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International Online Webinar: Challenges in Heritage Management
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# Cultural Heritage Participatory Governance Toolkit: How to involve public?

ForHeritage | IRMO | Daniela Jelinčić

Content

- Analyzed documents and main conclusions
- Selected method for tool refinement/preparation
- Presentation of the tool:

  a) definition of the topic

  b) importance of the topic

  c) structure of the tool

  d) what the tools is about?

  e) other – depending on the type of the tool

- Main challenges encountered (e.g. topics overlapping with other tools, possible implementation issues, gaps, themes for possible clustering with other tools, etc.).
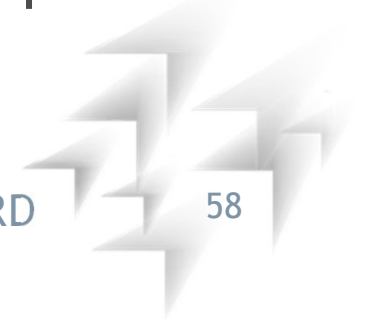
Analyzed documents

Five documents analyzed in this task were prepared within RESTAURA, FORGET HERITAGE and CLIC projects. These are:

- Guidebook for local authorities on PPP in heritage revitalization strategies (RESTAURA, O.T2.2.1),
- Management Manual (FORGET HERITAGE, D.T1.3.1),
- Guidelines for citizens' involvement (FORGET HERITAGE, O.T1.2.1),
- Strategy of management of cultural heritage through the use of CCI (FORGET HERITAGE, O.T3.2.1), and
- Decision Support System (CLIC, D.3.1).

Main conclusions

Lessons learned:

- keep in mind who target audience for the tool is,
- use the wording/language and approach understandable to the target audience,
- simple style of the document enhances the probability of its use,
- avoid principle-based language alongside too broad textual backgrounds and focus on step-by-step operational approach,
- scientific approach is not appropriate as it may prevent target audience to using the tool,
- a catchy title and good graphic design add to document usability,
- concrete and not pretentious tips/steps/checklists for stakeholders' involvement facilitate the use of the document,
- the shorter and the more concise the tool, the greater interest it stirs thus increasing the probability of its use,
- consider participatory governance in wider planning and strategic documents,
- include participatory governance in all phases of the project development and implementation or programming process ,

Although the analyzed documents served their purpose within their respective projects, a new comprehensive tool for participatory and good governance in the cultural heritage projects was suggested.

HOW WE APPROACHED REFINEMENT?

Selected method for tool refinement/preparation

The following methodology was used in performing this task:

- Peer review analysis (careful analysis of the existing tool or report),

- SWOT analysis (identification of strong points/possible gaps in the existing tool),

- Brainstorming with 4H project team (internal communication),

- Learning and idea capture (internal communication),

- Building knowledge cluster (gathering experiences beyond the 4H project).

WHY?

Importance of the topic

- Extremely important
- Consensus of the involved stakeholders ensures sustainability and longevity of cultural heritage projects
- Participation – a necessary ingredient of good governance;

                    - lately a no. 1 topic – participatory culture, participatory tourism, participatory science, etc.

CULTURAL HERITAGE PARTICIPATORY GOVERNANCE TOOLKIT: HOW TO INVOLVE PUBLIC?

Good governance is the process in which stakeholders are actively involved. It presents the effective and responsible management of an organization, an institution, a country, a cultural heritage site, a program, plan or a project etc. considering society's needs in the decisions it makes.

Participatory governance is about strengthening the relationship between cultural heritage institutions and professionals, and everyone interested or engaged in cultural heritage – civil society, the public, owners, caretakers, businesses, etc.

Different levels of engagement

- <u>Informing stakeholders</u> – simple information sharing

- <u>Consultation with stakeholders</u> - to rise knowledge and interest for the process and in the situation when several possibilities exist

- <u>Deciding together with stakeholders</u> - accepting other people's ideas

- <u>Acting together with stakeholders</u> – short or long term collaborations

- <u>Supporting local initiatives</u> – most empowering

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Why use participatory approach in cultural heritage governance and management?

better protection, enhancement and safeguarding of cultural heritage	interdisciplinary groups, different competences, different points of view	increased stakeholders' understanding, appreciation and care for cultural heritage
facilitated identification and pursuit of a common set of goals and objectives	balanced and coordinated needs among the stakeholders	encouraged innovative and constructive approaches which can lead to new qualitative services with multiplying effects
stronger civic society, increased social and civic competences, empowered stakeholders	increased quality of life and wellbeing of people	development driver

CULTURAL HERITAGE PARTICIPATORY GOVERNANCE TOOLKIT: HOW TO INVOLVE PUBLIC?

1. WHAT IS GOOD / PARTICIPATORY GOVERNANCE?

2. WHY USE PARTICIPATORY APPROACH IN CULTURAL HERITAGE GOVERNANCE AND MANAGEMENT?

3. HOW TO INVOLVE STAKEHOLDERS IN CULTURAL HERITAGE GOVERNANCE AND MANAGEMENT?

    3.1. Step 1: Mapping/Identification

    3.2. Step 2: Stakeholder Analysis

    3.3. Step 3: Developing a communication plan

    3.4. Step 4: Establishment of long-term platforms for collaboration with stakeholders

4. EVALUATION OF THE STAKEHOLDER PROCESS

5. FOR FURTHER READING

CULTURAL HERITAGE PARTICIPATORY GOVERNANCE TOOLKIT: HOW TO INVOLVE PUBLIC?
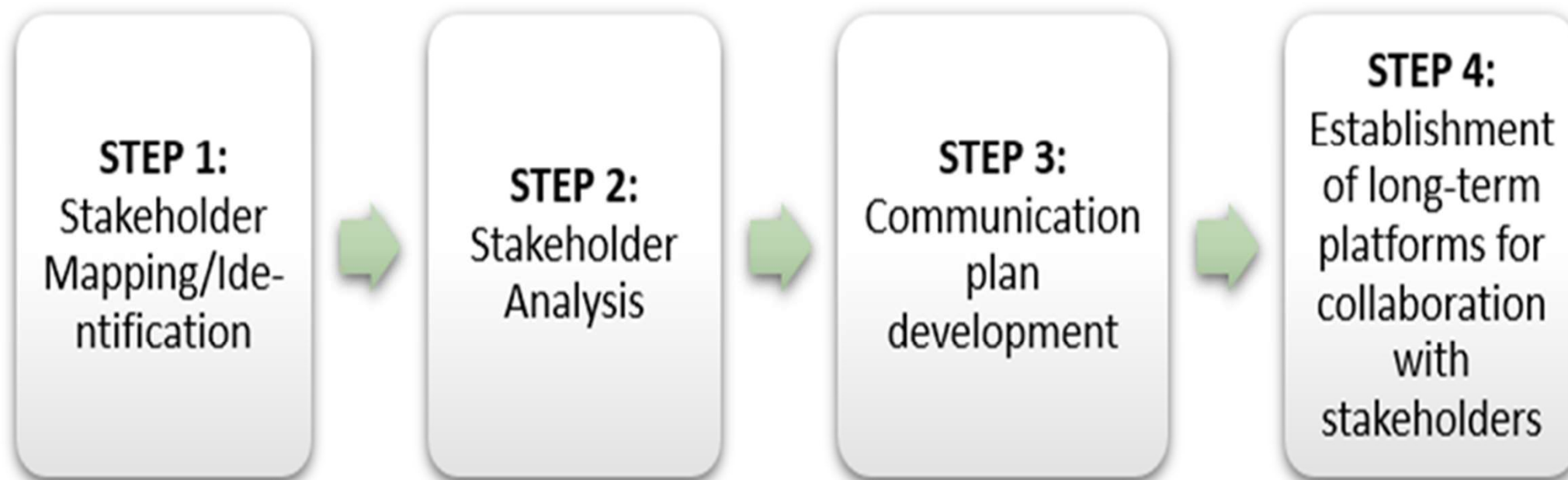
Main aim:

- to provide basic information to support cultural heritage managers and all relevant actors involved in cultural heritage management and planning processes, so that they can implement participatory governance tools in their work more efficiently.

- to provide practical information which can assist in selection of methods to be used when dealing with stakeholders.

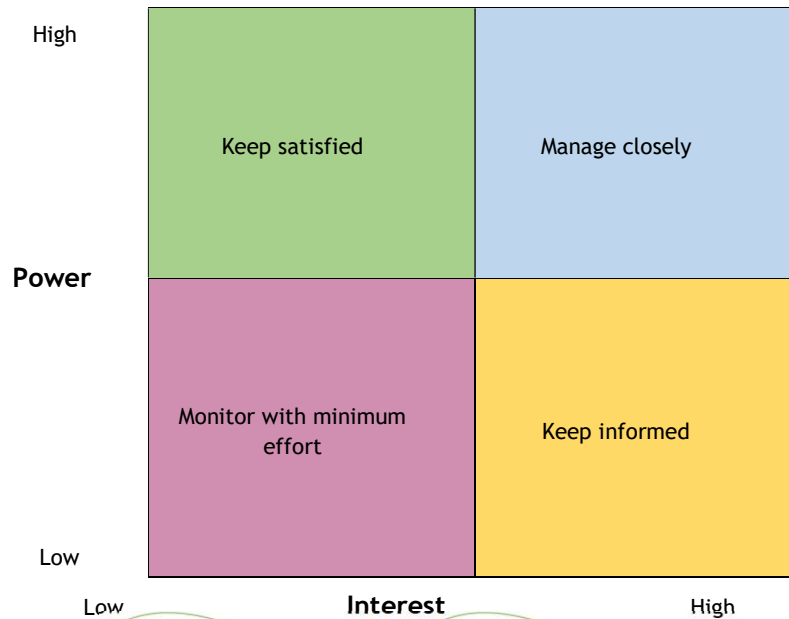- To offer links for further reading - relevant literature, guidebooks and manuals

CULTURAL HERITAGE PARTICIPATORY GOVERNANCE TOOLKIT: HOW TO INVOLVE PUBLIC?

STEP 1:
Stakeholder Mapping/Identification

STEP 2:
Stakeholder Analysis

STEP 3:
Communication plan development

STEP 4:
Establishment of long-term platforms for collaboration with stakeholders

CULTURAL HERITAGE PARTICIPATORY GOVERNANCE TOOLKIT: HOW TO INVOLVE PUBLIC?

Power / Interest grid:

High	Keep satisfied	Manage closely
Power	Monitor with minimum effort	Keep informed
Low		

Low — **Interest** — High

Note!

Communicating early is important, because people will need more time to think before making a decision.

Give each stakeholder a right amount of information depending on their interest and involvement in the project. Some people need just an executive summary, while others will want to dive deeper.

The Mediterranean Experience of Ecotourism (MEET) network
The Mediterranean Experience of Ecotourism (MEET) is a network of protected areas and key organizations managing ecotourism products built around the natural and cultural heritage attractions of protected areas and local communities. MEET encourages and engages protected areas and sustainable local business in joint initiatives which contribute to protected area conservation. The MEET envisages the development of ecotourism products in protected areas through the establishment of a **Local Ecotourism Cluster (LEC)**, a private-public tourism cluster supported by the protected area and composed of multi-sector stakeholders. One of the common examples is MEET's approach to collaborate with stakeholders in protected areas in order to increase sustainability of tourism.

What are the **top motivations and interests** of your stakeholders?

What is important to the stakeholder?
What **benefits** are there likely to be for the stakeholder?
What are the stakeholder's **expectations** of the project?

How much does the project **impact** them? (Low, medium, high)
Which stakeholders will be most affected by your project?

How much **influence** do they have over the project?
Who are the stakeholders who have **the most influence** on your project?

How could the stakeholder **contribute** to the project?
How could the stakeholder **block** the project?

Local supportive groups;

Multi-stakeholder platforms;

Networks;

Social platforms, etc.

## CULTURAL HERITAGE PARTICIPATORY GOVERNANCE TOOLKIT: HOW TO INVOLVE PUBLIC?

Evaluation questions for consideration:

- What could you have done to better identify stakeholders?

- Which strategies worked best to involve different populations and groups?

- How successful were you in keeping people involved?

- Did you provide any training or other support? Was it helpful? How could it have been improved?

- Did your stakeholder analysis and management efforts have the desired effect? Were they helpful?

- Did stakeholder involvement improve the work, effectiveness, and/or political and community support of the effort?

WHAT TO CONSIDER?
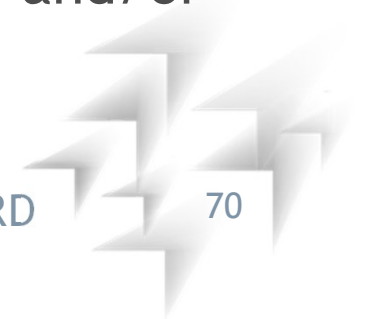
Main challenges encountered

- Simple vs. somewhat more elaborated document

- Target users: cultural heritage managers (more knowledgeable) vs. decision-makers (less knowledgeable)

- Implementation: short training of pilot managers might be needed

- Possible clustering with the tool dedicated to public-private cooperation and maybe impact assessment

- Learning from this process – group work with stakeholders suggested
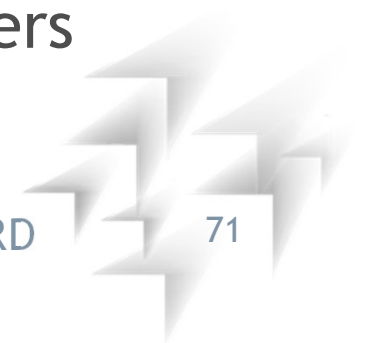
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Thank you!