

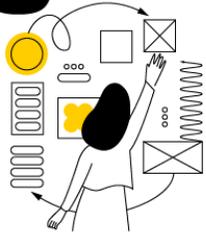
RE

Working Together for Cultural Heritage

RECHARGE

Resilient European Cultural Heritage
As Resource for Growth & EngagementRecommendations
for Sustainable Collaboration

#1



Integrate **participatory methodologies** in workflows across an organisation to build sustainable networks of practice and facilitate innovative financing models.

Take an iterative and experimental approach. **C**

Involve stakeholders early, identify needs, co-define mutual benefits, set expectations together, accommodate diverse participation, and co-evaluate impact. **A B C**

Invest in skill development for collaborating and facilitating participation, such as mediation and active listening. **D**

#2



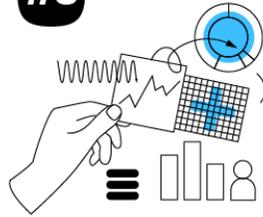
Prioritise **clear and transparent communication** that fosters open dialogue and lowers barriers to participation.

Assign clear contact person(s) who are easily accessible and can ensure the organisation stays connected to its network even if staff members leave. **C D**

Communicate participatory activities in a tangible and concrete way. **A C**

Establish a common language that minimises jargon. **C**

#3



Develop **financing strategies** using participatory approaches that take into account the costs and value(s) of participation.

Use participatory business model-making approaches to incorporate co-creation and reciprocity in financial strategy. **B C**

Allocate resources for relationship-building, including compensating participants for their time. This includes integrating this work into job roles. **C D**

Balance financing opportunities to support both internal operations and participatory activities. **B**

Explore financing strategies with different stakeholders, such as the private sector, citizen contributions, and support from repeat visitors. **A C**

#4



Regularly **evaluate the impact** of participation and collaboration to iterate, improve, and advocate for participatory practices.

Collect feedback from participants and partners and co-evaluate outcomes with stakeholders. **A C**

Select measurable KPIs related to participation. **A**

Track investment of hours and resources in participatory and collaborative work and evaluate the value they bring in return. **A D**

Advocate to funders and decision makers what the role of participatory practices is, and how resource-intensive they are. **A**

#5



Try out **specific tools and practices** that can support stakeholder management and help maintain relationships with participants.

Implement ethical management tools to support decisions about who to partner with, partnering conditions, and assessment of plans. **B**

Use stakeholder overviews or trackers to share the work of tracking recent interactions, action points, and reflections. **D**

Mitigate risks brought by staff turnover and potential loss of relationships by building up familiarity amongst multiple team members with stakeholders. **D**

Underlying Challenges

A

Challenging to understand and demonstrate the **value and impact of working in a more collaborative and participatory way**, which impacts potential investment and (financial) support from stakeholders and participants.

B

Challenging to develop **sustainable strategies for financing** partnerships and participation due to increased competition for funding, decreased funding for internal operations, ethical concerns over source of funding/ sponsorships, and limited long-term funding.

C

Challenging to build **structures of collaboration that foster equity** and avoid 'participation-washing', especially when trying to implement shared management and decision-making (co-governance). This can be exacerbated by operational hurdles stemming from administrative, legal, and financial processes.

D

Challenging to do the emotionally-intensive and **skill-based work of collaborating** and relationship-building, and for organisations to sufficiently support the people who do this work.