

Cultural Heritage for Inclusive Growth



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Foreword

As the UK's cultural relations organisation, the British Council plays an integral part in today's rapidly changing world. In recent years, cultural heritage has become a key focus for the British Council thanks to its management of the Cultural Protection Fund, in partnership with the Department for Digital, Culture, Media and Sport. In designing and establishing the Fund, we have highlighted that the UK can contribute to social and economic development by investing in tangible and intangible heritage in an inclusive way; involving both local partners and communities throughout the process.

The British Council has produced this report to share the findings of its sector consultation and international research into cultural heritage for inclusive growth. The report presents a pioneering approach to inclusive growth that sees the social and economic benefits of cultural heritage for all levels of society. It advocates for a way of working that is wide reaching and mutual, building trust and connections between the UK and overseas. Thanks to our strong global network, international connections and UK sector relationships, we have looked at the value of different cultures, communities and countries to inspire a future that is all-encompassing and sustainable. By engaging people and enabling participation in their own environments with their traditions and stories, societies can contribute to and benefit from economic growth.

This report will hopefully inform a wider contribution that the Arts and Culture Sector makes towards the sustainable development of countries worldwide by sharing, valuing, learning from and protecting heritage in both the UK and overseas.

I would like to thank everyone who has contributed to this report, our partners in the UK, our colleagues and contacts overseas, and the Culture and Development and Arts team who led on the research. With special thanks to the Department for Digital, Culture, Media and Sport and the Heritage Lottery Fund for their support throughout.

Ciarán Devane

Sir Ciarán Devane
Chief Executive, British Council



Executive Summary

This is a British Council-produced report exploring the notion of Cultural Heritage for Inclusive Growth. Cultural heritage in this context is used to mean many things, from the built environment through to cultural traditions such as music and language. It also includes artworks, manuscripts, monuments, archeological sites, oral traditions, festivals, the performing arts and traditional crafts.

Inclusive growth means working with and for all levels of society in order to reconcile the divide between economic growth, and rising poverty and inequality. By working inclusively with communities and wider society, growth can be achieved that benefits a far wider cross-section of that community, and works to reduce the gap between rich and poor.

The key findings of this report suggest that investing in a people-centred approach to heritage, that benefits all levels of society, will bring social cohesion and economic growth to emerging economies and developing countries. The UK has a role to play, with a heritage and cultural sector that has expertise in this field. There is the desire to internationalise the sector in order to exchange models and practices, strengthen expertise, and build connections and networks globally. This work will contribute to sustainable development, and build trust, influence and attraction between the UK and countries overseas.

The report is based on research carried out by the British Council's global network as well as consultations with the UK sector. It has been further informed by desk research into inclusive growth as an approach, and the role of cultural heritage in society and economy.

The idea of cultural heritage for inclusive growth stems from the fact that, in today's globalised world, there tends to be a focus on economic growth. This can be at the expense of wider society, resulting in already marginalised groups being further excluded and there being little reduction in poverty levels. There is a need to work 'for a more inclusive pattern of growth that will better mobilise the talent of our populations'.¹ Heritage can be a strong asset in this goal.

When people engage with, learn from, value and promote their cultural heritage, it can contribute to both social and economic development. An inclusive way of working, that engages individuals and communities in their heritage, and supports institutions and nations to effect positive change for all levels of society, can lead to economic growth and better social welfare. Heritage in this way can be a source of sustainability, a way to embed growth in the fabric of society and to celebrate the past in today's evolving world.²

This report also examines how cultural heritage for inclusive growth can contribute to the UK's 'soft power'. The UK heritage sector is a leader in making tangible and intangible heritage accessible and relevant to society, through a people-centred approach. Through exchange and collaboration between the UK and countries overseas, people from different cultures, communities and countries can better understand, respect and engage with each other, as well as developing expertise and building lasting relationships. This engagement can lead to increased levels of trust, attraction and influence in the field of cultural heritage, the primary objective of which is to contribute to sustainable development and inclusive growth.

Through this report, the British Council shares its findings in order to inform thinking, suggest an approach to put theory into practice, and contribute to thought leadership in the field of cultural heritage for inclusive growth. As the UK's cultural relations organisation, with a global network in more than 100 countries, the British Council can broker relationships, facilitate action on the ground, convene conversations, and connect stakeholders and partners in the UK and overseas, in a way that is mutually beneficial.

A people-centred approach to heritage, that benefits all levels of society, will bring social cohesion and economic growth to emerging economies and developing countries

¹ Outcomes of the G20 summit 2013. <http://en.g20russia.ru/>

² The Cultural Protection Fund, managed by the British Council in partnership with the Department for Digital, Culture, Media and Sport, can be seen as an example of this approach in official development assistance countries.



Introduction

This report explores the notion of inclusive growth, and the role that heritage can play in contributing to social inclusion and economic growth for sustainable development. It is intended to explore and develop a theory behind the notion that cultural heritage can help build inclusive growth, and to share this approach with the UK sector and countries overseas, as a way of putting UK cultural relations into practice.

The research that informs this report was originally conducted for a British Council bid into the UK Government's Empowerment Fund under the Emerging Economies³ strand. In partnership with the Department for Digital, Culture, Media and Sport (DCMS), the initial concept examined the link between heritage and tourism to contribute to international development goals and UK soft power. Following a UK sector consultation, it was clear that there was a need to widen the scope, and focus on social inclusion and local economic development through heritage. One of the immediate outcomes that the Empowerment Fund aimed to achieve was 'inclusive and sustainable growth'. The concept therefore shifted to a new topic: Cultural Heritage for Inclusive Growth. During this initial research and bid preparation process, the Empowerment Fund was suspended. However, having already undertaken extensive consultation and research overseas, there was the desire to collate the feedback and findings and share the results.

In the context of increasing growth and opportunity in emerging economies, there has also been rapid technological progress, a shift towards a globalised economy, and an increase in trade. However, this growth does not necessarily result in positive impact for all in society, especially when rising inequalities (due to class, gender or living conditions), ongoing tensions and conflict between different countries and communities (for religious, ethnic, political or other reasons), and population growth, are present. Subsequently, there is a need for new approaches that respond to social and economic challenges, and build on local assets that increase opportunities for inclusive growth.

Inclusive growth is seen as a way to address some of these developmental challenges. It emphasises the need for economic growth that benefits all levels of society, as well as the importance of social inclusion for the sustainable development of economic growth. Heritage is seen as a means to achieve inclusive growth. This requires engaging communities with their heritage, valorising the role heritage can play, and providing opportunities for sustainable development. According to this research, supporting the heritage sector can, in the long term, lead to increased human capital,⁴ more inclusive and sustainable opportunities, creation of economic and social value, and development of favourable policy that contributes to inclusive growth. By building more connections between the UK heritage sector and Official Development Assistance (ODA) countries, expertise in heritage will be strengthened and more collaboration will take place, thus contributing to increased levels of trust, influence and attraction between the UK and the world.

The British Council's core mission is to increase understanding between peoples and cultures for mutuality and trust. As the UK's cultural relations organisation, with strong connections to the UK sector and a long-standing presence in more than 100 countries worldwide, we have a role to play in advocating for a way of working in international development that is inclusive, participatory and sustainable. Furthermore, we can add value and benefit to the people and places with which we work, sharing UK networks and practice to increase mutual trust and understanding.

The British Council has carried out country-based research in 16 priority countries⁵ (based on the Empowerment Fund) to examine the local context, the needs and opportunities, and the added value that can be provided by the UK sector. A UK sector consultation took place in parallel. The methodology developed stems from global thinking on inclusive growth as well as the UK heritage sector, and is informed by UK and international case studies of organisations using heritage for inclusive growth. This research has resulted in a theory of change model, which identifies possible types of interventions and target groups, and provides a framework to measure impact in the short, medium and long term on individuals, institutions and society at large.

³ The definition of emerging economies according to the online Business Dictionary is: 'Rapidly growing and volatile economies of certain Asian and Latin American countries. They promise huge potential for growth but also pose significant political, monetary, and social risks.' <http://www.businessdictionary.com/definition/emerging-economies.html>
The UK's National Security Review and the Strategic Defence and Security Review 2015 outline emerging economies as a national priority. 'We will increase our efforts to build mutually beneficial, long-term, sustainable relationships with developing and emerging economies'.
⁴ The OECD definition of human capital is 'the knowledge, skills, competencies and attributes embodied in individuals that facilitate the creation of personal, social and economic well-being.' (Human capital: How what you know shapes your life, OECD, 2007).
⁵ Bangladesh, Brazil, China, Colombia, Egypt, Ghana, India, Indonesia, Kenya, Mexico, Nigeria, Pakistan, Philippines, South Africa, Vietnam, Ukraine.

Cultural Heritage for Inclusive Growth

There are two main definitions of inclusive growth:

- 1) Organisation for Economic Cooperation and Development (OECD)⁶**
Economic growth that creates opportunity for all segments of the population and distributes the dividends of increased prosperity, both in monetary and non-monetary terms, fairly across society (...)
The concept expands upon traditional economic growth models to include focus on the equity of health, human capital, environmental quality, social protection and food security.
- 2) Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA)⁷**
Inclusive growth means economic growth which enables as many people as possible to contribute and benefit from growth. These benefits are both social (benefitting people across the labour market spectrum, including groups that face particularly high barriers to high-quality employment) and place-based (addressing inequalities in opportunities between different parts of the country and within economic geographies).

Both definitions specify that growth should benefit 'all segments of the population' and be distributed 'fairly across society [to] people across the labour market spectrum' in 'different parts of the country'. There is a clear requirement that the benefits of growth are both social and economic in nature, and for this growth to be sustainable not only economically and socially, but also environmentally.

However, the RSA definition focuses on those most directly affected by the activity, both geographically, and as a result of their relationship to and ownership of it. In the context of heritage, there is a greater focus on the inclusion of communities which are closest to their heritage, whether physically or culturally, and recognising the value that heritage brings to society for economic growth.

This report explores the notion that inclusive growth is a way of reconciling the divide between economic growth and the rise in poverty, through an inclusive approach that works with and for society.

Economic growth can be demonstrated by measures of production such as Gross Domestic Product (GDP) or Gross Value Added (GVA), but this recorded growth often has little or no benefit to marginalised and disadvantaged groups. This can lead to levels of poverty that remain high or grow even though production increases. Similarly, there are questions about the role of international development in bringing real growth to all levels of society, and whether current models for development are benefitting those most in need. There can sometimes be a focus on economic growth at the expense of social inclusion and engagement.

Rising inequality negatively affects international development, as it can lead to economic insecurity and dampened growth, social problems including wellbeing and unrest, and political instability. Making countries more equal can be seen to boost poverty reduction efforts: as head of research for the World Bank, Martin Ravallion undertook 900 household consumption surveys in 125 developing countries, to determine whether growth decreases poverty. He found that a 1% increase in income can cut poverty by 4.3% in more equal countries, compared to only cutting poverty by 0.6% in the most unequal ones.⁸

In the outcomes of the G20 Saint Petersburg Summit in 2013, heads of governments and states recognised that 'too many of our citizens have yet to participate in the economic global recovery that is underway. The G20 must strive not only for strong, sustainable and balanced growth, but also for a more inclusive pattern of growth that will better mobilize the talent of our populations.'⁹ There is a need for economic growth to be distributed more fairly across all levels of society and to work in an inclusive way, building on the strengths of people and places to promote sustainable development.

Inclusive growth can help achieve a fairer distribution of wealth. It encourages more engagement and participation of communities, and a deeper understanding and appreciation of the value of peoples and places, for the mutual reinforcement of economic growth and social welfare.

Inclusive growth responds to the following Sustainable Development Goals of the UN Agenda 2030:¹⁰

SG1 – End poverty in all its forms everywhere:

Poverty is more than the lack of income and resources to ensure a sustainable livelihood. Its manifestations include hunger and malnutrition, limited access to education and other basic services, social discrimination and exclusion, as well as the lack of participation in decision-making. Economic growth must be inclusive to provide sustainable jobs and promote equality.

SG8 – Promote inclusive and sustainable economic growth, employment and decent work for all: Sustainable economic growth will require societies to create the conditions that allow people to have quality jobs that stimulate the economy while not harming the environment. Job opportunities and decent working conditions are also required for the whole working age population.

SG10 – Reduce inequality within and among countries: There is a growing consensus that economic growth is not sufficient to reduce poverty if it is not inclusive and if it does not involve the three dimensions of sustainable development – economic, social and environmental. To reduce inequality, policies should be universal in principle, paying attention to the needs of disadvantaged and marginalized populations.

SG17 – Revitalize the global partnership for sustainable development: A successful sustainable development agenda requires partnerships between governments, the private sector and civil society. These inclusive partnerships – built upon principles and values, a shared vision, and shared goals that place people and the planet at the centre – are needed at a global, regional, national and local level.

Cultural heritage, both tangible and intangible, can cover many areas, from the built environment through to cultural traditions such as music and language.

The understanding of heritage is dynamic in nature, being constantly interpreted and changed depending on the passage of time, the change of context, and the public's experiences and expectations. Heritage does not belong to any given group, but it is open — it belongs to all those who wish to identify with it.¹¹

In its guidance for the Cultural Protection Fund, the British Council outlines that 'cultural heritage includes many different things from the past that communities value and want to pass on to future generations'. This definition is in line with UNESCO's universal take,¹² seeing cultural heritage as separate from natural heritage and including:

1) Tangible cultural heritage:

- movable cultural heritage (paintings, sculptures, coins, manuscripts)
- immovable cultural heritage (monuments, archaeological sites, and so on)
- underwater cultural heritage (shipwrecks, underwater ruins and cities)

2) Intangible cultural heritage:

- a. oral traditions, performing arts, social practices, rituals, festive events
- b. knowledge and practices concerning nature and the universe
- c. knowledge and skills to produce traditional crafts.

⁶ Organisation for Economic Cooperation and Development. <http://www.oecd.org/>

⁷ Royal Society for the encouragement of Arts, Manufactures and Commerce. <https://www.thersa.org/>

⁸ 'Not always with us'. The Economist article 2013. <https://www.economist.com/news/briefing/21578643-world-has-astonishing-chance-take-billion-people-out-extreme-poverty-2030-not>

⁹ Outcomes of the G20 summit 2013. <http://en.g20russia.ru/>

¹⁰ UN Sustainable Development Goals. <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>

¹¹ Cultural Heritage Counts for Europe. Published on behalf of the CHCE Consortium by the International Cultural Centre, Krakow. 2015. P.35

¹² United Nations Education, Scientific and Cultural Organization. <https://en.unesco.org/themes/protecting-our-heritage-and-fostering-creativity>

There is both a social and economic development side to cultural heritage, as it can be seen to contribute to both.

At a recent conference on archaeology and soft power, organised by DCMS and heritage experts, it was stated that 'Cultural heritage is directly linked to economic development – for example, cultural industries and tourism, traditional livelihoods, micro-enterprises and the development of cultural infrastructure and institutions. Culture can be a force for social cohesion, and traditional systems of food production and environmental management are fundamental to sustainability, considering how socio-economic and environmental benefits can be optimised by integrating culture into development.'¹³

The UK's White Paper on Culture outlines the fact that 'Culture brings huge benefits by providing better quality of life and wellbeing within local communities. We want communities to consider how culture could be central to their plans for wellbeing, for regeneration and for economic growth'.¹⁴ Culture's intrinsic value, as well as its impact on individuals and communities, is recognised as a way for the sector to contribute to wider social and economic aspects.

Heritage, if properly managed, can be instrumental in enhancing social inclusion, developing intercultural dialogue and shaping the identity of a territory

Cultural heritage for inclusive growth seeks to pioneer ways of creating inclusive and sustainable growth, enabling local communities to benefit from this growth, and to actively participate in the sharing and protection of their heritage.

Cultural heritage and inclusive growth reinforce each other through this shared concept. It does not focus on social inclusion and assume the element of growth, nor does it target economic development and assume that this growth will have widespread benefits. Instead it promotes both cultural heritage and inclusive growth across society.

According to a number of studies on the social and economic value of cultural heritage, 'Heritage, if properly managed, can be instrumental in enhancing social inclusion, developing intercultural dialogue, shaping the identity of a territory, improving the quality of the environment, providing social cohesion, and – on the economic side – stimulating tourism development, creating jobs and enhancing the investment climate. In other words, investment in heritage can generate return in a form of social benefits and economic growth'.¹⁵ The two notions of cultural heritage and inclusive growth are well married, and lend themselves to social and economic development if investment is used in the right way.

'Sociologist Pierre Bourdieu's concept of cultural capital (1986) describes the skills and knowledge that people accumulate within the course of their lives and how these skills can be employed culturally in a way that resembles the use of economic capital. Being able to connect oneself to the past, and to the collective past of others via the recollection of or recreation of specific memories and histories, is a form of cultural capital that relates to heritage'.¹⁶



An Afghan woman from the Turquoise Mountain Institute, that preserves historic areas and communities and revives traditional crafts to create jobs, skills and a renewed sense of pride in Afghanistan (supported by the Cultural Protection Fund).
© Turquoise Mountain Trust.

¹³ Archaeology and UK Soft Power. Doug's Archaeology. <https://dougarchaeology.wordpress.com/2017/06/07/archaeology-and-uk-soft-power/>

¹⁴ UK Culture White Paper. Presented to Parliament by the Secretary of State for Culture, Media & Sport by Command of Her Majesty. 2016. https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/510798/DCMS_The_Culture_White_Paper__3_.pdf

¹⁵ The Social and Economic Value of Cultural Heritage: literature review by European Expert Network on Culture. Cornelia Dümcke and Mikhail Gnedovsky. 2013

¹⁶ Harrison, Rodney. Heritage as social action. West, Susie. (ed.) (2010) Understanding Global Heritage, Heritage in Practice pp. 240-277

International Case Study: Sustainable Preservation Initiative (SPI)

SPI is an international organisation that seeks to promote community-led development through the protection and promotion of heritage. In places where heritage is at risk of looting and is not being valued by local communities, SPI provides training opportunities for local people (particularly excluded groups such as women) to enable them to develop artisan-based enterprises for self-sustainability and business viability for the community. This local engagement has led to a sense of community care for their heritage and local economic growth for sustainable development.

European Case Study: 2018 European Year of Cultural Heritage

2018 has been designated European Year of Cultural Heritage by the European Union.¹⁷ It aims to encourage people to explore Europe's rich and diverse cultural heritage; to celebrate, understand and protect its unique value; and to reflect on the place that cultural heritage occupies in people's lives. By highlighting cultural heritage in 2018, the EU emphasises how cultural heritage builds stronger societies, creates jobs and prosperity, and is important for cultural relations, and looks at what can be done to protect it. Where the focus of the year is on European heritage, this understanding and appreciation of cultural heritage, and how to engage society, can be adopted in other contexts in a more mutual and inclusive way.

UK Case Study: Heritage Lottery Fund (HLF)

HLF has been an important force in developing and promoting an inclusive approach. 'Our heritage should be protected for the future, and we believe that everyone should have the chance to explore and look after it.' HLF seeks to protect heritage because of its intrinsic value as something that shapes our lives and will shape the lives of future generations. Furthermore, it makes very clear statements about the value of culture for inclusion and for growth. 'Understanding, valuing and sharing our heritage brings people together, inspires pride in communities and boosts investment in local economies'. The UK sector regards the HLF approach as an asset as it puts people at the forefront and encourages a democratisation of heritage.

Cultural heritage for inclusive growth requires an approach that is based on certain principles and ways of working, as outlined below:

Inclusive

Individuals and communities are included in their heritage, and the value it brings them economically, socially and environmentally. By learning and understanding more about their heritage, people are able to value and appreciate it more, increasing their human capital, and contributing to greater social and economic benefit.

Participatory

Looking to those closest to their heritage (whether geographically, historically, culturally or professionally) to play an active role in the inclusive growth of their environment. With more access, skills and opportunities, local communities participate in the planning, management and protection of their heritage, to increase inclusive and sustainable opportunities for economic growth.

Sustainable

A bottom-up rather than top-down ethos aims to benefit people more directly, by strengthening relationships within communities to foster local ownership, social accountability and shared responsibility, as well as investment in the local economy for more inclusive and sustainable growth.

Building capacity

Developing the skills and networks of the heritage sector and relevant policymakers, to support the engagement of communities and ensure inclusive growth.

Developing policy

Supporting the above approaches to ensure long-term inclusive growth. By increasing the recognition of the wider potential of heritage, and understanding the needs of communities, this will lead to more favourable and informed policies that benefit communities.

Far-reaching

In order to positively impact every level of society, any action should facilitate access to heritage for disengaged communities in both urban and rural settings, which will result in increased exchange and dialogue, allowing for a greater appreciation of cultural diversity.

Locally-led

Cultural heritage for inclusive growth should primarily benefit local communities and countries in which the heritage is located. It is vital to first understand the local context, identify the needs of the given community or country and determine the role that heritage can play in addressing these needs. This approach is in line with the requirements of official development assistance.

Mutual

The UK sector can contribute to and benefit from shared learning, exchange and understanding, which builds capacity on both sides and establishes relationships of trust and mutuality.



¹⁷ European Year of Cultural Heritage 2018. <https://europa.eu/cultural-heritage/>

UK Heritage Sector and UK Soft Power

The UK's 'soft power' is created by encouraging and enabling people (especially leaders and influencers) from different cultures, communities and countries to understand, respect, engage and collaborate with people and organisations from the UK. This is usually most effectively achieved by engaging them with some of the UK's most attractive and relevant assets – our education, culture, language and values.

Soft power helps to create a context in which the UK's wider diplomatic goals can succeed by building connections with the UK, and recognition of the value that the UK can bring to other countries looking for connections and ideas to strengthen their own societies and economies. At its heart is a commitment to the forming of lasting relationships with the UK built on mutual benefit and understanding.

International action succeeds best when there is enough understanding of, and respect for, other people's cultures to create the will to collaborate. This approach only works over the long term, as it takes time to build trust and capability, and to create relationships and networks. Deep relationships which take years to build may only deliver their full return for the UK over a 20 to 30 year timespan.

Soft power draws on British expertise and values, and works with the diverse people and institutions in the UK, to help create a stable international system that is most likely to ensure prosperity and security for everyone.

The secondary objective of the Empowerment Fund was to 'enhance the UK's soft power: its ability to attract and influence others through governance, education and/or culture'. Since the launch of the Soft Power Index in 2015,¹⁸ the UK has ranked in the top two countries worldwide, and one of its most recognised soft power strengths is culture. 'The UK's objective soft power assets are the foundation of its continued success. Once again across the Engagement, Culture, Education and Digital sub-indices, Britain ranks highly. State institutions such as the British Council and BBC World Service, (...) provide the global reach and influence to reach and engage global audiences.'¹⁹ The UK Government has set an ambition for the UK to be the world's leading nation for soft power.

As acknowledged in the UK's Culture White Paper, 'the UK is renowned for its extraordinary heritage, attracting millions of people from across the world'.²⁰ According to the study 'Influence and Attraction',²¹ undertaken by think tank DEMOS for the British Council, cultural and historic attractions are the most reported characteristics that make a country internationally attractive. In 2011, Britain ranked fifth out of 50 countries in the Nation Brand Index in terms of being rich in historic buildings and monuments.²² The UK also has 31 UNESCO World Heritage sites, in addition to other key aspects of UK domestic heritage such as arts, cities, history, countryside and landscape.

In the UK, there is a 'people-centred' approach to heritage and a deep-seated understanding of inclusive provision. This approach promotes wider inclusion and diversity, and creates value, which generates growth and prosperity that can be felt by the wider population. Whilst this is a domestic strength, there is an opportunity through cultural heritage for inclusive growth to use the sector's skills, tools and ways of working to foster international connections, and to build capacity abroad for local economic development, sustainable tourism and social inclusion. The UK sector would benefit from more international experience, to further enhance its practice and increase its global standing.

Working between the UK and ODA countries to contribute to these developmental objectives will build new and deeper relationships and connections between the UK and countries overseas, and strengthen the capability of stakeholders and partners in this field. This will in turn lead to positive perceptions of the UK, and an increase in trust and attraction, thus contributing to enhancing the UK's soft power.

Whilst some work is already happening internationally, more could be done to use these approaches to bring benefit to ODA countries as well as to the UK

An example of this can be seen in the museums sector: 'The international work of museums makes a major contribution to the UK's soft power capability and influence overseas. It creates channels of communication, a positive impression of the UK and the conveying of different perspectives which may not be achieved through more conventional forms of diplomacy. The position of UK museums as working at arm's length from government allows them to create mutually beneficial relationships and build trust based on institutions' shared interests.'²³ Whilst some work is already happening internationally, more could be done to use these approaches to bring benefit to ODA countries as well as to the UK.

There have been several studies that link trust to positive economic impact, such as the British Council's Trust Pays Report (2013), the Trust Pays work undertaken by Copenhagen Economics (2012) and a recent study undertaken by Andrew Rose (2016).²⁴ All of these sources tentatively conclude that trust and soft power have economic benefit by increasing business, travel, investment and trade between the UK and the world.

Cultural heritage for inclusive growth can therefore be seen to provide a return on relationships, trust and investment, to contribute to the UK's ability to attract and influence, enhancing UK soft power.

¹⁸ The Soft Power 30 <https://softpower30.com/country/united-kingdom/>

¹⁹ Portland Communications and USC Centre on Public Diplomacy. <http://softpower30.portland-communications.com/>

²⁰ UK Culture White Paper. Presented to Parliament by the Secretary of State for Culture, Media & Sport by Command of Her Majesty. 2016. p.42.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/510798/DCMS_The_Culture_White_Paper__3_.pdf

²¹ 'Influence and Attraction; Culture and the Race for Soft Power in the 21st Century' — British Council 2013.

<https://www.britishcouncil.org/sites/default/files/influence-and-attraction-report.pdf>

²² 'Value and Impact of Cultural Heritage report' — Historic England 2014. <https://historicengland.org.uk/research/heritage-counts/2014-the-value-and-impact-of-heritage/>

²³ Soft power — National Museum Directors' Council.

https://www.nationalmuseums.org.uk/media/documents/publications/museums_matter/mm_soft_power.pdf

²⁴ For more information, see 'Arts, Cultural Relations and Soft Power: Developing an Evidence Base (Interim report) UWS'.

https://www.britishcouncil.org/sites/default/files/arts_cultural_relations_final_report_for_british_council.pdf

Role of the British Council

As the UK's organisation for cultural relations, we have a presence in more than 100 countries and strong connections with the UK sector. The British Council therefore has a role to play in building relationships between the UK and countries overseas, and identifying areas of mutual benefit to support international development and soft power objectives.

Thanks to our presence and the relationships we have fostered with both government and civil society, the British Council can play a role in facilitating action on the ground, convening conversations, and connecting stakeholders and partners. The work of the British Council can lead to developing best practice and shaping policy to promote cultural heritage for inclusive growth. This role will contribute to social and economic development in countries overseas, and strengthen the UK's cultural relations and soft power.

The British Council's core mission is to build trust and mutual understanding between peoples and cultures. As numerous studies show, there is an inter-relationship between cultural relations, cultural diplomacy and soft power. Whilst our primary focus is on cultural relations, some of the medium- and long-term outcomes of this work can improve soft power, with an ultimate goal of building trust, influence and attraction between the UK and countries overseas. These elements can be articulated and framed in this way depending on the audience we engage with, without negatively affecting any existing relationships on the ground or in the UK.

Some of the outcomes of this work can improve soft power, with an ultimate goal of building trust, influence and attraction between the UK and countries overseas

International Research

Methodology

International research was undertaken by the British Council to inform a potential bid into the UK Government's Empowerment Fund under the Emerging Economies strand. Our global network was invited to input into this bid through a two-phased approach. Colleagues carried out research and in some cases stakeholder consultation in the following priority and eligible countries according to Empowerment Fund guidance:

Americas: Brazil, Colombia, Mexico
East Asia: China, Indonesia, Philippines, Vietnam
Middle East North Africa: Egypt
South Asia: Bangladesh, India, Pakistan
Sub-Saharan Africa: Nigeria, Ghana, Kenya, South Africa
Wider Europe: Ukraine

There were two phases to this research:

Phase one

In the first instance, key countries were approached based on their eligibility as Tier 1 or Tier 2 official development assistance (ODA) countries, as identified by the Empowerment Fund. This research consisted of i) identifying the needs on the ground (including a political, social and cultural analysis of the local context); ii) reviewing cultural heritage work taking place at a local level; iii) mapping key stakeholders, their activity, existing networks and connections, and iv) outlining the added value of the UK sector, in terms of skills, expertise and interest. These findings informed an initial theory of change and the development of phase two of the research.

Phase two

This focused on defining the opportunities, articulating the types of interventions, and refining the hoped for short, medium and long-term outcomes. This exercise also explored assumptions surrounding the local context and potential opportunities in each country, and assessed the evidence of need and type of methodology or approach used, as well as the potential risks and barriers.

This research took place before the present theory and methodology were developed, and was designed to inform a wider approach for the Empowerment Fund bid. Whilst the Empowerment Fund was suspended in July 2017, during phase two of the research, the results have helped to inform the thinking and shape a common narrative around cultural heritage for inclusive growth. They have also contributed to a practical methodology and a logical flow for working in this field, which is outlined in the theory of change.

The findings of the research varied, based on time available to conduct the research, sectoral knowledge, established connections on the ground and the opportunities in each given context. The templates for the phases one and two are provided in the Annex below.

The findings of the research varied, based on time available to conduct the research, sectoral knowledge, established connections on the ground and the opportunities in each given context.



Key Findings

The focus on cultural heritage for inclusive growth was well-received and recognised as relevant for each country. Heritage was generally acknowledged as a positive way of reaching communities and engaging them in inclusive growth. According to the country-based research, the definition of cultural heritage was considered in its widest sense and was perceived to include:

- Built heritage: industrial, significant architecture, world heritage sites, historic cities and property, and ancient and indigenous sites
- Intangible heritage: festivals, exhibitions, showcases, performances, markets, hubs, media, language, traditions, folk art, craft
- Natural heritage: eco-villages, caves, underwater, landscape/scenery, resources (minerals etc.)
- Museums: visual art, archives, cultural objects, libraries

The context in each country varies depending on the political, social, economic and cultural environment, which in turn affects the needs of communities and the opportunities on the ground. In some countries, cultural heritage was not seen to be reaching its full potential due to a lack of appreciation and value of cultural traditions and crafts (e.g. Colombia). In others, it was the built heritage or historical heritage that was seen to be under threat due to external and sometimes political influences (e.g. Egypt, Pakistan and Ukraine). Technology was seen as a main driver for growth in Kenya. Tourism is mentioned as a key sector for most countries, in particular China, Egypt, Kenya, Nigeria, Latin America and Pakistan.

Each country developed potential interventions based on the local context and needs of the communities. In most cases, there was a balance of both social and economic development through cultural heritage for inclusive growth. However, some places focused more on the social impact (e.g. India) and others on the economic (e.g. China). The concept of cultural heritage for inclusive growth needs to incorporate both elements in any intervention, which calls for more baselining, research and evidence to demonstrate social and economic impact at country level.

Some countries opted for a targeted focus based on a geographical area (e.g. Mindanao in the Philippines), on a specific discipline (e.g. film and music archives in Vietnam or festivals in Nigeria and Ghana), or on a certain social group (e.g. indigenous communities in Mexico and Colombia). Brazil, Mexico and Egypt suggested the benefits of the English language for employability and tourism potentially leading to inclusive growth. There was also a universal receptiveness to digital and innovation as a key focus (South Africa suggested an entirely digital project through radio).

Capacity building was seen as a significant need at an individual, institutional and policy level. This was seen to lead to more participation in communities, a stronger heritage sector, and a more informed public sector to enable cultural heritage for inclusive growth.

There was a general sense that in order for real change to take effect, governments and public bodies need to be involved in the process, in order to influence policy which recognises the value of cultural heritage for economic growth that is of benefit to the whole of society

Types of interventions explored

- Contemporisation and innovation
- Digitisation and the use of digital technology
- Community engagement
- Preservation and protection
- Capacity building
- Promotion and outreach
- Policy influence
- Networking and collaboration

Expected outcomes

- Local ownership and sustainability
- Professionalisation of the sector
- Growing the market
- Learning from exchange and best practice
- Network and relationship building with partners and experts
- Internationalisation and cultural relations

Identified added value of UK heritage sector’s skills and expertise

- Heritage for wellbeing
- Digital and technology
- Audience development and community engagement
- Advocacy and outreach
- Skills development and capacity building
- Management, particularly heritage, museums, and festivals
- Tourism
- Urban regeneration and place-making
- Marketing, business, social enterprise and creative economy
- Policy and research

UK Sector Research

Methodology

Feedback from the British Council's last triennial review recommended 'put[ting] in place a culture of greater openness around decision making' and 'pay[ing] greater attention to managing relationships with all major UK cultural relations institutions to ensure these are cooperative rather than competitive'. Following this review, the British Council undertook a consultation on its Arts Strategy, 'Art Connects Us', in 2016. Feedback from partners and stakeholders was that they would like to be brought in to the British Council's planning and programming in the early stages so as to contribute to ideas whilst they are being developed.

The British Council undertook extensive consultation with the UK sector through roadshows, surveys and one-to-one conversations. This involved around 180 UK stakeholders, including museums, libraries, heritage institutions, galleries, cultural venues, education bodies, trusts, funds, arts councils, city councils, cultural organisations, festival organisations, media entities, universities, governmental partners and NGOs. The aim was to ensure that there was a healthy spread of sector stakeholders, meaning that not only large (national) institutions but also smaller, independent and local organisations were consulted.

The original concept was about heritage for tourism but, following these consultations, there was a shift in focus towards cultural heritage for inclusive growth.

Following an initial briefing session in London in partnership with the DCMS, roadshows hosted by the British Council took place in England, Scotland, Wales and Northern Ireland. Stakeholders were informed about the opportunities presented by the Empowerment Fund, and invited to share views, give critique, and offer advice on how best we should develop our thinking and approach. The original concept was about heritage for tourism but, following these consultations, there was a shift in focus towards cultural heritage for inclusive growth.

A workshop hosted by National Museum Directors' Council (NMDC) in London explored ways of working between the UK sector and countries overseas, and the role the British Council could play in brokering and connecting partners. The Heritage Lottery Fund (HLF) co-hosted a discussion on the internationalisation of the UK heritage sector as part of their tailored review process, which also contributed valuable material and ideas.

In order to refine the concept and undertake further research, a further questionnaire – to which 31 UK institutions responded – identified existing networks and countries of interest, amongst other things.

Key Findings

Of the 31 responses to the questionnaire, seven came from traditional heritage organisations, of which six were museums. There was less of a response from the education sector, which only accounted for one of the responses.

Of those surveyed, it emerged that most organisations have existing international partners in East Asia, with 74 of international partners being from this region, particularly China. The Americas came in second, with 61 of overall international partners. UK institutions who responded were not as engaged in MENA (25) or Wider Europe (23). Interest in future engagement was strongest in South Asia, along with East Asia, where China remains a key country of interest.

Wider benefits to the UK sector as a whole (in priority order)

- International dialogue/cross-country community engagement
- Increased partnership working
- Raise UK profile/ reputation of cultural sector expertise
- Economic investment and tourism
- Engagement of UK based diaspora communities
- Increase scale and impact of current sector work
- Learning about alternative models of practice, and innovative ideas
- Greater access to and development of collections
- Access to funding

Benefits to individual UK organisations (in priority order)

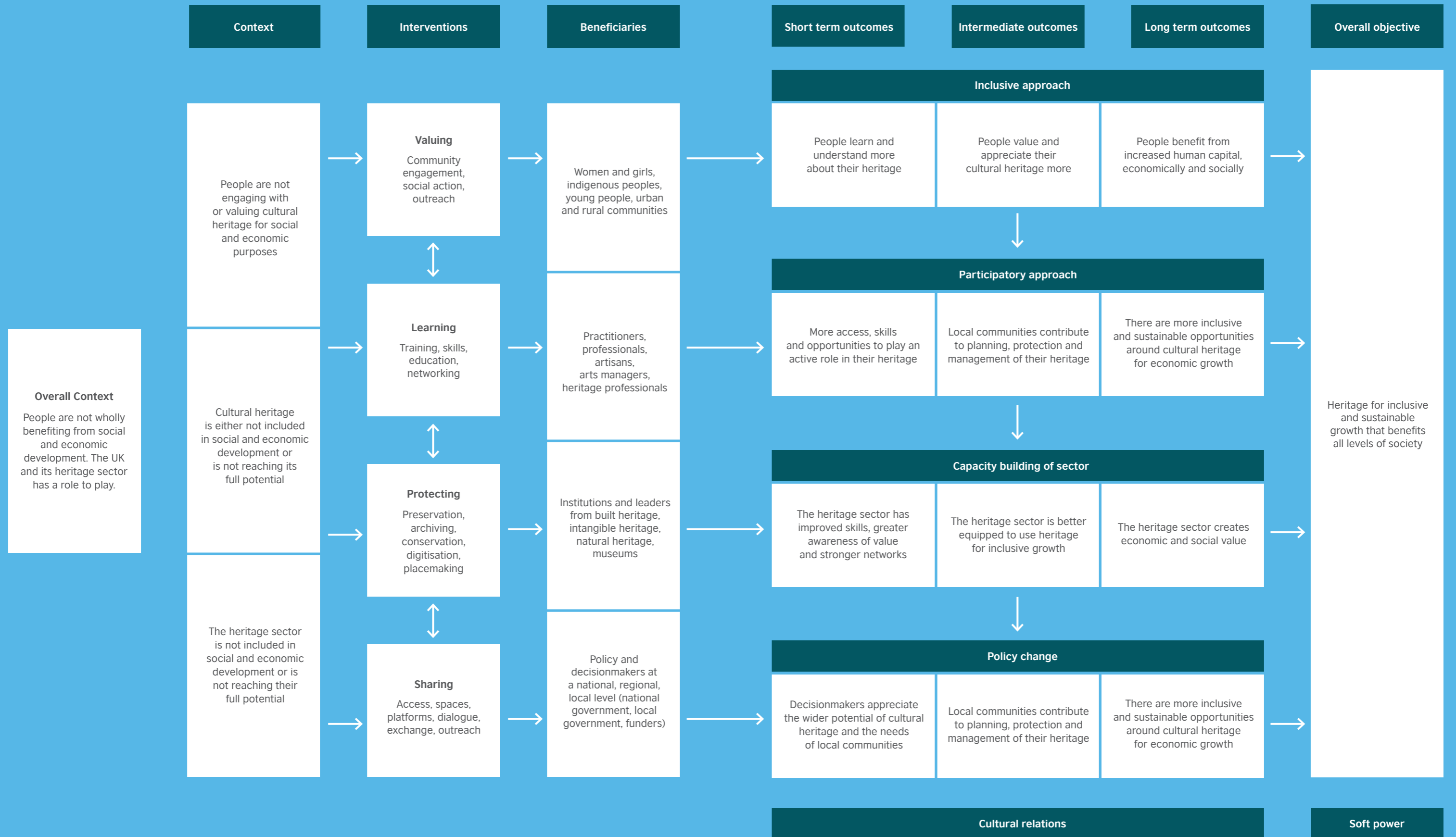
- Enhance partnerships and extend networks
- Knowledge transfer and research improvements
- Increase our impact
- Access to funding
- Career development for staff
- Raising institution's profile

The main barriers and risks to working on heritage in ODA countries (in priority order)

- Lack of capacity/resources (staff)
- Lack of capacity/ resources (funding)
- Logistical challenges (visas, technical issues)
- Impact and legacy (given timeframes)
- Challenges around communication, lack of network support and trust, expertise and local understanding
- Resistance to buy-in or 'political sanction' state and civic censorship
- Social-political fragility, civil unrest, security
- ODA funding (perceptions around accepting/effectively spending/understanding)
- Lack of fairness, equity, and inclusiveness

Theory of Change

The British Council seeks to pioneer ways of creating inclusive and sustainable growth in countries overseas through heritage. It aims to include local communities in the benefits of that growth and in the sharing and protecting of their heritage. This work helps to promote the economic development and welfare of developing countries whilst building trust and understanding with the UK.



Theory of Change

The theory of change (shown on the previous page) serves as a visual representation of cultural heritage for inclusive growth, based on the research carried out to date. It is a tool to test a new model and way of working on a pilot programme, to be developed as a form of action research alongside the activity that takes place.

It outlines the overall context and needs, the types of interventions that can respond to these needs, and the different beneficiaries, stakeholders and audiences. Based on this information, expected outcomes have been assessed in the short, medium, and long-term, which are aligned with the overall objectives of cultural heritage for inclusive growth. This theory of change can be adapted for any future intervention or programme on cultural heritage for inclusive growth.

The overall context is that of rising inequality, the need for inclusive growth to address this, and the positive role that heritage can play in responding to this context. As examined in the international research, cultural heritage for inclusive growth requires different types of interventions, with engagement at different levels of society in order to achieve the outcomes sought in the short-, medium- and long-term.

As outlined in the key findings section of the international research, the key areas of activity relate to four main beneficiaries:

Individuals

Young people, women, ethnic and religious minorities, indigenous people, artisans/craftspeople, general public

Practitioners/professionals

Artisans, arts managers, tourist guides, heritage professionals, entrepreneurs

Institutions

Heritage (museums, sites, archives), tourism (incl. private sector), education (schools, HE, research bodies, skills providers), NGOs/CSOs

Public bodies

Ministries, local authorities/governorates/regions, public institutions

Interventions are varied in nature and have been categorised as:

Valuing

Activities that involve community engagement, social action and policy influence

Learning

Activities that focus on training, skills development, capacity building, networking and educational outreach

Protecting

Working on preservation, conservation, archiving, heritage management and place-making

Sharing

Increasing access, creating spaces and platforms, fostering dialogue and exchange, outreach initiatives

These interventions are interlinked, and support each other to deliver outcomes. Short-term outcomes have been defined based on the results of the international research as a direct consequence of the interventions. The medium and long-term outcomes stem from the impact of the short-term outcome, and lead to the overall objective of cultural heritage for inclusive growth for social and economic development.

The secondary outcomes of this theory of change relate to UK cultural relations and soft power, to provide deeper relationships, stronger influence/attraction and long-term value to the UK.

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International Case Studies

Sustainable Preservation Initiative

Project Name

Pachacamac, promoting community development and site preservation

Location

Central coastal Peru

Dates

2014 — present

Budget amount

\$48,000 (initial direct costs only)

Partners

Sustainable Preservation Initiative, Peruvian government, Pachacamac Site Museum

Beneficiaries

Local community.

Links to read more

SPI

<http://www.sustainablepreservation.org/pachacamac>

SPI methodology

<http://www.sustainablepreservation.org/what-we-do/>

National Geographic (similar project)

<http://voices.nationalgeographic.org/2017/03/08/entrepreneurship-pachacamac-archaeological-site-peru/>

Forbes (similar project)

<https://www.forbes.com/sites/steveforbes/2016/05/23/archaeological-revolution-using-free-markets-to-preserve-the-past/>



The business is profit-making, providing the participants with jobs that pay in excess of Peru's formal minimum wage.

Objectives

- Promotion of community-led development through the creation of local businesses
- Provision of business skills training to ensure businesses are sustainable and independent
- Decrease of site threats (not always looting) by incentivising community care

Activities and outputs

- Creation of a new group from previously conflicted communities, consisting of 23 women and one man
- Construction of workshop and meeting place for the group
- Provision of complete training in business, craft and entrepreneurial skills
- Development of products inspired by local cultural heritage, using a variety of craft techniques, under a new brand.

Methodology

SPI Business School and Capacity Building Program is a curriculum to create community businesses in any location globally.

SPI recommends the development of artisan-based enterprises, as craft products can be sold both locally at and around the site (e.g. to tourists) and in other locations (such as museum stores), increasing the diversity of the market and therefore the viability of the business. Further, craft production is usually time-flexible, can be done in domestic settings and often builds on traditional skills, allowing groups usually excluded from economic opportunity, particularly women, to participate.

The businesses that are created are:

- **Sustainable:** business must be wholly self-supporting and profitable without ongoing external funding after the initial investment and capacity building period.
- **Independent:** businesses need to be independent enterprises run by participants armed with the skills, capacity and knowledge to survive and flourish by themselves.
- **Viable:** either through wages or profit distribution, community members must earn a living wage, not pennies per hour. A key part of this viability is how the nature of the work the business offers fits with the abilities and limits of the project participants.

Outcomes and results

- The business is profit-making, providing the participants with jobs that pay in excess of Peru's formal minimum wage. The business has generated \$40,000 of sales to date and will break even with initial investment in early 2018. The business is independently run and needs no more investment or assistance from SPI.
- The Pachacamac Site Museum no longer needs to call the police to protect the site from local invasion. This previously persistent problem has ceased.
- The business has hugely raised the profile of local women, increased their confidence and brought them access to work for the first time. Women in the business have independently received scholarships for business training and higher education

World Monuments Fund Britain and Petra National Trust

Project Name

The Syrian Stonemasonry Pilot

Location

Mafrq, Northern Jordan

Dates

2017

Budget amount

£536,671

Partners

World Monuments Fund Britain, Petra National Trust, British Council (funder)

Beneficiaries

Syrian refugee community, Jordanian community

Links to read more

British Council

<https://www.britishcouncil.org/arts/culture-development/cultural-protection-fund/projects/syrian-stone-masonry>

WMF website

<https://wmf.org.uk/news/wmf-britain-awarded-grant-to-train-syrian-refugees-in-stone-masonry/>



This project is training a group of Syrian and Jordanian students, principally Syrian refugees, in masonry skills, with a focus on heritage buildings.

Objectives

- Improve the condition of the craft of stonemasonry
- Teach conservation skills and tools to market these effectively
- Promote gender equality in the workforce
- Increase knowledge and understanding of heritage among Syrian and Jordanian youth
- Widen range of Syrian and Jordanian youth engaged with cultural heritage
- Widen range of heritage organisations engaged in helping to support the preservation of Syria's heritage
- Raise awareness of the importance of heritage conservation in Syria, and its positive contribution to society, economy and nation-building

Activities and outputs

This project is training a group of Syrian and Jordanian students, principally Syrian refugees, in masonry skills, with a focus on heritage buildings. This will address a pre-existing skill deficit in the region and, it is hoped, will put the skills in place to repair heritage when peace comes to Syria.

Supported by 10 new roles created in Jordan, the project activities are:

- Establishment of a training hub in the Jordanian city of Mafrq (close to Zaatari) and training of four trainers, who have been selected from amongst experienced masons either from refugee or local Jordanian communities
- Running a vocational, 42-week training course, led by these four trainers and delivered to 30 trainees.

This course focuses on:

- Practical and ornamental stone cutting
- Masonry technology and theory
- Stabilisation of masonry ruins
- Conservation science and practical conservation processes
- Islamic ornament, and the geometry and the history of architecture
- Business of stone working
- A parallel outreach campaign delivers six one-day workshops for primary school aged children and design resources for engagement with heritage as part of the curriculum.

Graduates from the programme will receive a diploma that is accredited by a UK technical partner. This will facilitate the easy entrance of the graduates into the heritage workplace when they are able to return to Syria, or before that in Jordan.

Methodology

This project builds on the WMF Britain's success in delivering stonemasonry training in Zanzibar, Tanzania.

Its model involves introducing Western experts into the local community. These experts in the first instance train a number of trainers, who are individuals with at least some experience in a related trade. These trainers then deliver longer term training to a cohort of locals, with the support of a WMF representative who is on hand locally. After the course has been completed once, the amount of direct WMF intervention can be significantly reduced and the school's operating costs will diminish alongside this, allowing for greater sustainability in the mid-term.

WMF rents a building to hold a training centre local to its target group, in this case the Syrian refugee community in the camp of Zaatari, on the border with Syria. This increases the accessibility of the training to a marginalised community who can have significant barriers to travel.

The training is open to both Syrian and Jordanian trainees in order to avoid inter-community tensions. It is also delivered in partnership with a respected local organisation (Petra National Trust) in order to capitalise on local links that can facilitate greater grass roots awareness.

Outcomes and results

- Increased vitality of heritage in the form of the craft of traditional stonemasonry, with a cohort of new tradition bearers
- Increase in skill set of trainees
- Greater access to the workplace for members of marginalised groups
- Pool of skilled labour available to repair war-damaged heritage buildings in Southern Syria
- Increased cohesion between Syrian refugees and Jordanian hosts.

Trust for African Rock Art

Project Name

Trust for African Rock Art (TARA)

Location

Kenya

Dates

2008 — 2009

Budget amount

\$250,000

Partners

Abasuba Community Peace Museum,
Tourism Trust Fund (EU),

Beneficiaries

Local community, tourists

Links to read more

Research gate

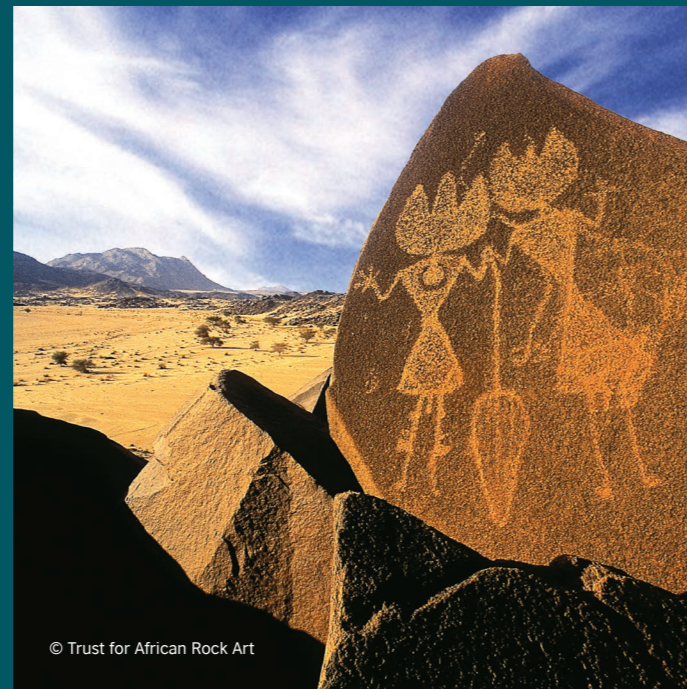
https://www.researchgate.net/publication/278391769_Can_Rock_Art_in_Africa_Reduce_Poverty

TARA publication

http://www.maltwood.uvic.ca/cam/publications/conference_publications/Abasuba.pdf

UNESCO

<http://whc.unesco.org/en/tentativelists/5502/>



Funds collected from tourists to the site of Mawanga have gone on to fund the building of a primary school and the project was used as basis to leverage mobile phone coverage to the island for the first time.

Objectives

- Increase local valorisation of African Rock Art on the island of Mfangano
- Conserve existing rock art on the island
- Reduce the risk that the rock art sites will be damaged or defaced in the future
- Deliver sustainable economic development to the Suba people resident on the island
- Promote tourism to the island and link this to rock art heritage
- Develop basic tourism infrastructure
- Improve community livelihoods.

Activities and outputs

The project activities related to each of the objectives. To create awareness of the existence and importance of the rock art heritage in the district, TARA held community engagers' workshops and produced publicity materials. These workshops deviated from a typical training approach as they constituted a more open forum for community members to share, learn and compare notes in the creation of a common conservation message.

A conservation and management plan was written to achieve the conservation objective, which included an environmental impact assessment and the training of guides.

Marketing and promotion activities included the creation of a brand, and the production of a video, booklets, a website and promotional giveaways such as stickers, hats and t-shirts, as well as the organisation of concerts and exhibitions.

Infrastructural developments were significant, including the adding signage to highlight the storylines which were created to accompany visitors on hikes to the rock art sites. Two boats were purchased – one locally crafted wooden boat and one motor boat. Piers constructed at the museum and at two of the rock art sites improved accessibility.

The largest component of the project was the construction of the new museum and community centre. The idea of putting up two distinct structures was driven by a realisation that these structures would be critical in creating different revenue streams. The idea was that a community centre with a restaurant, kitchen and meeting rooms could generate income to manage activities at the museum/learning centre. Together, these buildings constitute the gateway to the island's cultural heritage, including the rock art.

Methodology

TARA partners with communities and national heritage bodies in the conservation, management and valorisation of rock art sites in Africa. TARA projects promote responsible rock art tourism that ensures the improvement of local livelihoods by embracing a broad scope of development (social, economic, environmental and cultural). Projects delivered by the organisation are grounded in four areas:

- management by objectives
- real community involvement
- capacity building and empowerment
- equity and impact assessments.

TARA believes that target communities typically have a clear idea of what their needs are and how they feel these should be addressed, and that these ideas should be at the forefront during the implementation of projects.

Outcomes and results

- Employment for local people (including beyond the lifetime of the grant)
- Construction of a museum and community centre
- Change in perceptions towards rock art, which on other islands around Lake Victoria is habitually defaced or quarried
- Increased tourism profile of the island
- Improved transport links for local inhabitants
- Funds collected from tourists to the site of Mawanga have gone on to fund the building of a primary school
- The project was used as basis to leverage mobile phone coverage to the island for the first time

UK Case Studies

There are a number of UK organisations and projects that have developed strong methodology, gathered data or provided evidence of using an inclusive approach to economic growth. We have outlined a few case studies from different types of organisations.

Heritage Lottery Fund

Heritage Lottery Fund (HLF), a non-departmental public body accountable to Parliament via the DCMS, is a main heritage funder in the UK. Since its foundation in 1994, HLF has awarded £7.7billion from the heritage share of National Lottery funding to over 42,000 projects across the UK, many of which demonstrate how heritage in its broadest sense can contribute to inclusive growth. HLF seeks to protect heritage because of its intrinsic value, as something that shapes our lives and will shape the lives of future generations. Furthermore, it makes very clear statements about the value of culture for inclusion and for growth.

HLF has shifted the idea of the value and importance of heritage away from being something that is exclusively determined by experts on behalf of society, to one that recognises the importance of widespread participation in identifying and caring for what is valued collectively. The work of HLF has broadened the social base for the enjoyment of heritage so that there is now an acknowledged diversity of contributions to the national story.²⁵

It is evident that this approach boosts not just regional but also local economies – ensuring that growth is experienced and shared more widely. Every £1 million of HLF funding leads to an increase in tourism revenues for regional economies of £4.2million over 10 years. Two years after their completion, attractions have brought extra revenue into the regional economy equivalent to their HLF grant. Although only extra spending by international visitors can be counted as boosting the UK economy, these local and regional impacts have helped places to diversify and develop more resilient economies – especially those that are located in the most deprived parts of the UK.

This benefit extends also to the number of jobs supported by HLF funding – both newly created and those existing posts that are more secure as a result of investment. Research in 2010 established that 62 case-study projects had supported more than 6,000 jobs. At that time, HLF had invested a total of more than £1.8billion in projects, and so, on the basis of the research findings, it was estimated that these projects have sustained more than 32,000 jobs in the sector.

Historic England

Historic England is the UK government's advisor on international conventions, regulations and directives, which have an effect on the historic environment. The organisation regularly carries out research which demonstrates how heritage makes a significant contribution to the UK economy, its key role in broader economic activity in the UK, and the contribution it can make towards sustainable and inclusive growth.

Historic England measures the impact of the historic environment through researching four key areas:

- Economic value of heritage – the impact of tourism, regeneration, investment and wider economic value of the historic environment.
- How heritage supports communities – how heritage can increase pride in local communities, strengthen social bonds, create a sense of place and improve the quality of an area.
- Heritage and the individual – the impact of heritage on wellbeing, the benefits of visiting and volunteering, and the role of heritage in education and life-long learning.
- Understanding the sector – evaluating the current condition of the sector, looking at the status of workforce, skills and visitor numbers alongside ways to enhance contemporary methodologies and techniques.

For further reading, please see:

Constructive Conservation (2013).²⁶

Heritage Works (2017).²⁷

*Heritage Counts*²⁸ series, including 2010 edition on the economic impact of the historic environment.²⁹

RSA — Heritage Index

The Heritage Index,³⁰ launched by the RSA in collaboration with the Heritage Lottery Fund, is an online tool which reveals which areas in Great Britain could be making better use of their heritage assets in order to drive local identity, improve residents' well-being and increase levels of tourism. It was established to encourage local and civic leaders to explore using heritage to strengthen local identity – something that research demonstrates is linked to well-being. The associated Heritage Ambassadors programme is targeted at those individuals in the local community who want to use the RSA's research and tools to inspire change.

The RSA aspires to work with Fellows and organisations in other countries, to exchange and learn from insights, practises and approaches. Similarly to Historic England's extensive research, the RSA Heritage Index provides an opportunity to share with the international community ways of measuring the local impact of heritage in addition to techniques to engage a wider audience with these benefits.

For further reading, please see: *Networked Heritage*

The Heritage Index is an online tool which reveals which areas in Great Britain could be making better use of their heritage assets in order to drive local identity, improve residents' well-being and increase levels of tourism

The Museums Association — Museums Change Lives

The Museum Association (MA) is a professional membership organisation for museum, gallery and heritage professionals, organisations and companies in the United Kingdom and internationally. In the 1990s, it championed the role of museums in learning and stressed the importance of access for all. In the 2000s, it led a movement to get collections better used and better understood.

Museums Change Lives campaigns for museums to develop their role as socially purposeful organisations. It demonstrates and advocates for the impact of museums in three areas: wellbeing, better places, and ideas and people. The campaign has been instrumental in helping the museum sector not only to recognise the inclusive approach they are already using but also to provide them with advice to improve, increase and sustain this over the long term.

'Museums can strengthen communities by bringing people together, validating the experiences of particular groups and supporting community organisations. Most museums have more potential to become truly of their communities.'³¹

Members are working with their communities, and delivering positive social impact through active public participation, engaging with diverse communities, and sharing collections and knowledge in ways that are transforming lives.

'The best museums are now striving to realise their full potential for society, and are far more than just buildings and collections. They have two-way relationships with communities, drawing on a wide range of skills, knowledge, experience and networks. They are becoming increasingly outward looking, building more relationships with partners. They are welcoming more people as active participants, reflecting a desire for enriched and healthier lives, more resilient communities and a more just society.'³²

For further reading, please see: *Museums 2020*

²⁵ Challenge and Change: HLF and Cultural Value. Demos. 2004. p.5. https://www.hlf.org.uk/sites/default/files/media/research/challengeandchange_culturalvalue.pdf

²⁶ Constructive Conservation: Sustainable Growth for Historic Places.

https://content.historicengland.org.uk/images-books/publications/constructive-conservation-sustainable-growth-historic-places/Acc_ConConservation.pdf/

²⁷ Heritage Works: A toolkit for best practice in heritage regeneration. <https://www.bpf.org.uk/sites/default/files/resources/Heritage-Works-14July2017-for-web.pdf>

²⁸ Heritage Counts <https://historicengland.org.uk/research/heritage-counts/>

²⁹ Economic Impact of the Historic Environment. <https://historicengland.org.uk/research/heritage-counts/2010-economic-impact/>

³⁰ The Heritage Index. <https://www.thersa.org/action-and-research/rsa-projects/public-services-and-communities-folder/heritage-and-place>

³¹ Museums 2020. <http://www.museumsassociation.org/download?id=806530>

³² Museums Change Lives (2013), Museums Association. <http://www.museumsassociation.org/download?id=1001738>

Conclusion

Based on the findings of this report, cultural heritage, in its widest sense (as a sector, physical space and intangible practice), can be found to contribute to growth that is inclusive and sustainable, if approached in a people-centred way. This approach can particularly benefit emerging economies, which otherwise risk excluding individuals and communities from society and the economy. Through new and innovative ways of encouraging people to engage with, share and manage their cultural heritage, quality of life can be improved, value can be created for communities, and economic growth can be more fairly distributed across society.

The UK's people-centred approach in the heritage sector has a lot to offer – as well as learn from – overseas countries, communities and cultures. Working between the UK and ODA countries on cultural heritage for inclusive growth will both strengthen the UK heritage sector, and build meaningful and long-lasting connections between the UK and overseas countries, contributing to the UK's soft power aims.

This research is pioneering both for international development and UK soft power, as it explores inclusive growth as an emerging field, and the way heritage can make a difference to society and the economy. It is the British Council's intention to pilot this approach and way of working in different countries and contexts, working across cultures, histories and borders to bring people together through cultural relations between the UK and overseas countries.



Annex I International Research Questions

Research phase one – identification

Relevance to the Emerging Economies strand of the Empowerment Fund

Under 'Building prosperity in emerging economies', the primary objective of this bid is to promote economic development and welfare through cultural heritage for inclusive growth. The secondary objective is to enhance the UK's soft power, its ability to attract and influence others through cultural heritage for inclusive growth.

Q1 — What do you see as the needs and opportunities on the ground to contribute to:

Primary objective: economic development and welfare through cultural heritage for inclusive growth (200 words)

Secondary objective: enhance the UK's soft power, its ability to attract and influence others through cultural heritage for inclusive growth (200 words)

Q2 — Which intermediate outcomes do you feel resonate the MOST and which the LEAST with the situation on the ground?

Intermediate Outcome	Most	Least
Reduced conflict and instability		
Increased resilience to disinformation		
Improved democratic institutions		
Increased dialogue and mutual understanding		
Increased prosperity		
Increasing influence and shared values		
Stronger rules based international system and institutions		

Q3 — Where is the evidence of the need to address the development challenge identified? Are you aware of any research material that provides evidence of impact in this area? (provide links, figures, articles where possible)

Q4 — Does this Round 2 Emerging Economies bid potentially overlap with any existing Empowerment Fund business cases, if so how?

Country Context – PEA Analysis and Sector Analysis

Q5 — Please give a general overview of the political, economic, social and cultural factors in your country/region that are relevant to this bid — 800 words total:

Politics – policy areas / structures and institutions / main influencers	
Economy – employment, trade, job market etc.	
Social – demographics, gender balance, inclusion, minorities	
Cultural – tangible and intangible heritage sectors, customs/ traditions, religious factors	

Q6 — What is happening on the ground in the field of cultural heritage, and who are the main actors (UK actors, international and/or local partners)? What impact is it having on the ground, what is the reach and scale?

Who? British Council, local org, uk org?	What? Title, objective	How? (Activity/input/output)	Why? So what? (Impact/outcome)	Where? (Location – rural/urban)	Scale (estimate in £)

Q7 — What are the gaps and/or barriers in the field of cultural heritage for inclusive growth?

Key stakeholders and potential partners mapping

Q8 — Who are the main actors / influencers / stakeholders in the field of cultural heritage for inclusive growth (including tourism)?

Donors/funders (e.g. DFID, FCO, UN bodies, EU delegations, trusts and foundations, banks, others)	
International partners (e.g. INGOs, UK orgs, multilaterals, EU delivery partners)	
Local partners (NGOs, CSOs, museums, education bodies, arts organisations, practitioners, tourist centres/companies etc.)	
Government (e.g. relevant ministries, local authorities, affiliated tourist bodies)	
Private Sector (tourism companies, hotel industry, SMEs, advertising, marketing, business, banks, individuals etc.)	

UK added value

We plan to partner with the UK sector, and have undertaken roadshows with key stakeholders in this field in Cardiff, Manchester and Edinburgh.

Q9 — Please outline in what way you see the UK adding value, skills, expertise?

Q10 — Which UK partners do you think would be most relevant to contribute to this opportunity?

Research phase two - evolution from problem to solution

Introduction

Thank you for the research submitted so far in Step 1 of the Cultural Heritage for Inclusive Growth bid. We have consolidated the responses per region and country, which have been shared with the regional coordinators as well as the core team for this bid.

Based on the responses received, we have identified 3 core E Fund outcomes that this programme works towards:

- Increased Prosperity
- Increased dialogue and shared understanding
- Increased influence and shared values

Having performed the regional research and consultations with the UK sector, we have used the findings to draft a Theory of Change that maps out: i) UK added value; ii) types of target groups; iii) types of activity; iv) long-term outcomes and v) key objectives.

To help prepare the concept note, in this next phase of research, we aim to:

- 1) contextualise the theory of change and map potential pathways to achieve the primary and secondary objectives of the E Fund and 3 main outcomes outlined above. This exercise will also look at some of the assumptions underlying these pathways and assess the evidence of need, methodology, approach to establish a rationale for the outcomes and pathways chosen. This will provide the narrative to support the visual representation of the Theory of Change, which will feed into the concept note.
- 2) analyse the strengths and weaknesses of the British Council to pursue and deliver this programme so that we can build on the work that we do and relationships we have as well as address any gaps or barriers early on. Based on the country-based research, we will also look at opportunities and threats that would have an impact on the programme, whether positive or negative.
- 3) create a risk register, logging potential unforeseen events, where they may originate, how they may impact the programme and when, measuring the level of risk and looking at how to mitigate them from an early stage.

Once we have a Theory of Change and narrative to support it, we will look at planning Monitoring and Evaluation to determine baseline, evidence, and how to achieve the outcomes and contribute to the objectives of the Empowerment Fund. We plan to run a workshop on both Theory of Change and evaluation plans in the coming weeks (tbd).

As part of this next stage of the research, we would be grateful if you could complete the following actions per country

Consultations

We recommend that this research phase be complemented and informed by conversations with the key stakeholders outlined in your country reports (local and international). This will test some of the assumptions made, provide further information on opportunities / needs / barriers / gaps from their perspective, and explore potential partnerships.

Please keep track of who you have consulted, when, and the outcomes / any findings (see suggested stakeholder list)

Before you consult with any UK stakeholders, please liaise with UK-based British Council colleagues as they are holding targeted consultations across the UK and growing the list of contacts for this opportunity. All consultation should therefore be made through them.

We advise you to keep conversations open without making any commitments at this stage to manage expectations of partners and British Council's role, until funding is confirmed.

Theory of Change

1) To help shape the narrative of the concept note, please answer the following questions:

- Why this action is important in your context, identifying the problem and needs on the ground
- How do you plan to address the 3 core outcomes (methodology – the how and why heritage; and activities – the what and with whom)
- What are the key assumptions (practical and theoretical), barriers (political, capacity, skills, partners, timeframe, budget etc.) and evidence to support the need and the approach.
- Who are the main target groups (direct) and final beneficiaries (indirect or end) and why have they been selected
- What do you see as the outcomes in the short term (learning outcomes), medium term (action outcomes), and long term (legacy outcomes) in line with the 3 core outcomes. NB these are not outputs but the expected changes.

2) Please complete the **Theory of Change** diagram for your country/region (see attached)

Digitisation: one of the key points coming out of the research was the need for digital skills and tools, and the UK sector was seen as a means to connect with this field in a number of ways for

1) capacity building; 2) conservation/archiving; 3) awareness-raising / advocacy; 4) audience development etc.

3) Please outline how you see digitisation playing a role within your intervention and how it can contribute to achieving the objectives and outcomes.

SWOT Analysis

4) Please analyse the strengths and weaknesses of the British Council (including sectoral knowledge, networks, delivery, capacity, experience) in delivering this Empowerment Fund on Heritage for Inclusive Growth.

Aspects	Strengths	Weaknesses
Sectoral knowledge		
UK networks and connections		
Local networks and connections		
International networks and connections		
Capacity to pursue		
Capacity to deliver		
Experience of managing grants and/or open calls		
M&E expertise and capacity		
Experience of managing large-scale projects incl funding (type, max budget, time period)		
Experience in digital and tech sectors		

5) Please check the summary of your country response for the **Opportunities and Barriers/Threats** identified and add any in track changes.

Risk Register

A project risk is an uncertain future event, whether a positive opportunity or negative threat, which, if it occurs, will have an effect on the achievement of the project objectives.

6) Building on the opportunities and threats in your regional reports, please use the table below to:

- Outline strategic risks (high level) that may affect this bid and their level of threat, according to:
 - What are the events or uncertainties (opportunities and threats) which could affect the achievement of the objectives and targets?
 - What are the events or uncertainties which could affect the development and delivery of the project?
 - The PESTLE analysis (political, economic, social, technical, legal, environmental)
- Determine the source of the risk, the event that poses a risk and its impact
- Determine the likelihood of the risk turning into an issue
- Rate the level of impact of this risk using the ERMF guide (attached)
- Outline mitigation measures of this risk
- Assign a risk owner (in country, region or HQ)

Identified Risk	Source of the risk	What is the risk to the project?	Impact (Minimal; Major; Extreme)	Probability / Likelihood (Rare; Unlikely; Possible; Likely; Almost Certain)	Level of Risk Rating (colour coding based on the ERMF Likelihood and Impact matrix)	Mitigation / controls – to prevent the risk or to reduce the impact	Risk owner
E.G. Changes to geopolitical or security situation threaten project activity and ability to deliver outcomes.							
E.G. Duplication of interventions with existing/ planned activity of partners							
E.G. Reputational risk							
E.G. Financial risk							
E.G. Capacity to deliver, skills to deliver, partners to deliver							

Annex II

UK Research Questions

Empowerment Fund Round 2 sector questions

Please answer the questions as outlined below by 4 July 2017. Your answers will be used to inform the concept note and enable the team to determine strengths and weaknesses within the sector.

Part 1 — Roadshow Outcomes- Conclusions drawn from sector feedback

Part 2 — Regional Research Outcomes- Conclusions drawn from overseas research

Part 3 — Strengths and Weaknesses of the Sector

Organisation name:	
Staff Name:	

The Empowerment Fund aims to promote economic development and welfare, as well as enhance the UK's soft power. Cultural Heritage for Inclusive Growth is a joint DCMS and British Council bid into the Empowerment Fund (E Fund). The Empowerment Fund specifies 7 outcomes to which programmes may contribute. Our international research has helped us single out three of these outcomes towards which this case will aim. These three outcomes are; 1) increased prosperity, 2) increased influence and shared values between the UK and emerging economies, underpinned by 3) increased dialogue and mutual understanding. The programme will take place in ODA countries globally that are considered emerging economies.

Roadshow outcomes — conclusions drawn from sector feedback

Following sector feedback we concluded that the concept of the bid should be expanded to cover 'Heritage for Inclusive Growth' rather than just tourism. Heritage has a variety of interpretations; the definition has been kept fairly broad in order to ensure that there is scope for concept development.

For the purposes of this bid, we are using the OECD definition of inclusive growth as follows:

'Economic growth that creates opportunity for all segments of the population and distributes the dividends of increased prosperity, both in monetary and non-monetary terms, fairly across society. The OECD approach to inclusive growth is multidimensional, going beyond income, and is based on the principle that the proceeds of economic growth must be shared, with benefits incurred by every section of society. The concept expands upon traditional economic growth models to include focus on the equity of health, human capital, environmental quality, social protection, and food security'

The working theory is that heritage is part of human capital, as it is a resource that is an intrinsic part of our identity we all possess and that can be linked to productivity. The notion is that investing in people and their heritage increases individual's productivity, which leads to economic growth, and should be equally shared across all parts of society to contribute to economic development and welfare in ODA countries.

Your interests and areas of expertise have been noted following roadshow feedback and subsequent conversations.

Regional research outcomes — conclusions drawn from overseas research

Regional and country needs have now been identified in the following countries. The final countries that will be part of the bid are yet to be defined based on i) relevance and need, ii) quality of content, iii) capacity to pursue and deliver, iv) local buy in (internal/external), v) interest from UK sector, vi) UK added value.

It is understood that organisations have existing partners and work overseas, therefore it has been noted that due to the short timescale of this Fund (26 months) these relationships and experience should be taken into account when planning delivery.

In order to help us identify priority countries and determine where there are existing partnerships and activity, please indicate the counties you have partners in or have worked in recently, giving brief details (name of organisation, type of activity, location, budget where possible):

Country	Existing partners (Please detail)	Existing work in country (Please detail)	Where would your organisation like to work, for purposes of the bid? (Please specify urban/ rural regions)
Algeria			
Armenia			
Azerbaijan			
Bangladesh			
Brazil			
China			
Colombia			
Egypt			
Georgia			
Ghana			
India Mumbai			
India West Bengal			
Indonesia			
Kenya			
Malaysia			
Mexico			
Morocco			
Nigeria			
Pakistan			
Philippines			
South Africa			
Ukraine			
Vietnam			

Annex III

UK Stakeholders

Below is a list of the main responses received from the UK stakeholder consultation, separated into relevant categories:

Sector Strengths and Weaknesses

Please highlight the strengths and weaknesses of your organisation (If not applicable- leave blank):

Strength or Weakness	Strongly Agree	Agree	Partially agree	Disagree	Strongly disagree
I am part of overseas networks					
I have developed overseas partnerships					
I have knowledge of country context					
I have experience working in international development					
I have experience working in ODA countries					
I have experience in heritage					
I have general international experience					
I have relevant specific skills					
I have experience of working in rural contexts					
I have experience of working in urban contexts					

Should DCMS and British Council be successful in their bid, what do you see as being the most likely benefit to the UK sector of this Fund?

How would your organisation benefit from the Empowerment Fund through this bid?

How can the UK sector add value to this Fund in the field of Heritage for Inclusive Growth?

What do you see as the main barriers and risks to working in ODA countries on heritage?

Please note below anything that you would like to add in light of recent updates:

Museums and Galleries

The National History Museum
 Horniman Museums and Gardens
 Science Museum Group
 International Council of Museums (ICOM)
 Royal Pavilion and Museums Brighton and Hove
 National Museums Liverpool
 Manchester Museums (Including the Whitworth & Manchester Museums and Manchester Art Gallery)
 Tullie House and Art Gallery
 Museums Galleries Scotland and Engage
 The National Association for Gallery Education

Education institutions

University of Nottingham
 The Heritage Consortium (including: University of Hull, Bradford, Huddersfield, Leeds Beckett, Northumbria, Sheffield Hallam and Teeside)

Cultural venues

HOME
 Future Everything
 Glasgow Life
 Southbank Centre
 Scottish Dance Theatre
 Scottish Opera and Birmingham Contemporary Music Group

Libraries

The British Library
 Glasgow Women's Library
 National Library of Scotland

Heritage institutions/specialists

Heritage Alliance
 Historic England
 In Place of War
 Historic House Association
 Sell Wade Consultants
 Institute for the Study of Conflict, Belfast
 ICOMOS - UK

Annex IV

British Council Track Record

Funds

Cultural Protection Fund, £30 Million, in partnership with UK Government Department for Digital, Culture, Media and Sport (2016 — 2020). The Cultural Protection Fund (CPF) aims to help create sustainable opportunities for economic and social development through building capacity to foster, safeguard and promote cultural heritage affected by conflict overseas.

Newton Fund, £735 Million, managed by the UK's Department of Business, Energy and Industrial Strategy (2014-2021). The Newton Fund promotes the economic development and welfare in partnering countries, through science and innovation partnerships, including heritage projects in some cases.

China-UK Connections through Culture, Professional Development grants (2010-ongoing). This programme offers support, information, advice, networking opportunities and development grants to artists and arts organisations in China and the UK. China and the UK both have a rich cultural heritage. Artists and arts organisations in both countries can benefit from the inspiration gained from exchanging ideas and sharing their cultural history.

UK Government Prosperity Fund in China, in partnership with the Foreign and Commonwealth Office (FCO) (2016-2021) Through this Fund, the British Council has been awarded a pilot project on Cultural Heritage Development, supporting cultural heritage for social and economic development in China. The pilot project addresses economic and social pressures facing Chinese cultural heritage, leading to stronger business development skills, a more sustainable sector, and commercial opportunities and collaboration between the UK and China.

Global Programmes

International Museums Academy

This global programme provides continued professional development courses for museum professionals from around the world to increase the growth and sustainability of galleries and museums in their countries.

Active Citizens

Active Citizens is a social leadership training programme that promotes intercultural dialogue and community-led social development. Arts-themed content has been developed and social action projects look at the role of arts for social change.

Projects

Our Shared Cultural Heritage (OSCH) £868,600 Funded by Heritage Lottery Fund 'Kick the Dust' programme (2017 — 2021). The project seeks to explore shared heritage between the UK and South Asia to improve young people's intercultural understanding, create new engagement opportunities for young people and build social cohesion.

Contemporary Take, Beyond Cultural Heritage in partnership with Prince Claus Fund (2017 — 2018).

Based on the belief that both heritage and arts have the potential to create dialogue between communities and foster mutual understanding, and that new media opens up further opportunities for such dialogues to become inclusive and immersive experiences, this grant-giving scheme supports projects in South Asia that engage young people with museums, built heritage, traditions and oral histories through new media and digital.

Bric International Tourism Project funded by the Arts Council England Museum Resilience Fund, in partnership with Visit Britain (2013 — 2014). This project aims at increasing the sustainability of non-national museums outside central London by developing their capacity and raising awareness of the potential for attracting tourists from Brazil, Russia, India and China (BRIC countries).

My Father's House, MENA (2009 — 2010).

A flagship photographic project, the exhibition used architecture as a motif to explore the role and value of cultural heritage in defining cultural identity, aiming to stimulate debate around the role buildings play in shaping a nation's culture.

Prodigy, Bangladesh (2015 — ongoing).

This project stresses the need for social inclusivity and equal participation, promoting the principles of integrity, accountability, transparency, inclusivity at the heart of good governance. It focuses on knowledge development, positive youth and community engagement in rural and urban areas through volunteer activities including youth club activities, theatre performances, internships with local government, community radio programmes and public dialogues.

ILMPOSSIBLE Take a child to school, Pakistan in partnership with the Educate a Child Initiative (2014 — 2017).

This project builds on the Active Citizens model, mobilising and empowering communities to take part in school enrolment drives and supporting schools and parents in identifying and resolving issues around enrolment and retention. This approach creates ownership within communities and helps make education sustainable.

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