subject.
- Heritage and knowledge:
 - exchange of best practices including alternative financing models or instruments (e.g. revolving fund model, (income) tax reductions or exemptions);
- Heritage, society, citizenship and sustainability:
 - EU-CoE cooperation and coordination, share initiatives and information. Include EU agenda in the strategy: e.g. participatory governance and tourism OMC expert groups.

3. Do you have any suggestions to improve or complete the guidelines which accompany the Namur Declaration?

- Equal attention to archaeology and the Malta/Valletta Convention as other heritage disciplines and conventions in the Declaration and guidelines. A connection to the Amersfoort Agenda should be made.
- Digitization is mentioned, including databases and knowledge sharing information systems. In this regard Herein's position, partners and its possibilities should be part of the thinking when developing the strategy.

Slovenia

Participant: Zvezda Kozelk (HEREIN National Coordinator)

1. What are the principles and key criteria to be taken into account in order to ensure a successful drafting process for the Strategy (diversity of actors involved, participation of a maximum of Member States, involvement of the NGOs, etc.)?

The Namur Declaration defines main principles and pillars for heritage development in Europe. It has not been Declaration's mission to outline 'implementation logic' and so to identify logic and drivers that should attain the Strategy's main goals. However, in the wake of preparation of the Strategy, implementation or

program logic becomes essential in providing consistent transposition of principles and pillars into vision and action plan. Our proposal is that before the preparation of the Strategy, its implementation logic is submitted to participants for consideration.

Implementation logic should identify the main drivers and leverages that will logically assure that priority measures generate planned results (outputs) and impacts (outcomes). Useful implementation logic is underpinned by market forces, better information and higher awareness, innovation, investment, altruism, regulation, broad participation... Which logic connects a given heritage development principle with manifold policy actions? The Strategy will probably rely upon diverse implementation logics, so another question arises: how can these different logics be constructively employed to enable integration and synergy instead of antagonistic confrontation?

We propose to design the Strategy with overarching 'mesoscopic' implementation logic that can be illustrated with Venn diagram – three partly overlapping and partly non overlapping circles representing three heritage policy pillars: social, development, knowledge. The overlaps represent correlatively measured synergies between pillars. Background methodology is very simple – we described it with technicalities that are well known in policy impact evaluation: we start from translating detailed Leopold's impact matrix into Leontief square input-output matrix of three heritage policy pillars, which are further correlated and finally results are presented so that they are inserted into appropriate fields (sections) of the Venn diagram.

The main methodological challenge in developing mesoscopic implementation logic for the Strategy is that the Declaration does not take into account heritage policy pillars and their overlapping issues (the notion of "themes" is used instead). In addition, one can follow the logic of how values have been transposed into challenges and issues within given heritage theme, but no overlaps between themes has been explicitly defined. We are convinced that trans-sectoral, integrative aspect of heritage development is its core advantage. Therefore, it should be defined as a matter of consistent logic between integrative principles and implementation of measures. As already said, we propose to conceptualize heritage as three overlapping policy pillars: social, development and knowledge where individual "themes" from the Declaration are taken into consideration. We propose to work out the concept of heritage in three simple steps:

- First, how the heritage policy pillars principally differentiate between each other, what is crucial for each of them which is not present in other policy pillars? This will define three heritage policy pillars as three equally valid but essentially different heritage perspectives (for example, development heritage pillar is driven by material aspirations, social heritage pillar by cohesive aspirations, and knowledge heritage pillar by innovation).
- Second, how the three policy pillars overlap at least in implementation? For instance, the side effects of policy measures belonging to the development pillar improve (or deteriorate) the social pillar's chances to achieve corresponding main aims, etc. These overlaps must be thoroughly identified on how development improves heritage aims and values in social and in knowledge policy pillars, and vice versa.
- Finally, when non-overlapping and overlapping situations are identified, integral Strategy can be outlined at meso level as a set of measures that are partly non-overlapping, and partly overlapping, with aspiration to enhance both, but the latter in particular.

Mesoscopic approach is innovative in programming, management and evaluation of socially complex issues, developed and practically tested in Slovenia (2006-2015) in evaluation of one regional program, one sectorial program, two national policies and several projects. The core methodology has been translated also into Spanish (beside Slovenian and English). The same main logic has been proposed as

a relevant approach to evaluation of science, technology and innovation triangle (by UN's responsible Agency for Asia and Pacific). Methodology is freely available on internet at <http://www.sdeval.si> (Creative Commons, 2.5 - free for nonprofit use if the source is appropriately acknowledged). (Prepared by Bojan Radej and Jelka Pirkovic)

2. What are the challenges and issues at stake regarding cultural heritage which have to be addressed as a matter of priority in the framework of the Strategy?

The main challenge and at the same time the first priority is to put people and human values at the centre of enlarged and cross-disciplinary, multi-sectorial and multifunctional concept of heritage. The Pan-European Strategy should be designed and developed around this main challenge. The primary issue consequently is to develop and put in practice (in the participatory process) measures and tools that contribute towards the human development and improvement of European citizens' quality of life by re-connecting communities to heritage values.

3. Do you have any suggestions to improve or complete the guidelines which accompany the Namur Declaration?

The introductory sentence of the guidelines call on member States "to implement the Strategy according to the competences and responsibilities specific to each level of government and the relevant legislation". We strongly believe that it is of utmost importance to appeal to member States to prepare or update their national (or other governmental) strategies in order to give appropriate priorities and orientations. The wording of the improvement of the Namur guidelines could read as follows:

"Member States are invited to develop or, if more appropriate, amend national heritage strategies focusing on priorities and themes defined in this Declaration, and to involve all sectors sharing responsibilities in heritage management to create synergies, and/or support competent regional and local authorities in developing and implementing their strategies."

The Strategy should, consequently, foresee monitoring tools for the following the implementation Strategy and national/regional/local strategies.

4. Any comments?

We have prepared a more detailed proposal regarding the topic presented in the answer to the first question. We would be happy pass it on to the Secretariat upon request.

Sweden

Participant: Jonas White (HEREIN National Coordinator)

1. What are the principles and key criteria to be taken into account in order to ensure a successful drafting process for the Strategy (diversity of actors involved, participation of a maximum of Member States, involvement of the NGOs, etc.)?

To be successful at national level the European cultural heritage strategy needs to be relevant for a broad range of sectors, not just the cultural heritage sector. Therefore Sweden would welcome different actors with competence and knowledge in the policy fields of spatial planning, entrepreneurship, environment and labor within the drafting process. National minorities must be represented. To develop a strategy that

takes account of the Faro and ELC spirit NGO: s should be invited to be part of the process, both in working groups and to reflect up on the drafts.

2. What are the challenges and issues at stake regarding cultural heritage which have to be addressed as a matter of priority in the framework of the Strategy?

Sweden regards the following challenges as prioritized to be addressed:

- How to make cultural heritage work inclusive, regardless of ethnic, cultural and religious background or sexual preferences. How to ensure that National minorities and the perspective of their cultural heritage are an integral part of national and European cultural heritage work.
- How to manage and stimulate cross sectional work where cultural heritage is recognized as the resource for sustainable development and growth within different policy fields and sectors that it is.
- Methods to involve and stimulate cooperation, co-finance and exchange of knowledge between national, regional and local authorities and agencies, NGO: s and enterprises.
- How to develop and strengthen the social role of museums. To make use of their resources in knowledge and collections to stimulate the awareness of how cultural heritage can be of use in supporting a sustainable society.
- How to make use of the possibilities of digitalization and its potential to unleash cultural heritage information as a resource for science, education and growth.

3. Do you have any suggestions to improve or complete the guidelines which accompany the Namur Declaration?

To ease national implementation of the strategy, it could be useful with a presentation of different examples of model structure where International, European and national systems and instruments are displayed and related to the strategy.

Anonymous

1. What are the principles and key criteria to be taken into account in order to ensure a successful drafting process for the Strategy (diversity of actors involved, participation of a maximum of Member States, involvement of the NGOs, etc.)?

State parties should coordinate their own national strategies with the European strategy by a given deadline. Implementation should be supervised by soft monitoring. Since certain level of complementarity is desired, we propose an informal coordination between the Council of Europe and the European Union about contents of the CoE strategy and the revised strategy Europe 2020, in case the latter would include heritage. National strategies should consider European principles, in particular principles of inclusivity and participation with the heritage management. A narrative on cultural heritage should be developed, which would be based on various principles provided by the Council of Europe as well as technical cooperation projects, determining the major common references and identifying the main issues at stake related to cultural heritage. While establishing a working group at the CoE level it is important to guarantee regional and professional representation, to include relevant institutions and associations, the European Commission, ICOM, ICOMOS, TICCIH, UNESCO, also representatives of tourism. Dedicated contact points in Member states and associated organizations should be responsible for overall communication

with the CDCPP and relevant stakeholders. It is recommended to use consistent contemporary methodology: working material should be verified upon each concluded phase, stakeholders should be consulted on a regular basis, and proposals should be amended accordingly.

2. What are the challenges and issues at stake regarding cultural heritage which have to be addressed as a matter of priority in the framework of the Strategy?

Preservation of collective memory:

- Heritage as an important quality of life
- Heritage and its cohesive role in societies
- Heritage as a force of democratization
- Heritage as a source of education in ethical relation toward nature and other cultures
- Heritage as an equal element in all four pillars of sustainable development
- Raise awareness of the economic, social and environmental importance of cultural heritage. Encourage conservation, tax and VAT incentives. Sustainable cultural tourism makes high employment economy and social and territorial cohesion.
- Encourage national and regional governments to value cultural heritage as a strategic resource.
- Education of professionals in the field of cultural heritage protection, in particular in recognition of heritage values which should be preserved and developed (comparison to UNESCO Outstanding Universal Value)

3. Do you have any suggestions to improve or complete the guidelines which accompany the Namur Declaration?

Instruments for achievement of defined objectives of the European strategy:

- Establishment and encouragement of joint European educational clusters for heritage experts at international and national level (like ICCROM – summer schools and workshops, seminars about international conventions and strategic principles, obligatory professional trainings for job promotions etc.);
- Establishment of check-up instruments for inter-connectivity within the heritage sector in benefit to its holistic preservation in relation to other sectors;
- Integrated and interdisciplinary approach based on international collaboration among different institutions, university, state services, stakeholders, local communities and int. organizations.

Anonymous

1. What are the principles and key criteria to be taken into account in order to ensure a successful drafting process for the Strategy (diversity of actors involved, participation of a maximum of Member States, involvement of the NGOs, etc.)?

Efficient drafting by experts, broad consultation and integration of inputs following a process like e.g. this:

- a small drafting group composed by experts and under the strategic direction of the CDCPP and chaired by the president of CDCPP (or a designed member)
- 1st, large, consultation round amongst all the stake holders (all members states, NGO's, etc.)

- an analysis of the outcome of the consultation round by the drafting group and integration of important, major inputs
- 2nd consultation round amongst members states
- finalization by expert group
- adoption (of a version that should meet consensus thanks to prior and broad consultations)

2. What are the challenges and issues at stake regarding cultural heritage which have to be addressed as a matter of priority in the framework of the Strategy?

Not to forget the concrete and most important, even if "traditional", conditions of successful integrated heritage conservation: not to contribute to the increasing gap between declamatory importance declared in many strategies and papers and reality in conservation and planning, very much under pressure (political will, resources, lowering of legal protection instruments), but to end up with an efficient and meaningful strategy with concrete actions

3. Do you have any suggestions to improve or complete the guidelines which accompany the Namur Declaration?

These guidelines have been approved by the Namur conference, haven't they? So they stand as they are.

1. What are the challenges and issues at stake regarding cultural heritage which have to be addressed as a matter of priority in the framework of the Strategy?

Recently, in 2014, there has been no more debate about the positive aspects of heritage, but the new paradigm in Nara +20 stresses competing values and meanings of heritage as something of a source of dispute. The new shift in heritage consideration does not advocate the need for protection or preservation, but management. This new paradigm provides the basics for heritage commercialization through notions of an inevitable need for sustainable development. The shift defines the context of heritage almost as a tool of business negotiation. It was done through the definition of the trade-off principle as a closing idea. Cultural landscapes, as complex forms of heritage with values directly embedded in broad spatial areas, directly affect the possibility of evermore development. In such a context, landscape is in danger of becoming only a commodity of trade. The new paradigm shift is wrapped within the idea that heritage could be one of the main development enabling tools, even when it was from the beginning defined almost as a liability in the development process. It could be transformed, as an asset that has to be preserved, into something only to be written off, if the stakeholders, or the stronger among them, made the right offer or request.

