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## **D2.1: Institutional stakeholders needs and services analysis report**

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**Authors:** Francesca Cesaroni, Filippo Triccoli, Romina Boraso

**Abstract:** The objective of this deliverable is to identify the institutional stakeholders directly or indirectly involved in cultural approaches and/or promoting the social integration of disadvantaged groups, particularly migrants. The aim is to collect information and lessons learnt from their field of action and to understand what they need to facilitate participatory and inclusive initiatives.

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## Review and approval

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## Distribution

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## Application area

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# 1. Executive Summary

D2.1 presents the findings of the data collection and analysis conducted with the purpose to understand the needs of institutional stakeholders who are active or interested in participatory projects in the intersection of the cultural and social work sectors. The needs analysis was carried out through an online survey with 90 participants from the cultural, social, educational and public administration sectors and 17 in-depth interviews which explored the practices of several actors, the barriers they face, their need for certain facilitators, and the lessons they have learnt.

It is a strategic document for the CultureLabs project, as it provides helpful insights that influence almost other WPs, including the ingredients collection task of WP3, the design of the platform (WP4), the recipes development as well as the value chain analysis and policy recommendations of WP6, the pilot activities in WP7 and also contribute to the stakeholders group formation in WP8.

**Chapter 2** explains the role of the current deliverable in the project and its relation to other deliverables. It also provides a short state of the art that puts the current analysis in context with respect to previous work.

**Chapter 3** outlines the methodological framework of the research, describing how the analysis of needs has been structured and carried out. It also explains the rationale behind the survey and interview questions and their link to the CultureLabs objectives.

**Chapter 4** reports the quantitative findings emerged from the survey: data are analyzed and crossed checked. Graphic representations of the most outstanding findings are provided through charts, to make the data interpretation easier.

**Chapter 5** presents the most relevant findings that emerged from the interviews, which aimed at exploring in depth specific issues that were identified from the survey.

**Chapter 6** summarises the lessons learnt by Culturelabs and explains how the findings of the analysis will be taken into account by the different project tasks and Chapter 7

Finally, the conclusions in **Chapter 7** summarise the findings of the analysis and their meaning for CultureLabs.

## 2. Introduction

The objective of this deliverable is to identify the institutional stakeholders directly or indirectly involved in cultural approaches and/or promoting the social integration of disadvantaged groups, particularly migrants, in order to collect information on how they currently work and what they specifically need and propose for making participatory approaches a core working practice. The analysis of their needs mainly focuses on the barriers hindering participatory practices, investigating which facilitators might help to overcome these barriers and the role Cultural Heritage (CH) can have in the empowerment of disadvantaged communities.

An online survey for quantitative analysis was carried out: the questions aimed to understand the current practices of organisations, identify the most common problems that stakeholders face in collaborating with other organisations and with community members, and the extent to which technological tools are perceived as facilitators for co-creative and participatory approaches.

In-depth interviews followed, aimed at exploring some of the findings that emerged from the surveys, collecting information about their experience with different approaches, and gathering suggestions and requirements to be considered by the CultureLabs project.

The categories of stakeholders involved in the survey are:

- GLAM – Galleries, Libraries, Archives, Museums
- Social enterprises/cooperatives/NGOs working with migrants
- Local /governmental administrations
- Cultural/artistic associations
- Schools/educational organisations

A detailed description of the participants involved, the survey purposes and the methodology used is given in Chapter 3.

### 2.1 Role of this deliverable in the project

The objective of Task 2.1 is to investigate the current practices, viewpoints, and needs of institutional stakeholders in the fields of Cultural Heritage and social inclusion, with a particular focus on migrants, and the role that participatory projects can play in this respect. Specifically, the study aims at:

- investigating the current practices of organisations working in the intersection of the cultural and social fields towards the engagement of disadvantaged communities with particular focus on culture-based participatory approaches engaging migrants. Information has been collected from organisations active in the fields of CH, social inclusion, public administration and education on their experience and interest in participatory projects, the target groups these usually involve, and in the reasons driving them to organise certain activities;
- identifying problems and barriers hindering fruitful and effective collaborations with other institutions and with the community members and limiting the impact of participatory projects;

- understanding what kind of methods and tools they find useful for the facilitation and widening of participatory projects
- collecting good practices, tips, and lessons learnt from their previous experience

This deliverable explains the activities carried out under T.2.1 and reports the most outstanding needs identified.

The document will contribute to **WP3**, providing the stakeholders' suggestions and viewpoints on the role technology can play in enhancing collaborative projects. In the light of the iterative approach followed in the project, the findings will contribute to the functional requirements collected under .3.2 with new insights, which in turn will be taken into account in the technical design and implementation of the CultureLabs platform under WP4 and WP5. Moreover, it will inform the ingredients collection project under T3.3, shifting its focus on resources that have been identified as particularly useful by the participants in the current study.

It will also contribute to **WP6**, as the needs identified in this document will steer the definition of innovative participatory approaches matching the requirements and concerns of the involved stakeholders. The different needs as well as the successful practices identified by the interviewees will be taken into consideration by the recipes to be defined as part of T6.2 as well as by the organisation- and policy-level recommendations to be made under T6.1.

Moreover, the current deliverable provides helpful input to **WP7**, as the pilots will focus on some of the emerged problems, with the aim to experiment with approaches and solutions that can contribute to managing and possibly overcoming barriers.

It will finally contribute to **WP8**, creating awareness around the CultureLabs project among the contacted organisations: 50% of the stakeholders involved in the survey gave their consent to get informed of the project through the newsletter. Some of the interviewees also consented to be video-recorded, thus assuming a role as CultureLabs ambassadors (as defined in D8.1). The video-recordings will be post-produced and published on the official communication channels of the project.

## 2.2 Relationship to other deliverables

The document has many interrelations with the following deliverables:

- *D2.2 – Communities' needs and living heritage analysis report*, which complements the current report focusing on organisational needs and opinions with information collected from the perspective of community members
- *D2.4 – Comparative study of participatory approaches to social innovation through CH* as many good practices and innovative approaches gathered through the interviews carried out under T.2.1 will provide helpful input to D2.4;
- *D3.2 – Case study definition and functional requirements v1*, as D2.1 findings enriches the functional requirements collection with new perspectives and suggestions;

- *D3.4/D3.5 - Pool of ingredients v1/v2* as the needs for certain types of resources which emerged from the current analysis will guide the process of collecting and documenting appropriate ingredients
- *D4.3 - User scenarios and wireframes report v1* as the needs for technological tools shed new light to the intended user scenarios and the services to be offered by the CultureLabs platform
- *D.6.1 – Value chain analysis, policy briefs and recipes report*, as it will draw from D2.1 the stakeholders' unmet demands and concerns to create appropriate sets of value-creating methods and activities as well as appropriate recommendations;
- *D.7.2 – Pilots activities report*, as the pilots seek to address some of the needs identified herein and test in practice some of the methods and tools suggested in the interviews .

## 2.3 State of the art

While studies and practice in the cultural field have long acknowledged the importance of participatory approaches for engaging visitors, it is only recently we are talking about steps to wider societal participation and to how the cultural sector can contribute to social inclusion. The viewpoints of practitioners in the cultural sector as well as their counterparts in initiatives oriented towards disadvantaged groups can offer very useful insights and lessons in this respect. Museum professionals, artists, people working in NGOs or local administrations who work “on the ground” with migrants and other disadvantaged groups often feel that their opinions and experience from the field are not heard and adequately valued by the leadership of their organisation as well as by government policies, sometimes leading to feelings of disillusionment and disengagement [[Whose Cake is it anyway?](#)]. Although there have been quite a number of working groups and reports which explore the ways in which cultural institutions are working with migrants and refugees and make helpful recommendations, e.g. [[How culture and the arts can promote intercultural dialogue](#), [Policy brief – Cultural inclusion: Rethinking \(museum\) heritage](#), [Cultural Memory. Migrating Modernity and Museum Practices](#), [European Museums and Interculture: Responding to challenges in a globalized world](#)], more attention should be given to recording and reflecting on the opinions of the staff members who do the front-line work in projects with a focus on social inclusion and empowerment in the field of cultural heritage. The current analysis aims to contribute to filling this gap and to complement and add novel insights to ongoing discussions and previous findings.

[[Whose Cake is it anyway?](#)] is the result of work with 12 museums from the UK and their community partners. Different techniques, including interviews, questionnaires, group discussions, and activities inspired by participatory drama have been employed with the aim to understand how organisations understand their community engagement, what barriers they face, and make recommendations. Although [[Whose Cake is it anyway?](#)] does not focus on projects targeting disadvantaged groups and gauges the situation and policies in the UK, the UK-based professionals shared many common concerns with the participants of the current study. Lack of openness in the cultural sector; need for strategic partnerships; need to listen to what community members have to tell and respond to their needs; the useful role of facilitators are some of the common identified issues and best practices.

[[The Inclusion of Migrants and Refugees: The Role of Cultural Organisations](#)] investigates the role that cultural organisations can play to include people who are forced to migrate or to seek asylum in other countries. It includes interviews with 12 professionals from cultural organisations in the EU



(and one from Canada) who talk about their vision, concrete projects, and lessons learnt from projects addressed to migrants. The study focuses on experiences by the museum sector and many interviewees reaffirm remarks and suggestions made also by cultural professionals in the current study, such as the importance of involving professionals from different areas and forming cross-sector partnerships, the need to develop intercultural skills and recruit “cultural translators”, the need to listen to the target migrant group and not assume knowing their needs and the best solutions for them; the difficulty in evaluating the impact of the projects; and the importance of having examples of similar work to share.

[\[The role of culture in promoting inclusion in the context of migration\]](#) summarises the results of the EC-organised Voices of Culture brainstorming session on “The role of culture in promoting the inclusion of refugees and migrants” which took place in June 2016 with the participation of 35 representatives from organisations in the cultural and social sectors. The results of this discussion were presented to the European Commission. Interesting insights by actors in the cultural and social fields considering the contribution of culture to social inclusion are also included in the brainstorming report on “Social Inclusion: partnerships with other sectors” published in April 2018 [\[Social Inclusion: partnering with other sectors\]](#). Both these reports focus on policy recommendations. It is worth noticing that “Support the creation of tools and databases to i) gather existing knowledge, ii) facilitate exchanges and sharing best practice” is one of the agreed recommendations, which is also the core objective of CultureLabs. Moreover, particular emphasis is given to the measuring of projects’ impact, which has also emerged as an important need in the current analysis.

In comparison with the aforementioned previous work on needs analysis with respect to participatory projects in the intersection of the cultural and social fields, we can say that the current study is distinguished by the following features:

- the broad spectrum of organisations and practitioners considered, not limited to cultural professionals but consolidating the opinions of different actors in the cultural, social, educational and public administration fields under the converging lens of cultural heritage’s role in social inclusion and empowerment
- the multiplicity of needs it considers, touching both upon very practical and organisation-level issues as well as at issues at the policy level
- the particular attention paid to the needs with respect to technological tools.

### 3. Methodology

To gather institutional stakeholders' needs and offered services, a specific survey was designed and structured for online submission. The data collection tool selected for this purpose was KoBoToolbox, a free, open source and GDPR compliant software. An instance of the KoBoToolbox was deployed on a secure server maintained by Platoniq so as to ensure compliance with data privacy regulations (see also D9.6).

The invitation to fill the survey was sent by email to organisations belonging to the partners networks and contacts, accompanied by an information sheet explaining the purposes of the survey and the way data were going to be managed (Annex 1). Respondents were asked to give their consent if they were interested to be contacted for an in-depth interview aimed at exploring some of their answers: in the positive case, they were asked to add a name and email address where to contact them for a date. Details on the survey are reported under Chapter 3.1.

Following the analysis of the surveys, a sample of respondents was selected for in-depth interviews, which were carried out on the basis of a common framework, to facilitate their analyses (Annex 4). Details on the interviews are provided under Chapter 3.2

#### 3.1 The survey

The survey was produced in English and translated in Italian and Finnish, to facilitate participation in these two specific countries. The surveys collection was open for 40 days and closed at the end of January 2019.

**90 surveys were received**, with a predominance of GLAMS, NGOs and educational entities as respondents (see Tab.1). A number of the survey participants (and some more stakeholders) have been interviewed as explained in Chapter 3.2.

STAKEHOLDERS CATEGORIES	Participants
GLAM – Galleries, Libraries, Archives, Museums	20
Social enterprises/ cooperatives/ NGOs working with migrants	29
Local /governmental administrations	10
Cultural/artistic associations	10
Schools/educational organisations	17
Other	4
<b>Total</b>	<b>90</b>

*Tab.1 - organisations participating to the survey*

The survey consisted of about 20 questions, with a number of predefined multiple choices and the possibility to add open text when the given options didn't match the respondents' situation. It was organised in sections, some of which common for all the respondents, some others accessible only if specific answers were selected (logical skips process).

**Section 0** aimed to gather preliminary information on the respondent's institution in an anonymous form, to avoid any possible identification. Within this section, question 7 enquired about participants' previous experience with participatory projects and, depending on the answer, participants were directed to one of the following questions:

- 7.1 – Experience in projects involving community members in cultural activities ⇒ Section 1
- 7.2 – Experience in projects involving migrants ⇒ Section 2
- 7.3 – Experience in projects involving migrants in cultural initiatives ⇒ Section 3
- 7.4 – No previous experience ⇒ Section 4

**Sections 1, 2 and 3** had the same set of questions but differed in the answer options, which were tailored to the experience the respondent had declared to have. The division in different sections allowed to shorten the lists of answers per question, to make the survey simpler and to avoid that respondents might get annoyed or discouraged from completing it.

**Section 4** was addressed to organisations who didn't have any previous experiences in participatory projects, in case they were interested in learning more. Despite the fact that a large number of organisations were invited, only 3 respondents selected this option, which may imply that organisations without any experiences in participatory approaches have a low interest in the proposed topic and dismissed the invitation to join.

All the sections unified again under **Section 5**, aimed to investigate the respondents' interest and motivation in the use of technology. The answers to this sections were expected to complete the T.3.2 findings and contribute to the platform services design (WP4).

**Section 6** was finally intended to get the respondents' consent to the use of the survey data and to know if they might be interested in being interviewed: in case of positive answer, name and email address were to be included in a dedicated cell.

**Section 7** was introduced for NGOs working with migrants only and proposed additional questions investigating the respondents' perception of the migrants' expectations, interests and obstacles to integration. The resulting data will contribute to D.2.2.

The **experience in participatory projects** was the main **variable** used to analyse data, with the main purpose to identify the needs of organisations experienced in culture-based projects (7.1) and organisations experienced in projects involving migrants (7.2) vs organisations with experience in both the sectors (7.3). The choice was mainly due to the fact that selecting as a variable the typology of organisations would have been misleading, as the sample of respondents was not wide enough to provide meaningful data for each category. Besides, the fact that one typology of organisations resulted to have differentiated experiences with participatory projects would have resulted in fragmented data difficult to interpret. Grouping the organisations on the basis of their experience was deemed a meaningful approach for the needs analysis purposes, allowing also for interesting insights about the different types of stakeholders from the considered sectors (i.e

scultural, social, education and public administration sectors, see Chapter 4.1.3). Dedicated analyses based on stakeholders' sectors have also been conducted where deemed necessary.

All the data gathered through the survey will remain available in the Kobotoolbox server for further analysis and comparisons, should this need emerge during project activities. Moreover, anonymised versions of the data collected via the survey and interviews will be made openly accessible via the SHU Research Data Archive (SHURDA) and/or the Zenodo repository, so that they become available to other researchers who wish to use them in their research.

The survey is available in Annex 2 of the current deliverable.

### 3.1.1 Rationale behind the survey

The questions under sections 1,2, 3 and 7 were aimed to identify the barriers stakeholders face in the implementation of participatory approaches and the facilitators adopted to overcome them, as a starting point around which to design the CultureLabs platform services and the pilots. A short explanation of the reasons for the proposed questions is given below (Tab 2)

<b>Q8</b>	<b>Which stakeholders/organisations do/did you collaborate with in these projects?</b>
<p>The question aimed to understand:</p> <ul style="list-style-type: none"> <li>• The level of synergy and collaboration with other stakeholders;</li> <li>• The type of synergy (vertical=stakeholders belonging to their same professional area; horizontal=multi-actors and multitasking collaborations);</li> </ul>	
<b>Q9</b>	<b>Which role(s) did your organisation staff cover in this project?</b>
<p>The question aimed to understand:</p> <ul style="list-style-type: none"> <li>• The variety of professional profiles available within the organisation;</li> <li>• The need for different competences to support participatory approaches</li> </ul>	
<b>Q10</b>	<b>Which were the key objectives for your participation in these projects?</b>
<p>The purpose was to understand which of them was the priority for the involved stakeholders. A wide variety of options was offered for this question, but all turned around 3 key concepts:</p> <ul style="list-style-type: none"> <li>• culture</li> <li>• migrants</li> <li>• social integration of disadvantaged groups</li> </ul>	
<b>Q11</b>	<b>Did these projects involve specific groups at risk of social exclusion?</b>
<p>The question aimed to understand with what types of disadvantaged groups respondents had already involved in their activities and whether their approaches were designed for specific groups (i.e. older persons, ROMA, unemployed adults...), the purpose being to investigate (mainly through in-depth interviews) the possibility to transfer their approaches to other contexts.</p>	

Q12	<b>Which were the most relevant barriers you faced?</b>
<p>The purpose was to assess how these barriers hinder the promotion of participatory approaches, but also to understand the extent to which the CultureLabs platform services might help to overcome them.</p> <p>A variety of options was offered for this question, all leading to 3 main types of barriers:</p> <ul style="list-style-type: none"> <li>• Communication barriers</li> <li>• Cultural barriers</li> <li>• Organisational barriers</li> </ul>	
Q13	<b>In your experience, which of the following options might facilitate co-working and participatory approaches?</b>
<p>The question aimed to understand what, in the respondents' perception, might facilitate participation and co-creation activities. The proposed options mirror the online services the CultureLabs platform is expected to offer, to see whether they can meet the stakeholders' expectations.</p>	
Q14	<b>In your opinion, which of the following options better describe the impact of your project on local community?</b>
<p>The question aimed to understand if stakeholders valued more:</p> <ul style="list-style-type: none"> <li>• The impact in terms of economic, image and networking return (organisation advantages)</li> <li>• The impact in terms of social integration and community participation (community advantages).</li> </ul> <p>The in-depth interviews also intended to understand if and how the impact is measured, and if technological tools might help for this purpose.</p>	

*Tab. 2 - Rationale behind the survey*

## 3.2 The interviews

61 respondents out of the 90 surveys received had given their consent for the interviews. **17** of them were interviewed, based on the following criteria:

- A balanced representativeness of respondents with respect to their experience with projects in the fields of CH and social inclusion to guarantee that the perspective of organisations with different expertise was considered;
- The relevance of their answers to the objectives and tasks of CultureLabs: preference was given to those respondents who had selected particularly relevant options for each questions, particularly in terms of barriers and facilitators.

When more potential interviewees per country matched the above criteria, partners were asked to decide who to contact, basing their choice on their knowledge of the relevance of the organisations work related to the themes of the study in the national context and on the possibility to engage them in the future steps of the project, the pilots in particular.

The 17 interviewees belonged to the following organisations:

- Cultural organisations (GLAMs and Cultural Associations): **6**
- Social sector (NGOs and social enterprises): **4**
- Educational sector (schools and universities): **4**
- Public Administrations: **3**

The countries where the interviews were performed where:

- Italy: **9**
- Finland: **4**
- UK: **3**
- Poland : **1**

On top of the above, useful insights regarding organisational needs also emerged from interviews conducted with **4 immigrant associations from Germany** as part of T2.2 (communities' needs and living heritage study) and these points have therefore been included in Chapter 5.

A dedicated information sheet was prepared for the interviews, with a consent form to be signed by the interviewees, through which they agreed to be audio or video-recorded and the information provided to be used for the study purposes (annex 3).

Customized guidelines to the interview were prepared for each contact, each addressing the most relevant answers provided in the survey. Partners made appointments for the interviews, recorded them and sent back to COOSS a summary of the most relevant findings. The interviews phase closed on the 25<sup>th</sup> of February 2019, with 17 interviews completed.

### 3.2.1 Rationale behind the interviews

The guidelines for the interviews were formulated with the purpose to understand how the findings might influence the different project activities (as the platform design or the pilots deployment) and results, mainly in terms of recipes of participatory projects and recommendations to policy makers. The table below (tab.3) provides a summary of the most frequently asked questions and their implications for the project:

Q 10	Objectives	Links to CultureLabs
10.9	You indicate among the key objectives the <b>experimentation of innovative approaches promoting integration</b> . What are, in your opinion, the ingredients making an approach “innovative”?	To gather needs for and suggestions about useful “ingredients” so as to inform the process of relevant resources collection under Task 3.3.
10.11	You also mention the objective <b>raise awareness/spread knowledge about migrants’ own cultural heritage</b> . Can you describe an innovative approach you used to reach this objective?	To collect material on best practices and ideas for potential “recipes” for participatory projects (relevant to WP6 as well as T2.4)
10.7	You also indicate as an objective <b>social integration of disadvantaged groups through CH-based participatory projects</b> : can you expand your concept of “participatory approach” from your perspective?	To identify different perspectives to “participatory approaches” and inform the process of the value chain analysis and the new recipes definition under WP6
<b>12</b>	Barriers/difficulties	
12.2	I see that you mention the <b>lack of balance in the decision-making process</b> as one of the most relevant barriers you met. Can you expand this concept with concrete examples?	To understand how and what kind of collaborative working tools can support a more balanced representation and substantial participation of all actors in participatory approaches

12.12	You indicated the <b>difficulty to reach out and engage the targeted community</b> among the obstacles faced in your work with migrants. Can you explain a little more, even with concrete examples, what this difficulty consisted of and how you managed to address it in your previous experiences? Do you think technology might help in this sense? If yes, how?	To identify what kind of approaches and tools are efficient towards facilitating community members recruitment and engagement (relevant to T3.3 and WP6) and what kind of information and services the platform can offer to support this process (relevant to T3.2 about functional requirements, WP4-WP5 about the platform design and implementation)
12.14	How did you cope with the <b>language barriers</b> and how do you envisage a possible facilitator for this?	To understand if any of the approaches used can be used in the context of the pilots and the proposed recipes (WP6) and identify useful ingredients (T3.3) and services which can be offered by the platform to overcome this barrier
<b>13</b>	<b>Facilitators</b>	
13.6	You indicated as facilitators <b>tools facilitating the active participation of the involved beneficiaries</b> . In your idea, should they be human-based or technology-supported methods/tools? How do you envisage such facilitators?	To gather the interviewees' perception of technology as facilitator for the active involvement of community members and thus accordingly inform the report on ICT tools (T2.3), the ingredients collection (T3.3) and the user requirements for the CultureLabs platform (T3.2) and revise its design accordingly (WP4-WP5).
13.3	You identify many facilitators for co-working and participatory approaches, expressing interest in <b>tools enhancing communication, sharing and collaboration</b> . Do you think that digital tools might be of help in this sense?	To collect ideas and requirements for tools to be collected and services related to collaboration and communication to be offered via the platform (T2.3, T3.2, T3.3, WP4-WP5).

Tab.3 - Rationale behind the interviews



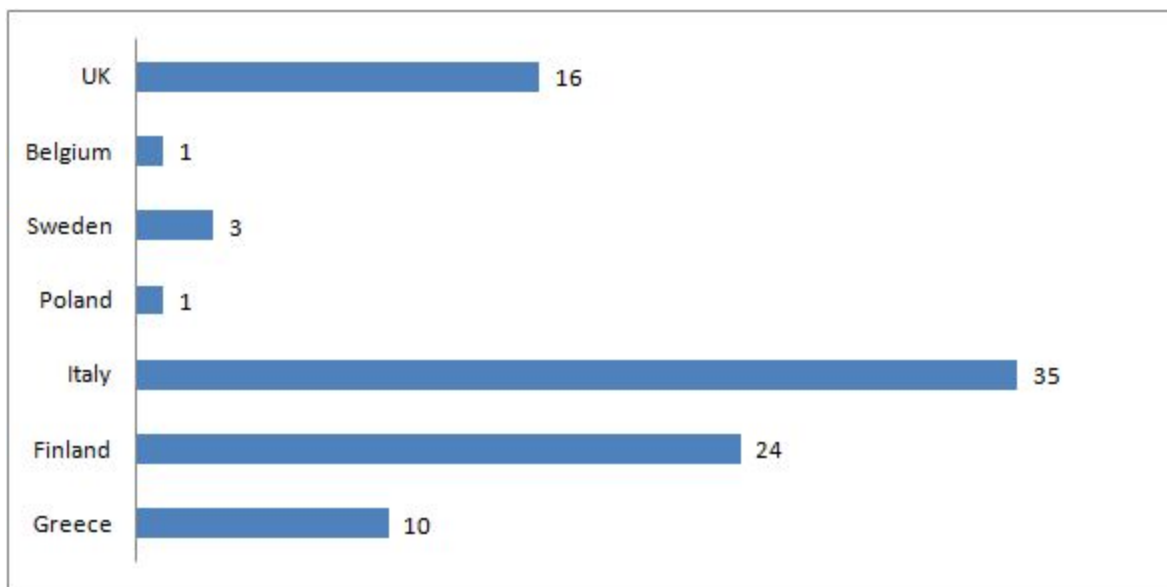
## 4. Survey - quantitative analysis of the results

This section provides an overview of the answers gathered through the surveys, derived from the quantitative analysis of the collected data. For each section of the questionnaire as presented in Chapter 3, the most important questions providing meaningful quantitative data are analyzed and graphically represented through charts. A short explanation of the most outstanding findings is provided, with crossed checks among specific variables when relevant to our study.

### 4.1 Section 0 – Personal data

Under this section, general information was gathered, aimed to profile the respondents' country, affiliation, professional role within the Institution and the previous experience in participatory approaches. For the purposes of this deliverable, only the country, the affiliation and the previous experience have been reported.

#### 4.1.1 Participating countries

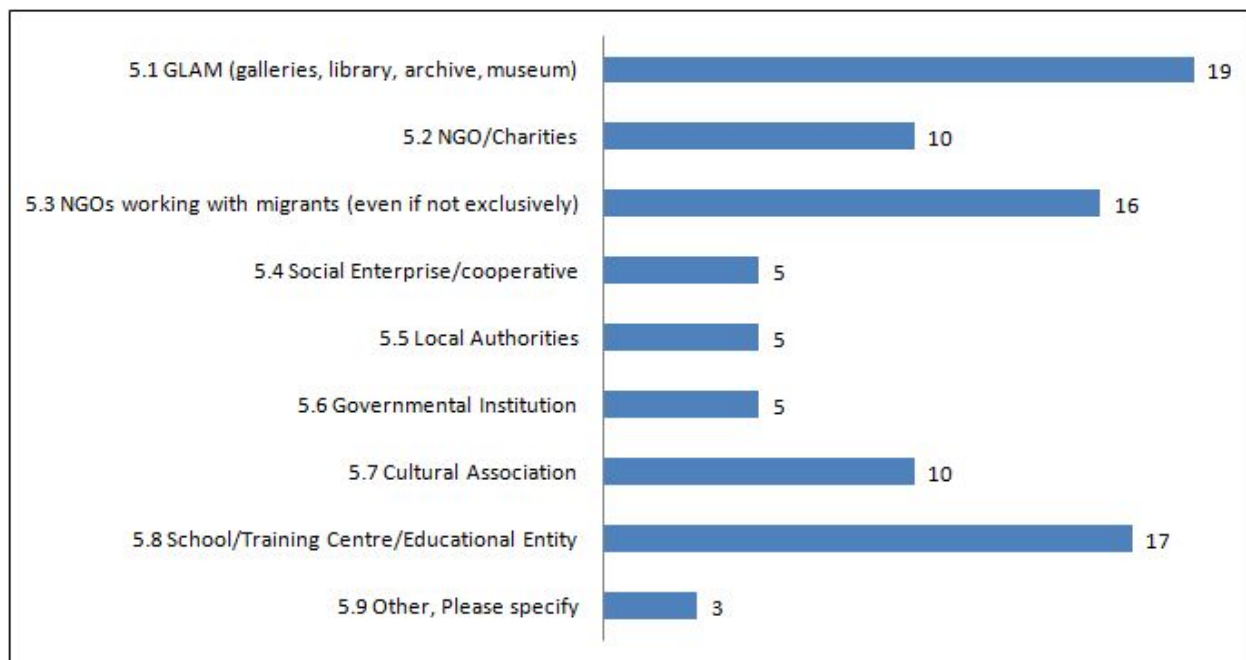


*Chart 1: Country of origin*

The greatest part of the respondents participating to the survey belonged to the partners' countries, with a small number of organisations from Belgium, Sweden and Poland.

#### 4.1.2 Participating organisations

The organisations involved in the survey were classified according to the typologies identified in Chart 2.



*Chart 2: Describe your Institution*

**GLAMs** were the most represented organisations, the greatest part of them based in Finland and UK.

**Educational Institutes (schools and universities)** followed, mainly from Italy.

**NGOs and Social Enterprises** working on the social inclusion and empowerment of disadvantaged groups, especially migrants, mainly contributed from Greece, Italy, and the UK.

**Cultural associations** were mostly based in Italy and Finland.

**Governmental Institutions and Local Authorities** participated at a lower extent but provided interesting perspectives, which are reported in the qualitative analysis presented in Chapter 5.

**Other** constituted a minor category of respondents and included a private company, an Arts Centre and an University Museums Network .

The survey highlighted the participants' interest in the CultureLabs project: nearly 50% of the respondents consented to be interviewed and more than 60% to receive the newsletter. These initial contacts will therefore be engaged, at different levels, in the next steps of the projects, particularly in the use and evaluation of the platform and the resources it makes available, the pilots implementation, and the dissemination activities.

#### 4.1.3 Previous experience in participatory projects

Question 7 gave access to the different sections (1, 2 and 3), where the most relevant questions for the needs analysis were included.

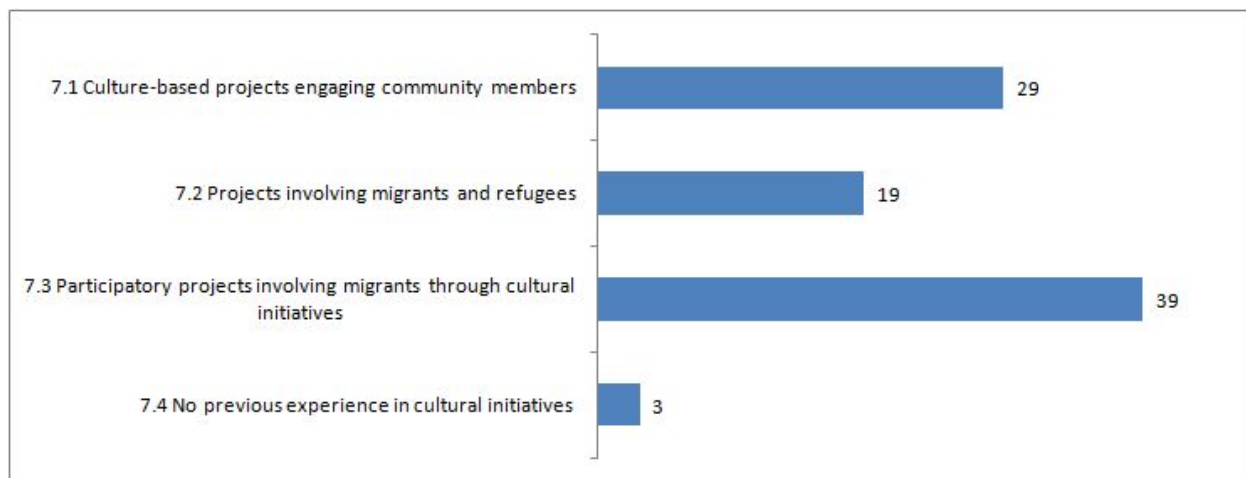


Chart 3: Do you have previous experience with...

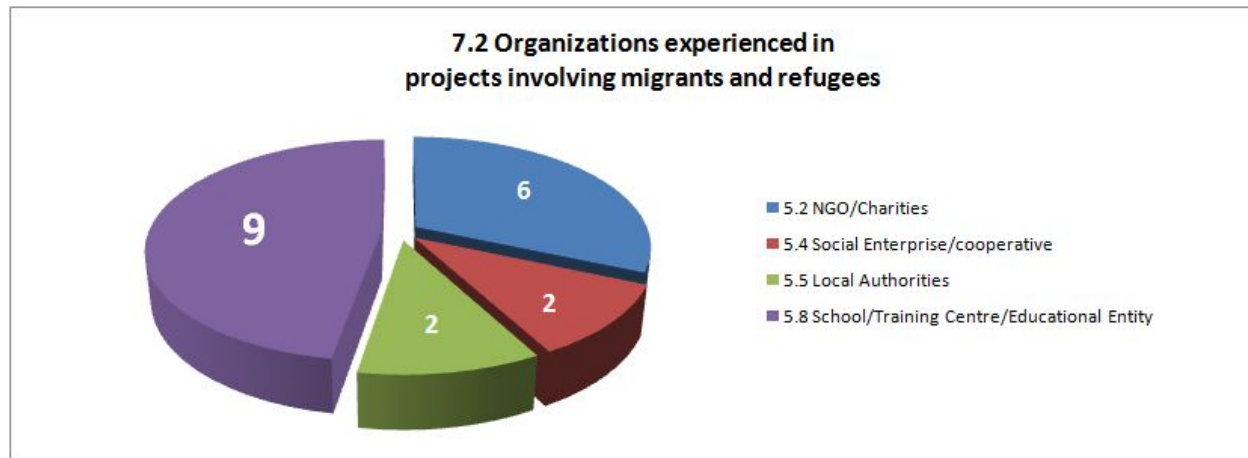
It is worth noticing the composition of respondents to the different types of investigated projects, as the three sections are the variables used for crossed analysis within the single questions.

Specifically:

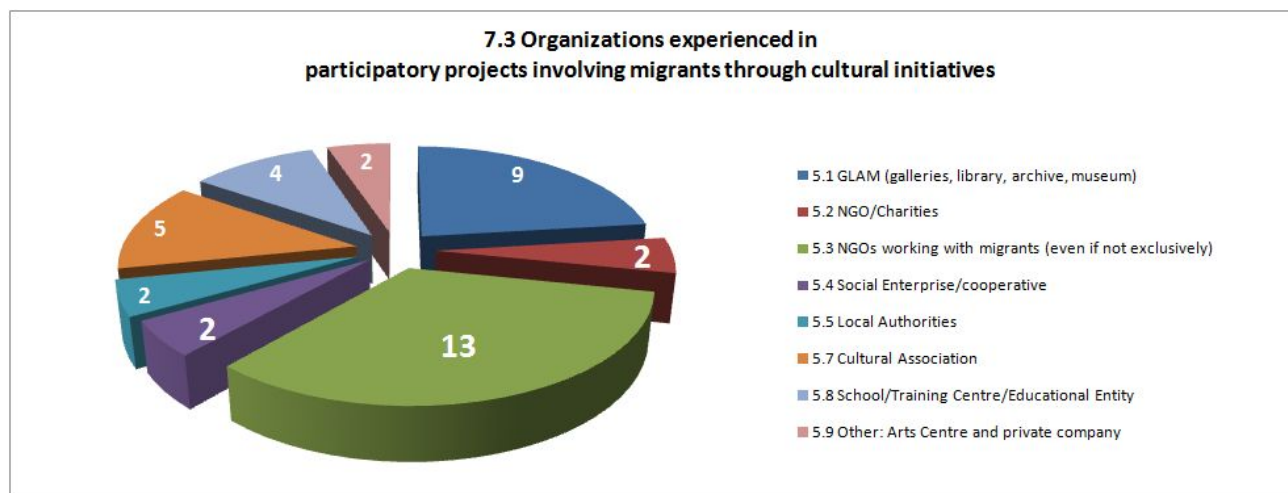
**Option 7.1 - Previous experience in culture-based projects engaging community members**, where “community members” stand for any type of citizens and disadvantaged groups. It is possible that migrants were involved in these projects, but as parts of a wider group (i.e. students, unemployed people, disabled persons) and not as a self-standing targeted category. Respondents to this option were mainly from the **cultural field** (10 GLAMs, 1 University Museum Network and 5 Cultural Associations), 5 from the **public sector** (4 Governmental organisations and 1 Local Authority) and 5 from the **social field** (4 NGOs/charities and 1 Social Enterprise). The educational field was less involved in these projects, with only 3 schools and universities.



**Option 7.2 - Previous experience in projects engaging migrants and refugees with activities that do *not* involve encounters with CH.** Respondents who had experience with such projects were essentially from the **educational** (9 schools) and **social fields** (6 NGOs and 2 social enterprises). The public sector was less involved in these projects, with 2 Local Authorities only.



**Option 7.3 - Previous experience in participatory projects involving migrants through cultural initiatives** included a balanced number of respondents, mainly from the **cultural and social fields**. Specifically, there were 17 respondents from the social sector (13 NGOs working with migrants, 2 NGOs/charities and 2 social enterprises/cooperatives) and 15 respondents from the cultural sector (9 GLAMs, 5 Cultural Associations and 1 Arts Centre). The educational field (4 Schools) and the public sector (2 local Authorities) were less involved in this type of projects. One private company also selected this option.



**Option 7.4 – No previous experience in cultural initiatives** - was addressed to organisations who didn't have any previous experiences in participatory projects but, as explained under chapter 3.1, only 3 of the respondents selected this option.

The composition of respondents for each section is important to better understand the analysis that follows:

7.1 includes mainly cultural organisations;

7.2 includes mainly social and educational organisations;

7.3 includes mainly organisations from the cultural and social fields.

Specifications and details are provided when they are particularly relevant for the purposes of this document; further analyses and comparisons will be possible during the project if further information should be needed.

## 4.2. Sections 1, 2 and 3 – Previous experience in participatory projects

As explained in chapter 3.1, these sections contained the same set of questions but differed in the answer options. The questions aimed to investigate the **reasons** why the organisations engaged in participatory projects, the **targets** involved, the **obstacles** encountered, the **impact** generated and the **facilitators** envisaged to make these initiatives more effective. The answers to these questions directed the focus of the interviews which followed.

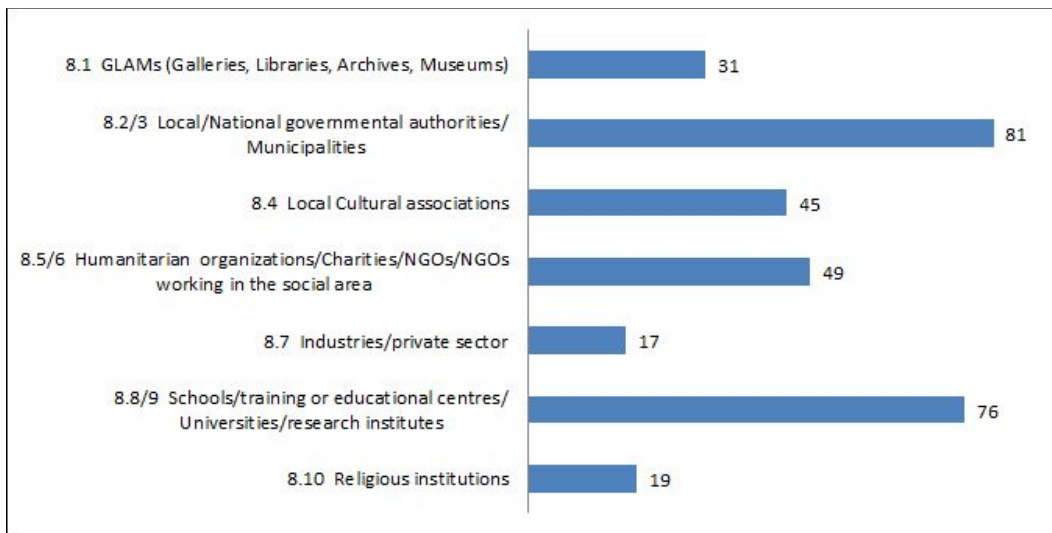
### 4.2.1 Collaborations and networking

The question was aimed to understand if organisations have experience in collaborating with other stakeholders and if these collaborations are limited to specific typologies of organisations or involve multi-sectorial categories.

To better understand the analysis which follows, it is worth explaining the differences which emerged between two categories of Cultural Institutions:

**GLAMs** (Galleries, Libraries, Archives and Museums) are organisations, often funded by public authorities, which can often count on organisational funds to carry out their specific activities;

**Cultural Associations** are usually no profit entities, whose mission is to value CH through a variety of cultural initiatives, often involving disadvantaged groups. They are promoters of interesting participatory projects, but they need to collaborate with other stakeholders to gather the necessary economic resources and to ensure visibility and impact to their initiatives.



*Chart 4: Which Stakeholders/organisations does/did your organisation collaborate with in these project?*

In general, there seems to be a good level of cooperation among different stakeholders in the organisation and implementation of participatory projects. It is evident that Local Authorities (8.2 and 8.3) and Educational Centres (8.8 and 8.9) are highly involved in participatory initiatives and their collaboration is sought for by all the categories of organisations. This is probably due to their institutional role and to the high number of targets they can easily reach (citizens, students, teachers, etc). Moreover, it is interesting to note that Cultural Associations are more involved as partners in participatory projects than GLAMs, which appear to be less flexible in forming collaborations with other actors.

This question deserved a crossed check among data to understand who collaborates with whom, and it emerged that:

**GLAMs** participating in the survey seem to collaborate both with organisations of the same sector (other GLAMs and Cultural Associations) as well as with a varied typology of stakeholders from the social, educational and public sectors.

**Cultural Associations** participating in the survey appear to collaborate more with schools and public administrations and less with organisations from the social field.

**Organisations from the social sector** declare a good level of collaboration with Cultural Associations and GLAMs, which testify their interest to give their projects a cultural valence. Interestingly, they seem to collaborate more with Cultural Associations than with GLAMs, which appear to be less open to collaborations, as confirmed by the interviews (see Chapter 5.3). Collaborations with local authorities and private firms are also prioritized, most probably for the need to gather funds or additional resources to implement their projects.

Finally, the **private and industrial sector** have a very low involvement, probably because social inclusion is not their primary goal.

## 4.2.2 Key objectives

This question aimed to investigate the reasons leading different stakeholders to propose, or support, participatory projects involving different community members or migrants.

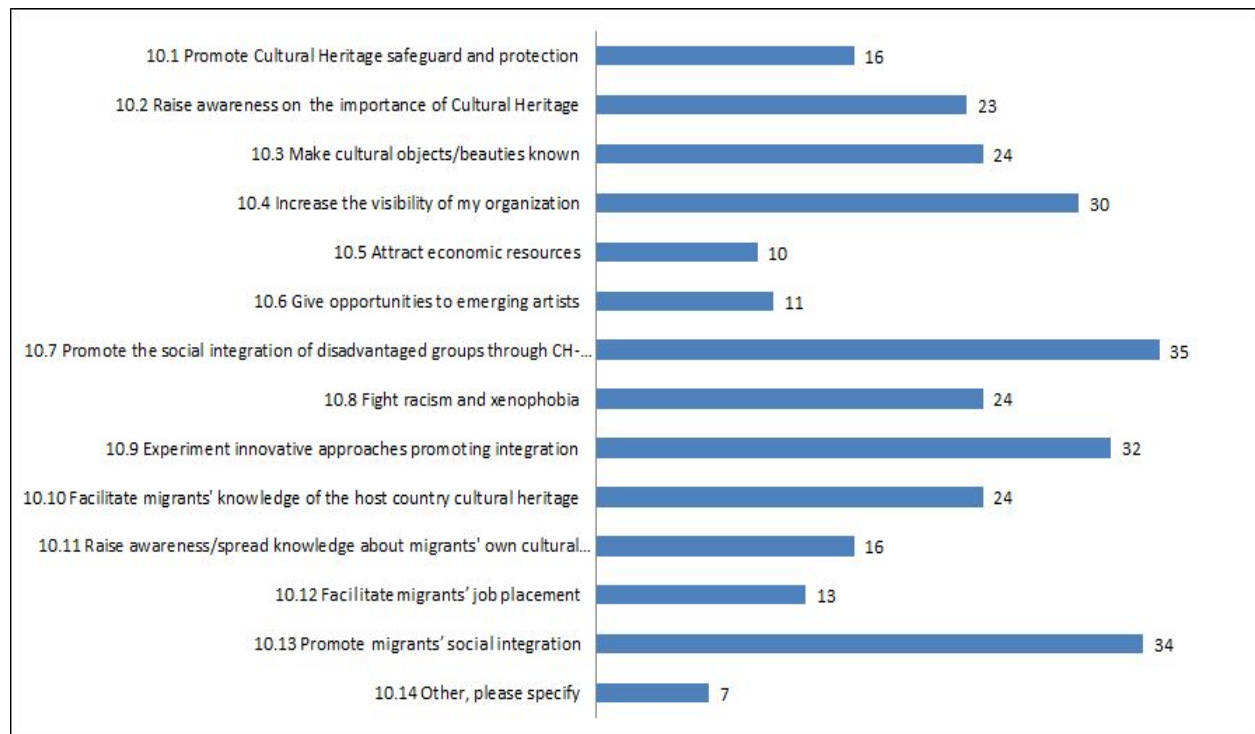
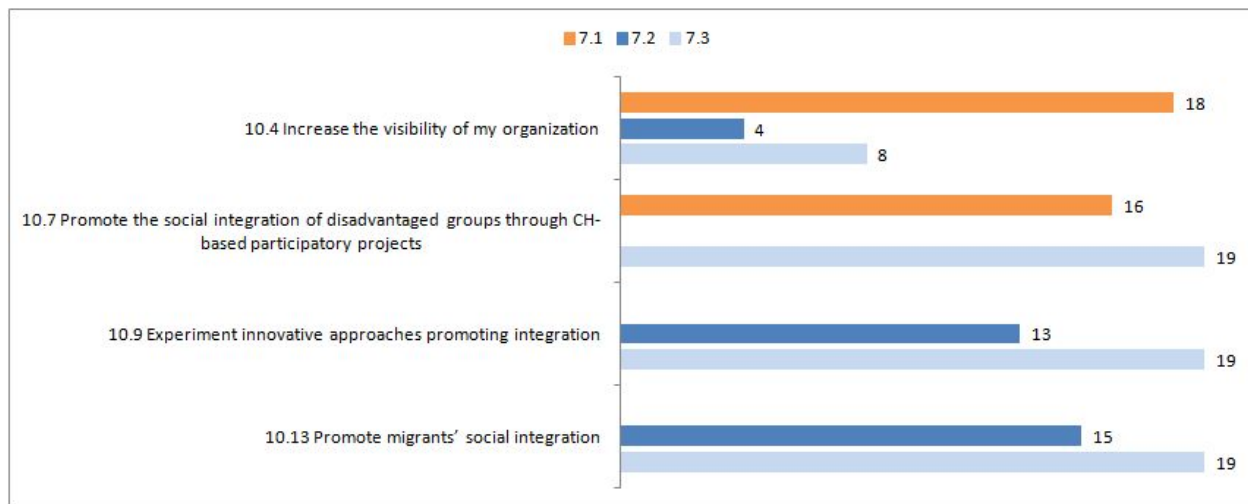


Chart 5: Which were the key objectives for your participation in these projects?

In general, the most relevant objectives are **promoting social integration of disadvantaged groups**, including migrants (10.7 and 10.13), **increasing visibility** of one's own organisation (10.4), **experimenting with innovative approaches** (10.9) but also promoting and raising awareness about CH itself (10.2 and 10.3). The meaning of "innovative approaches" was explored during the interviews, to understand what practices and variables are associated to this associated to this term.





*Chart 5.1 - Comparative: Which were the key objectives for your participation in these projects?*

It is interesting to notice how these objectives change when the different sections and types of actors are compared. Crossed checks underlined that an option with high relevance in the general analysis could be a need of a specific category of respondents. This is particularly evident with respect to the objective for **increasing the organisation's visibility** (10.4), which appears to be the main goal for respondents to section 7.1, primarily composed of GLAMs and Cultural Associations. Visibility helps to attract people, resources and public grants, which can turn into making other objectives achievable.

The **promotion of social integration** (10.7, 10.9, 10.13) is an important objective for actors from all fields, even for those who do not necessarily have experience with projects aiming particularly at social inclusion, which testifies the respondents' willingness to assume a more socially sensitive role. **Increasing visibility** (10.4) does not seem to be an important objective for most actors who focus on projects aiming at the integration of migrants.

### 4.2.3 Target groups

In general, participatory projects seem to address a varied typology of disadvantaged groups, among which migrants, young people at risk of marginalization, disabled people and older persons.



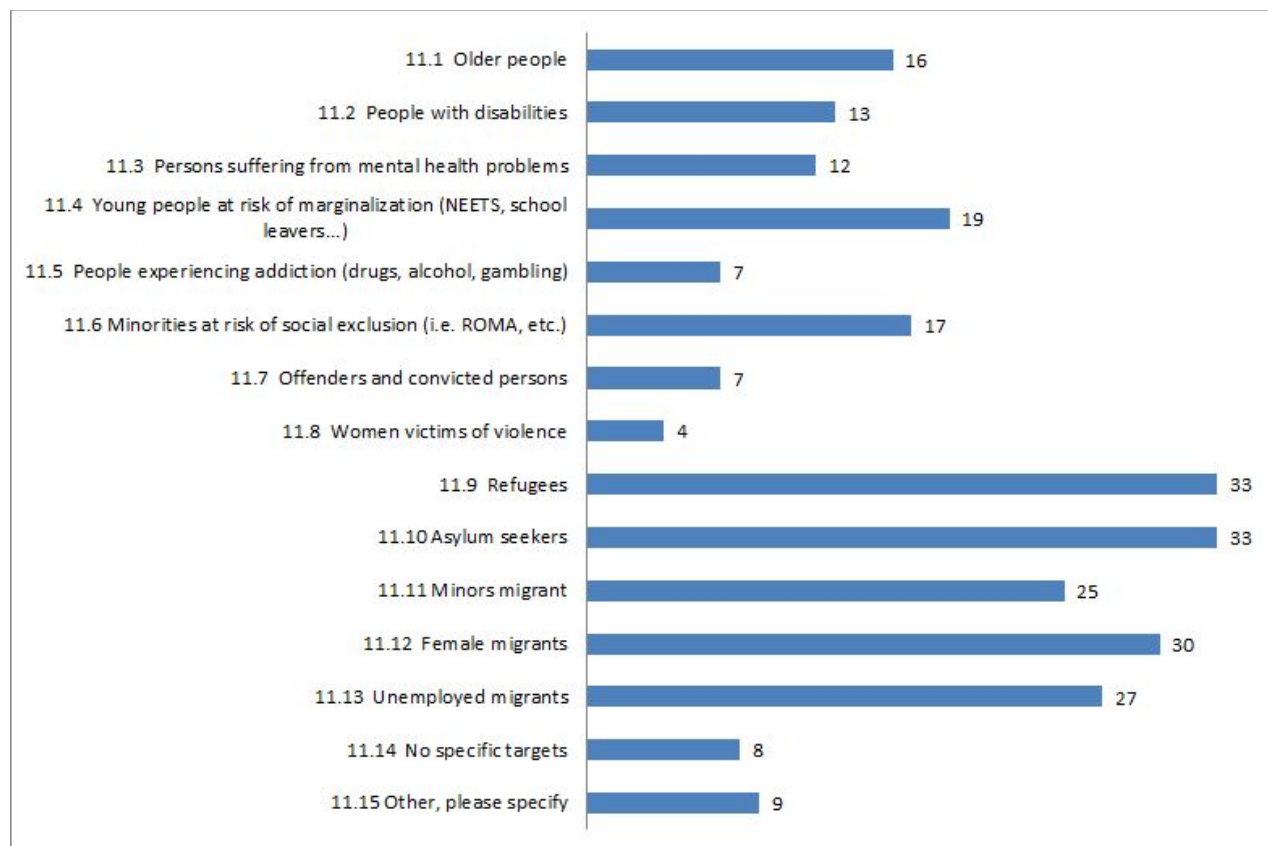


Chart 6: Did these projects involve specific groups at risk of social exclusion?

When cross-checking the answers, it is evident that organisations (especially from the cultural field) who do not work with migrants, target primarily **young people and minorities at risk of social exclusion** (11.4). followed by **and elderly people** (11.1) and **people suffering from disabilities or mental health problems** (11.2, 11.3), usually in collaboration with schools and public administrations.

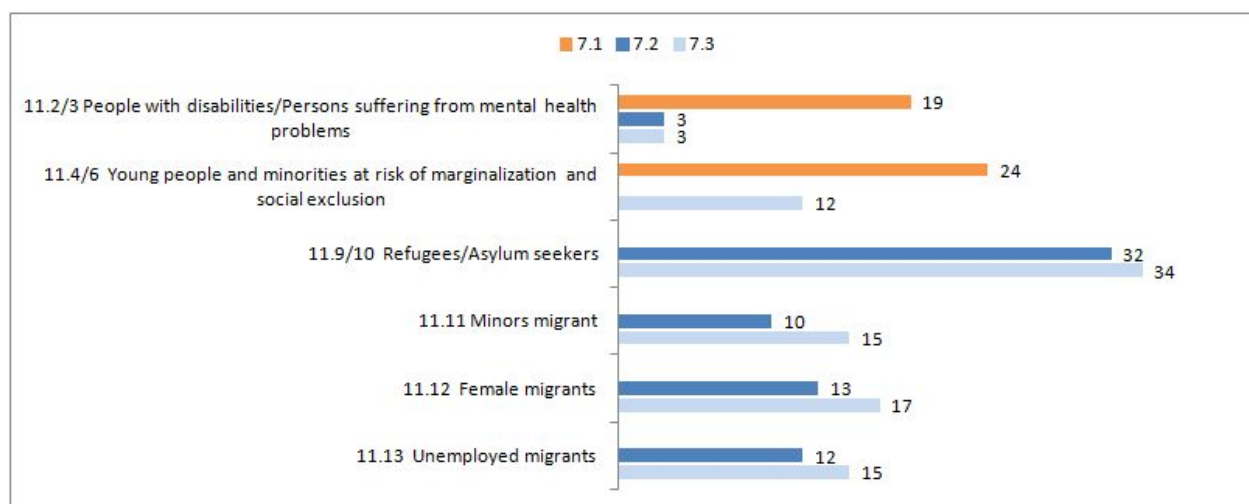
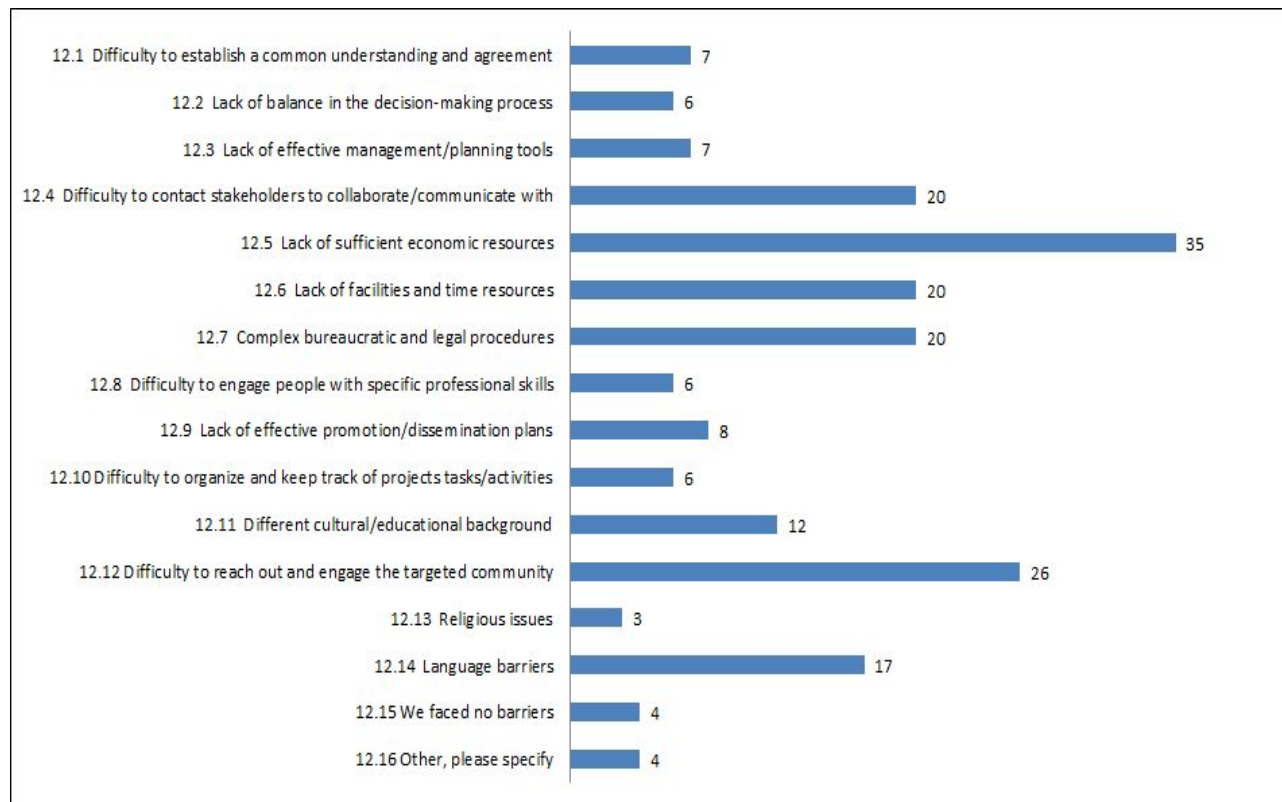


Chart 6.1 - Comparative: Did these projects involve specific groups at risk of social exclusion?

For respondents with experience in projects involving migrant groups (sections 7.2 and 7.3) **asylum seekers and refugees** (11.9, 11.10) are the most common target, followed by **female migrants** (11.12), **minors** (11.11) and **unemployed migrants** (11.13). It is worth noticing that women **victims of violence** (11.8) result to be the most neglected group, but possibly respondents have included this target within the female migrant group, many of whom are/have been victims of physical and psychological violence. **Unemployed migrants** (11.13) are the target of many initiatives, mainly promoted in collaboration with the local authorities.

#### 4.2.4 Barriers

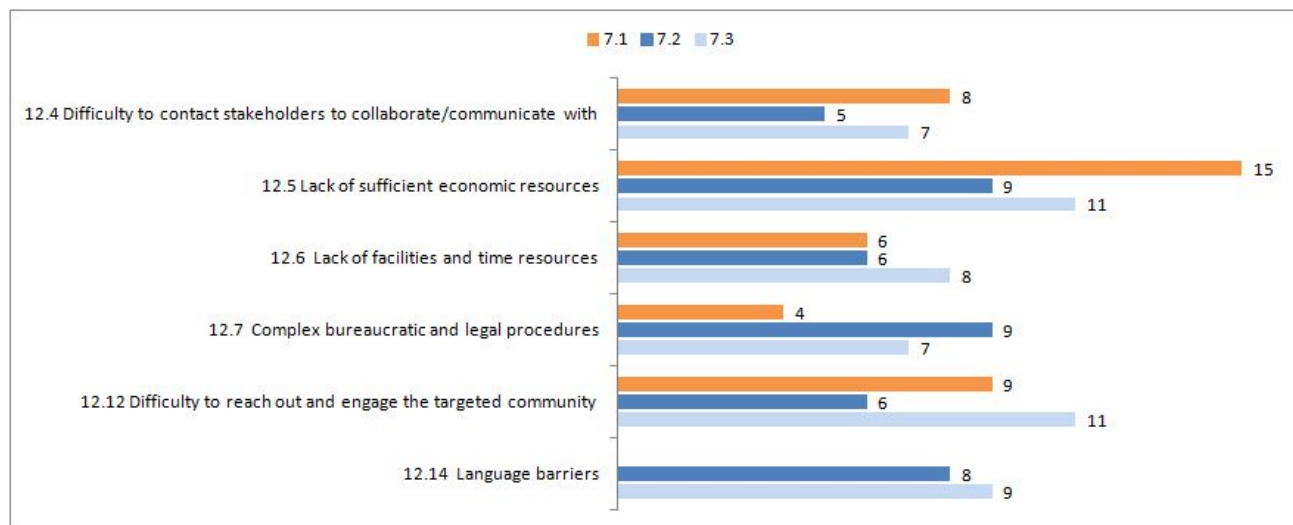
This is probably the core question of the survey, which was deeply explored during the interviews.



*Chart 7: Which were the most relevant barriers you faced?*

The most evident barriers, common to all organisations independently of their field of action and expertise, are the **lack of sufficient economic resources** (12.5) and, secondly, the **difficulty in reaching out and engaging the targeted community** (12.12).

**Difficulty to contact stakeholders for collaboration** (12.4), **lack of facilities and time resources** (12.6), **complex bureaucratic and legal procedures** (12.7) were also highly selected options. **Language barriers** (12.14) are also identified as an important issue, which was largely explored during the interviews (see Chapter 5.3).



*Chart 7.1 - Comparative: Which were the most relevant barriers you faced?*

Actors across fields indicate the **lack of sufficient economic resources** (12.5) as one of the most important barriers, which seems to be of more concern for participants who work with target groups other than migrants. Appropriate funding schemes which involve either the public or private sector becomes therefore a key issue, in order to support the sustainability and widening of successful but short-term initiatives that use CH as a means to engage disadvantaged communities.

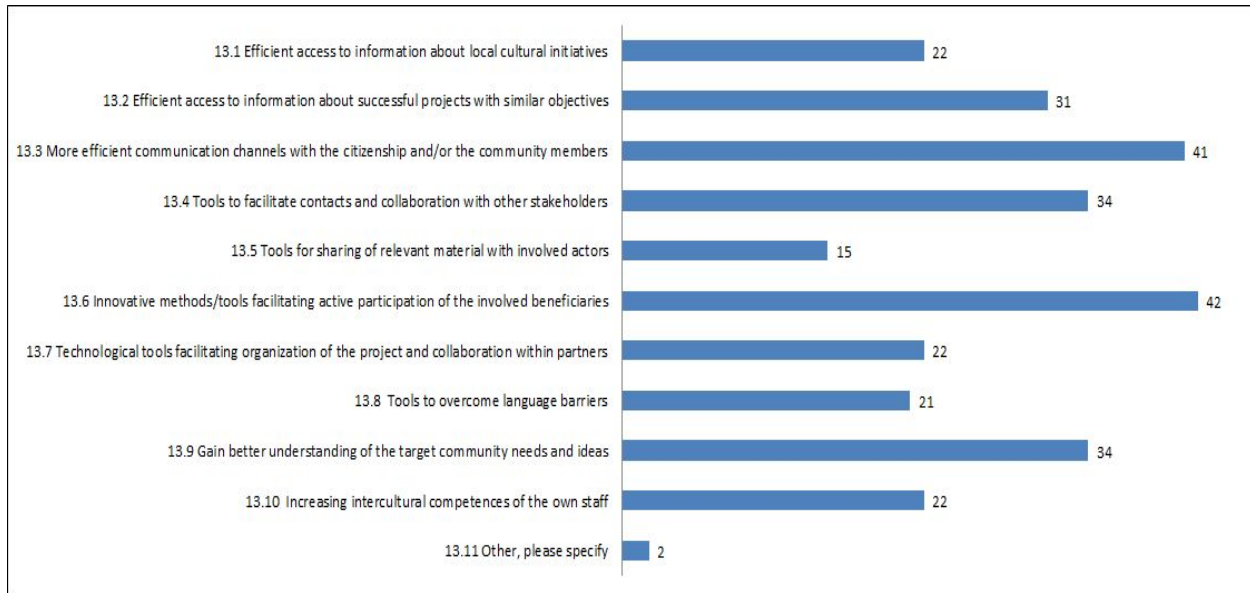
The **difficulty to reach out and engage the targeted community** (12.12) and to **contact stakeholders to collaborate with** (12.4) are other common barriers identified by actors across sectors and with different experiences and are further explored in the interviews (Chapter 5). The analysis of the data revealed that the difficulty to engage the target community is a concern not only for organisations from the cultural sector but also for many NGOs and charities which face serious difficulties in motivating and engaging migrants in their approaches, as also elaborated in the interviews.

**Complex bureaucratic and legal procedures** (12.7) are one of the most relevant barriers for respondents from the social sector: this is mainly due to the complex rules and procedures issued by the governments to regulate asylum seekers/refugees permanence and protection in the host countries.

**Lack of facilities** (12.6) is a barrier concerning primarily actors working with migrants -as confirmed by and elaborated in the interviews- as well as **language barriers** (12.14), whose implications were investigated extensively through the interviews (Chapter 5.3).

## 4.2.5 Facilitators

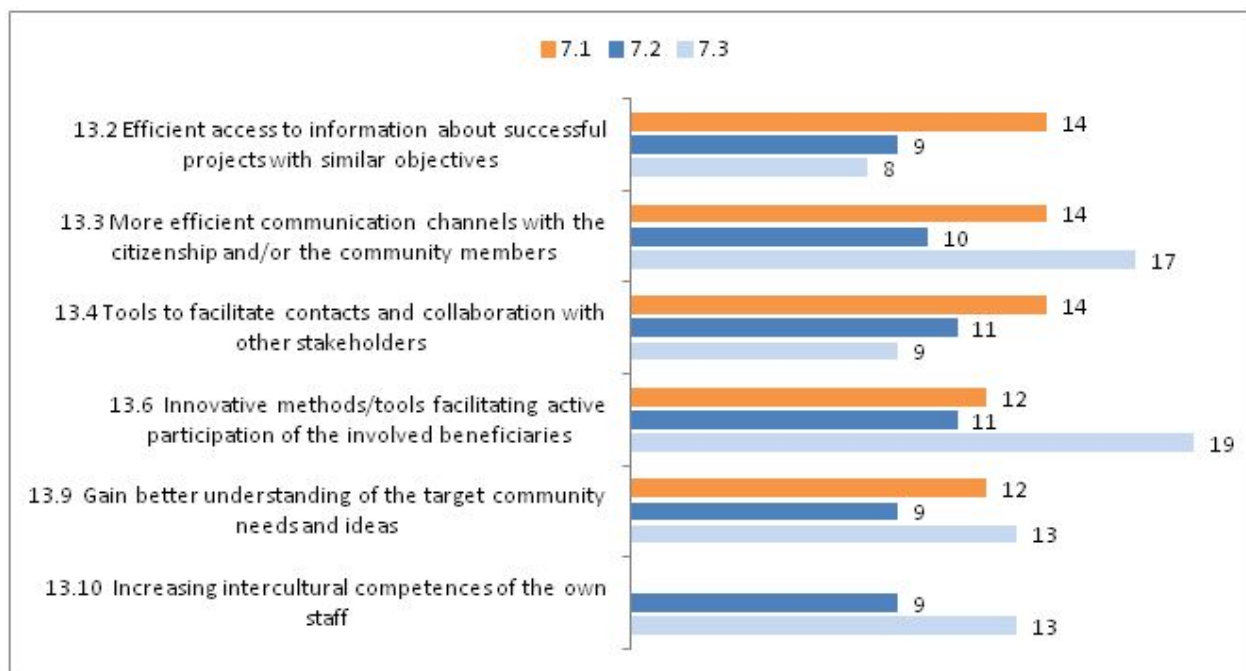
The question was posed to understand which facilitators (in the form of different types of information, methods, competences, services, and physical and digital tools) can support participatory projects.



*Chart 8: In your experience, which of the following options might facilitate co-working and participatory approaches?*

The answers show a wide consensus on the need for **tools enhancing communication with community members and facilitating their active participation** (13.3, 13.6) followed by interest in **tools contributing to the better understanding of their needs** (13.9): methods and tools for interaction and ideas exchange are seen as crucial to reach and involve the targeted communities. Facilitators that can support and improve **collaboration with other stakeholders** (13.4) were also considered of great importance. Respondents also expressed high appreciation for **tools facilitating the access to information about successful projects** in the cultural and social innovation fields (13.2). Important insights with respect to these facilitators have been gained via the interviews (see Chapter 5).

It is important to notice that the selected key facilitators do not suggest that they have to be conceived as technological tools but refer to a broad spectrum of methods, recommendations, and physical as well as digital tools: a good part of the interviews was therefore devoted to understand how these facilitators were perceived (chapter 5.4).



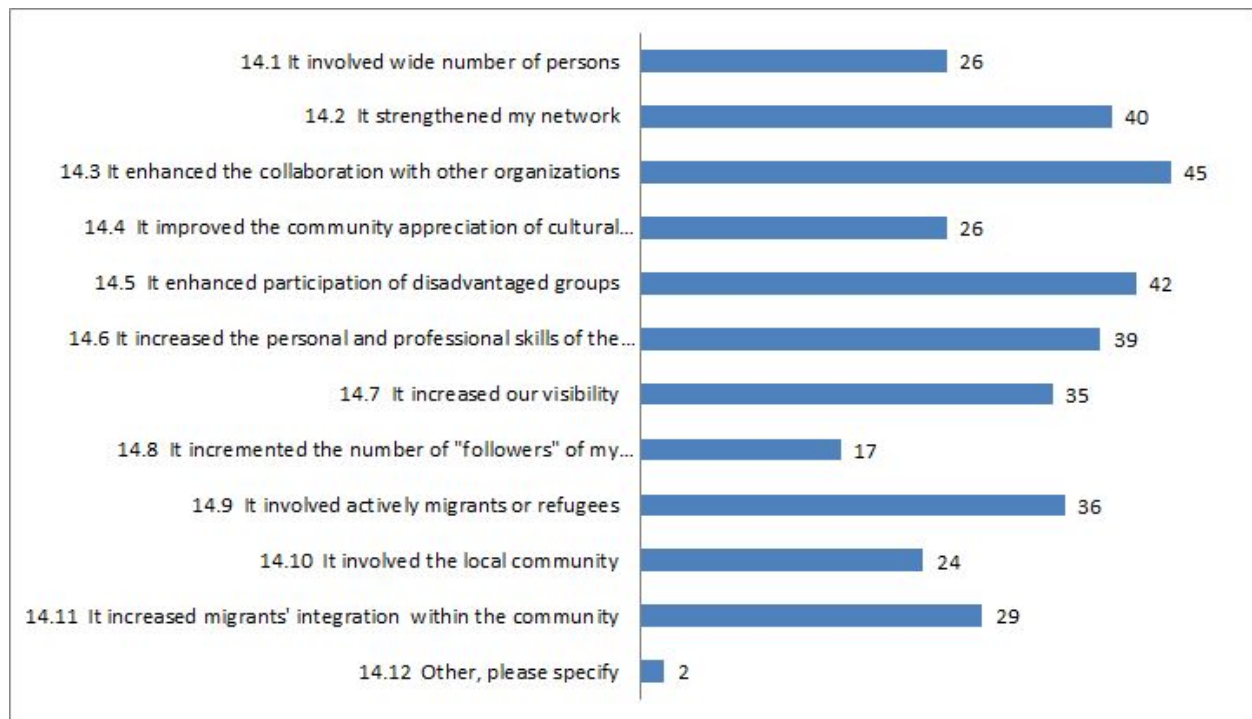
*Chart 8.1- Comparative: In your experience, which of the following options might facilitate co-working and participatory approaches?*

The comparative analysis shows that the interest for the most popular facilitators is quite common among actors from different sectors and with experience in different types of projects. **Methods and tools for reachout and engaging** the intended target groups were deemed essential for all types of projects, not only those targeting migrants. Facilitators for collaboration with other stakeholders seem to be of less importance for participants who have already experience in projects which address migrants, since these actors may have already established collaborations with other stakeholders (e.g. cultural actors have already contacts with NGOs and schools who can help them reach the targeted communities) through their previous projects. A similar observation holds for access to information about past successful projects.

It is worth noticing how institutions with experience in projects targeting migrants envisage facilitators to **increase the intercultural competences of the own staff** (13.10). The interviews provided interesting inputs about this aspect which will be considered by CultureLabs as explained in Chapter 5.4.

## 4.2.6 Impact

This question intended to investigate the attention respondents pay to the impact of their participatory projects, both for their organisations and for the involved beneficiaries.



*Chart 9: In your opinion, which of the following options better describe the impact of your project on local community?*

The answers suggest that impact is measured in terms of:

Organisation advantages, that are expressed by the options **strengthened networks** (14.2), **wider collaborations** (14.3) and **increased visibility** (14.7).

Community advantages: that are mainly confirmed by the options **active involvement of migrants and refugees** (14.9) and **participation of disadvantaged groups** (14.5).



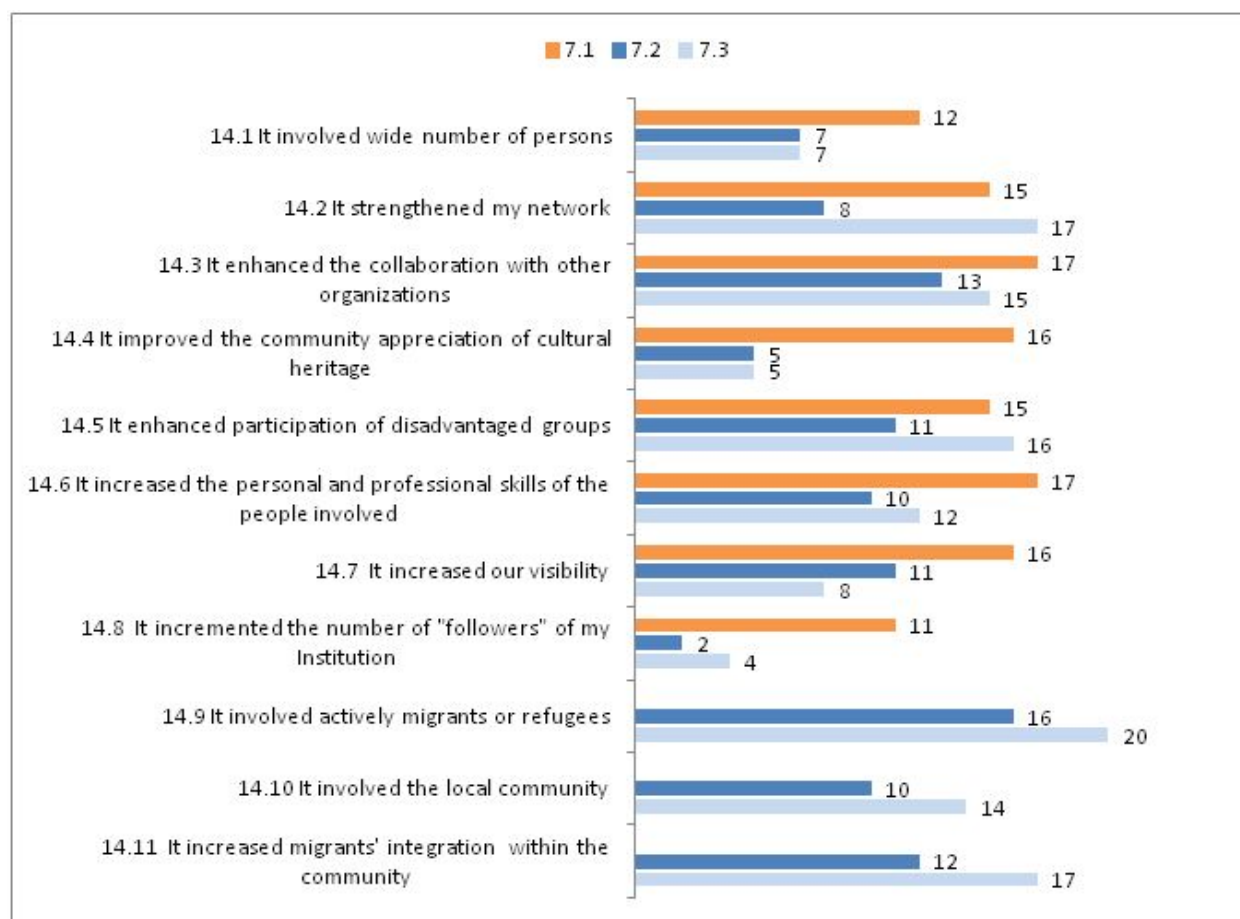


Chart 9.1- Comparative: In your opinion, which of the following options better describe the impact of your project on local community?

The crossed check of data shows a quite balanced perception for the most selected impact indicators across stakeholders (14.2, 14.3, 14.5). Besides interest in social impact (involving the community, promoting integration), impact related to the strengthening of the organisation's network and its collaboration with other actors (14.2, 14.3) is highly appreciated both by participants who focus on CH activities as well as by participants with experience with migrants groups. It is worth noticing that a large number of actors from the cultural sector underlined their **staff's increased professional skills** (14.6) as one of the most important impact indicators, which is also connected to the selected facilitator regarding the improvement of their staff's intercultural competence. This issue was widely discussed during the interviews and interesting insights emerged (Chapter 5.4). From the answers, it also follows that projects engaging migrants and refugees usually target a smaller number of participants than projects involving other types of target groups.

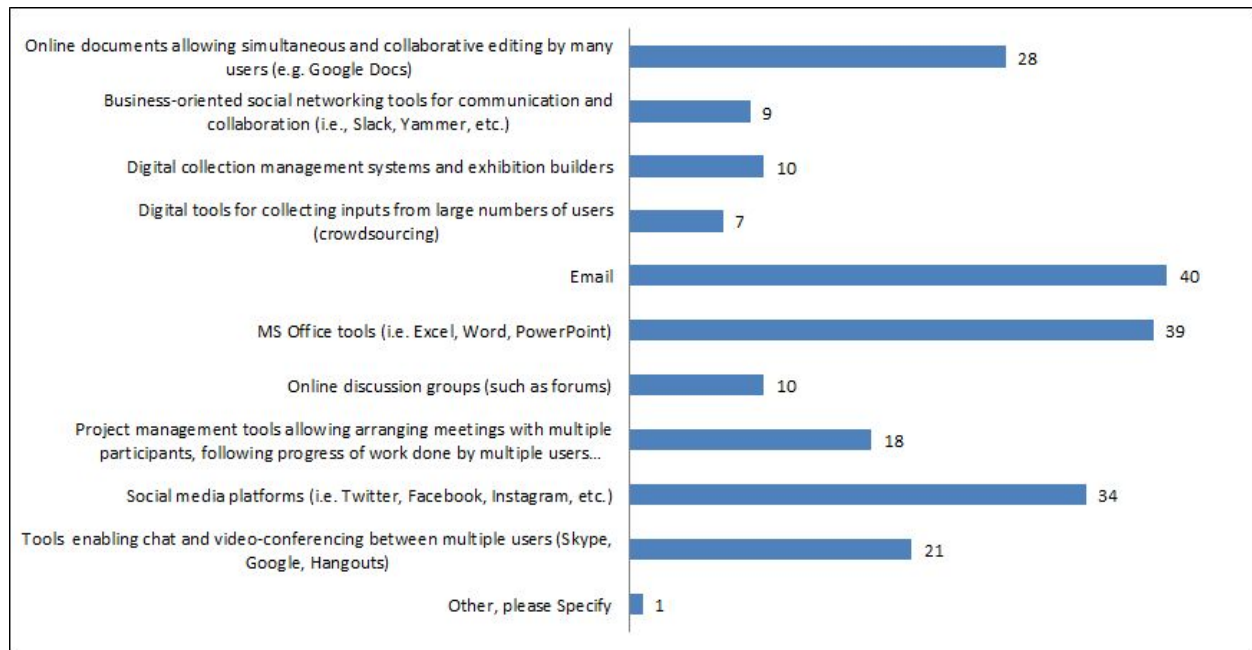
Unsurprisingly, the **active involvement of migrants and refugees and their integration** (14.9 and 14.11) are the most valued indicators for participants with experience in projects targeting migrants. The impact of projects involving migrants on the broader local community is also considered important.

The perceived importance of measuring the impact of participatory projects and the need for assessment tools were subjects widely discussed during the interviews as reported in Chapter 5.5.

### 4.3. Section 5 – Use of technology

This section aims to investigate the extent to which technological tools and digital services are used, with a view to contribute to the findings of D3.2 and to the CultureLabs platform design.

#### 4.3.1 Technological tools used



*Chart 10: Do you use any of the following technological tools in your work?*

The answers underline, as expected, the diffused use of email, office/document processing tools, and social media platforms. It is also interesting to see that online facilities allowing simultaneous and collaborative editing are well known and used by many respondents. Moreover, a significant number of respondents use project management and business-oriented collaboration tools for the better organisation and planning of their projects. Tools related to the management of digital CH objects is not that spread as expected (only 10 respondents make use of such tools out of the 30 GLAMs and cultural associations which have participated in the survey). In general, it follows that the stakeholders who have participated in the project are quite familiarised with digital technology and a variety of different digital services and tools.

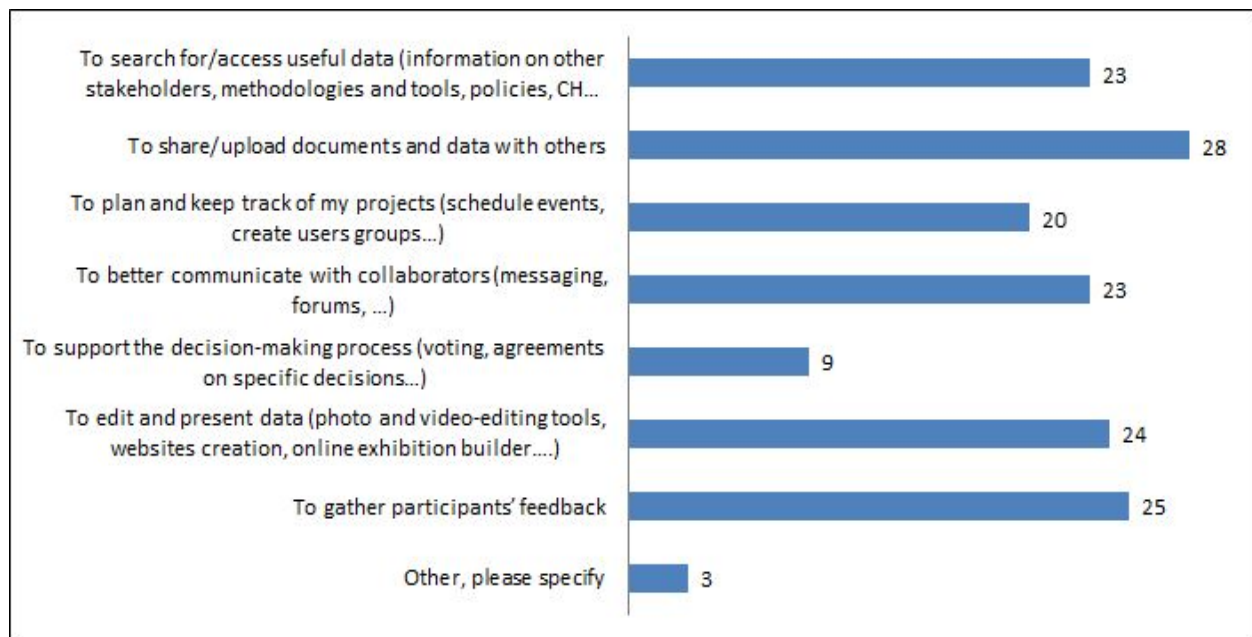
#### 4.3.2 Digital services

The findings under this question are generally in line with the data that emerged under question 13 (facilitators). It should be noted that the choices offered under this question are the same (with some extra explanations added) as the ones included in the survey addressed to external



stakeholders in D3.2 - Case study definition and functional requirements v1 (see D3.2-Section 6.2.2). In this respect, the current finding complement the data collected via T3.2.

Digital tools that facilitate the sharing of data with others emerges as the most desired tool. Such tools serve the broadly appreciated facilitators that can enhance collaboration and information/knowledge exchange. Tools that can support the decision making processes are the less desired ones (it is interesting to note that tools for decision-making were a mildly appreciated feature in the functional requirements survey which was reported in D3.2). Comparing with the findings of T3.2, it is also interesting to note that participants in the current survey showed greater interest in tools for editing and presenting data such as online exhibition builders, video-editing tools etc. Search for useful data, which was the first choice of participants in the D3.2 survey, was confirmed as an important functionality by the current survey as were also tools that facilitate communication with collaborators and collecting feedback from participants.



*Chart 11: In your opinion, which of the following digital services do you consider the most helpful ones for the organisation and implementation of participatory projects?*

In designing its platform, the CultureLabs partners will consider these data and cross them with the barriers and facilitators emerged from the previous questions, to ensure that its services can concretely support the implementation of participatory projects through user friendly facilities and tools.

## 5 – Interviews: a qualitative analysis

The interviews intended to explore in depth the most meaningful issues emerged from the surveys, in order to understand how these findings can be useful to guide the different activities of the CultureLabs project, and especially the collection of different types of helpful material (ingredient) and the design of the platform, leading also to appropriate recommendations and proposal of best practice approaches.

In this chapter we seek to identify:

- how participants experience the emerged barriers and in which forms
- how the barriers can be addressed via appropriate facilitators which can in turn inform the provision of resources and services by the CultureLabs platform as well as the proposal of appropriate policy recommendations;
- which approaches and successful practices can be considered as good practices and taken into consideration by recipes and recommendations as well as by the pilots;

The interviews analysis is organised in macro areas, each corresponding to the key questions proposed in the survey. Chapter 6 describes each of the issues and good practices identified via the interviews to be taken into consideration by the CultureLabs project.

### 5.1 Approaches addressing identified objectives

**Experimentation with innovative approaches promoting integration** was one of the priorities that emerged from the survey. Interviewees were asked to explain their vision of “innovative approaches”.

There is a diffused consensus in defining **innovative approaches** as all those practices aimed at networking, involvement and participation. Interviewees stated that the more participatory an action is, the greatest is its impact. The collaboration with the final users, or with organisations/associations working directly with them, increases the effectiveness of participatory approaches, but a good knowledge of the context where a situation occurs and of the targets' culture and interests is needed.

Migrants are aware and proud of their Cultural Heritage, but they seldom share it with the host community either because they believe it does not interest them or because they are not given proper opportunities to make it known. Cultural activities should promote migrants' participation and give relevance to their role. **Understanding the migrants' characteristics and needs** is the best way to ensure participation and reduce the risk of "colonial" approaches. As there is a great diversification in the communities' way of living and thinking, it is important to get in touch with them and understand how they work. Discussing the design of cultural initiatives with them beforehand, i.e. engaging them in the design of an exhibition, or allowing them to contribute to the construction of a theatre performance, enhances participation and gives value to their cultural heritage. Participation occurs when **motivation** is leveraged: **the question “what do I get if I**

**engage in a cultural activity?" should therefore be considered when a participatory project is proposed.** A short overview of some participatory approaches explained by the interviewees is given in the chapter that follows.

An interesting political interpretation was provided by a social enterprise based in the UK: approaches are innovative when they address social inequalities underpinning society. **Curating an exhibition is not only about putting a nice esthetical arrangement, but also about trying to flag social values.** Museums and art should address injustices, consider diversity of race, gender and class from the start, avoid censoring, encourage disagreement and differences of opinion. They should shake off the patriarchal and hierarchical connotations derived from a colonial and classist heritage, opening their histories to everybody.

**Successful practices and approaches** which have been used to establish respectful relationships with the addressed community members and to better understand their opinions and needs were described by the interviewed persons. Some of these approaches have been used with communities other than migrants and/or in settings other than cultural heritage.

**Coffee shop conversations:** they give the opportunity to artists and community groups to address specific topics in an informal session, through a conversation. It allows them to tell their stories, to showcase their CH, but time and skilled professionals, as well as structured frameworks are needed for its success.

**Cultural experts from the migrants community:** it is a practice mainly used by museums, where migrant experts are invited to explain how exhibitions are organised in their countries and what programs and practices do they use. It is also an occasion for them to share their stories and propose small exhibitions.

**Intercultural centers:** they were used with regard to migrant women, who were invited to attend monthly meetings dealing with different topics. Women were encouraged to share their experiences, difficulties, desires, ambitions, their idea of integration, the gaps between the "I would" and "I could". This approach requires a close connection with the local network and the participation of autochthonous women as well in order to build relationships based on trust and respect.

**Involvement of facilitators belonging to the target community:** employing a respected representative of the targeted community can provide useful advice and insights and facilitate the interaction with the migrant participants.

**Mentoring** can also be a useful tool for helping migrants to improve their skills, knowledge and professional development. It is worth remarking that one of the interviewees reported experiences with mentors mentoring migrant women who, strong of their opinion on the mentee's career prospects, assumed a narrow perspective to their possibilities. Sometimes mentors may also assume a too active or invasive attitude from the perspective of the mentee. . Therefore, organisations have to be careful to avoid such attitudes when employing mentoring schemes.

Interviewees, and particularly GLAMs and Cultural Associations, also described a number of different types of initiatives that involve migrants in artistic and CH-related activities. A short description follows, in alphabetical order:

**Involvement of artists coming from different backgrounds:** the approach was mainly tested within museums, where artists were invited to provide their opinions and alternative interpretations of museum exhibits. Through this process, the participating artists have an opportunity to act as community curators, to engage with the museum on a deeper level and to inspire innovative practices.

**Realization of musical events in meaningful places:** the key for success consists in realizing these events in places of cultural relevance for the local community, to facilitate their participation and increase migrants' visibility.

**Theatre performances:** they are participatory and co-creative approaches by themselves, but formulas matching the audience expectations, contexts and interests have to be designed. Migrants participants need expert support and guidance, as high levels of improvisation on their part may entail "losses in translation" due to different cultural or semantic "codes", which the audience might not be ready to catch or understand.

**Re-exploring CH exhibitions together with migrants:** it is important that migrant participants understand why specific CH objects are so meaningful for the local community and that they can bring insight on how they could be interesting for migrants. Links between the exhibition and the migrants' history are necessary to make it interesting to them. Through these links the sense of inclusion and integration is enhanced.

**Visits to local places:** accompanying migrants to know the places and how to reach them increases their curiosity and interest through direct experience.

**Visits to photographic exhibitions close to the themes of migration:** it gives migrants the opportunity to recognize themselves in the photographs, to meet local citizens visiting the exhibition, to have an opportunity of storytelling and sharing CH experiences. Synergies between local associations working with migrants and cultural institutions that can accommodate initiatives are necessary, so that migrants can find an effective space to express themselves and their culture.

## 5.2 Groups at risk of social exclusion involved

Different disadvantaged targets have been involved in the participatory initiatives organised by the interviewees. One target group of particular interest to CultureLabs is female migrants and therefore questions specific to this topic were posed, to see what type of problems arise when working with them and to what extent their engagement requires particular approaches or additional attention with respect to other groups. The socio-cultural integration of migrant women is a key issue, as it positively affects the integration of the whole family. Participatory approaches addressing migrant women should be based on mutual understanding and trust, identify and acknowledge cultural differences and alleviate pre- and misconceptions.

**Trust** is a key issues to facilitate participation: to attract women in different initiatives or to get parents' permission to make their daughters participate, the presence of a trusted social professional should be guaranteed. **Excluding men** from these initiatives has been indicated as an important variable, as their presence often inhibits women's active participation. Women have family and home responsibilities, which often hinder their participation: **arranging children services** to allow their mothers to attend lectures or workshops is an effective facilitator.

**Religious barriers** have to be considered as well: some activities, as swimming or overnights trips to give some examples, in certain religions and cultures are not common for women, and ignoring these beliefs might cause trouble or even danger for this specific target. Despite of these limitations, women are usually very interested in cultural activities and the challenge is the other way round, i.e. to find ways to attract and engage men in cultural activities. Campaigns, or pictures including men in promotion materials and leaflets has been one method of the campaigns to encourage men to participate.

## 5.3 Barriers

**Barriers hindering communication and fruitful collaborations** were a crucial topic addressed during the interviews, concerning both the relations between different institutional stakeholders and between institutional stakeholders and community members. One of the aims was to understand if and how technological tools can help to overcome these barriers or to support human based approaches.

Many interviewees highlighted the **difficulty to collaborate with museums for the implementation of projects involving migrants**, since museums are often hesitant to open up to new and especially disadvantaged target groups. Collections are the core for museums, but their curators hardly wonder if a collection relates to "others" needs or excludes them. There's a rooted belief in many museums that initiatives in other languages or for communities other than their usual expected visitors, are not part of their core operations. Attitude is therefore the real challenge: "others" should be part of the core operation, not an appendix to be considered only when some extra funding is available. Activities with a focus on social integration should be seen in a wider perspective and not only as single one-time initiatives for specific targets as it can only increase the gap separating them from others. Collections and exhibitions should make persons feel included, make them feel part of the history, and avoid that a story is told from the perspective of those in power.

Museum staff play an important role in the process of making museums more open and socially responsible: professionals often have low expectations and a negative attitude towards innovative initiatives involving community members whose background and culture are different from theirs. It is evident that the **lack of specific skills** becomes a key barrier to inclusion. Luckily enough, some staff units are taking a step back and starting to think differently about the necessity to update infrastructure and practices, but a change in mentality requires time and specific skills. Besides, museum staff is characterized by homogeneous professional profiles, and even if they are animated by a sincere inclusive intention, **they don't have the social competences needed to approach and involve these groups**. A solution can be collaborating with social specialists, as

they know the targets' needs against which to propose customized cultural activities. The involvement of -facilitators belonging to the migrants community was also indicated as a possible solution.

In Germany, from the migrants associations' point of view, professionalisation offered by cultural institutions also prove to be a useful tool for cultural project work for the associations, helping them to develop significantly through further training.

Local authorities also highlighted the importance of specific skills among their staff and the need to sensitize them on inclusive initiatives: public administrators should be involved in the planning of ordinary work, so that they can become agents of change and not only mere executors of administrative procedures.

Another big challenge concerns **reaching out and engaging migrants**: some interviewees reported that it is quite easy to involve schools and their students, but it is very difficult to reach adult migrants. In this respect, an interesting consideration came from the University of Tor Vergata in Rome: the recent restrictive laws on migration issued by the Italian Government (which mirrors the political trend of many other European countries), together with the increased number of asylum seekers' rejected applications, have made the atmosphere heavier and many migrants have lost the interest and the motivation to join inclusive activities. This situation is confirmed by NGOs and cultural associations, who attribute the reduced number of migrants attending their centers or initiatives to this depressive mood. GLAMS, and particularly museums, still succeed in attracting young migrants through collaborations with the schools, but adults are more difficult to engage.

The difficulty to reach community members (either migrants or other disadvantaged groups) was confirmed by the head of the Department of Culture of an Italian governmental authority: she reported that unidirectional and official communication channels (Regional TV and radio, newsletter, web sites) are used to inform the community of specific activities, even if they perfectly know that they cannot reach all the potentially interested subjects. She strongly believes that the most effective way to reach community members relies on personal contacts or the mediation of organisations working with them, and that technological tools can only play a secondary role this process.

**Linguistic barriers** represent another complex challenge, which can inhibit migrants' access to many opportunities: in Finland, for example, knowledge of the local language is a prerequisite for employment for many positions, especially in the public sector. A person without language proficiency cannot apply for certain positions and the message is that you are valued in a different way if you are from abroad. Giving migrants the chance to practice the new language is thus a first important step to their integration. To approach groups with different linguistic competences, a specific training for the staff is recommended, aimed to acquire soft skills and relational capacities. Where these conditions exist, collaborations with migrants are easier.

The most common solutions interviewees indicated to overcome the linguistic problem in participatory projects are:

- using bridging languages (e.g. EN-FR), mixing them with the host country language,
- involving children, who have a better practice of the hosting country language,

- recruit translators/mediators (but it implies costs),
- involve mixed groups of people (newly arrived and ones living in the host country for longer time), as their common knowledge of the same language allows quick informal translations.
- reshape interventions, using other forms of expression than words,
- organise meetings with a limited number of subjects to discuss, to be sure that everyone can understand what is discussed. It slows down the process but facilitates understanding.

**Lack of resources and funding problems represent** another key issue, particularly critical for NGOs working with migrants. Migrant associations and NGOs working with migrants usually have only a very limited amount of resources at their disposal. Cultural institutions can help their projects especially with the provision of premises, whereby a common use of these by different associations makes sense. On the one hand, resources are saved; on the other hand, innovative cross-origin art and CH results can emerge that can consequently attract very broad and diverse audiences.

Networking among the migrant associations themselves can also be a helpful tool for overcoming the limited resources of the individual NGOs and associations, especially when considering groups facing multiple discrimination, e.g. migrant women. A good networking among them could enable a common use of important resources (premises, equipment etc.), whereby the individual association is relieved. By bringing different groups together, ideas, experiences and advice can be exchanged and innovative cross-origin art and CH results that attract very diverse audiences can emerge. In addition, networks of migrant associations would have a stronger political presence, since the previously non-integrated number of associations may become a visible actor who can pursue the respective interests with more vigour.

With respect to **funding problems**, it is considered to be the normal case that migrant associations receive only project-related funding (usually for one to three years) and not unlimited institutional funding. Due to this fact, the cultural project work of the associations is very inhibited, as no long-term planning can be developed. In addition, a project often needs some time until all processes within it function. This often forces the projects to come to an end at the point where they actually work well and have integrated themselves into the cultural landscape.

Furthermore, interviewees from migrant associations from Germany pointed that the way that funding is directed reinforces the closed character that characterises the cultural landscape as also pointed out by other interviewees. Often it is the same established associations that are the beneficiaries of institutional support, while new projects, and thus also predominantly migrant associations, are left empty-handed. This is partly due to the assessment of the state actors towards the migrant associations, which they regard as not professionalised enough to receive continuous support. As a result, the associations are not given any opportunity to improve their structures, i.e. to qualify for such funding, whereas the established associations continue to professionalise. As a result, the differences between established and new clubs are reproduced and consolidated.

## 5.4 Facilitators

After having been enquired about barriers, interviewees were asked which elements, in their opinion, might help to overcome them, and to what extent technological tools may facilitate this process.

It is common opinion that personal relations are the best way to facilitate collaborations, but technological tools enabling a direct access to the end users and possible collaborators would be welcome. Different experiences and expertise can hinder effective cooperation among stakeholders: technologies can help to structure and streamline approaches into well-defined formats so that others can easily access and understand them and collaborate at the same level.

Sharing knowledge about other experiences is a key aspect in social work: platforms that provide access to good practices can be very helpful, as successful experiences can offer very useful guidance and inspiration for new participatory approaches. Technological tools can enhance participation and collaboration, provided that they are supported by user friendly interfaces and functionalities.

Digital tools can help to overcome language barriers, provided that users learn how to use them, how to formulate and interpret messages. A basic technological literacy is needed to understand how messages are conveyed in digital communications. Technology can enhance communication and participation through non-verbal facilities: picture cards expressing emotions can accompany the works of art in a museum to understand the conveyed emotion; gamification can support poor language proficiency; applications that teach the host country language to migrants can facilitate its acquisition.

Gaining better understanding of the target community needs and ideas is another facilitator interviewees were inquired about: it emerged that the beforehand knowledge of the target communities needs is limited and is mainly based on personal contacts and information provided by people who know the problems. Reports and documentation do surely exist, but they are rarely searched for and read, because asking to relevant persons is more immediate and provides tailored answers to specific questions. Besides, reading reports cannot give the focused overview of a specific situation and context. Interestingly, it was pointed out that the needs of asylum seekers and refugees are quite easy to collect, as they are assisted by governmental protection programmes and, as such, they can be easily reached out and engaged in specific activities. On the contrary, migrants living permanently and independently in a host country are difficult to reach and involve, as they don't have occasions to take part to the community initiatives, are often dispersed in the territory and often do not have the possibility to express themselves or to have their voices heard. Involving strategic facilitators or organisations working with migrants seems to be the most effective way to know the targets' needs, expectations and problems, even if one person and his/her view can hardly represent the whole community or the culture he/she belongs to.

## 5.5 Impact

Interviewees paid particular attention on the importance that should be given to the impact of innovative approaches and on the need for tools that can be used to measure it, if any.

Nearly all the interviewees acknowledge the importance of follow-up and evaluation tools to gather participants' feedback. Impact is the response to the proposed activities, and therefore of utmost importance for future actions. Nonetheless, feedback seldom is gathered in a structured way: if not



obliged by the funding body, impact measurement is usually neglected. Different reasons were given for this:

- motivating people to give their feedback might be challenging and quite demanding;
- to be reliable, feedback should be honest, without fear of retaliation or willingness to please who gave you an occasion: for this reason it should be anonymous, and a proper on-line tools should be used;
- follow-up tools should be well-structured and implemented ad hoc for the different initiatives;

Many interviewees stated that there are many human-oriented dimensions to impact that have to be considered: meeting people, being involved in leisure activities, improving one's self-esteem and sense of value, joining the local community initiatives, giving mothers a chance to leave their houses, are all important forms of impact, but their assessment can only be entrusted to group interviews, where you express what you have learned or liked. No formal tools are currently used to measure the social and emotional impacts deriving from participatory initiatives. The impact, when positive, is visible and doesn't need numbers or measures, but tools would be appreciated to better understand how community members have experienced their participation.

Technology can provide online services, such as monitoring tools and online survey, to collect feedback. Migrants are usually very keen on receiving feedback and comments about their performances/exhibitions, as it is a powerful way to increase their self-esteem and integration. Social media are informally used by these groups, who need assessment, evaluation, visibility, and all of this creates impact and digital tools that can involve the wider community in a more structured way can contribute to this direction.

## 6. Lessons for CultureLabs

In the followings, we summarise the most important needs - which, in light of the interviews, in many cases break down to more dimensions - that have emerged from the quantitative and qualitative analysis and shortly explain how we plan to take into consideration the identified issues as well as the suggestions for good practices in the different project tasks.

<b>1 - Need for engaging with the targeted community</b>
<b><i>1.1. Need for better understanding of migrants' viewpoints and suggested practices for building trustful relationships and motivating participation</i></b>
<p><i>Hints for CultureLabs:</i> The Pool of ingredients (T3.3) should pay particular attention to selecting, documenting and making available via the platform good practices and physical as well as digital tools that can help institutions to gather and gain a better understanding of migrants' needs and opinions and motivate them to participate while avoiding patronizing attitudes. Specific recommendations addressed to organisations will be defined towards this direction (T6.1). The different approaches (e.g. coffee shop discussions, facilitators from the target community, intercultural centers etc) suggested by interviewees (see Chapter 5.1) with respect to establishing trustful relations with migrants as well as for motivating them based on their own interests and needs will be considered by the proposed best practice recipes (T6.2) and recommendations for organisations (T6.1). Emphasis will be given on approaches that put the perspectives of the target groups in their core and see migrants as collaborators rather than passive beneficiaries.</p>
<b><i>1.2 Need for digital communication tools</i></b>
<p><i>Hints for CultureLabs:</i> Although stakeholders agreed that the informal face-to-face communications with community members (via the different approaches identified by interviewees) are indispensable, they expressed interest in technological tools which can complement and support the physical encounters. The CultureLabs platform should provide for digital tools that can facilitate communication with the target community via the exchange of ideas and collection of feedback on specific projects or other topics. The platform can provide a space where ideas for participatory projects or digital exhibitions are proposed and their critical revision encouraged, so as to promote a bottom-up perspective. Several digital services towards this direction - the forum, commenting sections, rating/evaluation functionalities as well as services related to the organisation of co-creation workshops (event board) and crowdsourcing - have already been included in the platform design (D4.1, D4.3) and will be evaluated and revised/extended with new functionalities in the next round of the user requirements collection (T3.2).</p>
<b><i>1.3 Need for effective approaches for involving migrants in CH activities</i></b>

*Hints for CultureLabs:* Some of the types of cultural and artistic activities described by interviewees in Chapter 5.1 will also be employed by the pilots as possible ways in which migrants can creatively interact with CH. Moreover, most of the suggested approaches have been part of bigger projects which will be further investigated as part of the comparative study of participatory projects. Some of these projects will be documented in more detail as “recipes” and published via the CultureLabs platform. Helpful practical material which stakeholders have used in certain activities will also be exploited as part of the ingredients collection task and elements of best practices drawn from these approaches will be helpful input for the value chain analysis and the policy recommendations.

#### **1.4 Need to reach migrants in disadvantaged situations**

*Hints for CultureLabs:* This need is also connected to the barrier of complex bureaucratic and legal procedures identified primarily by NGOs as well as public administrations working with migrants (see Chapter 4.2.4). Interviewees reported that it is quite easy to involve schools and their students, but it is very difficult to reach and motivate adult refugees and asylum seekers who often feel intimidated and depressed. From the interviews, it has become evident that the possibility to reach out the most precarious and excluded immigrant groups is dependent on policy change and this will be taken into account in the policy recommendations that CultureLabs will make. The digital platform of CL can only partially address this problem by providing information about social actors/public administrations working with migrants in disadvantaged situations and by offering services that facilitate the collaboration between them and other stakeholders.

#### **1.5 Need to reach out and engage migrant women**

*Hints for CultureLabs:* The observations and suggestions made by interviewees with respect to the involvement of migrant women (see Chapter 5.2) will be taken into account in the implementation of the CL pilots which foresee the involvement of female migrants as a target group as well as by relevant ingredients, recipes, and policy recommendations. The interviews indicate that including migrant women in participatory approaches is mainly a matter of building trust and confidence, and when the human component is at the basis of a successful initiative, the technological support can be hardly of help.

### **2 - Need for broader and more effective collaborations with other stakeholders**

#### **2.1 Need for practices that can help the cultural sector to become more open and establish long-lasting collaborations**

*Hints for CultureLabs:* Services and information that contribute to knowledge awareness and facilitate cross-sector collaborations stand at the core of CultureLabs. Stakeholders pointed that the cultural sector should become more open and invest in strategic partnerships with actors from the social field, thus entrenching community and social orientation in their organisational practices. Some migrant associations also alluded to the problem that funding schemes are often directed to the same established actors, which in turn reinforces closed clusters and limits opportunities for new partnerships. Task 6.1 will make specific recommendations about good practices for establishing strategic partnerships for promoting social innovation via cultural activities.

#### **2.2 Need for digital tools that facilitate collaboration and communication**

*Hints for CutlureLabs:* Participants have expressed high interest in services that facilitate sharing of data and communication (see Chapter 4.3.2), reaffirming user requirements by stakeholders that have been explored in more depth in D3.2-Case study definition and functional requirements. Via the collaborative functionalities offered by the platform, and especially the collaborative recipe editor, CultureLabs can help organisations to work together on certain projects and exchange ideas and know-how. Moreover, information about possible collaborators from different sectors will be provided via the platform as well as services that can facilitate making contact with them.

### **3 - Need to increase the intercultural/social competences of organisations' staff**

*Hints for CutlureLabs:* Actors from the cultural and public administration sectors underlined the need to improve the skills of their organisations' staff with respect to communication with migrant groups and to become more aware of certain appropriate and inappropriate attitudes (e.g. appropriate wording, the role of cultural intermediates/facilitators etc). The recommendations under T6.1 will pay particular attention to that. Remarks mentioned in the interviews (see Chapters 5.3, 5.2) will be taken into account. In light of this need, the ingredients collection task will also consider practical methods and tools that can help engage museums and public administrations staff e.g. through awareness raising tests or games that help them improve their inclusive attitude and avoid certain mistakes.

### **4 - Need for economic resources**

*Hints for CultureLabs:* The lack of funding was identified as one of the most important barriers by the majority of stakeholders. Some interviewees pointed to the problems caused by project-based funding which often hinders long-term planning and leads to circumstantial partnerships, often abruptly interrupting successful work with the community. Policy recommendations with respect to appropriate funding schemes that can promote social innovation via cultural activities will be made as part of Task 3.2, taking also into account the other important needs identified in the current analysis whose satisfaction does not come for free. Moreover, information about funding opportunities and organisations which can provide access to funding will be provided via the online platform.

### **5 - Need for facilities**

*Hints for CultureLabs:* Actors from the social field indicated that Cultural Institutions can help their projects with the provision of premises while good networking among actors can enable shared use of useful resources (premises, equipment etc.) The CultureLabs platform will make available information about certain facilities offered by organisations from different sectors.

### **6 - Need to overcome language barriers**

*Hints for CultureLabs:* CultureLabs will take into account suggestions made by interviewees (see Chapter 5.3, 5.4) during the ingredients collection task and document and make available through the platform appropriate methods and tools. Language barriers can be mitigated through the use of physical and digital tools that facilitate non-verbal communication (apps, emoticon, picture cards, games etc). Language barriers and facilitators will be also considered as a specific topic of interest when documenting best practices and making recommendations. Pilots which

face issues with language barriers will also experiment with fitting approaches, taking into account the specifics of the target group.

## **7 - Need for impact assessment methods and tools**

*Hints for CultureLabs:* High interest in appropriate impact assessment methods and tools was expressed by actors across sectors. Most interviewees mentioned that impact assessment is usually neglected and that feedback seldom is gathered in a structured way. Therefore, methods and physical as well as digital tools that can help the better understanding of how community members have experienced their participation would be highly appreciated. This is also in line with the interest in digital feedback collection tools (see Chapter 4.3.2). The initial phase of the ingredients collection task had not considered this need so far, however, the collection of resources plan has been updated to cover this need so that, as of now, methods and tools for the qualitative and quantitative measurement of impact will be given particular attention by T3.3. Digital services that can support feedback collection will be offered via the platform. The pilots will also pay particular attention to assessing the impact of their activities, tailor the suggested methods and tools to the needs of the specific initiative, and test their efficiency and effectiveness in practice.

## **8 - Need to involve the wider community**

*Hints for CultureLabs:* Besides involving the migrant target community, organisations also pointed to the importance of the impact of projects to the broader community (see Chapter 4.2.6) which also related to objectives related to fighting xenophobia (see Chapter 4.2.2). Interviewees also pointed that involvement and interest by the broader community is highly valued by migrants themselves. The CultureLabs pilots focus particularly on approaches that aim to challenge anti-immigrant prejudice and involve the local host community in their activities and will apply and test in practice different practices and tools towards this direction.

## **9 - Need for easy and efficient access to helpful information about successful projects**

*Hints for CultureLabs:* This facilitator is also closely related to the need for digital tools that support search and access to useful data as indicated in Chapter 4.3.2. The need will be addressed by documenting as recipes a high number of successful past projects in the intersection of CH and social fields (some of which have already been discussed in the interviews). Documenting, structuring and streamlining elements and steps from different best practices can help projects have more long-term impact, so that knowledge and experience gained from small-scale but very interesting projects is not lost. Helpful practical material which has been used in past successful approaches will be collected, paying particular attention on resources that can address the specific needs which emerged from the needs analysis as described above. The recipes and ingredients will be become searchable via the multi-faceted search functionalities offered by the CultureLabs platform, taking into account the interest in particular areas that can inform the metadata fields and search parameters.

## 7. Conclusions

A great variety of stakeholders were engaged in the surveys and interviews and, although some of their needs diverge because of their specific expertise and fields of action, many common elements emerged. CultureLabs will take advantage of these findings to propose recommendations and to support participatory approaches via the resources and functionalities offered by the online platform.

**Participatory approaches** are effective when a strong collaboration among different stakeholders is enhanced, but **barriers hindering communication and fruitful collaborations** still exist. CultureLabs can help to connect cultural institutions, NGOs, public administrations and community members, facilitating ideas exchange, making the different voices be heard, and reinforcing the citizens' sense of belonging. Through its platform and proposal of best practices, CultureLabs can facilitate interaction and communication and allowing to **reach out and engage migrants**, which came out to be another important barrier to collaboration. The positive attitude towards digital services and technological tools, which emerged from the analysis, makes the CultureLabs platform a valuable solution to meet these needs.

**Sharing knowledge about other experiences** is an important need which has been identified. A great variety of ingredients and successful past participatory projects will be collected and documented in the course of CultureLabs and will become openly accessible and searchable via the platform. The CultureLabs platform will also allow the interested actors to define their own innovative approaches in its platform, to organise them in structured recipes easy to access, to replicate them in different contexts and with different targets, thus enhancing cross-fertilization and mutual learning. Even if CultureLabs will only engage migrants as target groups of its pilots, it will get inspiration from participatory approaches involving other targets, capitalizing from these experiences.

**Language barriers** represent a complex challenge, which can inhibit migrants' access to many opportunities. CultureLabs will analyze appropriate resources and services which can contribute to overcoming language limitations. **Evaluation and assessment tools** have also been indicated as an important need: in the greatest part of the cases, social media are informally used to gather likes and opinions on specific initiatives, but the value of assessment, evaluation and visibility to generate impact is commonly acknowledged. The use of appropriate physical and digital tools for collecting feedback can help the measurement of impact.

The survey produced a huge amount of data and the analysis proposed in this deliverable which can be exploited for further analyses from different perspectives. Data will therefore remain available for the project purposes and will constitute a precious source of information nourishing other WPs and project activities.

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## 9. Annexes

### ANNEX 1: INFORMATION SHEET FOR THE SURVEY



CultureLabs: Recipes for Social Innovation

#### PARTICIPANT INFORMATION SHEET - SURVEY

CultureLabs is a European project funded under Horizon2020 (2018-2021). Working collaboratively across six countries, it aims to support Cultural Heritage Institutions, Non-Governmental Organisations, public administrations and other actors who wish to organise participatory projects aiming at social inclusion via interaction with cultural heritage. Migrants and refugees will be the primary focus of the project.

As a part of the project, a **platform** will be developed, which will be used to enable institutional stakeholders as well as community participants to document and share ideas and approaches that can facilitate social innovation in culture by increasing participation of hitherto under-represented groups. Digital technology will be used to facilitate and promote collaboration between different actors and the provided services will be designed with the targeted communities in mind.

To do this, we aim to gather the **end-users' views, needs, and expectations**, as well as their previous experience in running **outreach or participatory activities** involving disadvantaged groups in **cultural heritage initiatives**.

All participants are invited to **fill a survey** that should take no more than 10 minutes to complete. At the end of the survey, participants are asked for their availability to be **interviewed** (via phone, Skype or face-to-face). The interview (which is not compulsory) will last around 30 minutes and will expand upon the answers given in the survey. Interviewees will be asked about a variety of themes, such as their **previous experience in engagement practices, barriers and envisaged facilitators, such as the use of technology**.



The data collected from the surveys and the **audio-recorded interviews** will be used for research and study purposes only. For those who consent to it, excerpts from **video-recorded** interviews may be used for CultureLabs dissemination purposes. The primary data collected via the online survey will be stored in a secure server maintained by one of the CultureLabs Consortium partners, Platoniq. Selected survey data together with audio recordings from the interviews will be stored in a password-protected secure server at Sheffield Hallam University, UK. The collected data will be retained for two years after the completion of the project.

All data excerpts from the survey and the follow-up interviews **will be anonymised** and **it will not be possible to make out the respondents' identity** and that of your place of work and of any other person that you will mention in the interview, unless the consent for data and images publication is explicitly given. Anonymised data excerpts may be used as part of research publications and presentations.

**You are free to withdraw from the study at any time** without giving a reason for your withdrawal or to decline to answer particular questions.

Should you wish to do so, **you are also free to access the audio/video recording** of your interview and to ask for it to be erased.

Please feel free to ask the researcher any questions you may have about this study.

Thank you for agreeing to participate!

Dr. Francesca Cesaroni (COOSS – IT) [f.cesaroni@cooss.marche.it](mailto:f.cesaroni@cooss.marche.it)

Dr. Wolfgang Bosswick (EFMS - DE) [wolfgang.bosswick@uni-bamberg.de](mailto:wolfgang.bosswick@uni-bamberg.de)

# ANNEX 2: CultureLabs SURVEY

18/3/2019

Culturelabs survey WP2

## Culturelabs survey WP2

The following survey should take no longer than 10 minutes to complete and consists of about 20 questions. We would like to know more about your experience with cultural heritage projects and/or working together with communities. We are also interested to know if you are experienced with participatory and co-creation approaches. We would also like to talk to you via a follow-up interview, so if this is something you would like to do please don't forget to tick the box at the end of the survey. For more information about our project please visit: <https://culture-labs.eu/>

\* Continue



Personal Data, please introduce yourself and your institution

1 Affiliation

---

2 Job title

---

**3 Country (Please, choose only one option):**

- ☐ 3.1 Austria
- ☐ 3.2 Belgium
- ☐ 3.3 Bulgaria
- ☐ 3.4 Cyprus
- ☐ 3.5 Croatia
- ☐ 3.6 Denmark
- ☐ 3.7 Estonia
- ☐ 3.8 Finland
- ☐ 3.9 France
- ☐ 3.10 Germany
- ☐ 3.11 Greece
- ☐ 3.12 Ireland
- ☐ 3.13 Italy
- ☐ 3.14 Latvia
- ☐ 3.15 Lithuania
- ☐ 3.16 Luxembourg
- ☐ 3.17 Malta
- ☐ 3.18 Netherlands
- ☐ 3.19 Poland
- ☐ 3.20 Portugal
- ☐ 3.21 UK
- ☐ 3.22 Czech Republic
- ☐ 3.23 Romania
- ☐ 3.24 Slovakia
- ☐ 3.25 Slovenia
- ☐ 3.26 Spain
- ☐ 3.27 Sweden
- ☐ 3.28 Hungary
- ☐ 3.29 Other

**4 Gender**

- ☐ Female
- ☐ Male
- ☐ I prefer not to specify

**5 Describe your Institution**

- ☐ 5.1 GLAM (galleries, library, archive, museum)
- ☐ 5.2 NGO/Charities
- ☐ 5.3 NGOs working with migrants (even if not exclusively)
- ☐ 5.4 Social Enterprise/cooperative
- ☐ 5.5 Local Authorities
- ☐ 5.6 Governmental Institution
- ☐ 5.7 Cultural Association
- ☐ 5.8 School/Training Centre/Educational Entity
- ☐ 5.9 Other, Please specify

**5.9.1 Specify Institution**

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**6 Website of your institution (OPTIONAL)**

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**7 Do you have previous experience with (Please, choose only one option):**

- ☐ 7.1 Culture-based projects engaging community members
- ☐ 7.2 Projects involving migrants and refugees
- ☐ 7.3 Participatory projects involving migrants through cultural initiatives
- ☐ 7.4 No previous experience in cultural initiatives

**SECTION 1 - PREVIOUS EXPERIENCE WITH PARTICIPATORY PROJECTS**

**8 Which stakeholders/organizations does/did your institution collaborate with in these projects? Please, select all that apply**

- ☐ 8.1 GLAMs (Galleries, Libraries, Archives, Museums)
- ☐ 8.2 Local/National governmental authorities
- ☐ 8.3 Municipalities/local authorities
- ☐ 8.4 Local Cultural associations
- ☐ 8.5 Humanitarian organizations/Charities/NGOs working in the social area
- ☐ 8.6 Other types of NGOs
- ☐ 8.7 Industries/private sector
- ☐ 8.8 Schools/training or educational centres
- ☐ 8.9 Universities/research institutes
- ☐ 8.10 Religious institutions
- ☐ 8.11 No collaborations
- ☐ 8.12 Other, please specify

**8.12.1 Specify Institution**

---

**9 Which role(s) did your organization staff cover in this project? Please, select all that apply**

- ☐ 9.1 Leader/coordinator
- ☐ 9.2 Researcher
- ☐ 9.3 Cultural expert
- ☐ 9.4 Cultural/linguistic mediator
- ☐ 9.5 Artist
- ☐ 9.6 Social operator (educator, animator, facilitator, social worker...)
- ☐ 9.7 Psychologist
- ☐ 9.8 Teacher/trainer
- ☐ 9.9 Other, please specify

**9.9.1 Specify Role**

---

**10 Which were the key objectives for your participation in these projects? Please select all that apply**

- ☐ 10.1 Promote Cultural Heritage safeguard and protection
- ☐ 10.2 Raise awareness on the importance of Cultural Heritage
- ☐ 10.3 Make cultural objects/beauties known
- ☐ 10.4 Increase the visibility of my organization
- ☐ 10.5 Attract economic resources
- ☐ 10.6 Give opportunities to emerging artists
- ☐ 10.7 Promote the social integration of disadvantaged groups through CH-based participatory projects
- ☐ 10.14 Other, please specify

**10.14.1 Specify objectives**

---

**11 Did these projects involve specific groups at risk of social exclusion? Please select all that apply**

- ☐ 11.1 Older people
- ☐ 11.2 People with disabilities
- ☐ 11.3 Persons suffering from mental health problems
- ☐ 11.4 Young people at risk of marginalization (NEETS, school leavers...)
- ☐ 11.5 People experiencing addiction (drugs, alcohol, gambling)
- ☐ 11.6 Minorities at risk of social exclusion (i.e. ROMA, etc.)
- ☐ 11.7 Offenders and convicted persons
- ☐ 11.8 Women victims of violence
- ☐ 11.14 No specific targets
- ☐ 11.15 Other, please specify

**11.15.1 Specify groups**

---

**12 Which were the most relevant barriers you faced? Please select all that apply**

- ☐ 12.1 Difficulty to establish a common understanding and agreement
- ☐ 12.2 Lack of balance in the decision-making process
- ☐ 12.3 Lack of effective management/planning tools
- ☐ 12.4 Difficulty to contact stakeholders to collaborate/communicate with
- ☐ 12.5 Lack of sufficient economic resources
- ☐ 12.6 Lack of facilities and time resources
- ☐ 12.7 Complex bureaucratic and legal procedures
- ☐ 12.8 Difficulty to engage people with specific professional skills
- ☐ 12.9 Lack of effective promotion/dissemination plans
- ☐ 12.10 Difficulty to organize and keep track of projects tasks/activities
- ☐ 12.11 Different cultural/educational background
- ☐ 12.12 Difficulty to reach out and engage the targeted community
- ☐ 12.15 We faced no barriers
- ☐ 12.16 Other, please specify

**12.16.1 Specify barriers**

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**13 In your experience, which of the following options might facilitate co-working and participatory approaches? Please select all that apply**

- ☐ 13.1 Efficient access to information about local cultural initiatives
- ☐ 13.2 Efficient access to information about successful projects with similar objectives
- ☐ 13.3 More efficient communication channels with the citizenship and/or the community members
- ☐ 13.4 Tools to facilitate contacts and collaboration with other stakeholders
- ☐ 13.5 Tools for sharing of relevant material with involved actors
- ☐ 13.6 Innovative methods/tools facilitating active participation of the involved beneficiaries
- ☐ 13.7 Technological tools facilitating organization of the project and collaboration within partners
- ☐ 13.9 Gain better understanding of the target community needs and ideas
- ☐ 13.11 Other, please specify

**13.11.1 Specify options**

---

**14 In your opinion, which of the following options better describe the impact of your project on local community?**  
Please select all that apply

- ☐ 14.1 It involved wide number of persons
- ☐ 14.2 It strengthened my network
- ☐ 14.3 It enhanced the collaboration with other organizations
- ☐ 14.4 It improved the community appreciation of cultural heritage
- ☐ 14.5 It enhanced participation of disadvantaged groups
- ☐ 14.6 It increased the personal and professional skills of the people involved
- ☐ 14.7 It increased our visibility
- ☐ 14.8 It incremented the number of "followers" of my Institution
- ☐ 14.12 Other, please specify

14.12.1 Specify options

---

**15 Would you be interested in sharing your project/s through the CultureLabs online platform?**

- ☐ 15.1 YES
- ☐ 15.2 NO

## SECTION 2 - PREVIOUS EXPERIENCE WITH PARTICIPATORY PROJECTS INVOLVING MIGRANTS

**8 Which stakeholders/organizations does/did your institution collaborate with in these projects? Please, select all that apply**

- ☐ 8.1 GLAMs (Galleries, Libraries, Archives, Museums)
- ☐ 8.2 Local/National governmental authorities
- ☐ 8.3 Municipalities/local authorities
- ☐ 8.4 Local Cultural associations
- ☐ 8.5 Humanitarian organizations/Charities/NGOs working in the social area
- ☐ 8.6 Other types of NGOs
- ☐ 8.7 Industries/private sector
- ☐ 8.8 Schools/training or educational centres
- ☐ 8.9 Universities/research institutes
- ☐ 8.10 Religious institutions
- ☐ 8.11 No collaborations
- ☐ 8.12 Other, please specify

8.12.1 Specify Institution

---



**9 Which role(s) did your organization staff cover in this project? Please, select all that apply**

- ☐ 9.1 Leader/coordinator
- ☐ 9.2 Researcher
- ☐ 9.3 Cultural expert
- ☐ 9.4 Cultural/linguistic mediator
- ☐ 9.5 Artist
- ☐ 9.6 Social operator (educator, animator, facilitator, social worker...)
- ☐ 9.7 Psychologist
- ☐ 9.8 Teacher/trainer
- ☐ 9.9 Other, please specify

**9.9.1 Specify Role**

---

**10 Which were the key objectives for your participation in these projects? Please select all that apply**

- ☐ 10.4 Increase the visibility of my organization
- ☐ 10.8 Fight racism and xenophobia
- ☐ 10.9 Experiment innovative approaches promoting integration
- ☐ 10.10 Facilitate migrants' knowledge of the host country cultural heritage
- ☐ 10.11 Raise awareness/spread knowledge about migrants' own cultural heritage
- ☐ 10.12 Facilitate migrants' job placement
- ☐ 10.13 Promote migrants' social integration
- ☐ 10.14 Other, please specify

**10.14.1 Specify Objectives**

---

**11 Did these projects involve specific groups at risk of social exclusion? Please select all that apply**

- ☐ 11.3 Persons suffering from mental health problems
- ☐ 11.7 Offenders and convicted persons
- ☐ 11.8 Women victims of violence
- ☐ 11.9 Refugees
- ☐ 11.10 Asylum seekers
- ☐ 11.11 Minors migrant
- ☐ 11.12 Female migrants
- ☐ 11.13 Unemployed migrants
- ☐ 11.14 No specific targets
- ☐ 11.15 Other, please specify

**11.15.1 Specify groups**

---

**12 Which were the most relevant barriers you faced? Please select all that apply**

- ☐ 12.1 Difficulty to establish a common understanding and agreement
- ☐ 12.2 Lack of balance in the decision-making process
- ☐ 12.3 Lack of effective management/planning tools
- ☐ 12.4 Difficulty to contact stakeholders to collaborate/communicate with
- ☐ 12.5 Lack of sufficient economic resources
- ☐ 12.6 Lack of facilities and time resources
- ☐ 12.7 Complex bureaucratic and legal procedures
- ☐ 12.8 Difficulty to engage people with specific professional skills
- ☐ 12.9 Lack of effective promotion/dissemination plans
- ☐ 12.10 Difficulty to organize and keep track of projects tasks/activities
- ☐ 12.11 Different cultural/educational background
- ☐ 12.12 Difficulty to reach out and engage the targeted community
- ☐ 12.13 Religious issues
- ☐ 12.14 Language barriers
- ☐ 12.15 We faced no barriers
- ☐ 12.16 Other, please specify

**12.16.1 Specify barriers**

---

**13 In your experience, which of the following options might facilitate co-working and participatory approaches? Please select all that apply**

- ☐ 13.2 Efficient access to information about successful projects with similar objectives
- ☐ 13.3 More efficient communication channels with the citizenship and/or the community members
- ☐ 13.4 Tools to facilitate contacts and collaboration with other stakeholders
- ☐ 13.5 Tools for sharing of relevant material with involved actors
- ☐ 13.6 Innovative methods/tools facilitating active participation of the involved beneficiaries
- ☐ 13.7 Technological tools facilitating organization, communication and collaboration
- ☐ 13.8 Tools to overcome language barriers
- ☐ 13.9 Gain better understanding of the target community needs and ideas
- ☐ 13.10 Increasing intercultural competences of the own staff
- ☐ 13.11 Other, please specify

13.11.1 Specify options

---

**14 In your opinion, which of the following options better describe the impact of your project on local community? Please select all that apply**

- ☐ 14.1 It involved wide number of persons
- ☐ 14.2 It strengthened my network
- ☐ 14.3 It enhanced the collaboration with other organizations
- ☐ 14.4 It improved the community appreciation of cultural heritage
- ☐ 14.5 It enhanced participation of disadvantaged groups
- ☐ 14.6 It increased the personal and professional skills of the people involved
- ☐ 14.7 It increased our visibility
- ☐ 14.8 It incremented the number of "followers" of my Institution
- ☐ 14.9 It involved actively migrants or refugees
- ☐ 14.10 It involved the local community
- ☐ 14.11 It increased migrants' integration within the community
- ☐ 14.12 Other, please specify

14.12.1 Specify options

---

15 Would you be interested in sharing your project/s through the CultureLabs online platform?

- ☐ 15.1 YES
- ☐ 15.2 NO

### SECTION 3 - PREVIOUS EXPERIENCE WITH PARTICIPATORY PROJECTS INVOLVING MIGRANTS THROUGH CULTURAL INITIATIVES

8 Which stakeholders/organizations do/did you collaborate with in these projects? Please select all that apply

- ☐ 8.1 GLAMs (Galleries, Libraries, Archives, Museums)
- ☐ 8.2 Local/National governmental authorities
- ☐ 8.3 Municipalities/local authorities
- ☐ 8.4 Local Cultural associations
- ☐ 8.5 Humanitarian organizations/Charities/NGOs working in the social area
- ☐ 8.6 Other types of NGOs
- ☐ 8.7 Industries/private sector
- ☐ 8.8 Schools/training or educational centres
- ☐ 8.9 Universities/research institutes
- ☐ 8.10 Religious institutions
- ☐ 8.11 No collaborations
- ☐ 8.12 Other, please specify

8.12.1 Specify stakeholders/organizations

---

9 Which role(s) did your organization staff cover in this project? Please, select all that apply

- ☐ 9.1 Leader/coordinator
- ☐ 9.2 Researcher
- ☐ 9.3 Cultural expert
- ☐ 9.4 Cultural/linguistic mediator
- ☐ 9.5 Artist
- ☐ 9.6 Social operator (educator, animator, facilitator, social worker...)
- ☐ 9.7 Psychologist
- ☐ 9.8 Teacher/trainer
- ☐ 9.9 Other, please specify

9.9.1 Specify Role

---

**10 Which were the key objectives for your participation in these projects? Please select all that apply**

- ☐ 10.1 Promote Cultural Heritage safeguard and protection
- ☐ 10.2 Raise awareness on the importance of Cultural Heritage
- ☐ 10.3 Make cultural objects/beauties known
- ☐ 10.4 Increase the visibility of my organization
- ☐ 10.5 Attract economic resources
- ☐ 10.6 Give opportunities to migrant artists
- ☐ 10.7 Promote the social integration of disadvantaged groups through CH-based participatory projects
- ☐ 10.8 Fight racism and xenophobia
- ☐ 10.9 Experiment innovative approaches promoting integration
- ☐ 10.10 Facilitate migrants' knowledge of the host country cultural heritage
- ☐ 10.11 Raise awareness/spread knowledge about migrants' own cultural heritage
- ☐ 10.12 Facilitate migrants' job placement
- ☐ 10.13 Promote migrants' social integration
- ☐ 10.14 Other, please specify

**10.14.1 Specify objectives**

---

**11 Did these projects involve specific groups at risk of social exclusion? Please select all that apply**

- ☐ 11.1 Older people
- ☐ 11.2 People with disabilities
- ☐ 11.3 Persons suffering from mental health problems
- ☐ 11.4 Young people at risk of marginalization (NEETS, school leavers...)
- ☐ 11.5 People experiencing addiction (drugs, alcohol, gambling)
- ☐ 11.6 Minorities at risk of social exclusion (i.e.ROMA, etc.)
- ☐ 11.7 Offenders and convicted persons
- ☐ 11.8 Women victims of violence
- ☐ 11.9 Refugees
- ☐ 11.10 Asylum seekers
- ☐ 11.11 Minors migrants
- ☐ 11.12 Female migrants
- ☐ 11.13 Unemployed migrants
- ☐ 11.14 No specific targets
- ☐ 11.15 Other, please specify

## 11.15.1 Specify groups

## 12 Which were the most relevant barriers you faced? Please select all that apply

- ☐ 12.1 Difficulty to establish a common understanding and agreement
- ☐ 12.2 Lack of balance in the decision-making process
- ☐ 12.3 Lack of effective management/planning tools
- ☐ 12.4 Difficulty to contact stakeholders to collaborate/communicate with
- ☐ 12.5 Lack of sufficient economic resources
- ☐ 12.6 Lack of facilities and time resources
- ☐ 12.7 Complex bureaucratic and legal procedures
- ☐ 12.8 Difficulty to engage people with specific professional skills
- ☐ 12.9 Lack of effective promotion/dissemination plans
- ☐ 12.10 Difficulty to organize and keep track of projects tasks/activities
- ☐ 12.11 Different cultural/educational background
- ☐ 12.12 Difficulty to reach out and engage the targeted community
- ☐ 12.13 Religious issues
- ☐ 12.14 Language barriers
- ☐ 12.15 We faced no barriers
- ☐ 12.16 Other, please specify

## 12.16.1 Specify barriers

## 13 In your experience, which of the following options might facilitate co-working and participatory approaches? Please select all that apply

- ☐ 13.1 Efficient access to information about local cultural initiatives
- ☐ 13.2 Efficient access to information about successful projects with similar objectives
- ☐ 13.3 More efficient communication channels with the citizenship and/or the community members
- ☐ 13.4 Tools to facilitate contacts and collaboration with other stakeholders
- ☐ 13.5 Tools for sharing of relevant material with involved actors
- ☐ 13.6 Innovative methods/tools enabling active participation of the involved beneficiaries
- ☐ 13.7 Technological tools facilitating organization, communication and collaboration
- ☐ 13.8 Tools to overcome language barriers
- ☐ 13.9 Gain better understanding of the target community needs and ideas
- ☐ 13.10 Increasing intercultural competences of the own staff
- ☐ 13.11 Other, please specify

## 13.11.1 Specify options

---

**14 In your opinion, which of the following options better describe the impact of your project on local community?**  
Please select all that apply

- ☐ 14.1 It involved wide number of persons
- ☐ 14.2 It strengthened my network
- ☐ 14.3 It enhanced the collaboration with other organizations
- ☐ 14.4 It improved the community appreciation of cultural heritage
- ☐ 14.5 It enhanced participation of disadvantaged groups
- ☐ 14.6 It increased the personal and professional skills of the people involved
- ☐ 14.7 It increased our visibility
- ☐ 14.8 It incremented the number of "followers" of my Institution
- ☐ 14.9 It involved actively migrants or refugees
- ☐ 14.10 It involved the local community
- ☐ 14.11 It increased migrants' integration within the community
- ☐ 14.12 Other, please specify

## 14.12.1 Specify options

---

**15 Would you be interested in sharing your project/s through the CultureLabs online platform?**

- ☐ 15.1 YES
- ☐ 15.2 NO

**SECTION 4 - NO PREVIOUS EXPERIENCES**

**16 Are there any particular reasons why your institution has never organised activities specifically involving migrants or refugees? Please, select all that apply**

- ☐ 16.1 Lack of interest
- ☐ 16.2 Lack of funding
- ☐ 16.3 Difficulty to contact/approach migrants or refugees
- ☐ 16.4 Lack of experience and/or organisational capabilities
- ☐ 16.5 Focus on different engagement activities/target groups
- ☐ 16.8 Other, please specify

## 16.8.1 Specify reasons

17 Does your institution aspire, intend or plan to run activities involving migrants or refugees in the future?

☐ 17.1 YES

☐ 17.2 NO

18 Would you be interested in approaching participatory methods with the support of a digital platform?

☐ 18.1 YES

☐ 18.2 NO

## SECTION 7

7 Do you have previous experience with (Please, choose only one option):

☐ 7.3 Participatory projects involving migrants through cultural initiatives

☐ 7.4 No previous experience in cultural initiatives

8 Which stakeholders/organizations do/did you collaborate with in these projects? Please select all that apply

☐ 8.1 GLAMs (Galleries, Libraries, Archives, Museums)

☐ 8.2 Local/National governmental authorities

☐ 8.3 Municipalities/local authorities

☐ 8.4 Local Cultural associations

☐ 8.5 Humanitarian organizations/Charities/NGOs working in the social area

☐ 8.6 Other types of NGOs

☐ 8.7 Industries/private sector

☐ 8.8 Schools/training or educational centres

☐ 8.9 Universities/research institutes

☐ 8.10 Religious institutions

☐ 8.11 No collaborations

☐ 8.12 Other, please specify

8.12.1 Specify stakeholders

---



9 Which role(s) did your organization's staff cover in this Cultural Heritage activity? Please, select all that apply

- ☐ 9.1 Leader/coordinator
- ☐ 9.2 Researcher
- ☐ 9.3 Cultural expert
- ☐ 9.4 Cultural/linguistic mediator
- ☐ 9.5 Artist
- ☐ 9.6 Social operator (educator, animator, facilitator, social worker...)
- ☐ 9.7 Psychologist
- ☐ 9.8 Teacher/trainer
- ☐ 9.9 Other, please specify

9.9.1 Specify role

---

10 Which were the key objectives for promoting these Cultural Heritage activities? Please select all that apply

- ☐ 10.2 Raise awareness on the importance of Cultural Heritage
- ☐ 10.3 Make cultural objects/beauties known
- ☐ 10.4 Increase the visibility of my organization
- ☐ 10.5 Attract economic resources
- ☐ 10.6 Give opportunities to migrant artists
- ☐ 10.7 Promote the social integration of disadvantaged groups through CH-based participatory projects
- ☐ 10.8 Fight racism and xenophobia
- ☐ 10.9 Experiment innovative approaches promoting integration
- ☐ 10.10 Facilitate migrants' knowledge of the host country cultural heritage
- ☐ 10.11 Raise awareness/spread knowledge about migrants' own cultural heritage
- ☐ 10.12 Facilitate migrants' job placement
- ☐ 10.13 Promote migrants' social integration
- ☐ 10.14 Other, please specify

10.14.1 Specify objective

---

**11 Which groups of migrants were involved in these activities? Please select all that apply**

- ☐ 11.3 Persons suffering from mental health problems
- ☐ 11.7 Offenders and convicted persons
- ☐ 11.8 Women victims of violence
- ☐ 11.9 Refugees
- ☐ 11.10 Asylum seekers
- ☐ 11.11 Minors migrants
- ☐ 11.12 Female migrants
- ☐ 11.13 Unemployed migrants
- ☐ 11.14 No specific targets
- ☐ 11.15 Other, please specify

**11.15.1 Specify group**

---

**12 Which were the most relevant barriers you faced in running these cultural activities with migrants? Please select all that apply**

- ☐ 12.1 Difficulty to establish a common understanding and agreement
- ☐ 12.2 Lack of balance in the decision-making process
- ☐ 12.4 Difficulty to contact stakeholders to collaborate/communicate with
- ☐ 12.5 Lack of sufficient economic resources
- ☐ 12.6 Lack of facilities and time resources
- ☐ 12.7 Complex bureaucratic and legal procedures
- ☐ 12.8 Difficulty to engage people with specific professional skills
- ☐ 12.9 Lack of effective promotion/dissemination plans
- ☐ 12.10 Difficulty to organize and keep track of projects tasks/activities
- ☐ 12.11 Different cultural/educational background
- ☐ 12.12 Difficulty to reach out and engage the targeted community
- ☐ 12.13 Religious issues
- ☐ 12.14 Language barriers
- ☐ 12.15 We faced no barriers
- ☐ 12.16 Other, please specify

**12.16.1 Specify barrier**

---

**13 In your experience, which of the following options might facilitate collaboration with Cultural Institutions? Please select all that apply**

- ☐ 13.1 Efficient access to information about local cultural initiatives
- ☐ 13.2 Efficient access to information about successful projects with similar objectives
- ☐ 13.4 Tools to facilitate contacts and collaboration with other stakeholders
- ☐ 13.5 Tools for sharing of relevant material and ideas with involved actors
- ☐ 13.6 Innovative methods/tools facilitating active participation of the involved beneficiaries
- ☐ 13.7 Technological tools facilitating organization of the project and collaboration within partners
- ☐ 13.8 Tools to overcome language barriers
- ☐ 13.10 Increasing intercultural competences of your organization staff
- ☐ 13.11 Other, please specify

**13.11.1 Specify option**

---

**14 In your opinion, which of the following options better describe the impact of your activity on the community? Please select all that apply**

- ☐ 14.1 It involved wide number of persons
- ☐ 14.2 It strengthened my network
- ☐ 14.3 It enhanced the collaboration with other organizations
- ☐ 14.4 It improved the community appreciation of cultural heritage
- ☐ 14.5 It enhanced participation of disadvantaged groups
- ☐ 14.6 It increased the personal and professional skills of the people involved
- ☐ 14.7 It increased our visibility
- ☐ 14.9 It involved actively migrants or refugees
- ☐ 14.10 It involved the local community
- ☐ 14.11 It increased migrants' integration within the community
- ☐ 14.12 Other, please specify

**14.12.1 Specify option**

---

According to your experience with migrants, which are the main concerns/difficulties they meet in the hosting country? Please select all that apply

- ☐ Language problems
- ☐ Cultural differences
- ☐ problems with neighbours
- ☐ Loneliness
- ☐ Difficulty to understand some hosting country habits/behaviours
- ☐ Discriminating behaviours
- ☐ Racial/xenophobic attitudes
- ☐ Difficult relations with local community/citizens
- ☐ Economical problems (lack of money)
- ☐ Health problems
- ☐ Legal problems
- ☐ Difficulties with authorities and administrations
- ☐ Other, please specify

Specify concerns/difficulties

---

In your perception/experience, what are the activities migrants/refugees mainly perform during the day? Please select the 3 most relevant ones

- ☐ Going to school/professional training
- ☐ Working (employment/self-employment)
- ☐ Language lessons
- ☐ Visiting friends
- ☐ Playing sport/going to gym
- ☐ Meeting in aggregation/social centres
- ☐ Staying at home
- ☐ Participating to cultural events/activities
- ☐ Communicating with friends/relatives from the country of origin by skype, email, IP phone....
- ☐ Praying/religious services
- ☐ Other, please specify
- ☐ I don't know

Specify activity

---

In your perception/experience, what are the activities which migrants/refugees would like to participate to? Please select the 3 most relevant ones

- ☐ Visit a Museum with a guide
- ☐ Visit local places of interest (monuments, churches, villages...) with a guide
- ☐ Visit natural environments (mountains, seaside, lakes) with a guide
- ☐ Go to a performance (theatre, concert, dance)
- ☐ Attend courses to improve artistic skills (painting, cooking, handicraft, etc.)
- ☐ Propose a performance typical of the own cultural tradition
- ☐ Exhibit themselves in something they like doing (sing, graphic arts, dance, sports, etc.)
- ☐ Realize a cultural project they have in mind
- ☐ Collaborate with local (cultural) organizations to create an event
- ☐ Propose some cultural activities to museums/theatres
- ☐ Use on-line tools to disseminate own exhibitions/products
- ☐ Other, please specify
- ☐ Unknown / I don't know

Specify activity

---

In your perception/experience, which of the following activities would interest a high percentage of the migrants/refugees you work with (more than 50%)?

- ☐ Sharing their cultural traditions with people from their host country
- ☐ Learning about cultural traditions of people from their host country
- ☐ Creating cultural events in their host country

15 Would you be interested in sharing your project/s through the CultureLabs online platform?

- ☐ 15.1 YES
- ☐ 15.2 NO

SECTION 4X

**16 Are there any particular reasons why your organization has never promoted cultural heritage activities in your ongoing work with migrants or refugees? Please select all that apply**

- ☐ 16.1 Lack of interest
- ☐ 16.2 Lack of funding
- ☐ 16.4 Lack of experience and/or organisational capabilities
- ☐ 16.5 Focus on other engagement activities/target groups
- ☐ 16.6 Irrelevant for our work with migrants or refugees
- ☐ 16.7 Difficulty to contact/approach Cultural Institutions as partners
- ☐ 16.8 Other please specify

16.8.1 Specify reasons

---

**17 Does your institution aspire, intend or plan to run cultural activities in the future?**

- ☐ 17.1 YES
- ☐ 17.2 NO

**18 Would you be interested in approaching participatory methods with the support of a digital platform?**

- ☐ 18.1 YES
- ☐ 18.2 NO

## SECTION 5 - USE OF TECHNOLOGY

**19 Do you use any of the following technological tools in your work? Please select all that apply**

- ☐ 19.1 Online documents allowing simultaneous and collaborative editing by many users (e.g. Google Docs)
- ☐ 19.2 Business-oriented social networking tools for communication and collaboration (i.e., Slack, Yammer, etc.)
- ☐ 19.3 Digital collection management systems and exhibition builders
- ☐ 19.4 Digital tools for collecting inputs from large numbers of users (crowdsourcing)
- ☐ 19.5 Email
- ☐ 19.6 MS Office tools (i.e. Excel, Word, PowerPoint)
- ☐ 19.7 Online discussion groups (such as forums)
- ☐ 19.8 Project management tools allowing arranging meetings with multiple participants, following progress of work done by multiple users simultaneously, etc. (Doodle, Basecamp, Asana, etc.)
- ☐ 19.9 Social media platforms (i.e. Twitter, Facebook, Instagram, etc.)
- ☐ 19.10 Tools enabling chat and video-conferencing between multiple users (Skype, Google, Hangouts)
- ☐ 19.11 Other, please Specify

19.11.1 Specify Tools

---

**20 In your opinion, which of the following digital services do you consider the most helpful ones for the organisation and implementation of participatory projects? Please select all that apply**

- ☐ 20.1 To search for/access useful data (information on other stakeholders, methodologies and tools, policies, CH objects....)
- ☐ 20.2 To share/upload documents and data with others
- ☐ 20.3 To plan and keep track of my projects (schedule events, create users groups...)
- ☐ 20.4 To better communicate with collaborators (messaging, forums, ...)
- ☐ 20.5 To support the decision-making process (voting, agreements on specific decisions...)
- ☐ 20.6 To edit and present data (photo and video-editing tools, websites creation, online exhibition builder....)
- ☐ 20.7 To gather participants' feedback
- ☐ 20.8 Other, please specify

20.8.1 Specify service

---

## SECTION 6 - END OF THE SURVEY

**21 Thank you for participating in our survey! However, before you submit your responses, please click on the tick box below to consent to your responses being used for research an study purposes only, as stated in the information sheet**

☐ I AGREE

IF YOU CHANGED YOUR MIND AND DO NOT WANT TO SEND YOU ANSWERS, PLEASE JUST CLOSE YOUR BROWSER AND THE SYSTEM WILL NOT SAVE YOUR ANSWERS

**22 Please tick this box if you consent to being contacted for a follow-up interview. Please note that by agreeing to be contacted you do not commit to the final participation in a follow-up interview, but only to discuss with us about this possibility.**

☐ I AGREE

☐ I DON'T AGREE

22.1 Name

---

22.2 Email address

---

**23 (OPTIONAL) Please tick this box if you consent to receiving our newsletter.**

☐ I AGREE

☐ I DON'T AGREE

Thank you for completing the CultureLabs survey. If you require any further information about this survey or about CultureLabs, please contact us.

# ANNEX 3: INFORMATION SHEET FOR INTERVIEWS



CultureLabs: Recipes for Social Innovation

## PARTICIPANT INFORMATION SHEET - INTERVIEW

CultureLabs is a European project funded under Horizon2020 (2018-2021). Working collaboratively across six countries, it aims to support Cultural Heritage Institutions, Non-Governmental Organisations, public administrations and other actors who wish to organise participatory projects aiming at social inclusion via interaction with cultural heritage. Migrants and refugees will be the primary focus of the project.

As a part of the project, a **platform** will be developed, which will be used to enable institutional stakeholders as well as community participants to document and share ideas and approaches that can facilitate social innovation in culture by increasing participation of hitherto under-represented groups. Digital technology will be used to facilitate and promote collaboration between different actors and the provided services will be designed with the targeted communities in mind.

To do this, we aim to gather the **end-users' views, needs, and expectations**, as well as **expectations of individual community members** towards **outreach or participatory activities** by Cultural Heritage Institutions which aim at involving disadvantaged groups in **cultural heritage initiatives**.

### The Survey Data

All participants are invited to **fill a survey** that should take no more than 10 minutes to complete. At the end of the survey, participants are asked for their availability to be **interviewed** (via phone, Skype or face-to-face). The interview (which is voluntary) will last around 30 minutes and will reflect upon details and specific issues which the questions of the survey are not able to cover. Interviewees will be asked about a variety of themes, such as their **previous experience in cultural engagement and its practical aspects, barriers and potential supporting structures, such as the use of communication and cooperation technology**. Interviews will be recorded, if you give your consent. If you agree, selected parts of the interview which do not deal with sensitive issues can be videorecorded.



The data collected from the surveys and the **audio-recorded interviews** will be used for research and study purposes only. For those who consent to it, excerpts from **video-recorded** interviews may be used for CultureLabs dissemination purposes; in any case, such excerpts will be shared with the interviewed person, and will be used only for documentation and dissemination activities of the project, if the interviewed person agrees.

Since confidentiality is being fully provided for identity of the person completing the questionnaire as well as for audio recordings of individual interviews (both used only internally, any quotations remain fully anonymous), no risks are foreseen in relation to participation. Benefits will be restricted to the contributions to the study of participatory approaches for social innovation in the field of culture, which may have the potential to improve the ways certain target groups interact with and contribute to the country's cultural heritage.

The personal data will be stored in secure data storages of the CultureLabs Consortium partners and during the online phase of the questionnaire, at a secured server of the SosciSurvey institute which excludes any identification of the respondents' personal data (identity, time and IP address of the access to the survey). All personal data provided voluntarily for administrative use (i.e. email address for project newsletter distribution, contact data for personal interviews) will be kept for a maximum of two years after the completion of the project, and will be deleted at any time upon request.

All data excerpts from the survey and the follow-up interviews **will be anonymised** and **it will not be possible to make out the respondents' identity** and that of your place of work and of any other person that you will mention in the interview, unless the consent for data and images publication is explicitly given. Anonymised data excerpts may be used as part of research publications and presentations. Anonymised selected research data may also be published to open research data repositories so that they can be reused by other researchers in their studies.

**You are free to withdraw from the study at any time** without giving a reason for your withdrawal or to decline to answer particular questions.

Should you wish to do so, **you are also free to access the entire audio/video recording** of your interview and to ask for it to be erased.

Please find attached by a hyperlink the [Privacy Statement](#), in compliance to the **EU Regulation 2016/679**, which you are kindly recommended to read.

A complete Consent Form is attached below. If you participate only in the Online Questionnaire (all answers will be stored anonymously), your confirmation at the end of the questionnaire is sufficient. The Consent Form below has to be completed only if you participate in an individual face-to-face interview.

Please feel free to ask the researcher any questions you may have about this study.

Thank you for agreeing to participate!

Dr. Francesca Cesaroni (COOSS – IT) [f.cesaroni@cooss.marche.it](mailto:f.cesaroni@cooss.marche.it)

Dr. Wolfgang Bosswick (EFMS - DE) [wolfgang.bosswick@uni-bamberg.de](mailto:wolfgang.bosswick@uni-bamberg.de)

**CultureLabs Project Consent Form**  
**(to be completed for individual or face-to-face interviews)**

**TITLE OF RESEARCH STUDY:** CultureLabs: Recipes for Social Innovation

*Please answer the following questions by ticking the response that applies*

	YES	NO
1. I have read the Information Sheet for this study, the attached Privacy Statement on the compliance to EU Regulation 2016/679 and have had details of the study explained to me.	<input type="checkbox"/>	<input type="checkbox"/>
2. I understand that I am free to withdraw from the study, without giving a reason for my withdrawal or to decline to answer any particular questions in the study without any consequences to my future treatment by the researcher.	<input type="checkbox"/>	<input type="checkbox"/>
3. I agree to provide information to the researchers under the conditions of confidentiality set out in the Information Sheet and Privacy Statement complying with the EU Regulation 2016/679.	<input type="checkbox"/>	<input type="checkbox"/>
4. I wish to participate in the study under the conditions set out in the Information Sheet.	<input type="checkbox"/>	<input type="checkbox"/>
5. I consent to the information collected for the purposes of this research study, once anonymised (so that I cannot be identified), to be used for any other research purposes.	<input type="checkbox"/>	<input type="checkbox"/>
6. I consent and authorize the project consortium to take photographs and/or videos depicting my image, to use the contents of the related supports, free of charge and without time limits, for the purposes indicated in the Information Sheet, in compliance with the EU Regulation 2016/679.	<input type="checkbox"/>	<input type="checkbox"/>

**Participant's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Participant's Name (Capital letters):**

**Phone:** \_\_\_\_\_ **Email:** \_\_\_\_\_

**Please keep your copy of the consent form and the information sheet together.**

## ANNEX 4: GUIDELINES FOR INTERVIEWS



Country:  
Name:  
Email:

### Guidelines for interviews

In your survey you said that you had experiences with “Cultural-based projects engaging community members” [7.4].

To facilitate the interview, when answering my questions please make reference to **only one** of the projects you consider worth being shared.

Can you start describing **shortly** the project you have decided to share with us?

Name	
Target groups	
Objectives	
Activities	
Links or info	

9. Among the roles you cover in these projects, you indicate **artist** [9.5]. Can you explain us your specific artistic field and how do you use your competences of with the disadvantaged groups?

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10. Among the main objectives of your projects you mentioned **give opportunities to emerging artists** [10.6], and we are talking of disadvantaged groups. Do they usually participate to the creative process or simply accept your directions?

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You also indicate the **social integration of disadvantaged groups through CH-based participatory projects** [10.7]: can you expand your concept of “participatory approach” from your perspective?

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12. You stated the **difficulty to establish a common understanding and agreement** [12.1], and you specify that “*sometimes it is due to wrong attitudes and lack of knowledge on how to be inclusive*”. Can you expand this issue, also giving a concrete example if you can?

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You also mention the **lack of balance in the decision-making process** [12.2], which seems to be related to your previous answer. CultureLabs shares with your organization the will to promote collaborative and participative approaches, but hierarchical logics seems to prevail: do you have any suggestions on how to overcome these cultural/attitudinal barriers?

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13. You mention **gain better understanding of the target community needs** [13.9] as a possible key to facilitate interaction and mutual understanding. How do you think the needs of specific groups should be made available? Do you think at reports, documents, or methods to gather needs by yourself?

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15. You said that you would be interested in sharing your project through the CultureLabs platform. We will contact you again when the platform is ready, to give you the instructions on how to access and use it.

Thank you very much for your time! The interview has been (video)recorded and you will soon receive a digital copy of it for your records.