ILUCI DARE

Policy recommendations to promote heritage as a source for innovation and international relations

Credits

This policy document is a culmination of inputs from the experience of the ILUCIDARE project, its consortium members, and all the participants in its various activities in the EU and beyond. It is jointly developed by KEA European Affairs, KU Leuven, Europa Nostra, International Cultural Center Krakow, World Monuments Fund, Cultural Heritage without Borders Kosovo, IMEC, University of Cuenca to acknowledge the role of heritage as a resource for innovation and international relations.

ILUCIDARE partners

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INTRODUCTION

Policy context

Heritage is part of everyone's life. According to the 2017 Special Eurobarometer on Cultural Heritage, more than seven in ten respondents (73%) live near some form of heritage. Whilst inherited from the past, in many ways heritage also forms a "living" cultural resource which stimulates innovation and creativity in a wide range of sectors (KEA, 2009). Heritage is recognised not only as a source of knowledge, social wellbeing, sense of belonging and community cohesion, but also as a resource to drive locally-rooted economic activities and employment, and contribute to sustainable and inclusive development.

In the last decades, the role of culture and heritage as a resource for innovation, international relations and sustainable development has been well recognised by world leaders and policy makers. The latest UNESCO Re|Shaping Policies for Creativity Report 2022 shows that the cultural and creative sectors, including heritage, are recognized in national sustainable development planning for their ability to advance cultural outcomes (65%) and drive societal transformations (63%), particularly in the realm of social inclusion. The *United Nation (UN) Resolution on culture and sustainable development* of December 2019 recognized that culture, including heritage, is a source of "… innovation and creativity for the individual and the community and that it is an important factor in social inclusion and poverty eradication, providing for sustainable economic growth and ownership of development processes". The G20 *Rome Declaration* adopted on 30 July 2021 under the Italian presidency - a landmark in the in the history on a G20 as the first Declaration on Culture – reaffirmed the importance of culture and heritage as transformative forces for sustainable development. The Council of Europe Ministerial Conference of the Ministers of Culture on 1 April, 2022 reaffirmed the role of "creativity and cultural heritage as strategic resources for a diverse and democratic Europe".[1]

In the European Union (EU), the role of heritage for innovation and international cooperation is acknowledged in various policy documents, notably the *Council conclusions on cultural heritage as a strategic resource for a sustainable Europe* of May 2014 and the *Council conclusions on the need to bring cultural heritage to the fore across policies in the EU* of June 2018.

The Joint Communication of the European Commission and the European External Action Service *Towards an EU strategy for international cultural relations* of June 2016 (hereafter 2016 Joint Communication) acknowledges cooperation on cultural heritage as one of its three main strands. The Strategy is unprecedented in recognising the role played by non-state actors in international relations from the bottom-up, through people-to-people exchanges, the involvement of grassroots organisations and civil society, and by putting forward the co-creation, shared design and implementation of activities – opposite to the traditional understanding of cultural diplomacy based on persuasion or top-down promotion of EU's values (Dâmaso, 2021). The 2016 Strategy opened up opportunities for the inclusion of culture and heritage in various EU foreign policy areas (notably the International Development and Cooperation, and the European Neighbourhood Policy).

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1. For more information: *Council of Europe Conference of Ministers of Culture (coe.int)*

The Strategy has been followed by other EU policy initiatives affirming the role of culture and heritage in international relations and as part of the EU's Global Strategy,[2] including the *European consensus on development* of June 2017[3], the *Council conclusions on the EU strategic approach to international cultural relations* of May 2017 and April 2019 and *on Cultural Heritage in conflicts and crises* of June 2021, the *New European Agenda for Culture 2019-2022*, and the *Work Plan on Culture 2019-2022*.

The European Year for Cultural Heritage 2018 created momentum for an increase in budgets and the development of an international component in cultural heritage policies. The European Year itself succeeded in associating nine non-EU countries in the Western Balkans, the Eastern Partnership and the European Economic Area.[4] The *European Framework for Action on Cultural Heritage* of May 2019 - adopted by the European Commission to capitalize on the European Year for Cultural Heritage 2018 – dedicates particular consideration to both heritage and innovation through Pillar 4 to "cultural heritage for an innovative Europe", as well as international relations through Pillar 5 "Reinforcing international cooperation", of which ILUCIDARE is mentioned as a key action.

This unprecedented policy recognition opened up opportunities to support the transformative role of heritage for our economy, societies and living environment through a variety of actions, such as improved legal framework[5], increased cooperation across Member States to foster heritage R&I[6] and research infrastructures[7], mobility and capacity building schemes[8], as well as funding. Particularly in relation to research and innovation (R&I), from 2014 to 2020, the EU invested around EUR 500 million on actions related to heritage under the Horizon 2020 programme.[9] In the field of international relations, since 2016, the EU has invested more than EUR 100 million in supporting cultural and creative industries, intercultural dialogue and cultural heritage in partner countries.[10]

Notwithstanding these efforts, the value of heritage investment is still often underestimated – both by policy-makers but also by heritage stakeholders. As heritage has increasingly become part of policies and public concerns, there is the need to develop capacity of heritage stakeholders:

• to better understand the value of their work, that goes beyond safeguard and management of heritage resources;

• to improve their advocacy capacity to influence policy making beyond the cultural policy field to address the value of heritage investment with respect to its contribution to (social) innovation, entrepreneurship and job creation, education or international relations;

• to bridge the gap between policy and practice. Although ambitious policy frameworks exist at EU and international level, work remains to be done in order to translate these into concrete, operational terms in the field. Improving heritage stakeholders' awareness and common understanding of these policy objectives, matching existing financial instruments, developing operational guidelines and ensuring proper cooperation and coordination among relevant actors to achieve them is crucial to advance this goal.

2. For more information: *A Global Strategy for the European Union's Foreign and Security Policy | EEAS Website (europa.eu)*
3. Article 35 explicitly refers to culture as "both an enabler and an important component of development and may facilitate social inclusion, freedom of expression, identity building, civil empowerment and conflict prevention while strengthening economic growth".
4. Albania, Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia, Montenegro, Serbia, Georgia, Norway, Iceland and Switzerland.
5. See *Explainer: What will the new EU copyright rules change for Europe's Cultural Heritage Institutions | Europeana Pro*
6. The European Commission has renewed its support to the Joint Programming Initiative on Cultural Heritage and Global Change (JPI-CH), a Member-State-driven initiative aiming to promote and better align EU national research agendas on cultural heritage.
7. E-RIHS is the European Research Infrastructure for Heritage Science that supports research on heritage interpretation, preservation, documentation and management *Home - E-RIHS*
8. Several EU programs and initiatives, such as Creative Europe, Erasmus+, the Cultural Relations Platform, help in supporting training and cultural collaborations across borders.
9. Source: *Research and innovation | Culture and Creativity (europa.eu)*
10. Source: *World Day Cultural Diversity for Dialogue and Development (europa.eu)*

Objectives and scope

These policy recommendations make use of ILUCIDARE learnings with a view to consider the way policy should be framed to make the most of heritage to support innovation, international relations and contribute to a greener, more inclusive and sustainable future. More specifically, policy recommendations aim:

- To show the need to strengthen and improve heritage policy making to further unleash the potential of cultural heritage to contribute to innovation and international relations;

- To help policy makers understand the value of heritage investment;

- To guide future policy action with concrete measures addressing governance, legal and funding issues;

- To empower heritage stakeholders to influence policy making and better develop heritage-led innovation and heritage-led international relations projects.

The policy recommendations are aimed at:

1. Policy makers, including European institutions, governments at national, regional and local level in Europe and beyond, managing heritage resources, responsible for innovation, entrepreneurship and cultural investment to support heritage-led innovation and international relations for sustainable and inclusive development;

2. Heritage stakeholders, including heritage researchers and professionals, cultural heritage institutions, civil society organizations, and heritage entrepreneurs.

About ILUCIDARE

ILUCIDARE is a three-year Horizon 2020 project building an international network to support heritage-led innovation and heritage-led international relations an example for sustainable development and international cooperation through a diversity of collaborative actions[11]:

- Evidence-based and participatory research: mapping and analysis of more than 150 European flagship projects featuring examples of heritage as a source of innovation and international relations, organising 4 focus groups and 22 co-creation ateliers, with representatives from business, research and education, civil society, EU policy makers and H2020 synergy projects; online survey to EU Delegations worldwide[12], complemented by semi-structured interviews with the EU Delegations in some of the countries where the project was active[13];

- 27 training activities in the EU, the Western Balkans, North and Sub-Saharan Africa, the Middle East, central and Latin America (including 11 coaching sessions, 12 capacity buildings, 2 training courses, 1 summer and 1 autumn school) consisting of a vast body of blended and on-site knowledge exchanges aimed at activating international co-creation and collaboration activities for heritage-led innovation and sustainable development;

- Outreach and awareness raising activities: 5 ILUCIDARE Playgrounds in Belgium, Kosovo and Ecuador, 4 ILUCIDARE Special Prizes within the European Heritage Awards/Europa Nostra Awards, chosen from 15 shortlisted projects showcasing heritage-led innovation and international relations examples.

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11. For more information see *Our vision | ILUCIDARE*
12. Disclaimer: The results of data collection are not representative for the total of EU Delegations and Offices, both due to the response rate and the geographic distribution. ILUCIDARE recognises that the results are not statistically significant, but they are practically significant to substantiate other observations.
13. Albania, Ecuador, Ethiopia, Kosovo, Iraq, Montenegro

KEY CONCEPTS

The present document aligns on ILUCIDARE's broad understanding of heritage including natural, digital, material and immaterial heritage, fully recognizing the definition adopted by the Council of the European Union.[14]

The present document is making use of the definitions of heritage-led innovation and heritage-led international relations, co-developed by the ILUCIDARE project team, and briefly presented below.

Heritage-led innovation

> Heritage-led innovation is the implementation of a new idea involving heritage that results in an improvement. The basis of the innovation process is new knowledge, which is often an intersecting of disciplines and ideas. The aim of the innovation is creating value or improving existing conditions. The innovation needs to be implemented, put into use or made available for others to use. The success of an innovation is determined by the market or larger society, which decide whether an idea or vision is truly new and whether it is an improvement in comparison to the current situation.[15]

The definition fully recognises the inter-disciplinary approach required for innovation. It supports a broad understanding of innovation (political, economic, social, technological, legal, environmental) not only as something new, but also as an improvement/added value for heritage, its users and stakeholders in comparison to the current or previous situation.

ILUCIDARE distinguishes between three categories of heritage-led innovation (as explained and exemplified in the ILUCIDARE Innovation Handbook[16]):

• *Heritage-driven innovation:* refers to implementing new ideas to meet the specific needs of heritage assets (for example due to their unique values, materials, construction techniques). These innovations can then also be transferred to other sectors.

• *Assimilation of innovation:* takes place when innovations developed in other fields are applied to heritage assets, thus allowing for: better preservation, decision-making and management, or new uses and promotion.

• *Heritage as a resource:* occurs when heritage assets and their variety of values generate new ideas or processes, or foster new ventures and collaborations across disciplines.

With this categorization, ILUCIDARE attempts to capture the wide ramifications of heritage-led innovation, whose apprehension could support the mainstream of heritage in various policy areas and programs.

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14. Council conclusions of 21 May 2014 on cultural heritage as a strategic resource for a sustainable Europe *EUR-Lex - 52014XG0614(08) - EN - EUR-Lex (europa.eu)*
15. For a full explanation see *research_i_working_definition.pdf (ilucidare.eu)*
16. Source: *ILUCIDARE Innovation Handbook*

Heritage-led international relations

> Heritage-led international relations relies on heritage to foster social bonds and consolidate peace, social cohesion, and international cooperation. It is a methodology rather than a concept, which balances the interests of different entities – both international and local – to cultivate sustainable relationships.[17] The goal is to mobilise mind-sets beyond national interest by creating exchanges between different countries and regions, not just positioning a nation's heritage within existing relations or exporting only for the purpose of nation branding.

ILUCIDARE purposely shapes its activities around heritage-led international relations instead of heritage-led diplomacy, underlining the focus on bi- and multi-directional cultural flows and exchanges, beyond national and international bodies' interests. The definition fully embraces ILUCIDARE's recognition of a broader array of non-state stakeholders such as civil society, pressure groups, businesses and individuals within international relations. ILUCIDARE places particular emphasis on the notion of "cultivating" relationships on a long-term perspective.

ILUCIDARE distinguishes between three categories of heritage-led international relations (as explained and exemplified in the ILUCIDARE Display on Heritage-led International Relations):

• *Heritage within international relations:* Heritage is part of international cooperation and foreign policy frameworks focused on a variety of development, humanitarian or political interests.

• *Heritage-driven international relations:* Heritage is the starting point of international relations, and can create bilateral relations, transnational cooperation between countries and regions based on mutual exchanges.

• *Shared heritage:* The notion of a shared heritage becomes a mechanism both for and of international relations itself.

While the first two categories are well consolidated in the international relations discourse, the category of "shared heritage" underlines a fresh approach and it is particularly supported within the ILUCIDARE project activities as a way to promote long-term intercultural and peaceful cooperation.

ILUCIDARE also conceptually and empirically places heritage-led international relations at the intersection of cultural diplomacy, science diplomacy, public diplomacy and network diplomacy, as explained in the ILUCIDARE Display on Heritage-led International Relations.

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17. For a full explanation see the ILUCIDARE Display on Heritage-led International Relations available at:
https://ilucidare.eu/resources/database/ilucidare-international-relations-display

MAIN FINDINGS INFORMING POLICY MAKING

Throughout all its activities, ILUCIDARE collected an impressive wealth of evidence showing how heritage resources are important drivers for innovation and international relations, stimulating a variety of impacts both at the local and the international level. Heritage-led innovation and heritage-led international relations can **help to address important policy objectives and improve living conditions of individuals and communities,** for instance by:

- *Creating locally-rooted economic activities and employment opportunities* in various sectors of the economy, for instance in cultural tourism, hospitality and gastronomy sectors; in specialised crafts and in the creative economy by activating cultural and creative entrepreneurship (e.g. heritage-based games, apps, VR/AR applications to enhance audience's experience); in the construction and real estate sectors;

- *Increasing territorial attractiveness,* which in turn contributes to attracting investment and tourists, fostering human capital and retaining talents;

- *Improving social cohesion and inclusion* by providing new frameworks for participation and community engagement, thus improving the sense of belonging;

- *Improving civic engagement and therefore democratic outcomes, especially in fragile contexts,* by stimulating social and political activism, fostering a better understanding of history, improving civic pride, fostering participation in local decision making.
- *Contributing to people and communities' quality of life* by creating an enabling environment to holistically support mental, physical, emotional and social wellbeing;

- *Supporting the green transition* through promotion of biodiversity, re-use of existing building stock in the spirit of the circular economy principles, energy efficiency and sustainable traditional know-how. Heritage-based solutions can also promote a change of mindsets and behaviours urgently needed to live more sustainably in contact with nature and others, particularly in industrialized countries;[18]

- *Fostering mutual understanding, reconciliation, peace, inter-cultural and inter-faith dialogue* through collaborations and partnerships between researchers, entrepreneurs, non-governmental organisations (NGOs) and civil society organisations, and individuals operating for instance in heritage preservation, social development or post-disaster reconstruction.

ILUCIDARE findings perfectly align with the recent and more proactive view of heritage as an agent of transformation to promote sustainability and wellbeing for the improvement of people's lives and the environment.

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18. as highlighted in the *European Cultural Heritage Green Paper – Europa Nostra* featuring ILUCIDARE

EVIDENCE FROM ILUCIDARE

The **ILUCIDARE Innovation Handbook** is based on the mapping of more than 130 flagship European heritage-led innovation projects, with solutions ranging from new services, networks or training, cutting-edge products, business or governance models, techniques, signature processes or new heritage-led commodities such as branding or narratives. Showcased projects show the contribution of heritage-led innovation to contribute to a variety of policy goals, from supporting entrepreneurships and employment in the creative economy (cultural and creative entrepreneurship, digital technology) to increasing territorial attractiveness (promote tourism and economic activities to retain talents), supporting social inclusion, favouring circular economy and support to biodiversity.

The **ILUCIDARE Inspiration Kit**[19] supports the Handbook by showcasing a carefully selected set of projects that work with cultural heritage in order to solve challenges modern societies face, including creating opportunities to hear "silent voices", embracing a transnational approach to the past, activating cultural heritage in the times of crisis or empowering heritage institutions to engage in difficult discussions. It also presents projects that aim at monetizing cultural heritage or using it to support education.

The **ILUCIDARE Innovation Booths**[20] are flagship projects, mostly EU-funded, featuring heritage-led innovation in their specific fields: urban and territorial regeneration; adaptive reuse of heritage buildings for sustainable tourism and community activation; circular economy; growth and job creation; collaboration with cultural and creative industries and digital ecosystem; education and social inclusion.

The **ILUCIDARE Display on Heritage-led International Relations** captures the learnings of the ILUCIDARE coaching sessions and capacity building activities, which contributed to address a variety of policy issues while contributing to heritage safeguard and promotion. An overview is presented below:

Policy issues	ILUCIDARE contribution
Create locally-rooted economic activities and employment opportunities	• Capacity building in Susudel, Ecuador: co-creation of strategies and plan for sustainable community tourism, opening up a range of possibilities and community alternatives to host attractive activities and services for visitors and tourists, as well as to stimulate community life and social encounters in public spaces. This has also been of inspiration to neighbouring communities who start to replicate ILUCIDARE-led initiatives such as the construction of community ovens.
	• Capacity building in Prizren, Kosovo: activation of heritage-led cultural and creative entrepreneurship.
	• Capacity Building in Santo Domingo, Dominican Republic: focus on the revival of traditional skills related to Vernacular Wooden Architecture to create employment opportunities and alleviate poverty.

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19. Available at: *https://ilucidare.eu/resources/database/ilucidare-inspiration-kit*
20. For more information see *ILUCIDARE Innovation Booths – Online catalogue | ILUCIDARE*

Support territorial attractiveness	• Capacity building in Cairo, Egypt: international workshop to support urban regeneration of historic Cairo; • Capacity building in the Balkans: development of new narrative on intangible values of *Kullas* (vernacular architecture), which will be part of touristic itinerary on the Cursed Mountains (Peaks of Balkans) at the crossroad of Kosovo, Albania and Montenegro; • Capacity building in Amedi and Duhok, Iraqi Kurdistan: adaptive re-use of vernacular heritage buildings to activate urban regeneration. • Capacity Building in Santo Domingo, Dominican Republic: focus on the role of Vernacular Wooden heritage as a unique selling point and opportunity to develop sustainable cultural tourism offers in the wider Caribbean region.
Foster social cohesion and inclusion	• Capacity building in Cuenca, Ecuador: community engagement to support the reuse of interior green spaces in the building blocks of the UNESCO World Heritage area of Cuenca. The multisensory tunnel and the work in the gardens of the Historic Centre of Cuenca (El Vado) have become public service facilities for the benefit of highly vulnerable people. • Capacity Building in Santo Domingo, Dominican Republic: focus on the role of Vernacular Wooden heritage as a source of cultural identity, both of individual islands and the Caribbean region as a whole. • Capacity building in Cuenca and Susudel, Ecuador: since urban and rural territories worked together, this has been a space for social cohesion and knowledge exchange, thus contributing to reduce the abysses historically created between inhabitants of the countryside and the city (i.e., ways of cultivating plants, their use and characteristics, the good use of waste for compost, traditional techniques on earthen architecture, amongst others). • Capacity building in Cuenca and Susudel, Ecuador: urban and rural territories worked together facilitating attractiveness from the city to remote areas which maintain alive intangible cultural heritage.
Support the green transition	• Capacity building in the Balkans: conservation and thermal comfort improvement of Kulla of Deli Sadri Gjonbalaj, Vuthaj, Montenegro; • Capacity building in Cuenca and Susudel, Ecuador on circular economy: the urban-rural training process contributed to activate the community on topics such as: production of organic fertiliser, production of bread in higher quality wood-fired ovens, which stimulates community encounters and participation.

Foster mutual understanding, reconciliation, inter-cultural and inter-faith dialogue	• Capacity building in the Balkans: throughout all capacity buildings activities local actors and participants from Albania, Kosovo and Montenegro created intensive knowledge – and informal – exchanges, based on the understanding of "shared heritage" – the *Kullas*. • Capacity building in Cuenca and Susudel, Ecuador: the joint work touches on the old concept of the superiority of the city inhabitants over the countryside ones, rooted in the Latin American Andes.

Key lessons learned

Based on thorough research and knowledge gathered during field activities, ILUCIDARE puts forward the following key lessons learned, to be considered when designing any policy or initiative aimed at promoting heritage-led innovation and heritage-led international relations:

1. HERITAGE OPERATORS ARE KEY DRIVERS OF HERITAGE-LED INNOVATION AND HERITAGE-LED INTERNATIONAL RELATIONS – OFTEN IN PARTNERSHIP WITH PUBLIC AUTHORITIES.

Through their skills, competence and knowledge, heritage operators (including researchers, practitioners, civil society organisations, cultural and creative entrepreneurs) are the main players to initiate and sustain heritage-led innovation and heritage-led international relations projects and initiatives.

The ILUCIDARE Innovation Handbook shows that 45% of the analysed heritage-led innovation started as small-scale bottom-up initiatives driven by actors in research or educational environments, followed by civil society organizations (25%).[21] These actors are also the main implementing organisations of heritage-led innovation projects, with the support of businesses (e.g. creative entrepreneurs, private sector organisations) whose role is fundamental when it comes to sustaining innovation and achieving stronger and long-term outcomes.

The ILUCIDARE Display on Heritage-led International Relations gathers evidence of ILUCIDARE's rich variety of heritage-led international relations activities driven by heritage stakeholders to address reconciliation, inter-cultural and inter-faith dialogue, as well as other development issues beyond the conservation and safeguard of heritage resources. Through these examples, ILUCIDARE clearly observes that heritage can mobilize beyond mere national interest and easily create mutual understanding between local actors, communities and networks in different countries and regions.

Universities and research centres are particularly key when it comes to establishing heritage-led international relations. In this perspective, heritage-led international relations intertwine with science diplomacy, building on well-established international connections and resources (human, technical and financial) available to universities to reach out to other countries and establish heritage-led projects. Often, international NGOs (such as World Monuments Fund) rely on experts from the academia as an "entry point" into a new country through seminars, lectures or workshops targeting heritage professionals. The results of the survey to EU Delegations[22] seems to confirm that stakeholders from academia are the most common partner for cooperation at the local level.

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21. ILUCIDARE explored a set of trends and re-occurring patterns of heritage-led innovations in the EU, over the widest range of conditions, for a total of 131 examples. The mapping is not absolute or complete.
22. Through the online survey ILUCIDARE collected information from 23 respondents, 20 of which are the cultural focal point within their EU Delegation.

At the same time, civil society organisations also enrich the activities of universities and research centres through practice-led and experience-led knowledge. The European Heritage Awards / Europa Nostra Awards is a unique source of practice-led knowledge and has been used widely in the ILUCIDARE research component. At the same time, as underlined in the ILUCIDARE Display on Heritage-led International Relations, their role and involvement as developing or founding international relations with a higher success rate remain under-examined compared to that of governmental agencies.

EVIDENCE FROM ILUCIDARE

The **ILUCIDARE Special Prizes (winners and shortlisted entries) for heritage-led innovation and heritage-led international relations** champion bottom-up projects initiated by cultural heritage institutions (e.g. TYPA – Estonian Print and Paper Museum, Tartu, Estonia - winner of the 2020 edition), researchers (HAP4MARBLE, Italy - winner of the 2021 edition), heritage professionals and NGOs (e.g. Archeology for a Young Future, winner of the 2020 edition), or as a result of the cooperation of these actors (e.g EU-LAC Museums, winner of the 2021 edition). While such projects are often bottom-up and locally rooted, nevertheless they manage to create meaningful links across countries and communities and to develop new solutions and spur social change.

Walking in the footsteps of Mother Teresa[23] is an EU-supported project – promoted by ILUCIDARE partner Cultural Heritage without Borders Kosovo (CHwB Kosovo) - featured as flagship case study during the ILUCIDARE Playground in Pêje, Kosovo in October 2021. The cross-border pilgrimage path that Mother Teresa travelled was closed and not used for decades, with a lack of maintenance and people starting to use vehicles to come to Letnica. CHwB Kosovo and their partner organisation, the Foundation for Development of Small and Medium Enterprises in Skopje, saw that the restoration and reopening of the mountain path would be a good opportunity for promoting cultural heritage and the economic development of the region, in particular with the link to the life of Mother Teresa. This is an excellent example of how "shared heritage" could be a boost to local economies while reinforcing intercultural and inter-faith dialogue.

Even if not the main initiator or implementing partner of heritage-led innovation and heritage-led international relations projects, the public sector plays a fundamental role by providing an enabling environment for innovation and international relations to spur through policy and regulatory framework, funding, capacity building and networking opportunities for heritage operators. This consideration may indicate that public-private partnerships could be explored.[24]

2. THE POSITIVE OUTCOME OF HERITAGE-LED INITIATIVES LARGELY DEPENDS ON THE IMPLEMENTATION OF COLLABORATIVE METHODS TO DESIGN AND IMPLEMENT SUCH PROJECT ASSOCIATING LOCAL EXPERTISE (CITIZENS, ENTREPRENEURS, CIVIL ORGANISATION) AND POLICY MAKERS.

ILUCIDARE strongly based its capacity building activities on relations amongst non-public actors (civil society, pressure groups, businesses, individuals) outside the traditional institutional and diplomatic circuits, on the basis that they are the best placed to know the needs, challenges and opportunity for a successful heritage-related project. Heritage practitioners or other stakeholders (e.g. donors) from outside the community might perceive heritage through different "cultural lenses". Co-creation practices ensure that the right "agent" (e.g. the person in charge of maintaining the integrity of a heritage object or site) is involved and the cultural meaning of heritage is not overlooked. The inclusion of local communities in co-creation and decision-making processes demonstrate

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23. Source: *Walking in the footsteps of Mother Teresa | WeBalkans | EU Projects in the Western Balkans*

24. A flagship example of public-private partnership identified by ILUCIDARE is ALIPH Foundation *Our governance | Aliph Foundation - Protecting heritage to build peace (aliph-foundation.org)*

empathy and respect for the recipient's values as embodied in the heritage place or object and increase the sense of trust and mutual respect. Citizens' engagement at the outset in designing the initiative is instrumental to stronger support at implementation phase. It strengthens the chance of success of conservation or development project.[25] As underlined during the ILUCIDARE focus groups and co-creation ateliers[26], co-creation methods can support the re-balancing of the "asymmetry of power" between international donors and local stakeholders, contributing to increase efficiency and sustainability of bilateral and/or multilateral projects. It also contributes to raise awareness amongst population on the importance of heritage as a policy instrument to address local challenges.

Furthermore, mutual learning and co-creation methods favour the recognition from European or international experts/donors of the value of other approaches towards heritage conservation and management that exist in other parts of the world, such as a better integrated vision of intangible heritage or natural ecosystems - overcoming a "unidirectional" view of heritage-led international relations.[27]

FOCUS: ILUCIDARE CO-CREATION APPROACH

ILUCIDARE's co-creation approach is based on participatory practices and the Design Thinking process already in use by ILUCIDARE partners and tailored to the project needs (such as the IMEC Innovatrix[28] which has never been applied to the heritage sector before). ILUCIDARE's approach to support heritage-led innovation and heritage-led international relations projects entails:

Consider an inclusive approach when selecting participants to capacity building and knowledge-sharing activities to ensure that all targeted beneficiaries (including the youth), enablers, but also potential opposers are involved;

- Co-designing training and capacity building programs with local stakeholders: ILUCIDARE capacity building activities were preceded by coaching sessions which served as a preparation for the actual capacity buildings in the project. The coaching sessions aimed to (i) assess the local level of capacities, (ii) understand local needs and heritage assets, and (iii) what components of heritage-led innovation and international relations are useful for the local context. The coaching sessions were delivered by a team of "facilitators", consisting of scientific partners: University of Leuven and training partners: World Monuments Fund, Cultural Heritage without Borders Kosovo, Universidad de Cuenca - as well as "peers", which are the targeted participants of the capacity building actions and local representatives of cities / regions with proven expertise in the field.

- Considering whenever possible to create synergies with other activities locally-based or networks to avoid a "one-off" event: ILUCIDARE plugged its activities with ongoing initiatives carried out by capacity building partners to favour long-term sustainability;

- "Train the trainers" to ensure local appropriation of the training content and increase transferability in the medium/long term;

- Not forgetting that learning is a two-way experience on equal footing between the trainer and the trainee.

Such approach helps to ensure that heritage-led projects are not perceived as something imposed by external experts, and supporting from the beginning a sense of responsibility towards the project to foster local ownership.

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25. A flagship example is the failure of the conservation intervention of the Rock-Hewn Churches in Lalibela, Ethiopia *State of conservation of properties inscribed on the World Heritage List (unesco.org)*

26. For more information see *d3.9_overview_report_on_barriers.pdf (ilucidare.eu)*

27. A well-known example (also addressed within ILUCIDARE in Ecuador) is the use of traditional "adobe" bricks usually made with tightly compacted sand, clay, and straw or grass mixed with moisture, and naturally dried or baked – which are very sustainable and energy efficient.

28. Source: Innovatrix: *innovatiecanvas voor je businessideeën | imec Vlaanderen* (in Flamish only)

Co-creation, participatory and collaborative approaches were essential ingredients of ILUCIDARE knowledge sharing and capacity building activities with local participants – encompassing public officials (e.g. from local antiquities and conservation institutions, municipalities, governorates' offices), custodians, civil society organisations, heritage practitioners, academic (not only heritage related but other complementary expertise, i.e. tourism, sociology, economy) and students.

The ILUCIDARE approach is based on strengthening civil society in third countries from the bottom-up, through co-creation, shared design and implementation of activities. This approach perfectly aligns with the spirit of the 2016 Joint Communication and provide a valid tool for its implementation. For instance, the framework for action adopted by the European Council in April 2019 does not provide clear guidance on how to engage with independent cultural organizations and civil society in partner countries (Abdullah, 2019). In this context, the framework for action adopted by the European Council in April 2019 was the opportunity to indicate ways towards guidance on how to engage with independent cultural organizations and civil society in partner countries.[29]

The co-creation approach proposed by ILUCIDARE supported the "cultivation" of international relations with a long-term perspective thanks to "informal ties" created and reinforced locally. As a result, some of the capacity building activities carried out by ILUCIDARE led to post-project initiatives which managed to attract new international funding and/or collaborations.

EXAMPLES OF ILUCIDARE: POST-PROJECT CONTINUATION OF ACTIONS

- Ecuador: in both El Vado and Susudel, people have shown a sense of belonging to the project and with the purposes of activating their own heritage to promote it as a development resource also after the project end. In both areas, pertinent prototypical infrastructure has been created and aligned with the purposes of the capacity building. The two sites, El Vado and Susudel, do not see the closure of the capacity building as the end of a process, but rather as a cyclical reactivation of aspirations and goals, with capacities installed in the community. The communities managed to secure local funds to continue with the cultural heritage-led activities in the public areas in Susudel and circular economy activities in El Vado.

- Kosovo: the Gërr-Gërr Co-creation Platform is a direct result of the partnership established between CHwB Kosovo, local stakeholders and ILUCIDARE in 2020. The platform managed to attract external funding from international development agencies (notably UNDP). In 2021, an external coordinator was hired to supervise the day-to-day operations of the platform. In 2022, Gërr-Gërr is moving to a new level of collaboration by adding 5 new members (in addition to the 6 initial member organizations) and exploring new activity pathways, including the integration of traditional Knowledge with the local fashion industry.

- Albania, Kosovo and Montenegro: cross-border participants in the ILUCIDARE capacity building activities put forward a Memorandum of Understanding to prepare a Serial World Heritage Nomination of their "shared heritage" Kullas. CHwB Kosovo is preparing a workshop in 2022 to discuss further steps in this process. The main source of information for this nomination file will be all data and mapping results collected throughout the ILUCIDARE project.

- ILUCIDARE Summer School in Poland: a group of participants (called "the heritage geeks") are continuing efforts to secure funding and continue the summer school and organize new editions in 2022. they have been helped by the ILUCIDARE team Poland through a series of three extra meetings aiming to support their further activities by providing guidance and advice on selected topics.

- Dominican Republic and Egypt workshops (organised by ILUCIDARE partner World Monuments Fund) both brought recommendations on the regeneration process for historic Cairo (delivered through the EU embassy to the office of the Prime Minister for Cairo, distributed throughout the Caribbean for the second for future actions to be coordinated amongst countries).

29. Source: *CIDOB – The EU's Cultural Diplomacy: What Role for Cities?*

3. WELL FOCUSED EXTERNAL EXPERTISE, INTER-DISCIPLINARY AND INTERNATIONAL COLLABORATIONS (NETWORKS) SUPPORT REPLICABILITY AND SUSTAINABILITY OF HERITAGE-LED INNOVATION AND HERITAGE-LED INTERNATIONAL RELATIONS PROJECTS.

While heritage-led innovation projects are often locally-rooted, small-scale bottom-up initiatives initiated by frontrunners, ILUCIDARE experiences show that innovation can be influenced or supported by inputs and exchanges with different local, national, European or even international contexts. International networks like ILUCIDARE - linking projects and stakeholders with similar or complementary needs – can play a crucial role in promoting best practices, increasing available resources and fostering sustainability of heritage-led innovation projects. The ILUCIDARE Special Prizes are a fitting illustration of this. Indeed, the 4 winners, but also all the shortlisted projects, have reported a main benefit deriving from the ILUCIDARE Special Prizes, the access to a pan-European Network of excellence. In this sense, heritage-led international relations strongly intertwine with *network diplomacy*.

External expertise and collaboration are not only required when the innovation involves the introduction of new technologies or services requiring specific technical knowledge and experience. ILUCIDARE not only favoured knowledge transfer of innovative solutions and techniques to support documentation, conservation, restoration, management and valorization of tangible and intangible heritage (such as rock paintings in Mathobo Hills, Zimbabwe; tiles in urban Cairo, Egypt; vernacular wooden architecture in Santo Domingo; or intangible values embedded in *Kullas*), but also on the development of "soft" skills to raise awareness on the value of heritage resources and its innovative use for creating new jobs, supporting cultural tourism, territorial regeneration, improving education and international relations.

International expertise mobilised in the project provided practical methods and processes to empower local heritage stakeholders to engage with local authorities and influence policy making, to reach out to international organisations and donors, to underst and the value of collaboration and multi-disciplinarity, to engage with the local community, to mobilise enterprises and notably from the cultural and creative sectors or tourism.

EVIDENCE FROM ILUCIDARE

The **ILUCIDARE Display on Heritage-led International Relations** captures the learnings of the ILUCIDARE coaching sessions and capacity building activities, which contributed to build capacity of participants on various skills beyond conservation and restoration techniques:

Policy issues	ILUCIDARE contribution
Support policy advocacy and dialogue with policy makers / raise awareness of local authorities	• Capacity building in Amedi, Iraqi Kurdistan: with the support of World Monument Fund, a small group of professionals from the University of Duhok, led by Dr. Ismael, has managed to mobilise the local community, the municipality, the Duhok Governor, and the Kurdish heritage authorities to activate Amedi's cultural heritage to boost social and economic recovery in the aftermath of the conflict in the region. • Capacity building in Cairo, Egypt: ILUCIDARE experts helped with the preparation of a policy document with recommendations supporting the Prime Minister's decision to halt uncontrolled development and demolition and to create a Central Entity to manage the historic city, and see this as the solution to saving Historic Cairo.

- Capacity building in Cuenca and Susudel, Ecuador: the ILUCIDARE project kickstarted a community reflection to better articulate the dialogue and engagement between local authorities, the academia and the community with a view to co-develop an urban-rural intervention strategy and increase the support of the city major as well as from local governments of neighbour communities.

- Capacity building in Prizren, Kosovo: ILUCIDARE was instrumental in proposing a strategy and methodological support to help local heritage stakeholders (NGOs, cultural and creative entrepreneurs, heritage practitioners) to better realise their potential, pool resources and better articulate their relations with local and national authorities to inspire policy actions.

Foster international collaborations

- Capacity building in Bahrain: the capacity building established a dialogue between European experts and the Arab region managers and professionals on the use of geophysical technologies in Bahrain.

- Capacity building in Cairo, Egypt: the workshop was organised by a joint collaboration between ILUCIDARE and the embassies of the European Union, Portugal and Spain in Egypt. Both the European Union and the Spanish embassy saw the workshop as a positive event in strengthening cultural ties between European and Egyptian institutions. Furthermore, the workshop was as an active collaboration between the Egyptian government through the Ministry of Tourism and Antiquities and the Prime Minister´s office and the European Union.

- The twinning program between the rural commune of Bierbeek in Belgium and the rural commune of Oña in Ecuador (to which Susudel belongs) has had a major positive contribution to initiating the activities in Susudel in collaboration with the university of Cuenca, later on being part of the ILUCIDARE project. It demonstrates that the world-wide existing twinning program could be a vector to promote international collaboration within the cultural heritage field.

Understand the value of collaboration and "shared heritage"

- Capacity building in Cuenca and Susudel, Ecuador: During the different capacity building sessions, Susudel and El Vado engine groups exchanged their experience in community-based initiatives and showed acts of reciprocity like sharing products from their gardens and products from their artisan work with the label of ILUCIDARE.

- Capacity building in Albania, Kosovo and Montenegro: the knowledge exchange on the potential of *Kullas* for a Serial World Heritage Nomination fostered cooperation among different local crossborder actors in Albania, Kosovo and Montenegro around their "shared heritage".

Mobilise various skills	• Throughout the whole ILUCIDARE project, all the participants in the capacity building activities were trained to apprehend that the valuing of cultural heritage is much more multi-disciplinary, where cultural and natural elements have to strongly interact.
Activation of local community through participatory processes	• Capacity building in Cuenca and Susudel, Ecuador: along with the capacity building preparation and development, there were processes of co-creation, co-design and even co-construction, shared with the community for the creation of dismantlable infrastructure in Susudel and the multi-sensory tunnel in El Vado. • Capacity building in Susudel, Ecuador: ILUCIDARE local team accompanied the efforts of the Susudel community through participatory design process and co-creation workshops which week by week built a strong decision-making process that was progressively applied to the market and later the revival of the public areas as an espace for cultural and social cohesion.

The **ILUCIDARE Champions Programs for ILUCIDARE Special Prize Winners** provided an unmatched space to find suitable solutions to the encountered challenges and upscale their success, together with the opportunity to share their achievements and good practices, expand their networks with the support of international experts. This high-level programme dedicated particular attention to:

• Improve business model and marketing;

• Consider how to turn the project into a model that is replicable in different countries and cultures;

• Expand European / international cooperation and networking with other similar initiatives;

• increase visibility and outreach;

• how to create stronger partnerships with relevant stakeholders and cultural institutions or local authorities;

• how to become more financially sustainable and less reliant on individual donors and volunteers.

4. LOCAL AUTHORITIES (CITIES AND REGIONS) ARE STRATEGIC ALLIES TO BE MOBILISED, PARTICULARLY IN RELATION TO HERITAGE-LED INNOVATION.

The ILUCIDARE Innovation Handbook shows that cities and towns are the most common location to find heritage-led innovation (36%). Cities are home of rich heritage and cultural resources (archivers, libraries, museums, industrial heritage sites …), combined with the availability of infrastructures, human and financial capital for innovation to emerge. As shown by several ILUCIDARE capacity building activities, local authorities – once on board and allowed by the legislation of the country - can be instrumental to promote or support heritage-led bottom-up initiatives by[30]:

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30. See for instance the best practices catalogue of ILUCIDARE "Innovation Booth" project Cultural Heritage in Action available at: *CH-a-powerful-catalyst.pdf (culturalheritageinaction.eu)*

- Providing funding;

- Granting the authorisation to work on cultural heritage sites if they own the place (even if often authorization at national level is also required);

- Supporting new businesses and services;

- Generating ecosystems that attract the youth, for urban regeneration, to attract tourism;

- Supporting inclusive local partnerships that gather local authorities, private organisations, citizens' groups, NGOs, etc.

For these reasons, cities are increasingly regarded as "innovation laboratories" facilitating cross-overs between disciplines and skills, and enabling connections between heritage, intellectual and technological resources, as recognised by the *New European Agenda for Culture 2019-2022* and the *Culture/Cultural Heritage Action Plan 2019-2020* as part of the Urban Agenda for the EU.

Local authorities, and particularly cities, are also increasingly recognized as legitimate interlocutors and important partners in all aspects of global governance and international cultural relations, in particular when it comes to issues like climate change or urban challenges (Abdullah and Molho, 2020). The rise in transnational city networks in the last two decades demonstrates how cities can strategically build international alliances to jointly tackle a broad set of issues, including cultural and heritage policy: examples include UNESCO's Creative Cities network, the Committee on Culture of United Cities and Local Governments (UCLG), and EUROCITIES's Culture Forum. These networks can help to connect what happens at the local grassroot level with an international dimension. For instance, many European cities are home to diaspora communities that organise cultural projects to maintain relations with their countries of origin – a very appropriate example of what ILUCIDARE identifies as "shared heritage". As a EUROCITIES study has shown, these innovative modes of international cultural engagement are embedded in the policies and working methods of several European cities (EUROCITIES, 2017).

It is important for cultural stakeholders to engage with policy makers and show the latter the positive impact of heritage led initiatives. In particular efforts are required to link heritage investment with local branding initiatives that contribute to international reputation and attractiveness thus participating to local economic development. The promotion of heritage deserves to be better linked to territorial policy ambitions that go beyond tourism development or the preservation of cultural identities and memories.

5. HERITAGE-LED INNOVATION AND INTERNATIONAL RELATIONS REQUIRE POLICY ACTIONS

Public authorities play a decisive role in sustaining heritage-led innovation and heritage-led international relations:

- To develop a heritage strategy with specific measures aiming at:

  - addressing bottlenecks and constraints, notably the insufficient understanding of heritage beyond its cultural value;
  - raising the "profile" of heritage (both tangible and intangible) locally and justify amongst citizens the importance of heritage investment;
  - mainstreaming heritage initiatives in other policy areas to support for instance social innovation, entrepreneurship, tourism, ecological and digital transformation, to name but a few, as shown by ILUCIDARE;
  - providing financial instruments, to match funding through public- private investments, and / or provide

incentives for public investment in cultural heritage.

- To encourage the set-up of a heritage ecosystem favouring collaboration across different stakeholders by:

  - reinforcing capacity-building of local communities and civil society organisations to collaborate;
  - supporting bottom-up initiatives driven by local communities;
  - helping mobilise local actors (e.g. heritage NGOs, cultural and creative entrepreneurs, cultural heritage institutions) in supporting heritage as a resource for innovation and international relations.

ILUCIDARE identifies the following main challenges and bottlenecks which require policy attention:

5.1 THE APPRECIATION OF THE FULL POTENTIAL OF HERITAGE-LED INNOVATION AND HERITAGE-LED INTERNATIONAL RELATIONS IS UNDERESTIMATED BY POLICY MAKERS (AT ALL LEVELS OF GOVERNANCE) AS WELL AS BY HERITAGE STAKEHOLDERS, WITHIN AND OUTSIDE THE EU.

This finding is supported by evidence from ILUCIDARE international activities as well as consultations with experts, notably during the ILUCIDARE focus groups and co-creation ateliers on heritage-led innovation and international relations, as well as the survey to EU Delegations.

The project confirmed the insufficient knowledge of the local policy context to enable sustainable political and regulatory outcomes. The legal and regulatory framework is often ignored. The sentiment amongst cultural heritage stakeholders is that policy makers are difficult to mobilise because of poor understanding of the value of cultural heritage as well as , in some case, the concerns that cultural heritage initiatives will constraint property allocations and ownership in real estate and land important political and financial levers.
There is insufficient consideration and coordination of actions aimed at considering policies beyond a specific local issue that is already been given attention by international donors. Ilucidare shows that there is a need to build capacity amongst cultural heritage stakeholders in making better use of heritage activities to push for better and more comprehensive policies.
With a view to address this issue the project at the outset developed policy consideration to consortium members:

- Information to collect on field missions and case studies to inform policy recommendations.
- ILUCIDARE Policy recommendations - Draft Hypothesis

The implementation of the project confirmed the initial hypothesis namely the lack of political will and strategy on which to build sustainable actions.
Most policy actions conducted as part of the project with a view to mobilise policy makers showed an important characteristic – the lack of understanding and capacity to engage significantly with policy makers.
The policy initiatives remained too general often taking the form of open letters to elected high ranked officials signed by prominent heritage professionals (associations, NGOS, archaeologists, museum directors) highlighting the importance of heritage in policy actions often in support of specific local heritage issues.
The project can give concrete examples of this form of intervention:

- The Greater Caribbean – From March 22 to 25, 2022, the Seminar in the Dominican Republic brought together, physically and virtually, experts from 15 countries of the Greater Caribbean who, with European professionals, discussed the current situation of the conservation of traditional wooden architecture. The workshop drafted recommendations aimed at policy makers to protect wooden heritage.

- Egypt - Urban Regeneration for Historic Cairo: Workshop on management, Public-Private partnering, economy revitalization, and cultural authentication. The workshop hosted by the Minister of Tourism in March 2021 – resulted in the signing of a declaration to support the Prime Minister's decision to halt uncontrolled development and demolition and to create a Central Entity to manage the historic city, and see this as the solution to saving historic Cairo. This event brought together prominent Egyptian urban planning and heritage conservation professionals, as well as well as real estate developers and members of Civil Society with international experts.

Another form of policy influence took place with a view to use the presence of Ilucidare project to connect with local policy actors. It was taking the form of meetings with relevant officials (Prizren) or interventions at events (Maire of Cuenca or the head of EU Delegation in Ecuador). The involvement was more of informational nature rather then used as the opportunity to engage with civil servants and policy makers in manner that would help build capacity to manage heritage assets and make the most of such assets in relation to innovation policy or territorial attractiveness.

More efforts from cultural heritage stakeholders are required to justify the intervention from a public policy point of view. This could take the form of a document that would help civil servants, citizens and politicians to understand the innovation value of local heritage assets and that would propose initial local policy strategy .

The policy recommendations developed herewith are a direct results of the observations from the field. Hence the insistence to prioritise capacity building within the cultural heritage field to go beyond advocacy but implement tools and initiatives to engage more substantially with policy makers to raise awareness on the policy implications of heritage.

It should be highlighted that whether at international and European levels the issue of heritage preservation has taken another dimension highlighting political intention to take better consideration of heritage in addressing global challenges, the latest initiative being the Recommendation from the Council of Europe on 20 May 2022 on culture, cultural heritage and landscape to address global challenges[31].

These policy development will certainly help cultural stakeholders in their attempt to engage with policy makers.

Despite increased policy attention, policy makers often have a narrow view of the potential of heritage resources to stimulate innovation, job creation, trade, social inclusion, environmental sustainability, peace and intercultural dialogue both at international and local levels. For instance, while the 2016 Joint Communication provides a clear framework for immediate action with regard to research, combating trafficking, and protection of heritage, it does not "specifically acknowledge all the facets of the role cultural heritage may play in the EU's cultural relations" (Hausler, 2019). The survey to EU Delegations suggests that heritage is rarely included in bilateral cooperation agreements (trade and economic partnership, treaties or political agreements) between the EU and partner countries.

ILUCIDARE is aware that there is a problem of local policy framework often too focused on protection of heritage resources rather than support valorisation. Heritage is insufficiently perceived by national and local authorities as an element of local economic development, contributing to territorial regeneration. Interviews and the survey to EU Delegations indicate that their relations with national governments are often tainted by the lack of a national heritage strategy or the absence of heritage in any policy priorities. There is a clear need to raise awareness and capacity to address heritage in a holistic manner, not only with local policy makers in charge of cultural policy, but importantly amongst those in charge of urban planning, entrepreneurship, regional development or tourism.

At the same time, what emerged from field activities is that heritage stakeholders have sometimes a narrow view of their work, and do not fully appreciate how heritage can be part of local development strategies.

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31. *https://www.coe.int/en/web/cdcpp-committee/-/new-recommendation-on-culture-cultural-heritage-and-landscape*

ILUCIDARE identifies the following main reasons:

- The lack of a common definition of heritage-led innovation and international relations contributed to a partial and unaligned understanding of how heritage resources can contribute to both.

- Research on heritage-led innovation is a new field of research. Heritage science - the wide and transdisciplinary scientific field that deals with the study of cultural heritage – has traditionally focused on the identification, understanding, preservation, restoration, and transmission of heritage.[32] Through its activities and particularly the Innovation Handbook, ILUCIDARE is a pioneer in providing a systemic framework to better understand enabling factors, challenges and bottlenecks to support heritage-led innovation. On the other hand, international relations and heritage have a long history and there is already a substantial pool of research on heritage-led international relations. However, existing sources and literature are scattered across different fields and disciplines including heritage studies, critical heritage studies, museum studies, international sociology and international political science, with relatively less attention on the role played by non-state actors.

- Despite recent efforts to improve cultural heritage statistics, notably by the European Commission, there are insufficient and appropriate metrics to capture (and disseminate) the impact of heritage-led innovation and international relations in quantitative terms, especially in relation to social impacts.[33]

5.2 LIMITED ACTIVATION OF HERITAGE INVESTMENT TO CONTRIBUTE TO DIFFERENT POLICY OBJECTIVES (INNOVATION, JOB CREATION, TRADE, SOCIAL INCLUSION, ENVIRONMENTAL SUSTAINABILITY, PEACE AND INTERCULTURAL DIALOGUE).

As a consequence of the limited apprehension of the value of heritage resources as pointed out above, heritage investment is insufficiently used to support heritage-led innovation and international relations projects.

- *Narrow scope of heritage-led projects:* ILUCIDARE research suggests that heritage investment is mostly focused on protection and maintenance of heritage resources, or to promote cultural tourism. Heritage is rarely mainstreamed in programmes for innovation, entrepreneurship, health, migration, or climate action. For instance, in Europe, the large majority of European Regional Development Fund (ERDF) for heritage seem to be dedicated to the category of expenditures "protection, development and promotion of public cultural and heritage assets".[34] According to a recent study, EU Member States dedicating part of their National Resilience and Recovery Plans to culture mostly focus on 'easily reportable' interventions "such as renovation of heritage sites and cultural spaces" (Culture Action Europe, 2021). The *Regulation establishing the Neighbourhood, Development and International Cooperation Instrument (NDICI)* makes reference to culture (and heritage) as one of the areas of intervention for global challenges,[35] but not for other priorities such as peace and stability, or climate change. Future policy documents should mention heritage in all its policy dimensions.[36] The survey and interviews to EU Delegations indicate a limited use of heritage resources for local development projects beyond cultural and creative sectors and tourism – which is a missed opportunity to leverage on heritage as an entry point to establish projects with multiple benefits for the local economy, society and the environment.

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32. Source: *Heritage Science | ICCROM*
33. As point out by the recent ESPON's study *Cultural Heritage as a Source of Societal Well-being in European Regions – ESPON HERIWELL | ESPON* (2020-2022)
34. *Cultural Heritage and ERDF (espon.eu)*, slide 6 shows that the vast majority of funding goes to the category of expenditures "protection, development and promotion of public cultural and heritage assets"
35. Regulation (EU) 2021/947 of the European Parliament and of the Council of 9 June 2021 establishing the Neighbourhood, Development and International Cooperation Instrument and annexes
36. This is in line with the "upstream" approach identified and explained in the report Cultural Heritage Counts for Europe (2015). This report evidences that aligning cultural heritage with various resource streams, makes the outcome of those resources more sustainable.

- *EU diplomatic initiatives in the field of culture notably recently for the Western Balkans, Ukraine and Neighbouring countries, ACP or the Mediterranean countries have yet to integrate heritage led innovation concept that would contribute to increased policy attention and serve to raise awareness of heritage in supporting local sustainable economic and social development.*

- *Limited coordination and pooling of resources at international, EU and local level to support heritage-led projects:* the survey to EU Delegations also suggests untapped potential for the pooling of resources with international actors beyond UNESCO and EUNIC (e.g. other UN agencies, or development banks). There is limited collaboration to support cross-border projects or initiatives in the heritage sector. Experience from ILUCIDARE also suggests that coordinated international support (financial and technical) tend to converge on particular sites (often UNESCO World Heritage Sites) which quickly become "heritage hubs" catalysing further attention and resources both at international and local level. Examples include the Rock-Hewn Churches site in Lalibela, Ethiopia, or Mosul in Iraqi Kurdistan. While less known heritage sites in the same region or countries could benefit from such increased attention, in practice it is rarely the case.[37]

5.3 HERITAGE STAKEHOLDERS ARE RARELY EFFECTIVE IN INFLUENCING POLICY MAKERS.

Heritage stakeholders (including cultural heritage organisations, NGOs, heritage entrepreneurs, civil society organisations) can be powerful forces to raise awareness on the importance of heritage resource, mobilise consensus from local policy makers and inspire policy actions. As explained above, evidence from local capacity building activities however indicate that heritage stakeholders need support to set up and implement awareness raising and advocacy campaigns aimed to influence perceptions and attitudes towards heritage in the targeted population, and/or change specific policies and practices.

5.4 CAPACITY TO ENGAGE AND EMPOWER LOCAL COMMUNITIES.

As emerged from field activities (e.g. in Ecuador or Kosovo), heritage stakeholders often need methodological support to engage with local communities in co-creative processes to ensure that local actors understand the value of heritage resources and can actively participate in heritage projects.

5.5 HERITAGE STAKEHOLDERS OFTEN LACK ENTREPRENEURIAL SKILLS.

While heritage stakeholders are often the initiators of heritage-led innovation projects, ILUCIDARE findings from field activities as well as expert observations during the focus groups and co-creation ateliers[38] indicate that they often lack appropriate skills to identify and evaluate a business or entrepreneurial idea, to develop a business plan, a brand and marketing strategy, to reach out and get support from local networks or investors.

5.6 SENSITIVITY OF HERITAGE-LED INTERNATIONAL RELATIONS FOR COUNTRIES HAVING COLONIAL PAST OR "CONTESTED" HERITAGE.

As pointed out by experts during the ILUCIDARE co-creation ateliers and analysed in-depth by some ILUCIDARE "synergy" projects (notably the Horizon 2020 project ECHOES[39]), "shared heritage" is sometimes a new concept for some countries where contestation around heritage is evident, or where countries were former EU colonies or conquered territories.

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37. The choice to focus ILUCIDARE capacity building activities on the Tigray Region of Ethiopia was a very conscious decision. The region has over 200 rock-hewn churches, but whilst these are valued locally, they are not well known outside the region and barely figure in the country's outward facing cultural narratives compared to Lalibela site.
38. Source: *Evaluation report: Focus Groups and Co-creation Ateliers | ILUCIDARE*
39. Source: *https://projectechoes.eu/*

POLICY RECOMMENDATIONS

This section presents ILUCIDARE recommendations to support heritage as a resource for innovation and international relations. Recommendations include proposals to better understand the value of heritage beyond its cultural value with respect to its contribution to (social) innovation, entrepreneurship and job creation, education or international cooperation; to improve existing policy frameworks based on ILUCIDARE learnings; to build capacity to ensure proper cooperation and coordination among relevant actors (policy makers, heritage NGOs, cultural and creative entrepreneurs, cultural heritage institutions). When relevant, recommendations are illustrated by examples from the ILUCIDARE project.

Recommended measures are in line with the overarching objectives of the ILUCIDARE project and revolve around two main policy objectives:

1. Unlock heritage-led innovation and its potential for sustainable development;

2. Promote heritage-led international relations to contribute to more effective EU external relations.

The following paragraphs present a set of general policy measures valid for both policy objectives mentioned above, before delving into specific policy measures for each policy objective.

1. GENERAL POLICY MEASURES

The following paragraph presents recommendations to address the two identified overarching objectives described above.

1.1 RAISE AWARENESS ON THE MULTIPLE IMPACTS OF HERITAGE INVESTMENT.

This can be achieved through:

- Set up a European data space / repository to collect and share evidence, data, and information on heritage-led innovation and heritage-led international relations, rooted in examples and best practices that stakeholders can consult and contribute to (community of practice).

- Ensure that the new Agenda for Culture 2023-2026 takes into account the multiple impacts of heritage investment notably in international relations.

- Encourage EU Delegations to work on bilateral cooperation projects with third countries in the field of Culture and Creative industries, including capacity building aimed at cultural stakeholders to understand and influence policy making on cultural heritage.

- Financially supporting initiatives from stakeholders and policy makers aimed at raising awareness and celebrating heritage-led innovation and/or heritage-led international relations, for instance through dedicated prizes, competitions, forum and events. Today, awareness-raising initiatives are often focused on safeguarding and preserving heritage (e.g. the Heritage Days events) rather than celebrating its potential for innovation or international relations. At EU level, the possibility to include a dedicated space in existing schemes could be explored, for instance within the S+T+ARTS (Innovation at the Nexus of Science, Technology, and the ARTS) Prizes, or the Heritage Days events.

EXAMPLES OF ILUCIDARE: POST-PROJECT CONTINUATION OF ACTIONS

Following the success of the ILUCIDARE Special Prizes for heritage-led innovation and heritage-led international relations within the European Heritage Awards/Europa Nostra Awards in the 2020 and the 2021 editions, Europa Nostra - in agreement with the European Commission - amended the call for entries for the 2022 edition including innovation and international relations) as thematic focus areas of the 2022 Grand Prix.

- Earmarking funding to support further research building upon ILUCIDARE findings, for instance through the Joint Programming Initiative on Cultural Heritage and Global Change (JPI-CH).

SUGGESTIONS FROM ILUCIDARE

ILUCIDARE highlighted several knowledge gaps that could inspire new research pathways with heritage science:

- Develop more operational knowledge and user-practices for heritage-led innovations. Much can be learned from research fields such as knowledge management and user experiences. This body of knowledge will also help to develop a clear dialogue with the business sector, who is not frequently involved in the set-up of heritage-led innovations.

- Conduct research on the different links that can be made between heritage and ecology. There are many promising paths, which remain largely unexplored. One promising research line is organic farming through land-sharing - instead of conventional farming, which implies eco-innovative approaches to farming including the re-introduction of historic features such as small or linear landscape elements or waterways.

- Analyse the cultural mismatch between the heritage sector and entrepreneurial start-ups, with specific attention to lessons that can be learned from commodity businesses, developing supply chains and visualising customer bases.

- Further develop lessons from R&D field for the heritage sector, building on the foundations laid in the ILUCIDARE innovation handbook and its background research:

  - How to move from an innovation niche to an established and sustainable innovation by developing a dominant design, gaining momentum, conquering the established regime and opening a window of opportunity.
  - Actions that can help innovation actors to develop and boost the status of their niche (e.g. articulate expectations and visions to attract interest and funding from powerful actors, civil society and social network building to expand the innovation base and inform public opinion, ...)

- Comprehensive mapping of European and international best practices in the field of heritage-led international relations at national and local level, building on ILUCIDARE pioneering works. Given the high number of actions at city-level, the identification of successful initiatives would allow for them to be replicated elsewhere and adopted as an integral part of the EU international cooperation in research and innovation (COM(2012)497).

- Build capacity of different audience to understand the contribution of heritage to innovation and international relations through training and capacity building activities including user-friendly learning materials, examples and roadmaps.

> Examples from ILUCIDARE: the ILUCI-Dare to Learn YouTube Channel
> The ILUCI-Dare To Learn YouTube Channel[40] is created to provide a series of knowledge clips that can be used for online training and capacity building. It is accessible from different search engines and available to everyone interested in the relationship between heritage, innovation and international relations. The videos complement other ILUCIDARE resources, by providing a complementary explanation in a more dynamic format and attracting different audiences. The clips can be used as support material, as inspiration and to enable interactive learning experiences for anyone interested in the topic of heritage and innovation.
>
> There are ILUCI-Dare To Learn videos developed to explain topics such as : the working definition of heritage-led innovation; the categories of heritage-led innovation with inspirational examples; the Capacity Building Roadmap, to include a "do it yourself" component and relating back to the different international training activities carried out by ILUCIDARE; the ILUCIDARE Autumn School on Built Heritage Documentation, an example of innovation and international collaboration combined into an innovative training activity.
> In addition, the ILUCI-Dare To Learn YouTube Channel also lists several recordings from specific ILUCIDARE training activities.

1.2 FULLY RECOGNISE THE ROLE OF HERITAGE FOR INNOVATION AND INTERNATIONAL RELATIONS IN POLICY STRATEGIES.

- Although policy frameworks exist at EU and international level, they do not specifically acknowledge the multiple role that heritage may play for innovation and to advance international relations. Future policy documents and implementation programs should mention heritage in all its policy dimensions, for instance in relation to innovation, entrepreneurship, the green and digital transition. At EU level, this includes the upcoming new European Agenda for Culture and related Work Plan for the period 2023-2027, international cooperation agreements and partnerships for R&I (such as the Africa-EU research and innovation partnerships which define joint R&I priorities[41], the EU-CELAC Joint Initiative on R&I[42], and the Innovation Agenda for the Western Balkans[43]), initiatives under the EU's external action and development and cooperation programs implementing the European Consensus on Development. At national and local level, this includes a better recognition of heritage in national and local development strategies addressing job creation, social inclusion, innovation, and the green transition.

- Ensure that the new Agenda for Culture 2023-2026 takes into account the multiple impacts of heritage investment notably in international relations in this context the EC should consider the development of minimum standards for heritage protection and conservation to contribute to international standardization of practices and develop an "acquis Communautaire" in the field. These minimum standards would be used by EU officials to consider efforts made by third country partners in complying with the "acquis Communautaire" in the field of heritage. It would be a useful instrument to help countries fight corruption nourished by improper usage of heritage assets as well as to show the importance of heritage in international relations and in supporting heritage-led innovation.

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40. Available at *https://ilucidare.eu/resources/database/iluci-dare-learn-youtube-channel*
41. *EU-Africa cooperation in research and innovation | European Commission (europa.eu)*
42. *New EU-CELAC 2021-2023 Strategic Roadmap to step up research and innovation with the Community of Latin American and Caribbean States | European Commission (europa.eu)*
43. *EU and the Western Balkans launch a joint strategy to strengthen cooperation in innovation, research, education, culture, youth and sport | European Commission (europa.eu)*

- Better consideration to the multiple impact of heritage in dealings with third countries to stimulate regional cooperation in the field (for instance the West Balkans) through the Creative Europe programme or bilateral international cooperation instruments.

- Ensure that cultural stakeholders embrace climate preservation and action to enhance sustainability as part of conditions to benefit from EU funding strands.

- Enable and facilitate access of cultural heritage entrepreneurs to the CCS Guarantee Facility and the Media Invest programme aimed at easing access to finance for the cultural sector.

- Facilitate international networking of culture and creative entrepreneurs active in the field of heritage. See notably recommendations from Voice of Culture[44] structured dialogue of 1-9 February 2022.

1.3 BUILD CAPACITY OF HERITAGE STAKEHOLDERS TO INFLUENCE POLICY MAKING BEYOND THE CULTURAL POLICY FIELD.

- Train heritage stakeholders (heritage researchers and professionals, cultural heritage institutions, civil society organizations, and heritage entrepreneurs) to improve their advocacy capacity to influence policy making beyond the cultural policy field, for instance by building their cases through evidence-based advocacy tools, creating compelling narratives (story telling) and linking heritage issues with wider policy priorities. Cultural heritage stakeholders should be encouraged to envisage project implementation with proper knowledge of the legal context with a view to identify where policy changes are required. They should ensure that policy makers and administrations are involved in the development of heritage strategy with a view to raise awareness on policy considerations and permit the project's sustainability as part of local economic development strategies.

1.4 IMPROVE CAPACITY OF POLICY MAKERS AND HERITAGE STAKEHOLDERS TO BETTER COLLABORATE AND ENGAGE WITH LOCAL COMMUNITIES AND CITIZENS.

- Support multidisciplinary capacity building and peer learning activities to reinforce participatory governance models at the local level involving citizens and communities and convey a dynamic vision of heritage resources, building on the ILUCIDARE co-creation approach.

- Leverage on existing formal and informal international or local heritage networks (such as networks of museums) acting as facilitators between heritage experts, civil society and communities to reflect on the role of heritage in contemporary societies, for instance in relation to social issues such as migration, diaspora and colonial heritage, to address innovation for sustainable development or to understand cultural Heritage policies in international relations as long term actions which require time to get moving and for a visible impact to happen.

2. SPECIFIC MEASURES TO UNLOCK THE POTENTIAL OF HERITAGE-LED INNOVATION FOR SUSTAINABLE DEVELOPMENT

Overall objective: leverage on heritage as a source for innovation with a view to contribute to sustainable development.

To achieve this objective, ILUCIDARE proposes **two sets of measures aimed at:**

1. policy makers at different governance levels;

2. heritage stakeholders.

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44. *https://voicesofculture.eu/wp-content/uploads/2022/06/VoC-ICR.pdf*

Each set of measure includes specific sub-objectives and concrete actions to support the achievement of the overall objective, as detailed below.

2.1 MEASURES AIMED AT POLICY MAKERS

The following set of measures are primarily aimed at policy makers to better integrate heritage in innovation policies, and empower heritage stakeholders to make new connections and collaborations not yet thought of.

2.1.1 **Improve inter-departmental or inter-ministerial mechanisms of coordination between services in charge of heritage and innovation policy,** for instance through working groups (e.g. between the Ministry of Culture and the Ministries responsible for innovation policy).
At EU level the same should take place as part of inter-service consultation associating (DGEAC, DG INTPA, EAS, DG NEAR) with a view to consider appropriate EU instruments.

2.1.2 **Promote capacity building and peer-learning schemes targeting national and local authorities / funding managers** to better consider heritage into policy and programs for innovation, digital transformation, entrepreneurship, territorial development, or ecology. In the EU, capacity building activities could target policy makers in charge of defining priority areas for innovation-driven agendas within the Smart Specialization Strategies 2021-2027.

2.1.3 **Review support mechanisms to favour cross-sectorial collaboration between heritage stakeholders (including cultural heritage institutions, practitioners, and civil society organisations) with other sectors to spur innovation** (e.g. the cultural and creative sectors, ICT, health, or environment).

- Grant heritage stakeholders and heritage entrepreneurship a key role within initiatives aimed at supporting cross-sectorial and multi-stakeholder collaboration. In the EU, examples include the New European Bauhaus[45] or the 'knowledge triangle' (business, education and research) of the upcoming Culture and Creative Industries Knowledge and Innovation Community[46].

- Financially encourage networking and collaboration between the heritage sector and entrepreneurs (for instance cultural and creative industries) to support the development of joint projects with creative and innovation value. This can entail for instance specific grants to finance series of meetings/events to enable experience sharing and promotion of good practices, or the establishment of call for tenders aimed at supporting cross-sectorial collaboration.

- Make use of R&I funds (often managed by regional development agencies) to tailor support for heritage-led innovative products and services development.

- Consider initiatives favouring the reuse of heritage assets and content by entrepreneurs or other stakeholders for contemporary creation. An example is the new Common European Data Space for Cultural Heritage proposed by the European Commission in 2021 to foster the digitisation of cultural heritage assets and the reuse of content, building on the work of Europeana.[47]

- Promote the role of museums, libraries and heritage sites as "innovation hubs", where local community innovators are actively involved, through targeted programs.

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45. For more information *New European Bauhaus: beautiful, sustainable, together. (europa.eu)*
46. For more information *2021 Call for Proposals | European Institute of Innovation & Technology (EIT) (europa.eu)*
47. For more information *Commission proposes a common European data space for cultural heritage | Shaping Europe's digital future (europa.eu)*

- Promote mentoring, capacity building and incubation programs to support heritage-led innovative start-ups by bringing together heritage stakeholders, innovation experts, and entrepreneurs.

2.1.4 Support measures to increase the international dimension of heritage-led innovation.

- Consider heritage-led innovation as a priority aspect within (EU) programs with an international dimension to address societal challenges such as the green transition, for instance the New European Bauhaus.

- Integrate heritage led innovation (digitization for instance) on initiatives designed to protect a country's national heritage. Such as recently actions taken to help safeguard Ukrainian cultural heritage through the EU Civil Protection Mechanism (UCPM) and similar EU funded projects such as the European Competence Centre for Cultural Heritage (4CH)[48].

- Financially support the mobility of heritage entrepreneurs to help them explore markets in EU and third countries, and participate in training workshops and networking events.

- Connect European heritage-led innovative start-ups or companies with international peers, for instance by activating synergies with existing networks and programs promoted by the Ministries of Foreign Affairs or national cultural institutes.

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48. *https://digital-strategy.ec.europa.eu/en/news/european-competence-centre-cultural-heritage-creates-initiative-save-ukraine-monuments*
49. For more information: *Africa2020 (Promo 4)(lincubateurdupatrimoine.fr)*

2.1.5 Increase investment to support the development and sustainability of heritage-led innovation beyond public grants.

- Financially support heritage-led pilot projects and initiatives with micro-loans, blended finance, bridge funding, or seed funding for prototyping and iteration, and foster partnerships that include endowments for sustainability.

- Work with the financial and investment sector to promote greater involvement in heritage-led innovative projects, for instance through conferences, seminars and forums, to stimulate and reinforce public-private partnerships. Social impact investors can play a strategic role to steer capital to heritage-led innovation projects aiming at social and environmental benefits.

EXAMPLE FROM ILUCIDARE

The **Cultural Heritage Finance Alliance (CHiFA)** – featured in the first ILUCIDARE Playground in Brussels, 2019 – is a new US-based initiative which promotes heritage-led regeneration through collaborative and innovative financing solutions. Founded by a group of experienced professionals in the fields of conservation, architecture, urban planning, business and finance, CHiFA aims to build a global marketplace and a supportive ecosystem of expertise and civic interests premised on opportunities for capital investment in historic places, while supporting a range of Sustainable Development Goals. CHiFA engages with local actors (communities and public and private partners) to organise planning assistance and to provide low-cost, mission driven working capital, thereby enabling projects to better attract return-seeking private finance. It supports a new generation of entrepreneurs supporting heritage-led regeneration projects with a commitment to positive outcomes for urban communities.

2.2 MEASURES AIMED AT HERITAGE STAKEHOLDERS

The following measures are aimed at heritage stakeholders to better connect heritage with innovation, based on ILUCIDARE learnings.

2.2.1 Build capacity of heritage stakeholders to develop, sustain, and scale up heritage-led innovation.

- Reinforce a broader apprehension of the potential of heritage for innovation and sustainable development within formal and informal education, for instance through training and mobility programs (e.g. summer programs, peer-learning schemes, …) for (young) heritage practitioners to understand the different facets of heritage-led innovation.

EXAMPLE FROM ILUCIDARE: HERITAGE AND INNOVATION SUMMER SCHOOL IN KRAKOW

The ILUCIDARE summer school "Heritage and innovation: Central Europe and beyond" (Krakow, 18-24 July 2021) involving a diverse group of 24 young professionals from 17 countries (Afghanistan, Croatia, Germany, Ghana, Greece, India, Italy, Kosovo, Lebanon, Macedonia, the Netherlands, Poland, Portugal, Romania, Russia, Spain, and the United Kingdom), was an "eye-opening" initiative to learn about different facets of innovation in (and of) heritage. This is proven by the alumni's own initiative to deliver a ILUCIDARE Alumni Manifesto (**"Manifesto of Heritage Geeks"**), a document in which they declare that they "want to capitalize on the full value that cultural heritage can bring to society" by "deconstructing the concept of cultural heritage as something that needs

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> to be preserved and use it instead as a powerful, active tool that would bridge the gap between European regions, empower minorities, foster dialogue within and between communities and inside the cultural heritage sector itself, (re)discover the potential of craftsmanship and rural areas and encourage mutual learning and inspiration for all actors involved with cultural heritage.

- Leverage on local business / innovation centres or creative hubs to develop links with heritage stakeholders (including universities) with a view to deliver targeted training on business management, marketing and internationalisation skills, or capacity to pitch ideas to investors with a view to support the development and upscale of heritage-led innovative products or services.

- Develop and share educational materials (template, guides) to support heritage stakeholders in engaging with citizens to develop innovative community projects adapted to the local context.

> **EXAMPLE FROM ILUCIDARE: ROADMAP FOR CAPACITY BUILDING**
>
> The Roadmap for Capacity Building[50] is a practical tool to support heritage-led innovation and international relations projects based on the ILUCIDARE experience in the various learning hubs in Western Balkans, North and Sub-Saharan Africa, the Middle East, central and Latin America. The Roadmap is based on the knowledge and practices of ILUCIDARE capacity building partners in particular in Ecuador in Latin America, underpinned by a sound review of up-to-date literature. It aims at being used as a reference to set up an innovative process in which heritage-led innovation and international relations are promoted at local, national, transboundary, and international levels.

3. SPECIFIC MEASURES TO SUPPORT HERITAGE-LED INTERNATIONAL RELATIONS TO CONTRIBUTE TO MORE EFFECTIVE EU EXTERNAL RELATIONS

Overall objective: leverage on heritage as an entry point to support and maintain effective international relations between the EU and partner countries by reinforcing international cooperation.

To achieve this objective, ILUCIDARE proposes **two sets of measures aimed at:**

1. Policy makers to support heritage-led international relations;

2. Heritage stakeholders.

Each set of measure includes specific sub-objectives and concrete actions to support the achievement of the overall objective, as detailed below.

3.1 MEASURES AIMED AT POLICY MAKERS

The following set of measures are primarily aimed at EU policy makers involved in external relations to better integrate heritage in their strategy and actions based on knowledge sharing and exchanges.

3.1.1 Develop a specific EU Action Plan for heritage-led international relations with earmarked funding for implementation, building on the existing 2016 Joint Communication and subsequent policy documents. The

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50. Available at *https://ilucidare.eu/resources/database/ilucidare-roadmap-capacity-building*

Plan should integrate knowledge and expertise of heritage experts (notably within the Ministries of Culture of Member States), heritage institutions, civil society organisations and their international networks.

3.1.2 Improve mechanisms of coordination between policy departments in charge of heritage policy and external affairs.

- At EU level, reinforce coordination between the European External Action Service (EEAS), the European Commission services involved in international cooperation, development policy and international cultural relations (notably the Directorate-General for International Partnerships, the Directorate-General for Neighbourhood and Enlargement Negotiations, and Directorate-General for Education and Culture), and EU Member States in designing and implementing heritage-led international relations programs and projects, for instance by leveraging on existing coordination initiatives such as the "Team Europe" approach. A dedicated Team Europe initiative on culture and heritage could be explored to advance international cooperation and partnerships in priority work areas.

- At national level, reinforce coordination between the Ministries of Culture and Ministries of Foreign Affairs, for instance through inter-ministerial working groups.

3.1.3 Reinforce capacity of officers in charge of external relations to understand the value of heritage for international relations.

- Leverage on existing instruments (such as the Cultural Relations Platform) to provide technical expertise and assistance to EU Delegations to activate heritage-led international relations projects engaging with local non-state actors (researchers and academia, civil society organisations, private operators, …);

- Promote training and exchanges of best practices on how to activate heritage-led international relations at various governance levels:

  - European level: European Commission services (particularly within DG INTPA and DG NEAR) and European External Action Service staff, and EU Delegations (in particular the cultural focal points, where appointed) by leveraging on existing capacity building schemes (e.g. the Cultural Advisory Service II program).

  - National level: diplomats within Ministries of Foreign Affairs, officers in charge of heritage within the Ministries of Culture, personnel within the National Cultural Institutes or national development agencies. This could be achieved through existing capacity building schemes, for instance by mobilizing European public sector expertise (e.g. Twinning program)[51];

  - Local level: relevant officers within regional or urban authorities, local development agencies.

- Promote the allocation of resources (for instance available for diplomatic actions) to mobility programs of officers in charge of external relations.

3.1.4 Improve capacity of national and local authorities in EU third country counterparts to better safeguard, manage and valorise heritage resources leveraging on European expertise.

- Support learning labs bringing together European public sector expertise and heritage stakeholders for

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51. For more information: *Study on the EU and its member states mobilising public sector expertise for development: Analysis paper – ECDPM Discussion Paper 299*

joint peer-learning schemes (e.g. workshops, training, seminars, study visits, staff exchanges, consultancy, knowledge-sharing networks) with third country counterparts to reinforce local institutional capacity to design and implement better heritage strategies and regulatory framework.

- Mobilise existing networks that have made international cultural relations a priority (such as UGCL, which has a Committee on Culture that leads international policies and programmes on culture and sustainable development, EUROCITIES or UNESCO's Creative Cities Network) to support peer-learning schemes on heritage cooperation between EU and non-EU local authorities.

- Consider the world-wide existing twinning program between cities as a vector to promote international collaboration within the cultural heritage field.

3.1.5 Collect and widely disseminate best practices on cultural heritage led international relations

- In line with the *Council Conclusions on a EU Approach to Cultural Heritage in conflicts and crises of June 2021,* which stress the importance to "collect and share best practices on cultural heritage initiatives developed in conflict, crisis and post conflicts settings", promote (online and offline) the extensive pool of existing best practices, including through the ILUCIDARE Special Prizes within the European Heritage Awards / Europa Nostra Awards.

3.1.6 Build capacity of heritage stakeholders to develop, sustain, and scale up heritage-led international relations projects.

- Support connections between heritage stakeholders from the EU and third countries by leveraging on existing networks through mobility, peer-learning and exchanges programs.

- Build capacity of heritage stakeholders in partner countries to access and manage international / EU funding opportunities (e.g. Creative Europe, Erasmus+) aimed at international exchanges, for instance through training sessions organised by EU Delegations.
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3.1.7 Support long-term sustainability of heritage-led international relations projects to sustain effective international relations.

- Better involve heritage stakeholders from partner countries (including NGOs and local communities) in the future formulation and implementation of EU funded activities involving local heritage, for instance through an "ethic advisor" from a local NGO with knowledge of the local context and able to act as a mediator between donors/founding authorities, heritage professionals and local communities. This will contribute to reduce the risks of top-down approaches of heritage policies and find shared solutions balancing the multiple - and sometimes conflicting - values and viewpoints underpinning tangible and intangible heritage, including those expressed by members of particular social, ethnic, cultural or geographical communities.

- Earmark funding from the Foreign Policy Instrument (FPI) or the Neighbourhood, Development and International Cooperation Instrument (NDICI) to support transferability of best practices across countries, or to support links with existing networks.

3.2 MEASURES AIMED AT HERITAGE STAKEHOLDERS

The following measures are aimed at mobilise heritage stakeholders to better connect heritage with international relations, based on ILUCIDARE learnings.

3.2.1 Better connect local governance of heritage resources with international relations.

- Promote transnational peer-learning schemes combining different skills such as heritage or cultural specialists, ethnography experts, sociologists, and civil society organisations to support international collaborations and exchange of best practices around innovative approaches to participatory governance of heritage resources. Formal and informal networks of museums could be ideally placed to facilitate exchanges between heritage experts, local communities and civil society organisations and establish international connections.

EXAMPLES FROM ILUCIDARE

The Horizon 2020 project **EU-LAC Museums – Museums, Community & Sustainability in Europe, Latin America and the Caribbean** (ILUCIDARE Special Prize for Heritage-led International Relations 2021) gathers an international team of 35 museum professionals, researchers and policy makers across the European Union (EU) and Latin America and the Caribbean (LAC), creating value through intercultural, intercontinental and international relations. Since 2014, this international collaboration has jointly developed new wisdom about museum community development, youth work, and digital curation, to examine and promote a vision of museums focused on community needs. This case was also presented at the Playground in Ecuador: A place for the re-creation of cultural heritage, where exchanges on communitarian museums were boosted across countries in Latin America.

TAKING CARE - Ethnographic and World Cultures Museums as Spaces of Care[52] (funded the EU and running from 2019 to 2023) is centred on the claim that world cultures museums should no longer be conceived primarily as repositories of heritage to be preserved, but rather places of encounter and practice, of social experimentations and innovation, of knowledges and skills, where diverse ways of knowing and being in and with the world, and narratives of diversity can be (re)discovered, co-created and publicly shared in the EU and internationally. The project is based on the results of the project SWICH – Sharing a World of Inclusion, Creativity and Heritage, and two other earlier projects, Ethnography Museums and World Cultures (RIME) and READ-ME I & II, which dealt with the future of ethnographic museums.

- Consider inclusive models of governance of heritage resources that involve migrants / diasporas members, and could help explore "shared heritages" existing in different countries.

3.2.2 Reinforce connections between the younger generations and their "shared heritage" to improve and sustain heritage-led international relations.

- Promote educational programs in collaboration with schools across countries revolving around the concept of "shared heritage", creating a local understanding of what it is like to have a shared past with communities beyond their own.

EXAMPLES FROM ILUCIDARE

Archeology for a Young Future in Qamishli, Syria (Italy, Syria) (winner of the ILUCIDARE Special Prize for heritage-led international relations 2020 edition) is an online exchange programme that encourages school students in Italy and Syria to discover their own, local history through

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52. Source: *About | Taking Care (takingcareproject.eu)*

archaeology and to virtually exchange these histories with each other in creative ways. For many of the schoolchildren who took part, this innovative, yet simple initiative was their first experience of international cultural exchange and a common understanding of shared heritage. The success of the model lies not only in providing the involved students with their first experience of international exchanges, but it has also shown a great engagement and interest from their families and local communities, educators and school directors. For this model in particular, the success rate was strengthened by a durable educational and trans-generational component. It pushes young people in Europe to broaden their horizons, while connecting children in Syria with peers outside their country for the first time. This creates a fertile ground for improving – and hopefully maintaining – relations between the two communities. The project was developed by a research institute, the Associazione per la Valorizzazione dell'Archeologia e della Storia Antica (AVASA), in cooperation with the Tell Mozan / Urkesh Archaeological Project, who initiated the programme with the financial support of the Steinmetz Family Foundation and the Cariplo Foundation.

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EU-LAC Museum *EU-LAC MUSEUMS - Home (eulacmuseums.net)*

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Taking Care *About | Taking Care (takingcareproject.eu)*

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Walking in the footsteps of Mother Teresa *Walking in the footsteps of Mother Teresa | WeBalkans | EU Projects in the Western Balkans*

Featured projects and initiatives

ILUCIDARE Display on Heritage-led International Relations *https://ilucidare.eu/resources/database/ilucidare-international-relations-display*

ILUCIDARE Innovation Booths – Online catalogue *ILUCIDARE Innovation Booths – Online catalogue | ILUCIDARE*

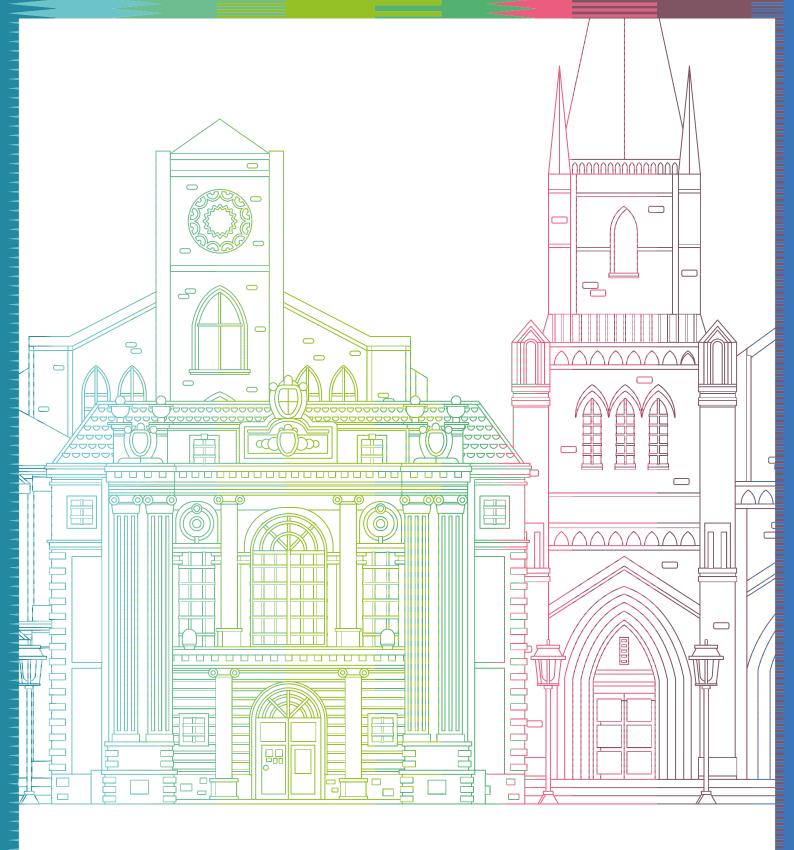ILUCIDARE Innovation Handbook *ILUCIDARE Innovation Handbook*

ILUCIDARE Inspiration Kit *https://ilucidare.eu/resources/database/ilucidare-inspiration-kit*

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