



COVID-19 & BEYOND

Challenges and Opportunities
for Cultural Heritage

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NOSTRA



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COVID-19 & BEYOND

Challenges and Opportunities for Cultural Heritage

I. INTRODUCTION

The wide-ranging impacts of the COVID-19 pandemic and the measures to contain it are taking a considerable toll on all aspects of our life and living environment, including on the heritage world.

Since the very outbreak of the pandemic, Europa Nostra has been working to identify specific impacts of the crisis on cultural heritage sites and stakeholders, including by holding virtual conversations with Member and Associate Organisations, as well as through a dedicated meeting of the [European Heritage Alliance](#)^[1], of which Europa Nostra is a founding member and coordinator, on 6 April 2020.

In this context, Europa Nostra launched a **qualitative consultation among Members and Partners** on 26 March 2020. The longer-term objective of this consultation is to use the collected information as a basis for our advocacy work towards the European Union and its Member States, as well as towards regional and local authorities and other international organisations. This advocacy strategy, conducted jointly with our members and partners, aims to ensure that cultural heritage is duly included in Europe's immediate response to the COVID-19 crisis as well as in the long-term recovery plans, including the European Union's recovery instrument 'Next Generation EU'.

The present document analyses and summarises the results of this consultation and makes concrete proposals to support the cultural heritage world in the aftermath of the pandemic, including through existing EU instruments and those proposed within the 'Next Generation EU' recovery plan.

[1] The European Heritage Alliance 3.3 is an informal European sectoral platform composed of 49 European or international networks and organisations active in the wider field of cultural heritage

II. THE CONSULTATION

The consultation focused on obtaining **qualitative and in-depth** information from a **representative sample of Member and Associate Organisations, Individual Members**, as well as winners of the **European Heritage Awards / Europa Nostra Awards** and Members of the **European Heritage Alliance**.

A **thematic questionnaire** (see *Annex 1*) was shared with Europa Nostra's extensive network, focusing on the following topics:

- Impact of the pandemic and the measures to contain it in the **short term**;
- Impact of the pandemic and the measures to contain it in the **long term**;
- **Measures** implemented by heritage organisations to overcome the crisis;
- **Lessons learned** from the crisis;
- **Urgent needs** of the heritage sector to cope with the crisis;
- **Measures needed** at local, national and European level to support heritage organisations during and after the pandemic;
- Possible contribution of the heritage world **to the recovery of Europe's society and economy** in the aftermath of the pandemic.

In total, **35 extensive responses from 20 countries in Europe and beyond were received**[2]. This provided for a variegated and geographically diverse overview (see *Annex 2 for the complete list of respondents*).

The **vast majority of respondents (over 80%) were organisations**, many of which represent at the same time, a conglomerate of organisations. A smaller percentage of respondents were individual heritage professionals or volunteers. Among the respondent organisations, **65% are heritage organisations** (including Non Governmental Organisations and foundations), **26% are public entities** (such as municipalities or National Heritage Institutes), and **8% are Universities**.

[2] Covering the following countries: Albania, Belgium, Croatia, Czech Republic, France, Greece, Germany, Italy, Lithuania, Malta, the Netherlands, Poland, Portugal, Romania, Spain, Switzerland, Turkey, UK and USA

III. FINDINGS: IMPACTS OF THE COVID-19 PANDEMIC ON THE HERITAGE WORLD

The COVID-19 crisis has impacted every dimension of the cultural heritage value chain: from research to conservation and protection, and from outreach to training and education. The observations resulting from this consultation are categorised as follows:

1) Implications for personnel and security of jobs; 2) Implications for security of heritage sites, contents and visitors; 3) Socioeconomic implications; 4) Cultural implications; 5) Financial implications; and 6) Implications to ensure proper communication and keep networks alive.

The following analysis summarizes the main implications in each one of these categories, differentiating immediate implications (impacts observed during the initial COVID-19 outbreak and related lockdown) from medium-to longer term implications (from the easing of restrictions onwards). Recommendations for heritage actors and policy-makers, as well as available EU mechanisms to tackle the different challenges are provided in the next chapter.

1. Implications for personnel and security of jobs

The World Travel & Tourism Council (WTTC) estimated on 10 June that between 14.2 million and 29.5 million tourism jobs in Europe are in jeopardy due to the COVID-19 outbreak, many of which are linked to cultural heritage[3]. A recent publication by the Joint Research Centre of the European Commission[4], estimates that over 7 million cultural and creative jobs in Europe are at risk due to the crisis.

Employment in the cultural and heritage sectors is, in addition, particularly vulnerable due to the prevalence of micro-organisations, NGOs and non-for-profit, self-employed, freelancers, and volunteers. This job flexibility which characterises the cultural sector, often combined with little or no access to social benefits or to standard funding sources, poses an immediate threat to cultural and heritage operators, many of whom had already been struggling before the health emergency.

Immediate implications

- For management positions (such as directors, communication and project managers) in many heritage organisations, it has been possible to continue working remotely even during the lockdown. This was not the case for the staff dealing directly with the public or involved in maintenance and restoration works at heritage sites. Many conservation and restoration professionals had to take unpaid holidays as projects in museums and monuments were suspended and budgets had significantly shrunk.
- A substantial number of museums have put their contracts with freelancers on hold, creating an uncertain situation for free-lancers and temporary workers.

Medium- and longer-term implications

- Both permanent and temporary staff face the risk of losing their jobs or seeing their work-time drastically reduced in the months to come.
- Heritage networks which contribute greatly to the organisation and representation of the sector at national European level, risk to collapse.

[3] <https://wttc.org/News-Article/More-than-197m-Travel-Tourism-jobs-will-be-lost-due-to-prolonged-travel-restrictions>

[4] "European Cultural and Creative Cities in COVID-19 times. Jobs at risk and the policy response" (June, 2020), Joint Research Centre of the European Commission. <https://ec.europa.eu/jrc/en/publication/eur-scientific-and-technical-research-reports/european-cultural-and-creative-cities-covid-19-times>

2. Security of heritage sites, contents and visitors

The COVID-19 pandemic has brought to light the need for risk preparedness in the event of health disasters, in addition to man-made and natural hazards. The Council conclusions on risk management in the area of cultural heritage (May 2020)[5], duly recognise the impact of health crises on the heritage sector, by disrupting, for example, the exchange of knowledge and by suspending the maintenance and restoration works. This document calls for a stronger focus on resilience and risk preparedness as key elements of cultural heritage management, which are undoubtedly among the lessons learnt from the health crisis.

Immediate implications

- During the lockdown, heritage sites around the world closed indefinitely for both visitors and staff. In some cases, staff was still able to work remotely, but this raised serious concerns of ensuring proper security for the sites and their contents. Some heritage sites faced risks of decay (in particular parks, gardens and open spaces which were unattended and where maintenance works were suspended).
- When the public attention is turned to more urgent needs, governments may be tempted to use the opportunity to advance controversial plans relating to iconic heritage sites, in the sense of destroying and replacing them by new constructions. Heritage buildings recently selected for the 7 Most Endangered scheme[6], like the Albanian National Theatre in Tirana, the Oslo Y-Block (Norway) or the Plečnikov Stadion in Ljubljana (Slovenia) come to mind, but others might follow.
- The crisis is also hindering post-disaster reconstruction. For example, following the devastating earthquake in Zagreb, Croatia on the morning of 22 March 2020, cross-border mobility of experts was impossible due to the travel bans.
- As restrictions are being lifted, heritage sites might need to open with longer daily hours to spread visitors, distribute visitors by reservation, obtain help from volunteers and equip visitors with protective tools. These considerations should be taken into account in the daily management of heritage sites and institutions.

Medium- and longer-term implications

- In the medium term, security and hygiene will be a key concern for heritage operators and visitors. In the long term, it will be necessary to review the safety rules regarding access of the public to heritage sites. New routes should be created by giving different entrances to museum structures, while emergency exits, access stairs and other spaces need to be in line with new rules of social distancing in public areas.

[5] 8208/20, Council conclusions on risk management in the area of cultural heritage (May, 2020). <https://www.consilium.europa.eu/media/44116/st08208-en20.pdf>

[6] <http://7mostendangered.eu/about/>

3. Socioeconomic implications

In addition to posing an important threat to public health, the COVID-19 pandemic is also posing serious social challenges, with a latent risk of broadening social inequalities among individuals and countries. While the health crisis affects everyone, it has been particularly detrimental to the most vulnerable members of society.

Isolation has also a negative impact on the well-being and mental health of people, which at the same time shows the importance of the interaction among people and with places of significance, where cultural heritage plays a key social role. The COVID-19 crisis highlighted how the size of the space and interposition between people determine deep changes in the personal, social and economic spheres, and therefore in lifestyle.

Immediate implications

- The crisis led to an important loss of human and social capital in the heritage sector, as volunteers - who are numerous in the field – had to stop their activities.
- In rural areas where cultural participation relies mostly on physical attendance, outreach programmes were suspended and social links have significantly weakened. The quarantine also prevented the direct relationship with the territory, isolating in particular the most distant locations that are far away from communication and information exchange circuits.
- With travel bans, international knowledge exchange and networking also slowed down.

Medium- and longer-term implications

- If not properly addressed through pertinent policies, the social crisis created by the COVID-19 pandemic may increase inequality and exclusion in cultural and education both in the medium and long term.
- Cultural events will be particularly necessary for the mental and social recovery of people after the pandemic. The benefit of positive, interactive and exciting events following a period of isolation will be extremely important.

4. Cultural implications

As cultural and heritage ecosystems rely on audiences, visitors and participation, these sectors are being heavily affected by the emergency measures to contain the pandemic. On the other hand, the COVID-19 crisis has made clear how necessary culture and cultural heritage are to people and communities across Europe. At a moment where hundreds of millions of Europeans remained physically apart, cultural heritage appeared, more than ever, as a crucial instrument to bring people together.

Immediate implications

- The COVID-19 crisis had the advantage to foster the digital transformation of the heritage sector, but it also serves to highlight and even contribute to existing and significant inequalities. Only the largest museums and heritage organisations have the capacity to share their collections and materials online, while smaller organisations are missing out on digital opportunities.
- The digitalisation gap between smaller and bigger heritage organisations can lead to a worrying lack of diversity in cultural and heritage content (for example, crafts museums tend to be smaller and have less budget for digital tools). Many heritage actors in rural areas did not have the necessary digital skills to stay active during the lockdown, which led to an important void in cultural offer.
- Lending and borrowing artworks among museums was totally suspended due to the closing of international borders. This was translated into a decrease in international and European exhibitions.
- Another important implication relates to intangible heritage. The festivals and ceremonies related to spring, for example, whose cultural value is guaranteed by their cyclical renewal, have been suspended. The impossibility for communities to gather in rites and celebrations, including religious ones, that traditionally favour intergenerational exchange, exchange between local and foreign communities, with the consequent sharing and transmission of knowledge and values, was particularly detrimental.

Medium- and longer-term implications

- The impact of the crisis differs greatly from one country to the other (e.g. heritage actors receive different levels of support by National Ministries), with a risk of widening the existent gap between cultural ecosystems in EU countries.
- An important part of the annual budgets of heritage and cultural institutions is retrieved from selling tickets. This economic loss will probably be evident in a scarcity of cultural activities in the year to come.

5. Financial Implications

The pandemic has led to a general economic difficulty, with the European Commission recognising that, overall, the EU economy is expected to shrink by more than 7% in 2020.

For the cultural and heritage sector in particular, according to the International Council of Museums (ICOM), in Italy the cultural sector is expected to lose EUR 3 billion in the semester from April to October; in Spain, it was estimated up to EUR 980 million just in April. There continues to be uncertainty around the holding of large international events which contribute considerably to the economy. For example, the city of Edinburgh, and indeed the whole of Scotland, will face a significant financial loss through the cancellation of the annual Fringe Festival, the world's biggest art festival that contributes around £1 billion to the Scottish economy through direct spending, employment provision and additional spending within the city of Edinburgh. Smaller, more local festivals and events that are important to local destinations have also been cancelled.

The Commission's Communication 'Europe's moment: Repair and Prepare for the Next Generation' recognises that the economic impact of the COVID crisis will affect most those activities relying on crowded workplaces. Moreover, the Commission estimates show that tourism, the social economy and the creative and cultural ecosystems could see a more than 70% drop in turnover in the second quarter of 2020.

Immediate implications

- Public events and activities that generate revenues and for which investments were already committed were cancelled. Revenues for hotels, restaurants and gift shops were suspended for months (and some reduced drastically after the summer). Smaller associations are struggling to survive and fear bankruptcy. For museums and sites that are heavily reliant on visitor revenues, spring and summer openings were largely postponed, which tend to be the most visited periods of the year.
- Sponsors are withdrawing their funds and offering them to other causes (social, medical and economic).
- Heritage actors are and will be impacted differently by the crisis according to their ownership and type of business models (e.g. private owners, public organisations, enterprises and non-for-profit). Heritage organisations funded by philanthropy and through tourism income are being particularly affected, while state-funded actors still continue to receive government subsidies. While a mixed business model, diversified income sources and multifunctionality of sites were considered a strength so far, this has become a liability during the current crisis.
- Economic damage is proving to be extremely serious, as tourism, the third economic sector in the EU, is and will continue to be severely hit.
- The economic survival of (typically small) EU-funded heritage actors might be at risk also due to administrative inflexibilities of EU funding mechanisms, defined for "normal operating conditions". Project delays or alterations induced by the pandemic also trigger cash flow problems for actors benefiting from EU funds.

Medium- and longer-term implications

- The long-term financial sustainability of many heritage organisations is threatened.
- The coming years will undoubtedly see budgetary cuts in the public sector. Public funding for culture and heritage might dry-up with other urgent social needs attracting the funds.
- After long time efforts to raise decision-makers' awareness on the importance of cultural heritage for society and the economy, the shift of priorities to health and jobs might lower once again the sector's perception as one of secondary importance.

6. Ensuring proper communication and keeping networks alive

Notwithstanding the worrying effects of the pandemic and the general uncertainty about the future, a large number of heritage stakeholders have tried to turn challenges into opportunities. Many museums and cultural organisations have seized this occasion to re-engage with their audiences and reach out to new ones through creative and innovative digital solutions – such as free online content, social media challenges, online concerts or webinars.

Amid the crisis, the heritage world is seizing the opportunity to co-create solutions, derive learning benefits and re-invent itself. Professionals are also sharing knowledge and heritage content digitally and cultivating virtual links among each other and with their audiences. Today, heritage organisations and professionals are learning and adapting, in a rather quick pace, to live, work, learn and communicate in a different way.

Immediate implications

- Heritage operators cannot plan for the future and are generally waiting for updates and/or regulations by Governments, which in function of the yet unknown reality, tend to change often. Because of this unclear situation, it is difficult to communicate future plans to staff, volunteers and the audiences.
- Many organisations and sites were not sufficiently prepared to work remotely (e.g. lack of full access to files, or lack of experience in facilitating home-office in the past, etc).
- Faced with the closing of their physical sites, museums and heritage institutions are turning to digital offers such as virtual exhibitions and tours. Many heritage actors have re-organised the responsibilities of their staff to ensure the development of online activities. This requires capacity building as many staff are taking on responsibilities for which they have not been trained, but it has also created an immense playground for testing new methods and developing on-line tools.

Medium to longer term implications

- It is very likely that the use of digital tools will have a lasting effect in the way museums and heritage sites work and engage with their audiences in the future and skill their staff, also after the pandemic.
- Many heritage organisations are exploring how to mainstream the effects of teleworking into their future work, also under normal conditions. This will have a lasting effect after the pandemic, also as a much-needed contribution to climate action (e.g. more video-conferences instead of physical meetings, less printing, travelling only when strictly necessary, etc).

IV. ADVOCACY EFFORTS AND POLICY RECOMMENDATIONS

Since the very start of the pandemic, the wider world of culture and cultural heritage has mobilised swiftly and in many different ways to understand and mitigate the effects of the crisis, including by gathering and analysing data as well as by issuing statements and appeals directed at leaders at all levels of governance. *A comprehensive mapping of these efforts can be found in Annex 3.*

On 9 May 2020, on the occasion of Europe Day, members of the European Heritage Alliance, including Europa Nostra, launched a Manifesto entitled '*Cultural Heritage: a powerful catalyst for the future of Europe*'.^[7] Through this Manifesto, several hundreds of representatives of leading European and international heritage networks expressed the strong determination of the heritage world to contribute to Europe's immediate social and economic recovery, as well as to the longer-term advancement of the European project.

The European Heritage Alliance Manifesto also identified 7 ways in which cultural heritage can act as a catalyst for positive change and urged to collectively mobilise the transformational power of culture and cultural heritage to provide meaning and inspiration for Europe's green and inclusive recovery in the aftermath of the pandemic.

In line with the principles laid down in this Manifesto, and considering the results of the present consultation as well as the advocacy efforts deployed by other European heritage stakeholders, Europa Nostra proposes the following set of recommendations to duly support the recovery and resilience of the heritage sector in the near and longer-term future. These recommendations are also linked to existing EU support schemes and programmes.

[7] <https://www.europanostra.org/europe-day-manifesto-cultural-heritage-a-powerful-catalyst-for-the-future-of-europe-just-released/>

1) Recommendations to support personnel and security of jobs

For heritage operators

- Heritage organisations must introduce a package of measures designed to protect their staff in case of unexpected occurrences, in line with national legislation.

For policy-makers

- Due to the specificities of employment in the wider field of culture and heritage, exceptional support measures must continue to be put in place for workers and employees in the cultural sector, including a specific fund for freelancers to compensate the lost income, which cannot be accessed through unemployment social benefits.

Available support mechanisms at EU level

- The New instrument for temporary Support to mitigate Unemployment Risk in Emergencies (SURE), allows for financial assistance in the form of loans from the EU to affected Member States. The European Commission must ensure that funds from the SURE scheme reach the cultural and heritage stakeholders through specific earmarking and close follow-up.
- Through the Recovery and Resilience Facility, Member States will be able to address key challenges, starting with the expected rise of unemployment.

2) Recommendations to ensure the security of heritage sites, contents and visitors

For heritage operators

- Strengthen the development of cultural heritage management strategies based on prevention and disaster response.
- Ensure the availability of reserve funds for emergencies in all heritage organisations in order to enable smooth operational mechanisms during crises.
- Train workers on mandatory hygiene and physical distancing measures to prevent future spreads of the COVID-19 virus.
- Heritage, often with its spatial qualities and its architectural and environmental features, can offer visitors both spaces of cultural interest and enable them to carry out outdoor activities close to home. Heritage sites are in need to reinvent their development vision in offering similar transactions or services.

For policy-makers

- Support the identification and dissemination of good practices of crisis management and preparedness, based on the exchange of information between heritage actors and communities in charge of protecting the physical integrity and socio-cultural value of heritage sites.
- Implementation of urgent restoration work in cultural heritage areas should be carried out without delay. In this context, joint efforts should be made regarding financial support and subsidies at national and European level.
- During the prolonged period when physical distancing and isolation measures need to be implemented, dispersed heritage sites and vacant buildings in urban and rural settings can serve society in a very useful way, for example by providing alternative and flexible workplaces or venues for cultural and other larger events. This could respond to the demand for larger space and tranquillity, while contributing to the security and financial independence of heritage sites.

Available support mechanisms at EU level

- The European Civil Protection and Humanitarian Aid Operations (rescEU) - aims to enhance both the protection of citizens from disasters and the management of emerging risks. This mechanism considers cultural heritage, the environment and property protection in emergencies as an important civil protection sector. Indeed, the role of heritage is recognised in the European Commission Communication 'Strengthening EU Disaster Management: rescEU. Solidarity with Responsibility'.
- Heritage restoration works can be supported by the European Regional Development Fund (ERDF), which is already often providing support to culture and cultural heritage. From 2014 to 2018, for example, over 5 billion euro were invested in heritage projects under the ERDF.
- The 'Next Generation EU' instrument foresees a reinforcement for the European Agricultural Fund for Rural Development to support rural areas. Through this fund, from 2007 to 2013, €1.2 billion were invested in rural heritage.

3) Recommendations to tackle the socioeconomic implications of the crisis

For heritage operators

- In the coming months, the heritage world should raise public awareness on how the cultural and heritage sectors were an important supporter of our society and citizens in the fight against the pandemic.
- The heritage sector must, once again, assert its solid case to prove its social value. Socially useful projects which can be evaluated in positive economic and social terms must be encouraged. This objective must be carried out through the creation of partnerships or collaborations with other sectors, such as health, education, science, technology and the environment.
- In implementing these objectives, the cultural heritage world must expand its efforts to demonstrate with concrete qualitative and quantitative facts and data the vital contribution that heritage makes to sustainable development, both social and economic, as well as individual and community wellbeing. The question should not be how much cultural heritage sites need in subsidies, but how much a heritage site offers, in relation to its geographical, social and natural environment, added value for local and regional development, offering a venue where cultural and creative industries can ensure innovation and high-quality services as well as employment.

For policy-makers

- Support and develop schemes that promote community recovery and resilience through cultural heritage, including volunteering activities.

Available support mechanisms at EU level

- Horizon Europe -the next research and innovation framework programme- will be able to fund research on the contribution of cultural heritage to wellbeing and other related issues. The programme foresees a research cluster for 'Culture, Creativity and Inclusive Society'.
- The Europe for Citizens programme funds smaller-scale, bottom-up projects aiming at bringing Europeans closer together, also through cultural heritage projects.
- Through the Conference on the Future of Europe, which is expected to be launched before the end of 2020, citizens should play an active part in shaping a better future for the European project, thus contributing to community recovery. It is essential that the cultural heritage community fully mobilizes itself to play a prominent role throughout this Conference.
- Finally, the European Solidarity Corps provides work and volunteering opportunities for young Europeans, also in relation to cultural heritage. The European Commission should ensure that heritage activities within this scheme benefit from a clear visibility as well as from a more structured, systematic and targeted approach.

4) Recommendations to tackle the cultural implications of the crisis

For heritage operators

- Heritage organisations and operators should develop not only digital related skills but also ‘softer’ skills around leadership, so that the sector is strengthened and becomes more resilient for the future.
- Engage in transnational collaboration as well as exchange of practices and lessons learnt. The wider worlds of culture and heritage must work closer together to voice their inter-connected concerns and needs during and in the aftermath of the pandemic.

For policy-makers

- Invest in digital services and infrastructures as well as in training and capacity building for digital skills in the heritage sector. Heritage organisations must be prepared to facilitate the sharing of cultural heritage assets and values through digital and on-line means.
- The pandemic has strongly evidenced the importance of culture and cultural heritage (tangible and intangible) for people and communities. This increase in cultural (heritage) interests and consumption must be solidly demonstrated with evidence and research, in order to encourage stronger public and private support in the future.
- In the same way, it is necessary to put in place studies and preventive documentation in relation to intangible cultural heritage practices that were particularly affected by the crisis (e.g. festivals and other cultural public gatherings), as well as post-emergency promotion plans to redress the interruptions of heritage traditions.

Available support mechanisms at EU level

- Creative Europe is the dedicated EU programme devoted to culture, media and the creative sectors. In view of the crisis, it will be of utmost importance that the EU if possible doubles, and in any case increases the Creative Europe budget to boost European cross-border collaboration related to culture and cultural heritage.
- The new Digital Europe programme will focus on building the strategic digital capacities of the EU and on facilitating the wide deployment of digital technologies.

5) Recommendations to tackle the financial implications of the crisis

For heritage operators

Increase financial participation and cooperation between private, public and third-sector heritage actors. The budgetary cuts that the public sector will face in the coming years will raise the need to increase other types of contributions, in particular from the private sector in the form e.g. of crowdfunding and philanthropic actions.

For heritage policy-makers

- Financial assistance is needed to ensure the survival of many non-for-profit organisations. The EU must initiate programmes to support the NGOs sector, including those NGOs that are active in the field of cultural heritage, during and after the pandemic.
- Put in place specific measures to support the heritage sector financially, for example by eliminating or considerably reducing the VAT on heritage restoration works; by encouraging “patronage” (“mécénat”) and social participation in the safeguard of cultural heritage.

Available support mechanisms at EU level

- The EU Temporary Framework for state aid measures aims to support the economy in the current crisis. It specifically refers to culture as a sector that has been particularly hit. Through this Framework, Member States can grant compensation to companies for damage suffered due to and directly caused by the COVID-19 outbreak. In addition, Member States can grant financial support directly to consumers, for example for cancelled services or tickets that are not reimbursed by the operators concerned.
- The Coronavirus Response Investment Initiative (CRII) and CRII Plus have made €37 billion available under the EU cohesion policy to allow Member States to rapidly re-orient their funds to mitigate the socio-economic consequences of the pandemic. Although the focus is to assist national health care systems, small and medium sized enterprises and other vulnerable economic actors, actions in the field of education and training, as well as the cultural sector, can also be supported. Given the fact that there are many SMEs involved directly or indirectly with cultural heritage, this instrument is particularly relevant for the heritage world.
- The Recovery Assistance for Cohesion and the Territories of Europe (REACT-EU) will support the ongoing cohesion policy programmes. This will provide additional support to Member States and regions most impacted by the COVID-19 outbreak. It will be available across all sectors, including tourism and culture.

6) Recommendations to ensuring proper communication & Keeping networks alive

For heritage operators

- Promotion and communication with the widest possible public will be of paramount importance in the post pandemic times. A new approach for communicating cultural heritage through strong media campaigns, social media and online tools must be put in place to sustain and further increase the interest and engagement of people for heritage places, based on the lessons of the crisis, in particular citizens' aspirations for better personal and collective wellbeing.
- Promote open access to cultural heritage and use digital on-line tools wisely. The crisis will accelerate the digitization of access to culture and heritage, and heritage sites must find adequate alternatives to generate income through virtual broadcasting and virtual visits. Collaborating with artists and on online platforms might allow monetization of these activities, which will be very much needed due to the income decline obtained from physical visits. Another possibility would be to ask for voluntary donations to engage in virtual tours.
- Organisations should map and evaluate the results of their digital strategies in the coming months to understand if and how users actually use these contents, how they rate their experience, and how they evaluate their strengths and weaknesses.

For decision-makers

- Support digitization and enhancing digital skills of the heritage sector, with the aim to strengthen participation and access to culture and heritage by digital means.

Available support mechanisms at EU level

- The Skills Agenda for Europe and an updated Digital Education Action Plan will play a crucial role in the aftermath of the pandemic.
- In the field of cultural heritage in particular, Europeana provides online training, webinars and other capacity building activities related to digital skills.
- The European Commission has revised the Erasmus+ 2020 Annual Work Programme, providing an additional €200 million to boost digital education and training and promote skills development and inclusion through creativity and the arts.
- The new Digital Europe programme will focus on building the strategic digital capacities of the EU and on facilitating the wide deployment of digital technologies.
- Finally, the Creatives Unite Platform is an initiative operated by the European Creative Hubs Network and the Goethe-Institut and co-funded by the European Union. It is a platform for the cultural and creative sectors to network, exchange and learn from each other.

ANNEX 1. CONSULTATION QUESTIONNAIRE

QUESTIONS

- 1) How is your organisation and/or heritage organisations in your country being affected by COVID19 pandemic and the measures to contain it? What consequences do you expect as a result of this pandemic (in the short and longer-term)?
- 2) Which measures are your organisation and/or heritage organisations in your country implementing to overcome the crisis (in terms of re-organisation of daily work, use of virtual tools, economic plans, creation of digital content and alternate-delivery programmes, etc)?
- 3) What can the heritage world learn from this crisis?
- 4) In the following months, what do you consider will be the most urgent needs of the heritage sector?
- 5) Which measures do you think are needed at local/national/European level to support heritage organisations during the pandemic and after the pandemic (in terms of legislation, resources, financial support and subsidies, etc)?
- 6) How can the cultural heritage world contribute to Europe's socioeconomic recovery in the aftermath of the pandemic?

ANNEX 2. LIST OF RESPONDENTS

COUNTRY	NAME AND TYPE OF RESPONDENTS
ALBANIA	1. Gjirokastra Foundation Heritage organisation
BELGIUM	2. KU Leuven University
CZECH REPUBLIC	3. National Heritage Institut Public Authority (Award winner)
CROATIA	4. Hrvoje Potrebica Heritage Professional
	5. Hvar Town Public Authority (Award Winner)
	6. City of Dubrovnik Public Authority
CANADA	7. Laurie Neale Heritage Professional
FRANCE	8. Julien Jacques Heritage Professional
GERMANY	9. International Center on Nazi Persecution Heritage Organisation (Award Winner)
	10. Verein Schlösser und Gärten in Deutschland Heritage Organisation
GREECE	11. ELLINIKI ETAIRIA Heritage Organisation
	12. Foundation for the Environmental Sciences Heritage Organisation
ITALY	13. Le Dimore del Quartetto Heritage Organisation (Award winner)
	14. Soprintendenza Archeologia, Belle Arti e Paesaggio per la Città dell'Aquila e Comuni del Cratere Public authority (Award winner)
	15. Istituto Italiano dei Castelli Heritage Organisation
	16. Pierluigi Panza Heritage professional (Award winner)

COUNTRY	NAME AND TYPE OF RESPONDENTS
LITHUANIA	17. Lithuanian National Commission for Cultural Heritage Public authority
MALTA	18. Heritage Malta Public authority
NETHERLANDS	19. Braaksma & Roos Architecten BV Heritage organisation (Award winner)
	20. DutchCulture Heritage Organisation
	21. Erfgoed Gelderland Heritage Organisation
POLAND	22. Fundacji Odbudowy Dworu Sarny Heritage Organisation
PORTUGAL	23. Ana Oliveira Heritage Professional
ROMANIA	24. Asociației MONUMENTUM Heritage Organisation
	25. “Heritage for the Future” Cultural Association Heritage Organisation
SPAIN	26. Hispania Nostra Heritage organisation
	27. Ayuntamiento de Moradillo de Roa Public authority (Award winner)
	28. Historical landscape of El Sénia's Ancient Olive Trees Heritage organisation (Award winner)
SWITZERLAND	29. Societe de Lecture Heritage Organisation (Award winner)
	30. Denis Severis Heritage Professional
TURKEY	31. Tarsus-Gözlükule Excavations Research Center University (Award winner)

COUNTRY	NAME AND TYPE OF RESPONDENTS
UK	32. Europa Nostra UK Heritage Organisation
	33. English Heritage Heritage Organisation
	34. Sara Crofts Heritage professional
USA	35. Elizabeth Edwards Heritage professional

ANNEX 3. MAPPING OF INITIATIVES RELATED TO CULTURAL HERITAGE AND THE PANDEMIC

3.1. SURVEYS AND DATA COLLECTION TOOLS (NON EXHAUSTIVE)

AT EUROPEAN OR INTERNATIONAL LEVEL

Name	Organisation	Description	Link
COVID-19 Emergency Response in Europe in Arts, Culture, Cultural heritage and Creative Sectors	European Cultural Foundation (ECF), Culture Action Europe	Survey to map emergency initiatives / measures to tackle the effects of COVID-19 crisis on culture, arts, creative sectors and cultural heritage (compensations, dedicated funding, information sharing etc)	https://www.surveymonkey.com/r/NLYDG26
Effects of COVID-19 ("Coronavirus") on the European Culture and Creative Industries	EBC Network	Survey to assess the potential impact of COVID19 on the cultural & creative sector and to formulate recommendations	https://docs.google.com/forms/d/e/1FAIpQLSeIPKIQfA3RQR1jkXyoZ4y1Qadza_9oY1-NrTsrdr0AGGDNRQ/viewform?mc_cid=5509ffd6a4&mc_eid=26e47e1069
Mapping COVID-19's short- and long-term effects on museums	NEMO	Survey to collect comparable data on the short- and long term effect of COVID on European Museums (on income, staff, online presence and work flow)	https://docs.google.com/forms/d/e/1FAIpQLSc-IM7kzT-iKMx1Qy18NU6rCkjiTVOmc3YFw3mPMGIJbBGUWw/viewform
COVID-19 / Circus Arts & Street Arts / Canceled & Reported Events	Circo Strada Network	Survey to gather information on cancelled events and performances in the circus and street arts sectors	https://docs.google.com/forms/d/e/1FAIpQLSf378klDLpou1_yO-BBhedPGHOqXzEi9boPSem3iM1C7qCF0w/viewform
Impact of Coronavirus in the Music Sector	European Music Council	EMC/IMC survey on the impact of the Coronavirus COVID-19 on the music sector	https://www.surveymonkey.de/r/92LV9B8

Name	Organisation	Description	Link
Call for contributions and Platform on coronavirus responses	NECSTouR	Call for contributions and platform gathering a mix global trends, regional insights, and impact assessments related to the coronavirus crisis	https://necstour.eu/Coronavirus
Survey on the impact of Covid-19 on Religious heritage organisations	Future for Religious Heritage	Survey on the impact of Covid-19 on Religious Heritage organisations	https://www.surveymonkey.com/r/KKYR2VJ
Survey on how the ongoing COVID-19 outbreak is affecting the museum sector and museum workers around the world	ICOM	The purpose of this anonymous survey is to collect information on how the ongoing COVID-19 outbreak is affecting the museum sector and museum workers around the world. A global vision will help us give governments a stronger and clearer response on how to support museums through this difficult time.	https://docs.google.com/forms/d/1kuMOiGNDymelw4cLMeR_36dHLhRM5Drc95TDN2wrtQ/viewform?edit_requested=true
Living heritage experiences in the context of the COVID-19 pandemic	UNESCO	Collection of experiences through an online form (English French Spanish)	https://ich.unesco.org/en/news/living-heritage-experiences-in-the-context-of-the-covid-19-pandemic-13261
Rural Resilience Actions in times of COVID-19	Ruritage H2020-funded project	Call for innovative actions in the midst of the global pandemic crisis to increase and strengthen resilience in rural communities.	https://forms.office.com/Pages/ResponsePage.aspx?id=3EeW6QgbSkW_jGmRgbOJq0jDGR0YFkJHnQpim1v49A1UM0ZPVzBTUVFLSIFJUjI2V0hEVTdLNu05QS4u
Documenting solidarity in times of Covid-19	House of European History	Call for personal stories, objects, etc about living under the coronavirus time	https://welovebrussels.org/2020/04/house-of-european-history-documenting-solidarity-in-times-of-covid-19/

Name	Organisation	Description	Link
Survey on Digitization and copyright in European Museums	NEMO		https://www.nemo.org/news/article/nemo/survey-on-digitization-and-copyright-in-european-museums.html
ERIH Covid-19 #stayathome - Measures ERIH sites	ERIH	Survey to collect and share ideas on how ERIH sites cope with the current Covid-19 shutdown	https://docs.google.com/forms/d/e/1FAIpQLSdtYHlyICqnL7GhMmW9bk9gTxkrHpqogBFzLdgYQKahtnWD0g/viewform
Impact of COVID-19 on heritage sites of the world's National Trusts	International National Trusts Organisation (INTO)	Survey conducted by the International National Trusts Organisation (INTO) and supported with funding from American Express, to examine sustainable tourism efforts at sites operated by National Trusts and related entities.	https://intoorg.org/wp-content/uploads/2020/08/INTO-COVID-19-Impact-Survey-Summary-08-20-20.pdf

AT NATIONAL LEVEL

Name	Organisation	Description	Link
ENSEMBLE, VEILLONS SUR LES MÉTIERS D'ART	Ateliers d'art de France	Survey about Consequences of the crisis on jobs related to art and culture.	https://ateliersdartdefrance.typeform.com/to/R3nSrV?utm_content=166030&utm_source=Dolist&utm_medium=E-Mail&utm_campaign=nlinsti2503-700075455

3.2. STATEMENTS, APPEALS AND LETTERS (NON-EXHAUSTIVE)

AT EUROPEAN OR INTERNATIONAL LEVEL

Organisation	Name	Link
European Heritage Alliance	European Heritage Alliance Manifesto “Cultural Heritage: a powerful catalyst for the future of Europe”	www.europanostra.org/europe-day-manifesto-cultural-heritage-a-powerful-catalyst-for-the-future-of-europe-just-released/
DAFNE & EFC	European Philanthropy Statement inviting foundations to recognise that the COVID-19 outbreak is an exceptional event that will have an unprecedented impact on civil society organisations and NGOs across Europe and throughout the world.	https://dafne-online.eu/news/we-stand-together-in-the-spirit-of-european-solidarity/
Pearle*-Live Performance Europe	Call to the EU and governments to provide targeted measures following the impact of COVID-19 on live events	https://www.pearle.eu/news/pearle-live-performance-europe-calls-the-eu-and-governments-to-provide-targeted-measures-following-the-impact-of-covid-19-on-live-events
EUROCITIES	City leaders are calling for European solidarity and strong collaboration between all levels of government to combat not only the short, but also long term, impacts of this emergency	http://www.eurocities.eu/eurocities/documents/EUROCITIES-reaction-to-the-Covid-19-emergency-WSPO-BN9CHB
Culture Action Europe	The letter lists our proposals regarding the ways to cope with the consequences of COVID-19 on Creative Europe and the European Cultural and Creative Sectors.	https://cultureactioneurope.org/news/effect-of-covid-19-on-creative-europe-and-the-european-ccs/
European Theatre Convention	Joint Statement by European Theatrical Institutions asking to Member States to provide necessary measures and allocate funds to compensate the loss of income.	https://www.europeantheatre.eu/news/press-release-coronavirus-pandemic?fbclid=IwAR1k2NofvZlQgJsPs6aKmuz38mhQJSq5AQVUyffewG9TgxGepiqJ0WrAQWw
European Travel Commission	The European Tourism Manifesto alliance has issued a statement on the implementation of urgent measures to limit the COVID-19 outbreak's impact on the sector.	https://tourismmanifesto.eu/european-tourism-sector-demands-urgent-supportive-measures-to-reduce-devastating-impact-of-covid-19/

Organisation	Name	Link
Different actors and stakeholders	Petition "No to a Return to Normal" post covid-19	https://thebeet.com/robert-de-niro-and-200-others-sign-letter-saying-no-to-a-return-to-normal/
European Parliament	Open Letter to the EU Commission and the Member States, demanding support for the Cultural and Creative Sectors, particularly cultural creators, affected by the COVID-19 crisis. The letter was signed by 105 MEPs and 312 associations from the culture and creative sectors.	https://www.openpetition.eu/petition/online/open-letter-to-the-eu-demanding-support-for-the-cultural-and-creative-sectors-in-the-covid-19-crisis
ICOMOS	Statement on Culture & COVID19 Pandemic', by ICOMOS	https://www.icomos.org/en/focus/un-sustainable-development-goals/74910-culture-2030-goal-covid-19-statement
Association Européenne des Conservatoires, Académies de Musique et Musikhochschulen	Statement by the president about the current state of Music education and a list of tricks and tools to help teaching online (to be found under the tab e-learning).	https://www.aec-music.eu/about-aec/news/message-from-aec-president-eirik-birkeland-in-response-to-the-covid-19-pandemic
Donors and Foundation Networks in Europe (DAME)	Snapshot the activities, initiatives and solutions from civil society and philanthropy organisations across Europe	https://dafne-online.eu/news/collaboration-and-courage-in-a-time-of-crisis/
European Parliament	Update on the status of Erasmus+ students' position and rights during the crisis	https://www.europarl.europa.eu/news/en/press-room/20200408IPR76811/erasmus-students-during-covid-19-meps-call-for-more-support-and-clarity
European Music Sector	Music sector joins together to call for EU and national investment to address current crisis and promote diversity	http://liveurope.eu/music-sector-joins-together-call-eu-and-national-investment-address-current-crisis-and-promote

Organisation	Name	Link
UNESCO	Various resources available for memory institutes in their responses to the corona crisis	https://en.unesco.org/covid19/communicationinformationresponse/documentaryheritage
ICCROM	Statement about the current situation for the organisation and call for action.	https://www.iccrom.org/news/heritage-times-covid
ICOM	Statement about the future of museums (after COVID-19)	https://icom.museum/en/news/museums-will-move-on-message-from-icom-president-suay-aksoy/
European Parliament	Live discussion with MEP Sabine VERHEYEN on the impact of the coronavirus crisis on young people	https://www.facebook.com/watch/live/?v=511636506178441&ref=watch_permalink
UNESCO	Statement from UNESCO about their support to the cultural sector and listing some of the initiatives that they are taking to support the sector.	https://en.unesco.org/news/unesco-supports-culture-and-heritage-during-covid-19-shutdown
WTTC	Message to Europe about travelling	https://twitter.com/WTTC/status/1252175168442597377
UNESCO	Online Meeting of Ministers of Culture	https://www.youtube.com/watch?v=1a4a9WEChYI
EIFL	LEADING LIBRARY, ARCHIVES AND MUSEUM ORGANIZATIONS CALL ON WIPO TO SAFEGUARD CULTURAL HERITAGE	https://www.eifl.net/resources/eifl-press-release-leading-library-archives-and-museum-organizations-call-wipo-safeguard
ICOM	A call for all ICOM members to share their experiences and innovative ideas around 4 key topics	https://icom.museum/en/covid-19/surveys-and-data/share-your-experiences-on-icom-voices/

Organisation	Name	Link
Museums for Future	10 simple action ideas to call for (digital) climate action	https://museumsforfuture.org/
WHO and Global Citizen	One World: Together at home' Global Special to support healthcare workers in the fight against the COVID-19 pandemic	https://www.who.int/news-room/detail/06-04-2020-who-and-global-citizen-announce-one-world-together-at-home-global-special-to-support-healthcare-workers-in-the-fight-against-the-covid-19-pandemic
European Court of Auditors	Call: More focus and coordination needed in EU spending for cultural sites	https://www.eca.europa.eu/en/Pages/NewsItem.aspx?nid=13622
EU	How the EU supports culture and creative sector	https://ec.europa.eu/culture/news/coronavirus-how-eu-responds-outbreak-support-cultural-and-creative-sectors_en
Culture Action Europe & ECF	Future of Culture and Creative sectors in post COVID-19 Europe	https://www.culturalfoundation.eu/library/future-of-culture-and-creative-sectors-in-post-covid-19-europe
EU parliament	CULT Committee meeting	https://multimedia.europarl.europa.eu/en/cult-committee-meeting_20200504-1500-COMMITTEE-CULT_vd
European cultural sector	Europe's cultural and creative sectors call for ambitious EU budgetary measures to get through the COVID-19 crisis	https://www.nemo.org/fileadmin/Dateien/public/NEMO_Statements/Joint_call_for_ambitious_EU_budgetary_measures_for_culture.pdf

AT NATIONAL LEVEL

Organisation	Name	Link
Kulturrat (Culture Council), Germany	Plea by the Culture Council to the Federal level calling for more support for the cultural sector	https://www.kulturrat.de/presse/pressemitteilung/hilfspaket-der-bundesregierung-fuer-selbstaendige-kulturrat-fordert-entsprechenden-anteil-fuer-den-kulturbereich/
German Government	Interview with the State minister Monika Grütters about the State of Germany regarding Culture.	https://www.bundesregierung.de/breg-de/themen/kulturstaatsministerin-gruetters-kreative-muessen-von-ihrer-leistung-leben-koennen-1743038
Ministry of Culture, Italy	Set of measures announced by Italy in the light of the Crisis.	https://www.beniculturali.it/mibac/export/MiBAC/sito-MiBAC/Contenuti/MibacUnif/Comunicati/visualizza_asset.html_2045950620.html
DutchCulture, the Netherlands	Joint letter to the Dutch Minister of Culture from cultural operators in the Netherlands to implement support packages to compensate for lost income, implement flexible subsidy criteria and advance payments	https://drive.google.com/open?id=1ku9oqkxcJW7Xj7EXo_hLOz9rrxZt1Cwe9



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