

DEPARTMENT FOR
CULTURE, MEDIA AND SPORT

CULTURAL PROTECTION FUND

RESPONSE TO CONSULTATION ON GOVERNMENT
PROPOSALS TO PROTECT CULTURAL HERITAGE OVERSEAS



Department
for Culture
Media & Sport



May 2016

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If you have any enquiries regarding this document/publication, e-mail culturalprotectionfund@culture.gov.uk or write to us at:

Department for Culture, Media and Sport
4th Floor
100 Parliament Street
London SW1A 2BQ
Telephone: 020 7211 6000

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Summary of responses

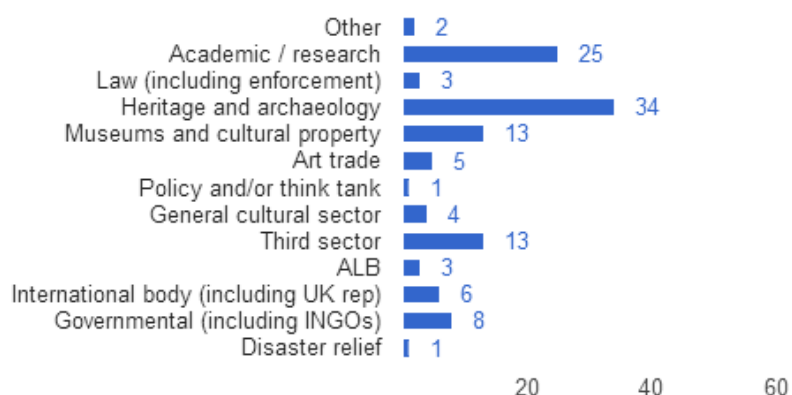
The Department for Culture, Media and Sport (DCMS) ran a targeted consultation exercise from 14 January to 19 February 2016 and invited written stakeholder views and opinions on the development of a UK Cultural Protection Fund. Comments and suggestions were sought on the overall approach, priorities and principles of the Fund, design and delivery, monitoring and evaluation and further practical considerations relevant to the Fund. In addition DCMS held a series of consultative workshops with stakeholders.

This paper summarises the 63 comprehensive consultation responses received as well as the additional information gathered at the workshops which were well attended. It also explains the approach DCMS and the British Council will take following the consultation.

Table 1: Type of response by no. participants

Total participated in consultation period	87
Participated by written response	63
Written response via online form	38
Written response by email / letter	25
Other form of response	6
Participated in workshops	49
Participated in workshop and by written response	26

Chart 1: Sector type(s) of organisations named by respondents in written responses by no. participants



[Annex A](#) summarises the answers received to each question as laid out in the consultation document and presents an analysis of the responses. [Annex B](#) describes additional findings and key themes raised during the consultation period. [Annex C](#) provides a list of examples of the sort of projects that could be supported by the Cultural Protection Fund. [Annex D](#) assesses the effectiveness of the online consultation exercise.

The Fund's purpose/vision

In 2015, the UK government announced its commitment to support targeted activity aimed at the protection of cultural heritage, and the recovery from cultural destruction in conflict zones. The government will contribute £30 million funding from 2016-17 to 2019-20 for a new, competitive grants based Cultural Protection Fund. Around £3m of this funding has already been allocated to the British Museum's Iraqi Emergency Heritage Management programme, a pilot programme that was launched in advance of the main Fund.

In the consultation, we set out details of the Fund's purpose and the outcomes we expect will occur as a result. Our objective is to help to create opportunities for economic and social development through building capacity to foster, safeguard and promote cultural heritage in conflict-affected regions overseas. Activities operating under the Fund will be expected to meet one at least of the Fund's three outcomes: cultural heritage protection; training and capacity building; and advocacy and education.

The majority of respondents to the consultation agreed with these objectives and outcomes. It was also suggested that the Fund's work should seek to complement wider development aims. DCMS has amended the Fund's objective to make it clear that projects under the Fund will create opportunities for both economic and social development.

In the consultation, we also looked at examples of possible projects that could meet the outcomes we want to achieve. Some consultation responses provided further details of the type of projects a fund of this sort could support and an updated list of these is provided at [Annex C](#).

Governance

The government wants the Fund to be governed by a long-term strategic approach in order to meet its objectives and outcomes to ensure the efficacy and sustainability of its impact.

Guiding principles for the Fund

The Fund will be underpinned by a set of guiding principles. These principles have been informed by responses to the consultation and will apply to the Fund's operation and funded projects:

- **Complementarity:** ensuring the work of the Fund and its outcomes complement other contemporary cultural and development programmes, avoiding duplication and ensuring that work is completed according to a long-term strategic approach.
- **Collaboration and partnership:** ensuring collaboration and partnership are at the heart of work of the Cultural Protection Fund by working in partnership with and for the benefit of local communities. Consultation and advice will be sought from multiple stakeholders including cultural bodies, government, security and civil society organisations.
- **Evidence-based analysis:** relevant knowledge and expertise will be sought out and incorporated to inform appropriate analysis of the longer term potential cultural, social and economic benefits as well as the short term need for protection and preservation of cultural assets.
- **Best practice:** best practice and standards will underpin the Fund and all its work, both from the cultural heritage and development sectors to ensure a meaningful approach which is both technically relevant and sustainable.

- **Transparency, efficiency and value for money:** ensuring the Fund and its associated projects are managed efficiently, transparently and represent value for money.

Although the majority of respondents to the consultation welcomed the proposed principles for the Fund, we received valuable feedback on them. We have therefore amended these principles for clarity and to ensure they reflect our commitment to a long-term strategic approach, collaboration and partnership, local engagement, sustainability and best practice.

Funding

An outline of the funding settlement is laid out in table II.

<i>Table II: Funding settlement for the Cultural Protection Fund</i>	Financial year (£millions)			
	2016/17	2017/18	2018/19	2019/20
Cultural Protection Fund	3.3	5.4	9.4	9.2
Cultural Protection Fund - British Museum	0.7	0.6	0.7	0.8

Over the lifetime of the Fund, the funding will be used to provide international support for cultural heritage in global conflict zones. We define global conflict zones as regions at risk of, experiencing, or recovering from conflict overseas. Specific regional priorities will be determined under advice and according to need.

The funding allocated is Official Development Assistance (ODA) which means that all work supported under the Fund must have the economic development and welfare of developing countries as its main objective. Countries eligible to be supported by ODA must be present on the Organisation for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC) list of ODA Recipients¹.

It is clear from the consultation exercise that some in the heritage and academic sectors have limited experience of this specific type of funding; so the British Council will be providing guidance on working with ODA funding and the requirements attached to this as part of the management of the Fund.

Management of the Fund and expertise

The British Council will take on the responsibility for the Fund's design, operation and funding allocated. The British Council will also be responsible for providing advice on the Fund's strategic direction informed by expertise and evaluation of the

¹ DAC List of ODA Recipients
(<http://www.oecd.org/dac/stats/documentupload/DAC%20List%20of%20ODA%20Recipients%202014%20final.pdf>)

Fund's priorities and effectiveness to government. The British Council will continue to work closely with DCMS as the government department with overall accountability for cultural protection policy and funding.

The majority of respondents to the consultation agreed with the government's proposed approach. However, while the British Council's international network and relevant experience was welcomed, some concerns were raised about areas of expertise that they appear to lack. Government agrees that drawing on a range of expertise, particularly heritage expertise, is fundamental to the success of the Fund and DCMS and the British Council will ensure that relevant expertise is incorporated into the design and delivery of the Fund and grant management processes. As part of the role in administering the Fund, the British Council will build in mechanisms to access external expertise to support the grant awarding process and assessment of applications. The full £30m of the Cultural Protection Fund will be available for work aimed at cultural protection. The British Council are providing administrative resources to support the management of the Fund.

The project to establish the Cultural Protection Fund is being supported by a Steering Board made up of sector representatives and UK government officials. The role of this board is to advise on the design and implementation work, provide a degree of challenge and share learning and experience.

Grants process

During the consultation we sought views on various aspects of the grant management process. The responses indicated that best practice included putting the balance of due diligence on the application process and clearly indicated that it was desirable to make both small and large grants available, as long as this was proportionate to administrative considerations.

The British Council will lead on developing a suitable grant management strategy. This will be informed by the consultation responses and by bringing in appropriate external expertise. This expertise will include advice from key government departments including FCO, DFID, the relevant departments of the devolved nations, lessons learned from the British Museum's pilot project, as well as seeking expertise from the Heritage Lottery Fund (HLF) and other relevant stakeholders as appropriate. It is expected that both small and large grants will be available and the British Council will establish the size of these based on an assessment of views expressed in the consultation and established best practice of existing grant funds, for example those operated by HLF.

Year one of the Cultural Protection Fund

Year one of the Cultural Protection Fund will broadly follow the standard process and cycle that will operate for the whole four years of the Fund. However, given the shorter time frame for year one, the need to ensure an adequate knowledge base for the Fund and to trial different approaches to ensure best practice, it is likely that the approach to year one will differ partially to future years. In addition, there will only be one grant application round for the 2015/16 financial year.

The geographical focus of the Fund in year one is confirmed as the Middle East and North Africa (MENA) region, specifically Egypt, Jordan, Lebanon, Libya, Iraq, The Occupied Palestinian Territories, Syria, Tunisia, Turkey and Yemen. This echoes the views raised in consultation responses, which overall were supportive of our indicated approach.

Years two, three and four

In subsequent years of the Fund two grant application rounds for large grants will run in September and March for projects beginning April and October of the subsequent financial year. For small grants a rolling small grant programme will review grant applications quarterly (September, December, April and July).

A review and learning cycle will be built into the Fund as it is designed. Operationally, this will include a review of the running of the Fund to ensure it continues to meet its objective and remains effective and fit for purpose. Additionally, DCMS will review the strategic direction for the Fund annually and this will include a review of the geographical focus. Table III gives an overview of what the standard grants process is expected to look like.

Table III: Proposed overview of the standard grants process for the Cultural Protection Fund for years two, three and four

Large grants				
<i>Round 1</i>				
September	December		April	<i>The cycle for round 1 begins again in September each year.</i>
Call for expressions of interest and applications	Deadline for full applications		Decisions communicated	
			Projects begin work	
<i>Round 2</i>				
March	July		October	<i>The cycle for round 2 begins again in March each year.</i>
Call for expressions of interest and applications.	Deadline for full applications		Decisions communicated	
			Projects begin work	
Small grants				
September	December	April	July	<i>Small grants submitted on a rolling basis with cut-off periods a month before each quarterly decision meeting.</i>
Applications for small grants reviewed	Applications for small grants reviewed	Applications for small grants reviewed	Applications for small grants reviewed	

Applications

The information gathered from the consultation process will inform the British Council's design of the application process which will be based in existing best practice, including that of HLF. The British Council is expected to ask applications to meet specific requirements which are summarised on the following page.

Proposed selection requirements of the application process

Local engagement and need

All grant applications will need to demonstrate a strong element of engagement with the local communities they will be operating in or who will be benefiting from the project including:

- clear need for the project to be carried out and that the applicant is the body best placed to fulfill this need
- that the project has been developed in consultation with local people and that it will be carried out with a local partner
- that the project has been developed with consideration to similar existing programmes in the same geographical area and that it is not duplicating existing work

Capacity - Applicants will be expected to demonstrate: both financial and technical capacity, proven expertise and capability in the proposed field of work, the capacity to carry out work in a meaningful way with local communities as well as the ability to commence work in the specified time period.

Security and equalities - The British Council will seek expertise regarding gender and equalities in order to develop a locally and sectorally appropriate gender and equalities policy for projects under the Fund and will provide guidance on this for applicants. Applicants will be expected to demonstrate how they are able to ensure the security of project staff and project beneficiaries.

Project management - Applicants will need to be able to give information about: financial forecasts (including expected cash flows), project timelines and dates for key milestones, monitoring and evaluation plans which highlight key indicators and meet the requirements of the Fund.

Grant application guidance

The consultation highlighted the need for further clarification in specific areas as well as where knowledge gaps in the sector mean that additional guidance should be prepared. With this in mind, we expect that the British Council will be producing grant application guidance which will set out:

- Parameters for ODA funding.
- Information on relevant legal obligations, policies and procedures and how they apply to projects working under the Fund including risk management, equalities, gender and ethical policies.
- Further detail on project eligibility.

Monitoring and evaluation

The consultation period demonstrated that a range of experience exists across the relevant sectors in monitoring and evaluation of projects. The British Council and DCMS will work together to build a coherent evaluation framework for the Cultural Protection Fund through the development of a detailed Evaluation Plan. All grant funded projects will be monitored by the British Council and expected to report at regular intervals which will be set out in the grant guidance. Additionally, applicants will need to include information on their plans for both monitoring and evaluation during the application process. In turn DCMS will be monitoring the work of the British Council and likewise will expect regular reports on the Fund.

Collaboration and learning

The British Council are considering an appropriate mechanism for information sharing, including sharing of materials developed by projects to support collaboration and learning throughout the lifetime of the Fund and beyond.

Next steps

Government is grateful to everyone who responded to the consultation. The British Council is now designing the Fund which is due to open for applications in June 2016. The consultation responses and the additional information have been shared with the British Council and will inform the Fund going forward.

Section 1: The proposal for a Cultural Protection Fund

Our vision

Section 1 of the consultation document set out the context and background of the Cultural Protection Fund, stating the overarching objective, outcomes and a brief overview of the short, medium and long term ambitions for the Fund. Question 1 sought validation for the overall vision and initial policy development.

- | Q1: Do you agree or disagree with the proposed overall approach to the Cultural Protection Fund as outlined in Section 1?
- | Q1a: Please provide any comments to explain your answer to Q1.

The majority (84%) of respondents answered affirmatively to this question and agreed with the approach. Only 8% did not answer the question and the remaining 8% did not agree. Overall this endorsed our approach and the direction of travel for the continued development of the Fund. However, in commenting on this question many respondents included very useful information and guidance which we have sought to capture throughout this response and in the themes identified at [Annex B](#).

Principles

- | Q2: Do you agree or disagree with the principles of the Fund?
- | Q2a: Please provide any comments to explain your answer to Q2.

The majority of respondents also agreed with the principles of the Fund. Out the 63 written responses, 53 (83%) agreed with the principles of the Fund, 9 did not answer and only 1 respondent disagreed, demonstrating a broad acceptance of the principles. However, respondents offered a range of additional useful comments on these principles, for example highlighting the need for the principle of complementarity, including in the context of existing social, economic and environmental programmes. A significant number of respondents also highlighted the need for collaboration internationally, regionally and locally between partners and communities. In addition the need for a clear strategic vision was raised by many consultees and this, with collaboration, local collaboration in particular, were themes which reoccurred prominently throughout the consultation period. Supporting and following best practice alongside collaboration were also referenced by a small group of respondents. In raising the above points, some commented that there were aspects of the principles in need of minor reinforcement and clarification. DCMS has amended the principles accordingly.

Projects

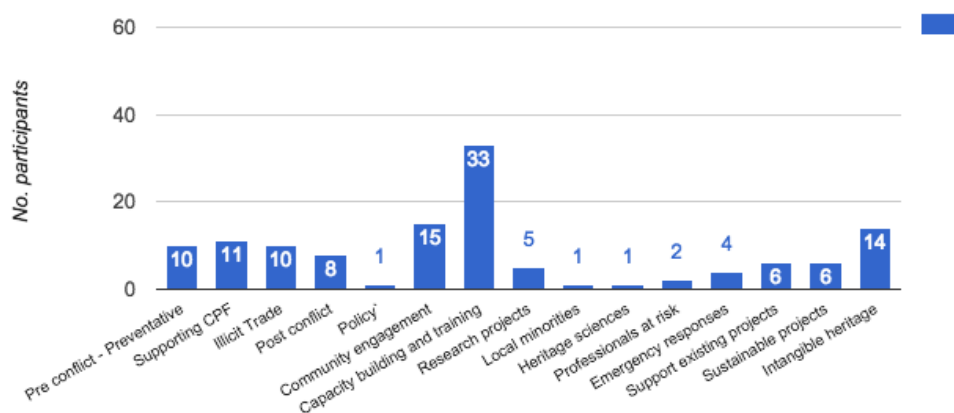
Q3: Table 1 provides a list of potential projects under each of the Fund outcomes. Is there anything that we have not considered?

In response to this question, respondents included suggestions for types of projects they considered had been omitted, and these have been, where appropriate, included in the examples project list which was included in the consultation. A full and updated list can be found at [Annex C](#). Although this list is not exhaustive, it serves as a guide to the types of work applicants may request funding for and will help inform the design of the Fund.

In addition to the types of projects that were considered to have been omitted, respondents also provided helpful advice on where they thought efforts should be concentrated. Chart II demonstrates which broad types of projects were given emphasis by participants for inclusion in the Fund. As chart II demonstrates, a clear emphasis was given to capacity building and training. Other areas for projects which were frequently highlighted included: community engagement, projects to support the development of the Fund, preventative protection projects, illicit trade and intangible heritage.

The need for prevention and protection, community engagement, illicit trade of cultural property and intangible heritage were also emphasised in the workshops. In terms of community engagement, the need for collaboration across programmes and for evidence of community engagement in both the applicant's experience and content of their proposed programme were both identified as key by respondents and this has been incorporated accordingly in the revised principles and design for the application process. The matters of illicit trade and intangible heritage are more complex given the Fund's defined scope and ODA funding - projects seeking to work with intangible heritage will be eligible where they relate to the first outcome of the Fund, 'Cultural Heritage Protection', and to the support or creation of tangible heritage. We envisage that the Fund has a significant potential to contribute towards the tackling of illicit trade through encouraging and supporting projects to record and

Chart II: Project types emphasised for inclusion or highlighted as missing by no. participants



Type of projects emphasised for inclusion or highlighted as missing

document existing cultural heritage as well as potentially through advocacy and education projects. However, as military and security activities are currently not supported by ODA, significant aspects of work related to illicit trade will not be ODA eligible and guidance will need to be available for applicants about what type of projects seeking to tackle illicit trade of cultural objects in the MENA region would be eligible under both the Fund and ODA requirements.

Section 2: Delivering the Fund

Section II of *Government Proposals to Protect Cultural Heritage Overseas* sought views on more detailed aspects of the Fund where our approach was less defined and would benefit from the experiences of others.

Administration of the Fund

| Q4: Please tell us about any examples of existing successful cultural heritage protection initiatives operating in conflict zones in ODA eligible countries.

As part of the consultation, we were keen to gather information on existing cultural heritage protection initiatives operating in conflict zones in ODA eligible countries to help inform the direction of the Fund and aid complementarity. DCMS is grateful to all those who provided examples of a broad range projects and initiatives and has collated this data. In addition, DCMS has carried out an initial scoping exercise on Cultural Protection work by country but given the enormity of this task as well as the need for coordination, we consider that an important part of at least the first year of the Fund will be to ensure that the grant criteria allows organisations to propose research projects which can further the knowledge of the Fund.

Grant size

In the consultation we asked several questions regarding the size and value of grants made under the Cultural Protection Fund.

| Q5: Should there be a minimum and maximum value for grant awards?
| Q5a: If yes to Q5, what would you recommend the minimum grant award to be (in £)?
| Q5b: If yes to Q5, what would you recommend the maximum grant award to be (in £)?
| Q6: Please provide any additional comments on question 5.

Analysis of consultation data on grant size and value demonstrated that there was no clear direction as to the size of grants under the Fund, but did highlight a general consensus that the shape of the grant funding will have a bearing on practical and administrative considerations.

In response to question 5, less than half (46%) of all respondents answered 'yes', there should be a minimum and maximum grant award, 39% said there should not be a minimum or maximum grant award. Only 46% of all respondents recommended a minimum grant figure (54% did not answer the question), however the majority (72%) of those who did recommended a minimum grant figure suggested this should be below £50,000. Only 43% of all respondents recommended a maximum grant award (57% did not answer the question). The majority (70%) suggested maximum grant award should be up to and including £3,000,000. The maximum grant amount suggested was £5,000,000. Many additional comments on the grant process are captured in the themes below. The information from both the written responses and workshops has led DCMS to make several key conclusions regarding grant size and value which will be taken into account in work following on from the consultation.

- Both small and large grants should be made available under the Fund
- Consideration should be given to a tiered approach. Indicated ranges for small grants could range from £10,000-£100,000 with larger grants having a maximum limit of £3,000,000.
- Flexibility towards grant size and value will be essential and grant value should be balanced against administrative considerations.

Monitoring and evaluation

DCMS is keen to find effective methods of monitoring and evaluating of both the Fund and the success of projects that both align with cultural heritage protection and established development methodologies. In the consultation we asked for insight into this area in order to identify best practice.

| Q7: In your experience what are the most effective ways of monitoring and evaluating the success of projects, especially outcomes which may be harder to capture?

The responses indicated that there was no consensus on how best to monitor and evaluate both the Fund and projects but rather that a broad range of different methodologies and techniques will be essential for evaluating and monitoring the success of projects. Key considerations highlighted in the responses and in the workshops which are informing the development of a monitoring and evaluation strategy for the Fund include:

- There is a wealth of sectoral expertise and best practice which DCMS and the British Council should draw upon.
- Monitoring and evaluation strategies should be defined early on in the design process of the Fund.
- It is considered best practice for applicants to give consideration of monitoring and evaluation in the application process.

- A mix of qualitative and quantitative methodologies is desirable.
- Evaluation will be reliant on establishing initial benchmarks.
- Monitoring and evaluation strategies should give consideration for long term impact which will exceed the end of the project. Preventative projects whose benefit is 'negative' (i.e. that it has stopped something happening) will be particularly hard to measure.
- Success of projects will extend beyond the immediate measurable outcomes of projects.

Table IV: Digest of question 7 responses on monitoring and evaluation

Monitoring	Evaluation
Central body / steering group	Proxy indicators for intangible outcomes
Report or present to advisory board / panel	Mix of quantitative and qualitative data / indicators
Measurable indicators (e.g. participation, milestones, deliverables)	Firm benchmarks / deliverables
Measure of how heritage is valued	Anecdotal / Descriptive data
Measure of impact on local skills development	Post project targets
Use multidisciplinary experts/young researchers/those experienced	Focus on deliverables not outcomes (e.g. proxy measures of protection)
Addresses gender imbalances	Feedback from a range of beneficiaries (not just project)
Use existing expertise (e.g. HLF/DFID research councils)	Use existing mechanisms / methods / tool
Should be proportionate to size of project / straightforward / practical	Outcome harvesting (specific technique)
	Dependent on project / case-by-case
	Direct and indirect impacts/Long and short term
	Outsourced with an allocated budget

Proposed approach for the delivery of the Cultural Protection Fund

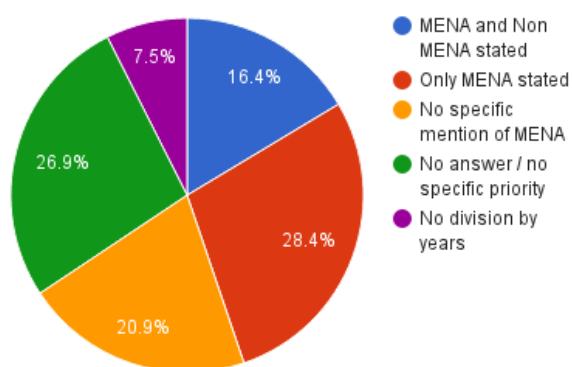
- | Q8: Do you support our overall approach to the Cultural Protection Fund as outlined in Section 2.1?
- | Q8a: Please provide any further comments to support your answer to question 8.

The majority (77.8%) of respondents stated agreement with the overall approach outlined in section two, 7.9% did not agree and 14.3% did not respond to this question directly. While these results indicate strong support for the proposed approach to the policy, there were some concerns raised relating to whether the full range of expertise was held by both DCMS and the British Council to run the Fund. This expertise will be incorporated into the Fund and further information on this can be found at [Annex B](#).

Geographical focus and prioritisation

- | Q9: Which regions or ODA-eligible countries do you think grant funding should be targeted towards and would have the most benefit in the first year of the Fund's operation?
- | Q10: Which regions or ODA-eligible countries do you think grant funding should be targeted towards and would have the most benefit in the subsequent years of the Fund's operation?

Chart III: Geographical priorities raised for the first year of the Fund by % respondents.



For questions 9 and 10, respondents were asked to consider the geographical priorities of the Fund and consider our stated intention to initially focus on the MENA region.

Year 1 - Question 9

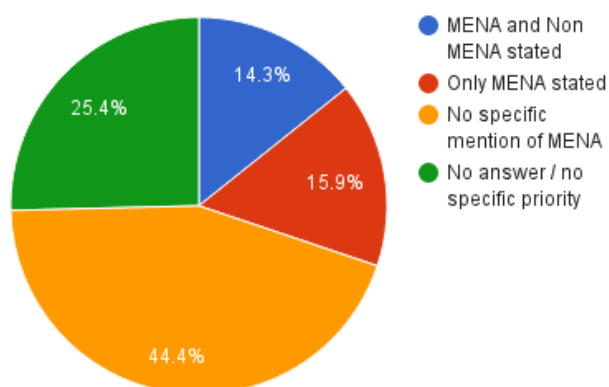
A quarter of participants did not answer question 9. Less than 10% responded that regional priority should not change

according to the years of the Fund and around 20% of respondents named other regions specifically for intervention and the same amount did not express a regional preference but did think that narrowing the scope of the Fund was important.

Almost half agreed that prioritising work in the MENA region, or one of its countries, should be a priority for year one of the Fund and 28.4% noting that for work to take place *only* in the MENA region was desirable. 16.4% outlining that work would be desirable both within MENA and elsewhere. The most frequently cited countries in need of intervention were Syria (22.2%), Iraq (17.5%), Egypt (12.7%), Libya (11.1%), Lebanon (11.1%) and Yemen (9.5%).

Geographical priorities beyond the first year of the Fund - Question 10

Chart IV: Geographical priorities raised beyond the first year of the Fund by % respondents.



The picture looks quite different for those who answered question 10, which sought views on the priorities beyond the first year. Approximately a third thought work should take place within MENA but within this only 15.9% considered that working *only* in MENA was preferable.

Nearly half of the responses did not specifically mention the MENA region and a quarter either did not answer or did not

consider that there should be a specific priority, meaning that over two thirds thought that work taking place should include regions other than MENA or did not have a regional preference.

Other regional priorities

The MENA region as a whole and the countries within it were by far the most frequently cited as being in need of immediate intervention. However, respondents raised a range of other regional priorities for the Fund which spanned from the inclusion of all endangered sites or prioritisation according to ranking in global indices (such as the Global Peace Index) to specific regions and countries. Other possibilities for geographical priorities which were raised in the workshops and consultations are listed in Table V.

Table V: Table of other geographical priorities raised by participants

Countries				Regions
Afghanistan	Brazil	Mauritania	South Africa	Balkans
Bangladesh	Cyprus	Myanmar	South Sudan	Central Africa
Bhutan	DR Congo	Nepal	The Philippines	Central Asia
Bolivia	Indonesia	Nigeria	Turkey	Caribbean
Bosnia and Herzegovina	Kosovo	Romania	Zimbabwe	Eastern Europe
	Mali	Somalia		Pacific Islands
				South America

Key conclusions drawn from reviewing this information included:

- Having a narrowed focus for at least the first year is desirable.
- While it is clear that other regions and countries would benefit from additional support, MENA was the region over which there was the most consensus for the need to intervene at this time and is an appropriate priority for the first year of the Fund.

- There is sufficient difference between the responses to questions 9 and 10, as well as evidence gathered from other means of consultation, to suggest that this regional prioritisation should be reviewed after the first year.
- A clearer definition of what is meant by the MENA region and work in ‘global conflict zones’ is necessary. This is outlined in the *Summary of responses (p7)*.

Security

Q11: What are your views on the feasibility of working in potentially dangerous areas? Please include any advice on how the Fund could support interventions in these scenarios and examples of previous initiatives.

Given that the terms of funding will require the Fund to work in global conflict zones, security and duty of care is and will continue to be a consideration of paramount importance. In answer to question 11, 15% thought that this work should never take place and just under half of participants considered that it was feasible to carry out work in conflict zones, though with significant caveats and differing opinions over when and how this should take place. A fifth noted ways in which this work could be done remotely.

Suggestions included working through local networks, working with affected populations in areas outside of or bordering conflict zones, distance learning or by carrying out remote sensing or data acquisition projects.

We are grateful to participants in the consultation period for their advice and suggestions for how to carry out work relating to conflict zones, including in areas at risk of conflict and how work can be done post-conflict as well as how to monitor and mitigate risks. In accordance with the responses given to many of the questions, it was clear that in matters of security and working in conflict flexibility, local knowledge and engagement, networks and collaboration with relevant bodies was seen as key to ensuring success as was consideration of these matters during the application process. Table VI includes a summary of some of the key points raised.

Chart V: Views on the feasibility of working in high-risk areas by no. of respondents?

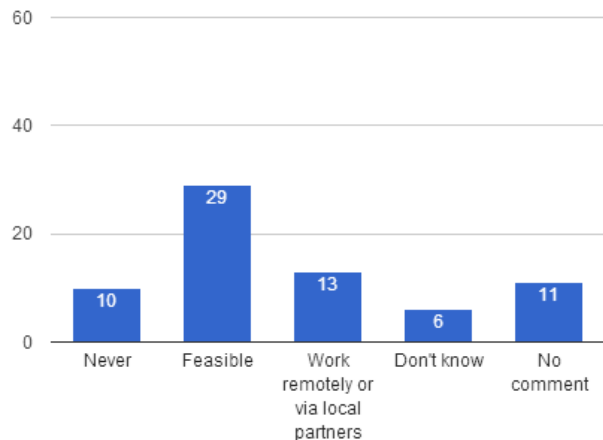


Table VI: Summary of working practices for projects raised by participants for work in conflict zones

- Organisations should demonstrate proven capability in this type of work
- Community engagement: work through local connections and contacts with people or institutions and groups already 'on the ground'
- Use government/non-government bodies and international organisations for advice and to help delivery
- Specialist knowledge or training to acquire relevant specialist expertise
- Work with consultants, specialists and private security
- Effective programme management and risk assessments
- Engage with military support
- Take account of security costs: travel, visas, waiting times, security
- Ensure the security of local communities, workers and project personnel
- Ensure ability to have appropriate access

The wider international agenda

- | Q12: Which issues relating to gender should we be aware of? Please make reference to any specific examples that you would like us to consider.
- | Q12a: How could this be monitored?

Approximately half of the participants did not express a view on the matter of having regard to gender equality. 27% of participants raised that gender issues should be considered in some form or another. Given that it is legally required to ensure regard of gender issues when spending ODA, it is clear that work should be carried out to ensure that this responsibility is communicated clearly to potential applicants.

From those who answered question 12a and others who took part in the workshops, respondents did offer helpful advice regarding mitigation of gender issues which included common problems, the need to be sensitive to local individual contexts, suggestions for monitoring practices and the types of policies and protocols (see table VII) which should be in place to ensure these issues are appropriately taken into account. As with other considerations such as security, monitoring and evaluation, having a long-term, locally sensitive approach which engages the community was considered best practice, as was dealing with gender up front in the application process.

Table VII: Summary of suggested practices raised by participants relating to gender and/or equalities

Monitoring	Working practice	
<ul style="list-style-type: none"> • Ensure use of baseline data • Record participation • Record staffing • Use of project journals 	<ul style="list-style-type: none"> • Take account of local contexts and values and work within traditions • Focus on practical reasons for women's engagement • Keep risk registers 	<ul style="list-style-type: none"> • Consider chaperones • Ensure adequate training or expertise in gender issues • Ensure appropriate policies and protocols are in place

- | Q13: Are there any other specific requirements or conditions that should be

applied to programmes applying for grant funding which you think we should be aware of? Please make reference to any specific examples that you would like us to consider.

Question 13 sought information on any other requirements or conditions relating to matters such as equalities or specific legal duties. However, the question brought about a range of answers covering multiple different aspects of grant funding. As such we have ensured that the valuable information gathered here is incorporated in other relevant sections of this response.

Additional findings and key themes

This section summarises the key themes that arose throughout the written responses and in the workshops. Many of these themes were points of concern for respondents and these considerations will inform many aspects of the Fund, both strategic and operational.

Priorities of work for the Cultural Protection Fund

The consultation explained that the terms of the initial funding for the Cultural Protection Fund was to support efforts to protect cultural heritage in ‘global conflict zones’ across the three outcomes of *Cultural Heritage Protection, Training and Capacity Building* and *Advocacy and Education*. The responses to the consultation process have indicated that there is a need to define specific priorities for the Fund, especially regarding the areas highlighted below.

Prevention vs. restoration: A significant number of responses made it clear that many perceived the initial proposals for the Cultural Protection Fund to lend a disproportionate focus on restoration, particularly of archaeological sites, contradicting the Fund’s aim to *protect* cultural heritage. This need for protection was also echoed in the workshops.

In fact, approximately 40% of responses emphasised the need to prioritise, in some way, protective measures. In addition, a group of participants (17.5%) highlighted the possibility for work post-conflict such as projects incorporating peacebuilding and reconciliation efforts. Others noted that moveable heritage should be covered under the Fund, not just archaeological sites.

Scope of work for the Fund: The consultation set out the terms of the initial funding for the Cultural Protection Fund to support efforts to protect affected cultural heritage in ‘global conflict zones’ but that there was potential for this to open up to work with cultural heritage affected by natural disasters in the future. Around a third of respondents raised areas they felt should be at least one additional priority for the Fund, including natural disasters (14), other environmental damage (4), intangible heritage (14) and several (5) stating a preference for the Fund to work with all endangered sites.

Key conclusions:

- Protective and preventative work is preferential and should be adequately prioritised. Due diligence should be carried out to ensure that the Fund does not disproportionately favour or exclude any particular type of cultural heritage.
- A significant part of the sector consider that intervention to protect cultural heritage should extend beyond cultural heritage at risk from conflict and this should be considered when formulating a long-term strategy for the Fund’s aims.

ODA

Discussion with stakeholders at workshops and feedback from the sector has indicated that this type of funding is unfamiliar and will require clear guidance to be issued.

Expertise

Expertise was a key theme expressed by respondents in the consultation responses. We did not ask a specific question on expertise, but 25% of respondents raised the need for additional expertise for either or both the British Council and DCMS. Both organisations were already aware of this need and consequently set a specific question to stakeholders on expertise in the consultation workshops to see what shape and scale this expertise might be needed to support the delivery of the Fund and assess grant applications.

Key findings from the workshop

Breadth of expertise: A range of expertise was highlighted as essential not only from across the cultural heritage sector but also from further afield including: the development sector and understanding of the wider development context, foreign policy expertise, country specialists, military, scientific expertise and input from the local communities. It was generally recognised that the British Council's ODA expertise and international network and experience would be of great benefit to the Fund.

Mechanisms to access expertise: Mechanisms to enable access to expertise were explored in the workshops. Many stakeholders referred to an advisory board consisting of necessary expertise including international, heritage and ODA or an expert pool to support the Fund. Existing networks, panels or bodies could be used for this purpose. The composition of the panel/committee could be selective to applications or rolling from a pool of experts. It was also noted that a panel should include representation (or be able to seek advice) from people from the affected countries to assess issues. Many stakeholders also suggest a two pronged approach to expertise, and that two distinct groups were needed, assessors for projects and advisers - a pool of experts. It was noted that there needed to be a balance of expertise to enable effective decision making. There should also be a balance between technical and academic expertise. The workshops also led to the conclusion that expertise should be demonstrated within grant applications to ensure projects were supported by a record of relevant expertise and experience.

Local expertise and community engagement

Community engagement and local expertise were strong themes throughout the consultation. In fact, nearly 80% of written responses raised the need to include this type of engagement and expertise. It is clear that ensuring projects are locally appropriate and developed with and for local communities is essential to the success of the Fund. This was articulated in various different ways in both the workshops and the written responses. Desirable requirements raised by respondents included:

- Clear benefits for the community
- Local participation, resourcing and procurement
- Desire to avoid an imperialistic approach
- Security of local communities
- Incorporating local knowledge and expertise (generally and relating to specific issues)
- Bottom-up and localised collaboration, partnerships and leadership
- Work with local authorities

Practical considerations

Both section two of the consultation document and the workshops sought views from participants on more practical elements of the Cultural Protection Fund. Many of these comments have been outlined and captured in the preceding sections to this consultation. However, there were several key practical considerations which are significant enough to highlight separately. It is clear that whilst strong support exists for the Cultural Protection Fund, there is an equally strong desire for the Fund to work carefully to ensure best practice. Key considerations raised included timing, the application process and the need for a balance between best practice and innovation.

Timing: The time period noted in the consultation to launch this fund and begin projects is extremely ambitious and consideration should be given to reviewing this timescale and to look at a different model for the first year's projects.

Application process: As indicated throughout this response, it is clear that many examples of best practice for grant funding offered by respondents are those that seek key information and evidence up front in the application process.

Balance between best practice and innovation: As indicated throughout this response, it was clear that while the Cultural Protection Fund was welcomed overall, there was some apprehension around the lack of experience in this area, the security and programme risk inherent in this work as well as the lack of central knowledge available not only to government but to the sector as a whole and what this might mean for the Fund.

A long term strategic view for the Fund

<p>One of the strongest themes to come out of the consultation period was the need for the Fund to operate according to a long-term strategic view and make funding choices according to this strategy. While respondents views about what exactly this long-term view should comprise of, there was consensus over several areas.</p>	
<p>Sustainability: How the Fund and associated projects will make a long-term impact was a strong theme of both the workshops and written responses (30%). As previously indicated (p.14 and 15), respondents felt that many markers of success for projects would not be evident immediately during or after project work. However, comments around sustainability extended beyond the need to simply ensure that long-term benefits were captured; it is clear that for many participants <i>planning</i> for this long-term impact should be a crucial aspect of the Fund design.</p>	<p>Information sharing: While only a few participants (5) specifically raised the matter of information sharing for projects in the written responses, the question of whether appropriate information about the Fund’s work would be available was repeated frequently at the workshop. Attendees felt that it was important for transparency and would contribute to avoiding duplication of projects and could contribute to the knowledge of the sector.</p>
<p>Coordination: It has also been clear from the outset that there is a wider need to take an expert and coordinated approach to the Cultural Protection Fund which complements existing work. This is something we had aimed to address through the proposed principles for the Fund and in raising the matter of coordination at the workshops as a discussion topic where it was clear that the need for complementarity and collaboration were important concerns for the sector.</p> <p><u>Complementarity:</u> There was no opposition against the assessment that complementing existing cultural heritage initiatives was key; in fact significant proportion of respondents strongly agreed. However, there were some nuances to how respondents understood the matter of complementarity. Some drew on the need for a central body to coordinate and others emphasised that collaboration and engagement with relevant organisations and experts was a key means to ensure complementarity. In addition, several respondents highlighted the need for projects under the Fund to complement not only cultural heritage programmes but wider social and economic and environmental programmes.</p> <p><u>Collaboration:</u> As discussed there is a strong desire in the sector for local and community engagement amongst those who have taken part in this consultation period as well as the need to engage. However, this desire for collaboration went beyond the local. Many emphasised the need to work with international bodies such as UNESCO and existing networks and bodies (governmental and non-governmental), not only as a means to seek expertise and complementarity but to potentially assist with delivery.</p>	

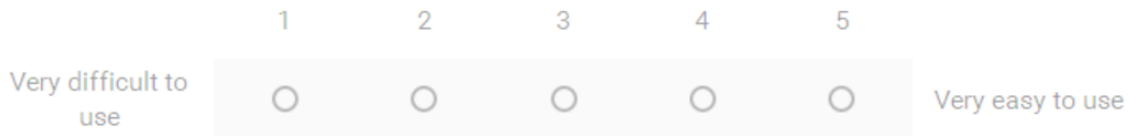
Key conclusions:

- Projects should be funded as part of a coordinated strategy which has a long-term, sustainable focus and strategy and ensures complementarity. The existing knowledge base will need to be built upon in order to meet this aim.
- Given the development focus of the Funding, specific consideration should be given as to how these programmes complement wider regional initiatives.
- It is desirable to look at appropriate means of information sharing.

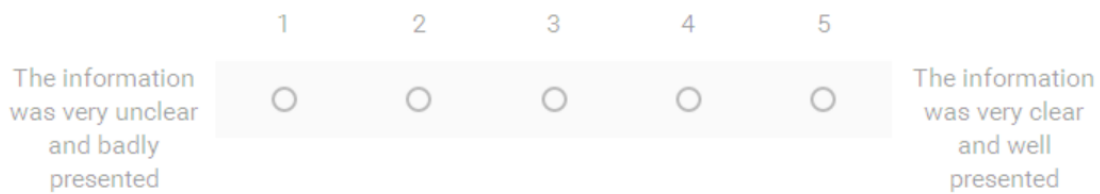
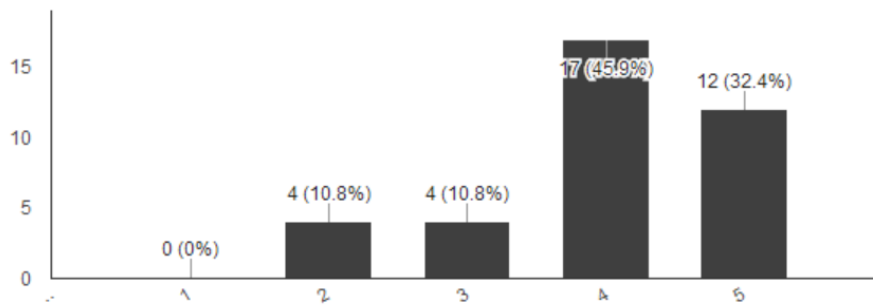
Example projects that could be supported under the Cultural Protection Fund

Category	Outcome	Example Projects to deliver outcomes
<i>Cultural heritage protection</i>	Cultural heritage under threat is researched, documented, conserved and restored to safeguard against permanent loss.	<ul style="list-style-type: none"> • Emergency response programmes • Programmes aimed at protection / preparedness Recording / documentation • Digitisation of collections / digital archives / moveable heritage • Remote sensing • Conservation and management plans • Surveying projects • Research projects • Conservation and restoration • Resilience planning programmes • Destruction prevention programmes • Projects to support and inform cultural heritage protection
<i>Capacity Building and training</i>	Local professionals have sufficient business or specialist skills to be able to manage and promote cultural assets which [will] benefit the local economy and society.	<ul style="list-style-type: none"> • Training programmes in specific cultural skills (digitisation, conservation, restoration, cultural heritage management, cultural property protection, research, curation) • Training programmes to 'train trainers' • Training and capacity building in business and management (specific to the tourism industry) • Local based training / community orientated training • Purchase of equipment / materials • Translation programmes • University-level education / support • Transferable skills/opportunities for employment • Training to address a lack of institutional heritage capacity or in policy development • Infrastructure, Military and police training • Distance learning
<i>Advocacy and education</i>	Local people are able to identify and value their cultural heritage and have a good understanding of what can be done to protect their cultural heritage and the role it plays in society and the economy.	<ul style="list-style-type: none"> • Cultural education programmes or community engagement on local, regional, and national levels • Community, regional, and national advocacy projects • Heritage / museums reconciliation projects / peacebuilding / cohesion projects • Displaced / minority community or gender based projects.

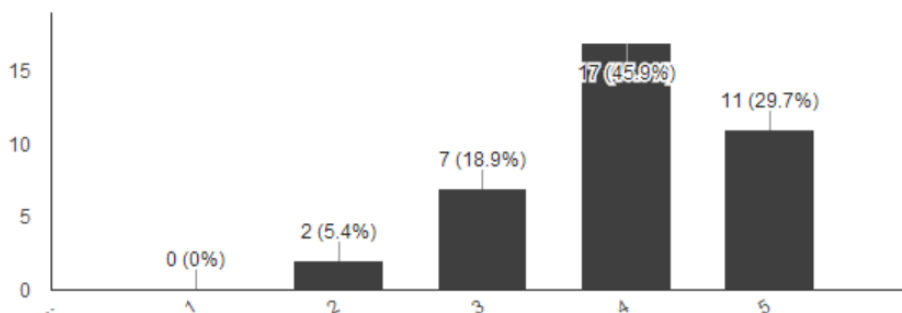
Evaluation of the online form

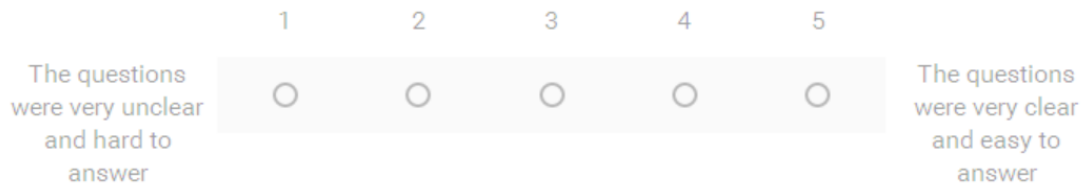


Ease of use (37 responses)

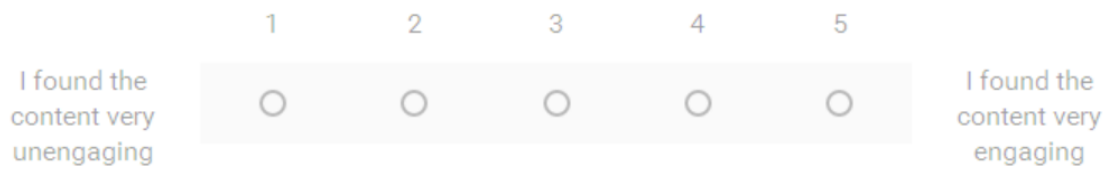
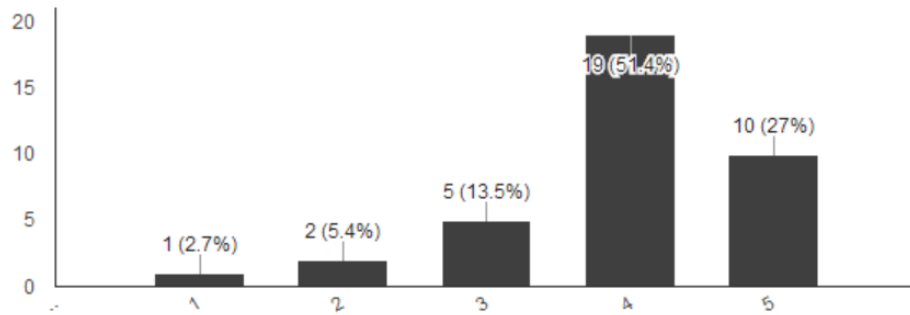


Presentation (37 responses)





Questions (37 responses)



Engagement (37 responses)

