

Brussels, 19 May 2025

COST 034/25

DECISION

Subject: Memorandum of Understanding for the implementation of the COST Action “Cultural Heritage in Crisis. Transdisciplinary Assessment of Legal and Regulatory Frameworks” (CRICULT) CA24125

The COST Member Countries will find attached the Memorandum of Understanding for the COST Action Cultural Heritage in Crisis. Transdisciplinary Assessment of Legal and Regulatory Frameworks approved by the Committee of Senior Officials through written procedure on 19 May 2025.

MEMORANDUM OF UNDERSTANDING

For the implementation of a COST Action designated as

**COST Action CA24125
CULTURAL HERITAGE IN CRISIS. TRANSDISCIPLINARY ASSESSMENT OF LEGAL AND
REGULATORY FRAMEWORKS (CRICULT)**

The COST Members through the present Memorandum of Understanding (MoU) wish to undertake joint activities of mutual interest and declare their common intention to participate in the COST Action, referred to above and described in the Technical Annex of this MoU.

The Action will be carried out in accordance with the set of COST Implementation Rules approved by the Committee of Senior Officials (CSO), or any document amending or replacing them.

The main aim and objective of the Action is to The main aim and objective of the Action is to comprehensively analyse the crises in the cultural heritage sector from the transdisciplinary perspective, with the purpose of formulating principles of the future legislative and regulatory frameworks on Heritage in Crisis.. This will be achieved through the specific objectives detailed in the Technical Annex.

The present MoU enters into force on the date of the approval of the COST Action by the CSO.

OVERVIEW

Summary

CRICULT is an initiative aimed at safeguarding cultural heritage during times of crisis. Cultural heritage often bears the brunt of various crises, be they human-made or caused by natural disasters. CRICULT seeks to create transdisciplinary research networks to enhance our understanding of how crises impact the cultural heritage sector and, most importantly, to develop sound policy proposals for its protection. In the past, research and teaching on cultural heritage security during crises have been fragmented and sparse. CRICULT aims to change this by uniting experts from diverse backgrounds, each offering unique perspectives on the subject. The way we perceive, and address crises is significantly influenced by disciplinary and cultural viewpoints. The examination of a wide range of crises affecting cultural heritage will be conducted through six dedicated Working Groups. These crises encompass trafficking of artifacts, climate change and natural disasters, threats to intangible heritage, crises arising from warfare, historical injustices, forced migration, and issues related to overtourism and heritage neglect. CRICULT's core objective is to create comprehensive crisis and solution matrices. They will encompass a wide range of potential factors that can lead to crises and the methods to identify them. Subsequently, we'll identify potential solutions for crisis situations and compile them into a solutions matrix to be used for research and policy formulation. The success of CRICULT hinges on the collective efforts of an international, interdisciplinary team comprising both young and experienced researchers. Its impact will extend beyond academia; external stakeholders, from non-academic circles will also be engaged.

<p>Areas of Expertise Relevant for the Action</p> <ul style="list-style-type: none"> ● Law: Legal theory, legal systems, constitutions, comparative law ● Arts: Preservation of cultural heritage ● Sociology: Anthropology, ethnology, cultural studies ● Arts: History of art and history of architecture 	<p>Keywords</p> <ul style="list-style-type: none"> ● cultural heritage law ● comparative law ● cultural security ● heritage and emergency management ● cultural heritage policy
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Specific Objectives

To achieve the main objective described in this MoU, the following specific objectives shall be accomplished:

Research Coordination

- To create an international and transdisciplinary network of scholars focusing on the heritage in crisis.
- To enhance the awareness of the crisis mechanics processed by matrix set by promoting more systematic and solution-focused research on the subject and by disseminating relevant knowledge to academic and non-academic audiences including the relevant stakeholders.
- To develop a teaching framework to advance an inter-academic syllabus for the cultural heritage in crisis-related themes, especially for heritage degree programmes that do not yet cover crisis-related themes in their portfolios.
- To identify data sources for sectoral crisis classes to be used for future analysis.

Capacity Building

- To foster a transdisciplinary academic reflection on the cultural heritage in crises.
- To train a skilled new generation of transdisciplinary scholars and reflective practitioners focusing their

activities on the cultural heritage in crisis.

- To increase the knowledge of professionals, policymakers and the general public about the heritage in crisis and its protection.

TECHNICAL ANNEX

1. S&T EXCELLENCE

1.1. SOUNDNESS OF THE CHALLENGE

1.1.1. DESCRIPTION OF THE STATE OF THE ART

Cultural heritage is prone to be one of the first victims of various crises, both those human- and nature-induced. Each type of crisis has the potential to disrupt both heritage and the communities they are deeply intertwined with. **Armed conflicts and military Actions** of state and non-state actors can lead to the intentional destruction and looting of tangible and intangible heritage, disrupting cultural practices and traditions, whereby organised theft of cultural objects leads to using terms to finance criminal activities, in particular terrorism (Baj, 2022; Cunliffe et al., 2018). Another most serious issue is what Lemkin (1944) called a “**cultural genocide**”: military Actions focusing on destruction of tangible heritage, cleansing cultural and intellectual elites (culture carriers) and destruction of cultural heritage of the attacked nation or ethnic group (Kingston, 2021; Luck, 2018), while historic forms of oppression (e.g., slavery, colonialism, occupation) and their continued legacies in society (e.g., institutions, laws, policies, language, customs etc.) erode heritage and their communities. **Climate change** can damage tangible heritage and affect the ecosystems that sustain intangible heritage, like indigenous agricultural practices and spiritual connections to the environment. Changes in climate are impacting immovable heritage leading to its destruction, both in terms of typologies and uses, and, indirectly, as a potential reason for migrations may lead to the destruction of intangible cultural heritage and dispersion and extinction of culture carriers and orally transmitted traditions (Chmutina et al. 2016; Phillips, 2015). **Natural disasters**, exacerbated by climate change, can damage tangible heritage and disrupt intangible heritage by displacing communities and their cultural practices (UNESCO, 2020; De Masi & Porrini, 2020). **Neglect** affects both tangible and intangible heritage, eroding cultural practices, languages, and traditions over time (Eaton, 2016; Mekonnen et al., 2022). Rapid **urbanisation** can lead to the destruction of tangible heritage, and it often coincides with the erosion of intangible heritage as traditional ways of life are disrupted (Wójcik, 2016; Bandarin & van Oers, 2015). **The trafficking of artefacts** is problematic for several reasons, encompassing cultural, economic, legal, ethical, and security concerns (Potemkina, 2023; Mackenzie & Yates, 2016). **Overtourism**, resulting from large crowds of visitors, can lead to physical damage to tangible heritage sites and disrupt intangible heritage by overwhelming local communities (Garcia-Hernandez et al., 2023; Seraphin et al., 2018). **Forced or voluntary migration**, frequently connected with a cultural trauma, fragmentation of communities and cultural dilution can disrupt the continuity of cultural practices, the preservation of ancestral heritage sites, and the transmission of cultural knowledge (Neikirk et al, 2024; Tigranyan, 2024). Finally, **the loss of intangible heritage**, including traditions, languages, and cultural practices, threatens the identity and cultural continuity of communities, ultimately jeopardising the tangible heritage with which it is organically interrelated (Smith & Akagawa, 2008; Littlejohn, 2021).

These interconnected crises endanger heritage preservation, affecting cultural identity, history, and community connections, including the intangible aspects that define a community's unique identity. Although the European Union acknowledges the challenges related to heritage crises and the necessity for collaboration with external partners (European External Action Service, 2023), there remains a **notable absence of comprehensive, evidence-based exploration regarding international cooperation in this field**. Progress in developing supranational guidelines for effective transnational collaboration to address crises at an operational level has been inadequate. Additionally, there has been a lack of initiatives aimed at integrating transdisciplinary perspectives into this process.

In recent years, many significant projects addressing **cultural heritage at risk** have been funded by the EU. However, these projects typically focus on one or a few types of risks rather than an extended spectrum of potential threats to heritage. Examples include **RITHMS** (trafficking of cultural goods), **TRIQUETRA**, **HERACLES**, **ERA4CH** or **STORM** (climate change and natural disasters), and **SMARTCULTOUR** (overtourism). These initiatives often build community awareness (**ILLUCIDARE**, **RESCUEME**) or foster implementation of AI and AR tools to preserve endangered heritage (**MEMEX**, **HYPERION**). **PROCULTHER** and its two successive continuation projects aim to increase disaster preparedness capacities and to place cultural heritage protection at the top of national civil protection agendas in European countries. It is, however, important to note that the concepts of **risks and crises in cultural heritage differ significantly**. **Risks**, understood as potential hazards that could harm heritage over time, are managed through **preventive measures** aimed at **long-term protection**. **Crises**, on the other hand, are **sudden and acute events** that pose an immediate threat to cultural heritage,

requiring **rapid response, recovery, or reconstruction**. While risk management focuses on **prevention**, crisis management emphasises **immediate Action**. Addressing crises effectively also requires **legal frameworks** that are **specific, flexible, universal, and simple**, enabling swift adaptation and the transition from prevention to emergency intervention, depending on the context. This Action aims to bridge that gap by facilitating global knowledge exchange and steering the development of networks to tackle these challenges. It therefore also responds to the challenge expressed in the document of the Council of the European Union entitled: “*Concept on Cultural heritage in conflicts and crises A component for peace and security in European Union’s external Action*” from 18th June 2021.

For the purpose of this Action, **a formal definition of cultural heritage based on international law is adopted**. There are two reasons for this approach: 1. This Action is focused on regulating the heritage in crisis and developing a coherent set of rules allowing various countries to jointly counteract various heritage crises. 2. This is a transdisciplinary Action, with participants representing various disciplines and approaches to cultural heritage. We use legal terms as the least common denominator to avoid disciplinary debates on what does and what does not constitute cultural heritage. In that spirit, cultural heritage is immovable heritage and natural heritage as defined by the 1972 UNESCO World Heritage Convention, movable heritage as defined by the 1970 UNESCO and 1995 UNIDROIT conventions, and intangible cultural heritage as defined by the 2003 UNESCO convention.

1.1.2. DESCRIPTION OF THE CHALLENGE (MAIN AIM)

The challenge is to **comprehensively analyse** the above **variety of crises** in the **cultural heritage sector** from the **transdisciplinary perspective**, with the purpose of **formulating principles of the future legislative and regulatory frameworks on Heritage in Crisis**. So far, the research on cultural security in this context has been limited and dispersed. Thus, CRICULT network aims to **put together researchers dealing with the cultural heritage in crisis from various disciplinary and cultural angles**. Both the perception of the crisis and possible ways of dealing with it will depend on contextual factors, and the particularity of these experiences will be collected by the involved researchers, to contribute to the widening of the debate within the network. For example, a climate crisis as seen by an island state whose heritage is endangered by rising levels of the sea but is unaffected by war or trafficking will differ from the perception of the same crisis in a country dealing with war at or within its borders and massified criminal activities of art smugglers.

During the proposed Action, **possible sources of crisis and subsequent methods used to identify crises and assess the level of threats they pose to both affected communities and types of heritage in question will be identified**. This will lead the network to the shared creation of a **CRISIS MATRIX**, covering possible crisis-inducing factors and identification methods. This will, in turn, lead to the second step of the analysis, which is identification of possible solutions to be applied in crisis situations, and, subsequently, to the creation of a **SOLUTIONS MATRIX**.

Following the creation of both matrices, the network will **consider the legislative frameworks for identifying, preventing, and managing cultural heritage crises** at both the national level, covering the laws of participating states, and the supranational level. This analysis aims to evaluate the effectiveness and compatibility of these regulations in addressing transnational crises. **In our commitment to sustainability**, we will disseminate our findings through an **inclusive educational initiative** integrated into our networking efforts. This initiative will educate and empower a new generation of researchers and knowledge disseminators, equipping them to safeguard and revitalise cultural heritage amidst complex challenges. Participants will utilise their education from network activities to understand and apply crisis-solution strategies, enhancing management practices for international heritage case studies. **This approach aligns with the COST criteria of peaceful purpose and ethical principles**. We will develop **innovative solutions** collaboratively to address improvements for mitigating crises impacting cultural heritage, **focusing on educating and fostering communities** to tackle these urgent scientific and societal challenges.

Cultural heritage-related crises identification, assessment, prevention, and management are crucial for the EU and its Member States, impacting citizen well-being and the preservation of European values. Furthermore, the inclusion of **non-European contributions** in terms of crisis knowledge and case studies is relevant to not marginalise the dialogue on the European framework at its geographical borders, considering the comprehensive dimension of heritage as “ecosystem”. **This intentionally ambitious Action will tackle heritage crises from transdisciplinary perspectives**, including political, historical, social, legal, and managerial dimensions. The Action’s focus on understanding diverse heritage crisis situations will enhance crisis analysis collaborative research and inform effective crisis management and policy practices.

The main research questions include:

1. What transdisciplinary methods identify crises related to cultural heritage?

2. Are these methods recognized in legal frameworks?
3. What are the primary types of cultural heritage crises, and which solutions can be addressed (crisis and solution matrices)?
4. Are the current legal and non-legal means of assessing threats to cultural property adequate?
5. What should the future legal framework for cultural heritage crises entail?

The CRICULT Action aims to establish a four-year networking and research initiative to deepen our understanding of heritage crises and promote cooperation across various countries and disciplines within heritage studies. **By fostering transdisciplinary networking and collaboration, the Action will significantly impact research and teaching agendas.** It will create synergies by developing networks of scholars from diverse heritage disciplines while engaging external stakeholders involved in crisis-related heritage protection. Driven by urgency and a commitment to cultural heritage preservation amid natural and human-induced crises, **the CRICULT network strives for a continuous improvement in networking and research to develop effective legal, policy, and managerial solutions.** To maintain this improvement, new members or ad hoc participants will be recruited as needed from currently unrepresented fields and relevant stakeholders.

1.2. PROGRESS BEYOND THE STATE OF THE ART

1.2.1. APPROACH TO THE CHALLENGE AND PROGRESS BEYOND THE STATE OF THE ART

The proposed approach is completely new: so far, the discussion about cultural heritage in crisis focused mostly (and separately) on selected types of crises, like, for instance, trafficking or war crimes against heritage. The transdisciplinary research focused on various types of heritage-related crises as one common problem requiring unification of laws and creation of common policies is an emerging subfield of heritage studies. This approach envisages an advance on the state of the art based on the **interconnection of crisis factors** between different **background crises** for understanding and interacting with more complex and **composite crisis** frameworks. The transdisciplinary and methodological approach underlies the network's purpose of cooperation and overview in researching the **macro-system of heritage-in-crisis** beyond the achieved knowledge in specific studies sectors.

While crises affecting cultural heritage are well-studied across disciplines, much of this research focuses on reactive responses, particularly in legal studies. **Non-legal research often remains siloed, limiting knowledge transfer to policymakers.** Legal frameworks, on the other hand, typically emerge from high-profile cases rather than proactive, evidence-based rules, which are mainly developed top-down and emphasise standardisation over coordinated international Action for heritage protection. For example, EU's emergency policy primarily addresses natural disasters and transnational cooperation, with minimal focus on heritage. The only EU tool for heritage crises is the IMI system for tracking illegally exported goods. Our proposal advocates for a **bottom-up legislative approach, engaging interdisciplinary experts to identify crises, propose preventive and remedial Actions, and develop a collaborative framework for a model law that could lead to an international convention or EU regulation.** Additionally, it addresses **legislative relevance of research**, aiming to create evidence-based policies that can be transformed into Actionable documents for legislative use.

The novelty of the methodological approach in this Action can be described as **stakeholder- focused law and policy research.** Traditionally, the involvement of stakeholders in lawmaking and legal research is limited to consultation periods and the preparatory phase when lawmakers decide how to transform policy proposals into law. Essentially, this is a top-down approach, with public authorities imposing their will on members of society. In contrast, **the approach taken by the Action network will involve various stakeholders and research disciplines collaborating to create value for society.** Each topic will be analysed on the "is-should be" platform by experts in various aspects of heritage protection and consulted with the legal component of the Action. Additionally, the results of the legal analysis and proposals for law reform will be tested with the help of heritage scholars to validate existing and proposed rules. This process will lead to the creation of a **Minimum Viable Product (MVP) for law reform**, which will be re-tested and subsequently transformed into a model proposal for legal reform. **This approach is based on the Lean Startup method, adapted to meet the needs of the lawmaking process and academic legal research.** Lean Startup assumes that the stakeholders are active participants in the process and are first presented with the MVP for testing and then act as "beta-testers" before the product goes to market (or, in our case, is presented as a model law). To our knowledge, this will be the first attempt to use this methodology in law and policy-related research. Furthermore, since the results of the research should be transnational in nature, we will make a methodological attempt to elevate the traditional "model law" method by adapting "platform-neutral code" methods used in IT to the legislative process.

The proposed Lean Startup method has another advantage as a tool for heritage-in-crisis research: **it**

allows for the swift implementation of research results and their transformation into policy and legislative solutions. Thus, with the use of the proposed tools, we will develop an impact that goes beyond heritage research—creating a **toolbox for swift and responsive crisis legislation.**

We have decided to focus on European legal systems, adopting the broadest possible definition for this exercise—one that is not confined by geography but rather shaped by the adoption of certain legal cultures. The testing field for the MVP legislative proposal will be EU law. The rationale for this choice is that the EU is a multi-legal-system entity, with its own legislation superseding local laws. This characteristic makes it an ideal testing ground for transnational legal research. Moreover, the EU has a "soft" legislative framework for mutual cooperation during emergencies and crises. Although this system primarily addresses natural disasters and issues not directly related to heritage, it can and should serve as a foundation for the proposed new legislative frameworks due to its flexibility and adaptability. As a voluntary system, it can be transformed and modified to accommodate non-European legal cultures as well.

The Action will create **six working groups** integrating various disciplines around common themes: **WG 1: Trafficking** of cultural goods as a security issue, **WG 2: Climate change** and natural disasters as sources of heritage crises, **WG 3: Heritage law and policy** in the context of hybrid and regular **warfare, cultural cleansing**, and the **enduring legacies of colonialism and slavery**, **WG 4: The crisis of intangible heritage and its impact on tangible heritage loss**, **WG 5: Overtourism and neglect of cultural heritage** as the opposite treats and challenges that are faced by tangible cultural heritage, **WG 6: Heritage in crisis: supranational cooperation** aiming at developing of a workable policy.

Each of the working groups will be composed of a diverse body of researchers including early career and senior researchers, PhD students and practitioner-scholars hailing from various groups of stakeholders. These scholars will be invited on an ad hoc basis. The working groups will use diverse research methods, like, for example, traditional doctrinal research, empirical research, historical research and critical approaches to security studies, as well as direct experience onsite. Furthermore, wherever applicable, a **post-dependency/post-colonial studies approach** will be applied.

The working groups will follow a similar operational framework including: **(1)** Identification of potential sources of crisis situations; **(2)** An analysis of existing models of crisis monitoring; **(3)** An analysis of legal, policy and factual frameworks for dealing with crises on national and supra-national levels. **(4)** Identification of shortcomings of the existing frameworks and development of new frameworks for heritage crisis management. **(5)** Formulation of new policy proposals and legislative solutions, from transdisciplinary synergy.

All six working groups will focus on both academic and professional dimensions of their tasks, creating a synthesis of research and research-informed data-driven policymaking. A matrix-based approach in collection and analysis of research data will be adopted among the WGs to support common dialogues, creative thinking, and coherent outcomes in the transdisciplinary collaborative framework. The proposed holistic examination allows for a more nuanced understanding of the interconnected factors contributing to heritage crises. To this end, it will ensure that the **research embraces inclusivity by actively involving marginalised voices, minority communities, and other vulnerable groups, including indigenous and postcolonial societies that continue to navigate the complexities and challenges of preserving their cultural heritage in the face of historical injustices.** Researchers within the network will work collaboratively with marginalised communities, advocate for policy changes, and educate a broad audience.

While crises affecting cultural heritage can exhibit repetitive patterns, offering lessons to be learned, they are often triggered by sudden events that may have long-lasting effects. Therefore, **the regions monitored and analysed by the CRICULT team, both in Europe and beyond, will be selected dynamically to respond to emerging challenges as they arise.**

1.2.2. OBJECTIVES

1.2.2.1. Research Coordination Objectives

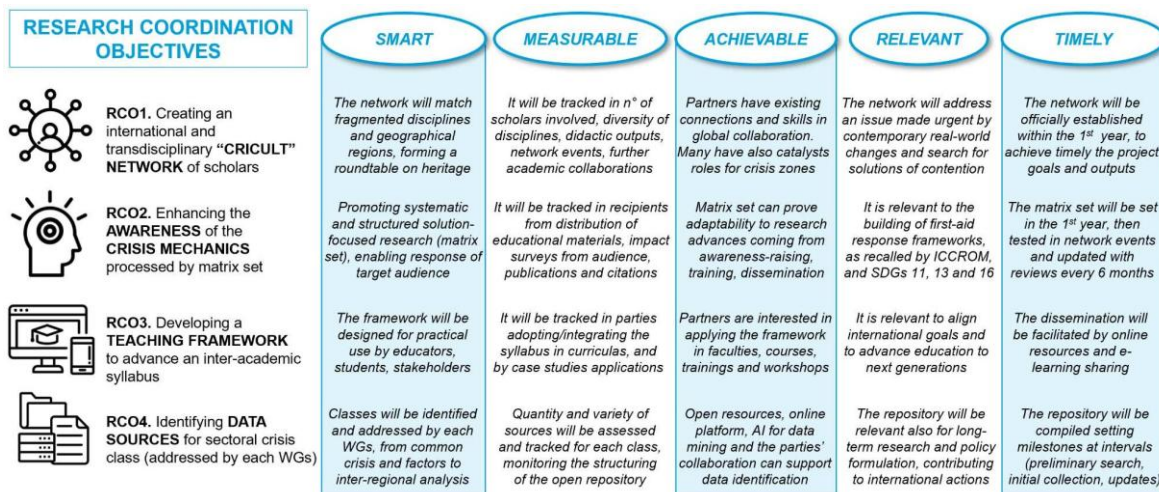
The research network created within the CRICULT Action will focus on a main task which is to analyse existing methods of **identification, assessment and liquidation of cultural heritage-related crises**, to assess their **validity** and to **formulate a common supranational framework** for dealing with heritage-related issues. It will focus on **building resilience** within **cultural heritage** and its **surrounding communities**. This includes developing strategies for **disaster preparedness, sustainable management**, and **adaptive practices** that ensure heritage assets can withstand future crises. The proposed research is in line with European safety and security policies and will be an important source

of data for policy formulation.

The network aims to **foster collaboration between experienced and early career scholars while promoting knowledge-sharing with stakeholders**. It will serve as a **catalyst for scholarly discourse on heritage in crisis and knowledge exchange on both national and global scales**. Through transdisciplinary synergy, it will uncover shared research inquiries, facilitate insightful discussions, analyses, and generate inventive research, educational, and policy-making resources.

The principal Research Coordination Objectives (RCOs) of the CRICULT Action are:

1. To **create an international and transdisciplinary “CRICULT” network of scholars** focusing on the heritage in crisis by bringing together disciplinary and geographically fragmented topics for thematic discussion on identification, prediction and resolving heritage crises. **KPIs:** the breadth and depth of multidisciplinary group meetings and training schools measured by disciplinary diversity of the researchers and teaching pool and of the training school’s participants, and relevant urgency of the addressed topic both by regional and timely assessment
2. To **enhance the awareness of the crisis mechanics processed by matrix set** by promoting more systematic and solution-focused research on the subject and by disseminating relevant knowledge to academic and non-academic audiences including the relevant stakeholders. **KPIs:** the number of recipients adopting the developed framework (academic and non-academic) and the correspondence to goals of first-aid response frameworks focused on heritage in crisis.
3. To **develop a teaching framework to advance an inter-academic syllabus** for the cultural heritage in crisis-related themes, especially for heritage degree programmes that do not yet cover crisis-related themes in their portfolios. **KPIs:** include the number of institutions developing new heritage-in-crisis courses and the delivery of open-access model syllabi for these courses. The syllabi will be available to higher education institutions under a Creative Commons licence, permitting the creation of derivative works.
4. To **identify data sources for sectoral crisis classes to be used for future analysis**. These sources/data will be included in a database available to other scholars and the public as a dataset in an open repository. Data will be managed in line with **FAIR principles**, certified in collection and archiving methods (including the use of metadata and persistent identifiers). **KPIs:** the quantity and variety of sources tracked and collected, the intervals of update to ensure the correspondence of sources to present/on-going contexts of crisis.



1.2.2.2. Capacity-building Objectives




CRICULT will bring together scholars and practitioners representing different disciplinary and methodological traditions. The integration of various disciplines and professions should lead to the development of more cohesive, research- and practice-oriented legal and policy approaches to addressing heritage crises. The Action will also develop several training activities to raise awareness and knowledge about heritage in crises law, policy and practice among relevant stakeholders.

The principal Capacity-building Objectives (COs) of the CRICULT Action are:

1. To **foster a transdisciplinary academic reflection** on the cultural heritage in crises. **KPIs:** number of disciplines and scholars represented in working groups and in training schools, as well as overall in network events.
2. To **train a skilled new generation of transdisciplinary scholars and reflective practitioners**

focusing their activities on the cultural heritage in crisis. **KPIs:** number of participants between scholars, students and practitioners in the training school and Working Groups meetings.

3. To **increase the knowledge of professionals, policymakers and the general public** about the heritage in crisis and its protection. **KPIs:** number of participating cultural institutions, number of policy papers, syllabi for heritage-in-crisis-related courses and publication of the open access educational materials, as well as public dissemination materials (i.e. posters, brochures).

CAPACITY-BUILDING OBJECTIVES		SMART	MEASURABLE	ACHIEVABLE	RELEVANT	TIMELY
	CO1. Fostering TRANSDISCIPLINARY ACADEMIC REFLECTION on cultural heritage in crisis	<i>This objective address scholars and recipients from multiple disciplines to support a holistic cross-sharing and dialogue through the action events</i>	<i>N° of organised events and n° participating scholars will permit to track and quantify the engagement and cross-sharing performed in the collaboration of the network</i>	<i>Partners are available in offering infrastructures at their premises, together with supporting virtual/hybrid events and attractive communications</i>	<i>Heritage crisis topic shows a complexity of analysis to support the interdisciplinary academic broadening as an actual research priority</i>	<i>A clear timeline will be followed to alternate network events to the publishing of outputs for tracking the newly emerging ideas/concepts</i>
	CO2. Training a SKILLED NEW GENERATION of scholars and practitioners in cultural heritage	<i>This objective address interdisciplinary scholars at different stages (students, early-careers and professionals) to benefit from training tasks</i>	<i>It will be tracked on indicators of enrollment in in-presence/virtual trainings, feedback assessment and monitoring of career progression of participants</i>	<i>Through meeting events, network partners will have the opportunity to merge teachers and to provide resources to design and deliver training programs</i>	<i>Heritage crisis actuality and urgency of contingency actions is growing the need for skilled figures and for ensuring related educational curricula</i>	<i>The network will perform pilot training activities, incorporating feedbacks and newly outputs to expand the structure and quality of overall program</i>
	CO3. Increasing PUBLIC AND PROFESSIONAL KNOWLEDGE on heritage in crisis and its protection	<i>This objective targets broadly both citizens and technical parties, supporting not only education but also public awareness campaigns</i>	<i>It will be tracked through open dissemination and communication events, measuring also public affluence, outputs distribution and social media metrics</i>	<i>Partners involved have the capacity to adopt institutional public events and media to integrate the promotion of goals and outputs of the network</i>	<i>Public outreach is prioritized in strategy of communication to empower a bottom-up effect in citizens at the basis of broader education</i>	<i>Awareness actions can be conducted jointly with the network meetings, as public talks and distribution of promotion materials to citizens</i>

2. NETWORKING EXCELLENCE

2.1. ADDED VALUE OF NETWORKING IN S&T EXCELLENCE

2.1.1. ADDED VALUE In relation to existing efforts at European and/or international level

Numerous European and international networks and initiatives address heritage in crisis, though most focus on specific crisis types. For instance, the trafficking of cultural heritage (WG1) is tackled by Europol's Operation Pandora, INTERPOL's Works of Art Unit, UNESCO's Unite4Heritage Campaign, and ALIPH. Climate change and natural disasters (WG2) are the focus of organizations like the Climate Heritage Network, Climate-ADAPT, and the Council of Europe's Heritage and Climate Change initiative. Hybrid and regular warfare, cultural cleansing, and the enduring legacies of colonialism and slavery (WG3) are addressed by Blue Shield International, UNESCO, UNIDROIT, ICOM, and Restorers Without Borders. Intangible heritage and forced migrations (WG4) concern the EUNIC network and UNESCO's Intangible Cultural Heritage Safeguarding Programs. Overtourism and neglect (WG5) are addressed by the EU Tourism Policy, the UNESCO World Heritage Committee, Europa Nostra, Cultural Routes, and various sustainable tourism initiatives. Additionally, various UNESCO Chairs across European and non-European universities also tend to concentrate on single challenges. However, the **establishment of a transnational, evidence-based legal framework for operational-level stakeholder cooperation remains unexplored.**

Regarding the **matrix approach** to the analysis of cultural heritage factors, several experiences have been conducted, achieving a background discussion for the network advance in the field. Risk management guides (ICCROM, 2016) and interdisciplinary values report for conservation (Getty Institute, 2000, 2002, 2005) exemplify the need for interconnection of heritage factors in crisis between disciplines. This technical approach showed a preference for ranking criteria and effective prioritisation in the production of updated policy lines (PRISM, 2001; NICHE 2014), and in addressing thematic priorities (Europa Nostra Strategic Plan, 2022) to guide stakeholders in their applications.

The CRICULT network is intentionally broad, comprising a carefully selected group of experts from diverse heritage-related fields. To enhance this complementarity, we have invited international partners and industry experts to **foster effective collaboration in achieving our Action's ambitious goals.** The **transdisciplinary expansion** of analytical frameworks in heritage crisis management is still experimental, revealing a significant gap in integrating social sciences with technical practices like architecture, engineering, and tourism. This integration is crucial for developing a comprehensive understanding of heritage crises. **By employing a technical data-structuring approach, we aim to standardise concepts and relationships, creating a common language for policy making.**

The CRICULT network's unique value lies in its **transdisciplinary approach** which encompasses diverse expertise and fosters a **synergistic understanding of heritage challenges.** This approach

transcends traditional disciplinary boundaries and encourages innovative solutions through a crisis-solution matrix. Additionally, the network aims to bridge the gap between research and practice by engaging with stakeholders and local communities, ensuring that research insights lead to practical, sustainable solutions while promoting allyship and inclusivity in heritage conservation.

2.2. ADDED VALUE OF NETWORKING IN IMPACT

2.2.1. SECURING THE CRITICAL MASS, EXPERTISE AND GEOGRAPHICAL BALANCE WITHIN THE COST MEMBERS AND BEYOND

The Action network will consist of participants from **diverse geographical, ethnic, and social backgrounds**, ensuring robust representation from both ITC and core European countries, including Western, Central, and Eastern Europe. **A balanced mix of countries facing various types of heritage crises will be included**, taking into account the different historical and political contexts of the participants. The network will also feature members from various socio-economic and cultural backgrounds, including **first-generation researchers** and **those from underprivileged communities**. **The inclusion of non-European partners, including NGOs, businesses, and government agencies, enriches the Action further** by offering valuable insights into their experiences with past and present heritage crises. This knowledge will inform the development of legislative solutions in Europe, **aligning with the COST programme's goal of promoting the global circulation of knowledge** beyond Europe's geographical and political boundaries.

The network is highly interdisciplinary, comprising experts in cultural heritage law, management, architecture, civil engineering, natural disaster response, military conflict response, conservation, digital and phygital heritage, art history, cultural security, ethnography, anthropology, and colonial studies, among others. **This breadth of expertise represented will be essential to the Action's impact**. This diversity will enable the sharing of valuable experiences, foster mutual learning, and strengthen our collective efforts to improve the preservation of cultural heritage during crises and to formulate research-informed and evidence-based policies.

The CRICULT Action network includes **members at different career stages**, with a strong representation of YRIs (Young Researchers and Innovators), such as doctoral candidates, post-docs, and assistant professors. All participants bring diverse research and practical experience relevant to the Action. Many network members have published on heritage topics, and some have been involved in policy formulation or professional activities in heritage protection. **The network prioritises maintaining gender, age, and geographical balance** across both the overall group and within working groups (WGs). **WG leadership will include both an YRI and a senior researcher from different genders**. Gender parity and balance in socio-economic, geographic, and ethnic representation will also be prioritised in training programs and events.

2.2.2. INVOLVEMENT OF STAKEHOLDERS

The CRICULT Action will systematically involve relevant stakeholder groups beyond academia, including those **responsible for safeguarding heritage, managing cultural heritage crises, and belonging to heritage-keeping communities**. Research will be conducted **by** researchers in collaboration **with** these affected communities, ensuring their voices and experiences shape the outcomes. In particular, the CRICULT Action will seek contact with the following groups of stakeholders:

Stakeholder Group	Engagement Strategies
Museums, Galleries, Religious Communities, national cultural institutions and members of EUNIC	Collaborative Workshops: Sharing good practices. Research Partnerships: Collaborative data sharing and co-creation on crisis impacts. Advisory Roles: Representatives on panels.
Crisis Management Organizations (law enforcement personnel, military units charged with heritage protection, government and local government units, NGOs)	Joint Training Programs: Integrating heritage crisis prevention and mitigation strategies. Scenario Simulations: Preparing for potential crises. Policy Development Workshops: Co-creating guidelines.
Heritage-Keeping Communities	Outreach Programs: Understanding community needs. Educational Offerings: Developing community workshops for local challenges. Citizen Science Models: Utilising community insights for frameworks.

General Strategies for Stakeholder Engagement

Strategy	Actions
Regular Communication	Implementing newsletters and webinars for updates.
Networking Opportunities	Organising forums and conferences for knowledge sharing.
Evaluation and Adaptation	Establishing feedback mechanisms for continuous improvement.

3. IMPACT

3.1. IMPACT TO SCIENCE, SOCIETY AND COMPETITIVENESS, AND POTENTIAL FOR INNOVATION/BREAKTHROUGHS

3.1.1. SCIENTIFIC, TECHNOLOGICAL, AND/OR SOCIOECONOMIC IMPACTS (INCLUDING POTENTIAL INNOVATIONS AND/OR BREAKTHROUGHS)

The proposed Action will enhance transdisciplinary research in cultural heritage by uniting researchers from various disciplines and regions to conduct a **supranational analysis of heritage threats**. The collaborative outcomes will **provide stakeholders with guidance and toolkits for strategically addressing multifaceted heritage crises**, underpinned by a robust dataset and a flexible framework for crisis identification, prevention, and resolution. Additionally, these results will **raise awareness** of heritage-related crises and encourage active community participation in preserving our shared cultural legacy.

Short-term impact on the research, policymakers and society	Long-term impact on the research, policymakers and the society
An increased awareness of (a) the cultural security-related issues and of (b) the need of systematic reflection on the heritage in crisis.	Creation of a new, sustainable network for cooperation in heritage-related research. This network will be intersectoral and will include practitioners and members of the affected communities to encourage and foster citizen science and reflective practitioner approaches.
A more comprehensive understanding of the heritage in crisis by starting a transdisciplinary and intersectoral (academia-policymakers-law enforcement-affected communities) dialogue on the subject.	Training new cohorts of researchers and professionals who in the future will take responsibility for implementation and formulation of heritage in crises related policies.
Creation of teaching curricula and training materials to increase awareness and to train informed professionals and researchers dealing with the heritage in crisis.	Enhanced integration of YRIs due to intersectoral and transdisciplinary exchange of knowledge and networking.
The development of a theoretical approach that helps researchers from different disciplines to look at the heritage in crisis in a holistic way. The success of this approach will be reflected in its use in research and policy formulation.	Enhanced opportunities for the YRIs by creating an environment enabling them to choose flexible career tracks from the classical academic one up to research-informed professional and policymaker.
Creation of an outline for research – informed policy for dealing with heritage crises.	

3.2. MEASURES TO MAXIMISE IMPACT

3.2.1. KNOWLEDGE CREATION, TRANSFER OF KNOWLEDGE AND CAREER DEVELOPMENT









The CRICULT Action will pursue **interconnected avenues of knowledge generation, emphasising co-creation**. Network members will engage in dialogue with external stakeholders, utilising citizen science and reflective practitioner methodologies. **This collaborative approach is particularly significant for research themes focused on legal and policy issues, aligning with scholarly conventions**. Additionally, it will benefit other disciplines, facilitating a two-way knowledge exchange that enriches research outputs, transforming them into insights relevant for policy and management. The CRICULT network is committed to **engaging diverse communities** through various knowledge dissemination methods. For the **academic community**, traditional formats such as papers and books are crucial, while policymakers prefer concise summaries in white and green papers. Action outputs will also be shared on **social media** through infographics and engaging videoblogs, **extending outreach to the general public** via activities like public lectures and multimedia presentations.

All Action outputs will be freely accessible via the Action website and social media platforms. In line with the **DORA declaration** and the importance of preserving national languages as part of our cultural heritage, we are committed to producing multilingual materials, moving beyond English as the default for research communication.

An integral objective of the CRICULT Action is to promote the **career development** of YRIs. YRIs will actively participate in Working Group activities and the Training program, empowering them to assume management roles within specific WGs and take charge of various tasks as co-leaders. This approach will equip them with **valuable project management, communication, and team-building skills**. Active engagement in the Action will enable YRIs to partake in **networking activities**, establishing a robust network of contacts that will advance their chosen career paths.

CRICULT will host **international events in multiple countries** and **facilitate international exchanges**, also expanding the networking capabilities of YRIs. This Action **will strengthen research collaboration between participating universities**, setting the stage for future initiatives. The diverse geographical, political, and socio-economic backgrounds of the participating countries will encourage rich, meaningful dialogues in heritage studies, offering fresh perspectives that go beyond traditional, metropolitan viewpoints, and deepening our collective understanding.

3.2.2. PLAN FOR DISSEMINATION AND/OR EXPLOITATION AND DIALOGUE WITH THE GENERAL PUBLIC OR POLICY

DISSEMINATION METHODS		TARGET AUDIENCES	TOOLS	INVOLVEMENT METHODS	GOALS
AWARENESS Impact	 CRICULT Socials	Citizens, students, scholars, researchers, public institutions, heritage-related parties	ONLINE Branded profiles on platforms (Facebook, LinkedIn, Instagram)	Publication of social-media contents, updates on network activities, with dedicated tags	Raise global heritage awareness and advocate community inclusion
	 Online Scientific Outreach	Users interested in transversal learning, students, affiliated public, professional trainees	ONLINE Webinar series, videos, interviews	Online sharing of educational contents and interventions from the scientific events	Broader educational impact of training and scientific events beyond sectorial public
	 Participatory-based dialogue sessions	Citizens and general public, for raising the common people voices and feedbacks	IN-PRESENCE Social meetings, roundtables, agoràs and workshops	Talking sessions during the project events, with live debates and participatory tasks	Encourage citizens in a participatory role within the research topic and partners
	 CRICULT Web Site	General and sectorial audience	ONLINE Web-site domain and contents	Availability of project description, tasks, updates	Present in a wider panorama the project reality
TECHNICAL Impact	 Scientific Production	Scholars and users from the educational sector	ONLINE Repository implementation	Registration of products and identification with metadata	Collect and made available in time the project achievements
	 Educational Transfer	Scholars/students from heritage interdisciplinary sectors, non-professional owner-keepers	IN-PRESENCE/ONLINE Training school and lessons with audience interaction	Lectures, practical activities and laboratories with students' engagement	Establish a transfer of knowledge from the network to the next practitioners
	 Conference/Events Attendance	International researchers and scholars in heritage field, institutional representatives	IN-PRESENCE/ONLINE Oral presentations, Q&A, discussion sessions	Proactively stimulating academic dissemination and exchange in third events	To promote visibility and research achievement of the network activities
	 Policy Promoting Campaign	Heritage representative, associations, managers and policy designers	ONLINE Policy guidelines and documents	Engage and collect assent through a participatory action of reading and signing the document as a Manifesto	Assessing novelty and impact of the project achievement in the heritage policy panorama

CRICULT will focus on a **science dissemination strategy** conducted within a **double mechanism of involvement** in-presence/online of output and dialogue Actions. Thus, the Action will target at a first level the general public and affected communities, focusing on the **impact of awareness** and civic responsibility towards heritage. Local museums, NGOs and heritage centres will be involved in this level, as well as students and other users from the educational field. Then, a second level of dissemination will identify target classes of stakeholders (policy-makers, professional sectors, enforcement units, associations) to focus on **priorities and technical adoptions** to sensitise on their sectoral engagement. Institutional channels from CRICULT partners will support the official contact with international policy agents, i.e. the European Commission, Heritage associations (i.e. UNESCO Chairs, ICOMOS National Scientific Committees, ICOM), and Member State national committees, in an attempt to raise the network voice in their sustainable heritage agendas.

CRICULT dissemination and exploitation strategy aims to:

1. Raise awareness on heritage in crisis within the civil society.
2. Provide guidance in identifying crisis factors and categorise the priorities for compensation.
3. Guarantee visibility and accessibility to the network output, especially for training recipients.
4. Collect public examples of best practices for identifying and managing heritage-related crises.

Dissemination tasks will be managed by a representative from WG6, who will interact with at least 1

member for each of the other WGs. The group will meet once a month to draft a common agenda for the dissemination tasks of the network, notifying about related events and measures, and ensuring the visibility of Action activities within the communication strategies to the public and stakeholders.

3. IMPLEMENTATION

3.3. COHERENCE AND EFFECTIVENESS OF THE WORK PLAN

3.3.1. DESCRIPTION OF WORKING GROUPS, TASKS AND ACTIVITIES

The proposed **plan of Working Groups (WGs) is simple yet effective**. The CRICULT Action will create transdisciplinary working groups focusing on key areas connected with cultural heritage in crisis (WG1-5). The research outcomes of all the WGs will be summarised in a policy paper on supranational cooperation in heritage in crisis situations (WG6) prepared jointly by WG leaders and the Principal Investigator. The work of all WGs will be directed **at analysing the same overarching topic: how tangible heritage is affected by crises, and how this impact can be mitigated or remedied through appropriate legal solutions**. Each WG will approach the same issue from different angles, considering various types of crises. All WGs focus on the creation of the matrix and the assessment and implementation of legislative frameworks. The work is thematically divided, with researchers from various disciplines working on: a) identification of security threats and crises, b) possible solutions, c) assessment of the legislative framework, and d) elements to include in the matrix and the model law. This will create a multipolar structure with multiple nodes and edges linking these nodes, with the matrix serving as the central node. An essential element will be **the regular cross-validation of the discussion outcomes between the various WGs**. This approach ensures that the groups will not operate in isolation (**just as crises affecting cultural heritage rarely occur in isolation**). Instead, they will continuously inform and support one another, further enhancing the Action's networking value and overall impact.

WG 1: Trafficking of cultural goods as a security issue

Trade in cultural goods, including export and import regulations, is often examined through commercial perspectives or the preservation of "national treasures"—heritage items vital to national history, religion, or culture. The European Union adopts the former, applying a cultural goods exception to the free movement of goods, while the latter aligns with the UN system, particularly the UNESCO 1970 Convention and the 1995 UNIDROIT Convention on Stolen or Illegally Exported Cultural Objects. However, the security dimension of cultural goods trafficking is less recognized.

Illegally excavated or stolen cultural objects present challenges beyond art merchants; they also threaten global security. Proceeds from art trafficking fund organised crime, terrorist organisations like Daesh, and facilitate money laundering, linking the trade of cultural objects with economic law and security studies. While UNESCO and UNIDROIT aim to protect national cultural heritage, they also play a role in safeguarding cultural heritage during crises. UN resolutions on cultural heritage in conflicts, particularly in Iraq and Syria (Resolution 2347/2017), further support this objective.

Insufficient attention is given to security issues surrounding cultural heritage in postcolonial territories, where challenges like the illegal extraction of indigenous artefacts exacerbate social inequalities. The international community's inaction perpetuates the marginalisation of cultural narratives, threatening the identity of postcolonial nations. Despite these challenges, there is a lack of discussion on creating regional or international legal instruments focused on heritage in crisis. Recent social and political changes underscore the necessity for such mechanisms.

Tasks: WG1 will analyse existing legal and policy instruments aimed at protecting heritage in crisis, focusing on vulnerabilities in postcolonial contexts. The team will identify legal gaps and best practices related to cultural goods trafficking and public security. Their goal is to propose regional

and international measures, including a Cultural Goods Security system that addresses the complexities of postcolonial heritage and its significance to national and global identity.

Examples of challenges: Antiquities smuggling, art theft, illicit ivory trade, cultural property plunder, forgery and counterfeiting, illegal export of manuscripts, stolen religious relics, archaeological site looting, cultural heritage smuggling networks, stolen war trophies, museum items whose ownership history or acquisition path is disputed, contested, or entangled in legal, ethical, or moral issues.

Primary disciplines involved: law, art history, heritage conservation, criminalistics, cultural anthropology

Secondary disciplines involved: management, architecture, sociology, psychology, visual arts

WG 2: Climate change, natural disasters and heritage crises

While the human impact on the natural and built environment is well documented, the effects of climate change on heritage have only recently garnered attention. These changes significantly affect tangible heritage, with factors like temperature shifts and rising sea levels threatening heritage sites. Climate change also drives population shifts, particularly in smaller island nations facing extinction, leading to the loss of customs, traditions, and languages as migrants adapt to new environments. Addressing these crises necessitates a transdisciplinary approach that integrates history, social sciences, heritage studies, security, and law to identify risks, propose solutions, and establish a robust legal framework.

Tasks: This WG will leverage its team's multidisciplinary expertise to move beyond existing policy documents, addressing both risks and solutions. The goal is to develop new legal and social frameworks for heritage while navigating potential conflicts between preservation and broader environmental concerns.

Examples of challenges: erosion and deterioration, increased flooding, wildfires, sea-level rise, temperature extremes, rainfall and flooding, damage to heritage materials, disruption of cultural practices, increased risk of natural disasters, loss of historical records

Primary disciplines involved: heritage conservation, nature preservation, architecture, civil engineering

Secondary disciplines involved: law, management, art history

WG 3: Heritage law and policy in the context of warfare, cultural cleansing, and the enduring legacies of colonialism and slavery

WG3 will focus on emerging threats to heritage resulting from military and political Actions targeting the destruction of cultural heritage. In addition to new crises involving military actions aimed at destroying or stealing the cultural heritage of adversaries, we must also acknowledge the enduring impact of historical injustices. The 'ghosts' of slavery and colonialism, as well as other forms of oppression, continue to manifest in heritage crises, complicating the narrative of whose heritage is preserved or erased. While international law of war addresses some actions, its framework—most recently updated with the 1954 Convention—is 70 years old and fails to account for new forms of heritage like digital assets or the challenges posed by hybrid and regular warfare and non-state actors. Recent events in Mali and Ukraine illustrate what Raphael Lemkin termed "cultural cleansing," with violence targeting both heritage and its human custodians. Forced migrations, often resulting from the lingering legacies of colonial exploitation and legal displacement of minority populations, as well as the weaponization of economic migrants, further complicate these challenges. These intertwined legacies of historical oppression and current geopolitical conflict demonstrate the need for updated, inclusive approaches to heritage protection.

Tasks: Establishing a framework to safeguard cultural heritage, prevent crises, and address their aftermath. WG3 will assess the impacts of warfare, political actions, and historical legacies, including colonialism and slavery, on heritage access. The group will develop strategies to enhance heritage resilience, addressing both modern challenges and the enduring effects of historical oppressions.

Examples of challenges: destruction of heritage sites, looting and illicit trafficking, displacement of communities, iconoclasm, cultural (dis)appropriation, disruption of cultural transmission, heritage as weapon, conflict-related damage, loss of historic memory.

Primary disciplines involved: law, military, art history, ethnology, social sciences, colonial studies

Secondary disciplines involved: management, psychology, history.

WG 4: The crisis of intangible heritage and its impact on tangible heritage loss

Intangible heritage, while a newer concept, is deeply intertwined with tangible heritage, such as historical buildings, sacred sites, and objects used in rituals. When traditions, practices, and social bonds are lost, the tangible elements tied to them face a crisis of meaning and risk falling into neglect.

Without the intangible practices that sustain their significance, material heritage can become obsolete. Migration and the dispersal of communities further threaten both intangible and tangible heritage, as the loss of traditions often leads to the deterioration of physical sites and objects. Although merging intangible heritage with host cultures is possible, it is rare.

Tasks: This WG will focus on identifying crises that endanger intangible heritage and the tangible assets linked to it. Our efforts will prioritise legal solutions to preserve both the traditions and their material carriers. By ensuring legal frameworks are in place, we aim to mitigate these crises and secure the continued transmission of intangible heritage. Where transmission is not viable, documenting traditions in their authentic form will be a secondary focus.

Examples of challenges: cultural erosion due to changing societal norms and globalisation, loss of a community's native language or religious practices, loss of traditional ways of life and practices, lack of transmission, lack of documentation

Primary disc.involved: social sciences, ethnology, psychology, history, art history, religious studies

Secondary disciplines involved: management, law, architecture

WG 5: Overtourism and neglect of cultural heritage

Central to this WGs mission is extensive research and data collection to comprehensively understand the consequences of overcrowding and overvisitation on the one hand and neglect of cultural heritage on the other hand. This research forms the basis for coordinating efforts to assess social, cultural, economic, and environmental effects of overtourism. Additionally, the group will serve as a hub for networking, engaging with local communities, heritage site authorities, and the tourism industry to pool knowledge and insights.

Tasks: Through research and collaboration, this WG will work to develop effective strategies for addressing overtourism's and cultural heritage neglect's challenges and advocate for sustainable tourism policies and guidelines. By connecting stakeholders and fostering research-driven solutions, this group will play a vital role in managing the complex issues surrounding overtourism at heritage sites.

Examples of challenges: physical overuse and deterioration, damage to artefacts and heritage sites, loss of authenticity, environmental impact, loss of spiritual and cultural significance, ineffective governance and management, neglect of heritage as a result of abusive investments

Primary disciplines involved: tourism, architecture, social sciences, management, art history, civil engineering, communication, heritage conservation, urban development

Secondary disciplines involved: law, civil engineering, psychology

WG 6: Supranational and transdisciplinary heritage-in-crisis cooperation

The WG 6 task will be to analyse the results of the WG 1-5 research and network exchange and to transform them into workable policy proposals for supranational (transboundary, regional and international) cooperation in crises relating to cultural heritage. The WG will focus on the identification of strong and weak points of the existing legal and policy framework and then formulate proposals for the future. This will take the form of, for instance, guidelines for entities directly engaged in safeguarding cultural heritage, legislative and policy proposals.

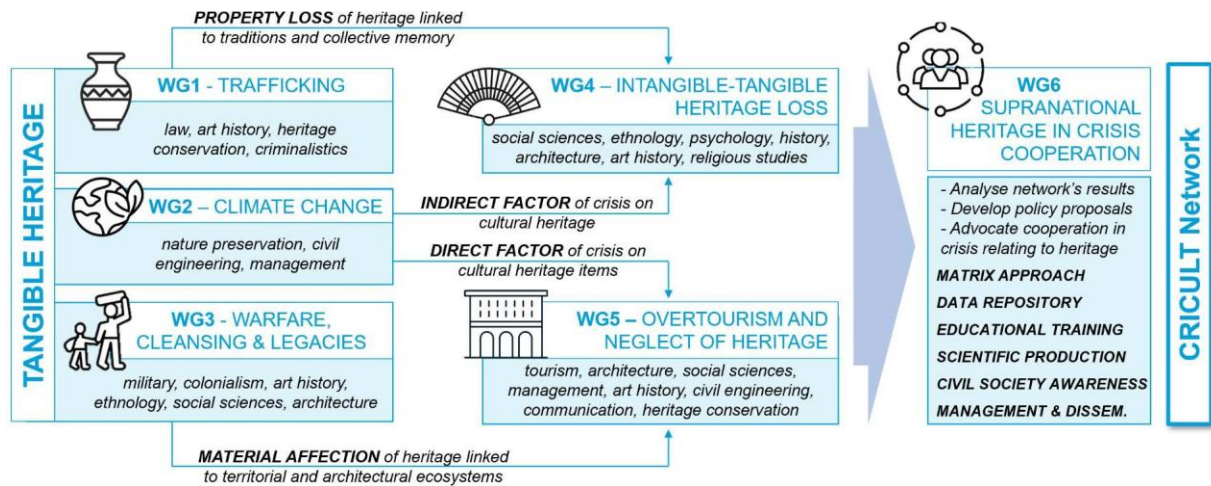
The WG will also coordinate management and dissemination tasks, orienting the contribution of the other WGs. This task is assigned with the goal of ensuring a comprehensive strategy above the specific activities and objectives conducted by each WGs.

Examples of challenges: formulas of policy development and working from WGs analysis, management and monitoring of WGs contributions, application of the dissemination strategy

Primary disciplines involved: All

To ensure the success of the Action, the following plan of collaborative topics and WGs interactions is developed. This structured approach will facilitate effective responses to heritage crises, promoting knowledge sharing, capacity building, and the development of preservation solutions:

1. **Thematic Meetings and Workshops:** meetings and workshops on various heritage crises will be held quarterly. An initial kickoff meeting will set the annual schedule, with planning sessions repeated at the start of each Action year.
2. **Setting Research Needs and Timely Achievements:** Working group meetings will identify specific research priorities for the upcoming year. YRIs will lead these initiatives to enhance their skills in scientific management and publication.
3. **Short-Term Scientific Missions:** at least two missions will be conducted annually to areas affected by heritage crises or requiring post-conflict recovery. Destinations will be chosen based on expert advice/critical needs, ensuring a comprehensive approach to revitalization/protection.
4. **Utilising Virtual Networking Tools:** virtual tools will be used for internal meetings and engaging broader research communities through webinars and online events, sharing insights and findings.
5. **Training School:** A training school for scholars, students and practitioners will be conducted in the second to fourth Action years. This school will provide comprehensive training on heritage crisis issues, fostering sustainability and enhancing network resilience.



3.3.2. DESCRIPTION OF DELIVERABLES AND TIMEFRAME

Deliverables (D) will encompass a range of outputs, including tangible items, online materials, and intangible contributions such as coaching and mentoring. Most events will involve collaboration among WGs, with all teams contributing to the overall outcomes. **Milestones (M)** will ensure the feasibility and timely progress of activities supporting specific deliverables. Each group will participate in training schools and public events, produce scientific writings, contribute to the final report, and engage in coaching and mentoring.

D1.1 CRICULT Crisis Matrix - The matrix will incorporate case studies and reference concepts, sources of crisis, models for crisis monitoring, assessing levels of threats and identification methods reached from the transdisciplinary view and collaboration brought by the network. **Month 18**

D1.2 CRICULT Solutions Matrix - The matrix will outline directions for solutions to crisis situations coming from a joint transdisciplinary framework developed by the network collaboration. **Month 36**

D1.3 CRICULT Policy Guidelines - The policy guidelines will summarize research findings and recommend legislative and soft-law changes to existing frameworks. They will be based on data collection and analysis from networking dialogues, complemented and verified by expertise, practical activities, research developments, and stakeholder discussions within the network. **Month 42**

D2. CRICULT Journal Issue - A special open-access, peer-reviewed journal issue will be launched by guest editors from the network, dedicated to heritage in crisis and comprising papers both by network members and external scholars, through a public call for papers. **Month 30**

D3. Training School - A training school structure will be developed and launched as an annual event starting in the second year of the CRICULT Action. The school will implement the network's data collection and analysis methods, enhancing interdisciplinary content for heritage studies attendees. Both online and in-person training will be offered, with post-school activities conducted by the network to finalize and utilize educational materials and results. The school will feature multiple sessions focused on the crisis sectors addressed by the WGs. **Month 18 - Month 30 - Month 42**

D4. Training Handbook - The handbook will compile training materials and workflows developed for the in-person school within the CRICULT Action. It will include lessons, essays, practical applications, and examples of student work. The handbook aims to provide guidance on the applicability of crisis analysis and solutions in broader didactic and research contexts. **Month 48**

D5. Educational Webinars - A gallery of video recordings from online training school activities, interviews, and guest speakers will support the Action's collection, analysis, and reporting of interdisciplinary heritage crisis studies. This asynchronous educational outreach will be available through the network's web channels and partner institutions, providing micro-credential training for undergraduates, graduates, and professionals as an accessible alternative to formal academic programs. **Month 36**

D6. CRICULT Syllabi - A guide on course structures, content, expectations, and requirements will be developed based on the network's research analysis and experimental activities from the training schools. These syllabi will offer guidance for implementing didactic programs at partner institutions and promote interdisciplinary approaches to heritage in crisis studies. **Month 42**

D7. Report Meetings - Brief summaries of dialogues and concepts that emerge from frequent network meetings, held online or in a hybrid format, will be documented. These summaries will aid in planning goals, tasks, and events for managing the Action, capturing the brainstorming outcomes of participants' **oc-2024-1**

contributions. Meetings will be indicatively organized every four months, beginning with the kickoff meeting in month 2. Months 2–6–10–14–18–22–26–30–34–38–42–48 (tentative calendar).

D8. Book of proceedings - International contributions and discussions around the CRICULT topic will be represented by a book of proceedings coming from the network conference, organised by the network at the end of the Action. The book will be published open access and its diffusion and sharing will be ensured by the dissemination measures within and beyond the network. **Month 48**

D9. Website - A branded web domain will be created to present the CRICULT Action, referencing the granting institution and partner institutions, and outlining aims, activities, network, and updates. It will also host and share network materials, deliverables, and outreach products, either through direct storage or linked sources. The design will be completed in the first year, with content updates continuing throughout the Action. **Month 6**

D10. CRICULT Socials - Dedicated social media profiles will be created to represent the network Action with cohesive branding. These profiles will provide brief presentations and updates on the Action's achievements and events, enhancing public awareness and expanding audience reach. **Month 6**

D11. Outputs Repository - Materials produced or collected under the Action will be stored in a repository, provided through institutional services from partners and made available for implementation from all the network participants. The repository space will be set at the starting of the Action, and its regular update will be guaranteed by all the WGs during the exploitation of the tasks. **Month 12**

D12. Presentations - Presentations will be created by all participants throughout the Action to support various dissemination and outreach goals, including results presentation, network updates, meeting participation, and training. These presentations will be collected and made available to the entire network, ensuring sustainability and quality in presenting results and materials. **Month 36**

M1. Kick-off meeting - Meeting for Action launch, 3 days with plenary meeting of WGs. **Month 2**

M2. Short-term Scientific Missions will be conducted at least twice a year to identify and map ongoing or emerging heritage crises, with participation of representatives from all WGs, even if a crisis is primarily of interest to one group. This approach enables a comprehensive transdisciplinary assessment. **Months 4–10–16–22–28–34–40–46**

M3. Conference - Dissemination and networking event to present the network activities and to attract researchers and scholars affiliated with the topic. **Month 42**

M4. Outreach events - events and public panels to ensure dialogue with stakeholders and heritage-owner keepers, collecting data and feedback to support the development of transdisciplinary models and policy guidelines. **Months 18–30–42**

M5. Scientific production - WGs will ensure the development of scientific publications related to the network topic and debate, ensuring the acknowledgement of the Action and support provided by the granting institution, in line with the dissemination strategy. Products will provide identifiers and will be tracked both in the Action depository and at each partner institution. **Month 48**

For **IPR management**, the Action will adopt an **Open Science Policy**, making all relevant research data available in an **online repository** hosted by the lead proposer, with backups maintained by two secondary proposers for **sustainability beyond the Action**. All research outputs will be **Open Access**, and training materials will be shared under **Creative Commons licences**. These outputs will also be available on the **Action website**, which will be transferred to the server of a **secondary proposer** after the Action's completion to ensure its **ongoing availability**.

3.3.3. Risk analysis and Contingency Plans

The Action may face risks primarily from external factors. Our network is committed to proactive risk management, with contingency plans in place for challenges like transnational collaboration and data sharing. **Risk levels, particularly those linked to political or military instability, will be regularly reassessed throughout the Action** to adapt strategies as necessary and address any unexpected developments.

Potential risks	Risk level	Risk mitigation strategy
Outburst of new waves of the pandemic	low/medium	Moving as many activities as possible online, organise the networking and training events in a virtual or a hybrid form.

Limited access to data/reluctance of public authorities to disclose information related to heritage in crisis	medium	Using the right to appeal (which will prolong the time needed to obtain data) or extrapolating information from public registers and databases will be utilized when necessary. Contingency time will be allocated to data collection tasks to accommodate potential delays, ensuring that these risks do not significantly disrupt the Action timeline.
Research and meetings planned in areas that may fall prey to military aggression, natural disasters or social unrest	medium	Using the possibility of obtaining data from local administrative and research units remotely. In the case of cooperating with persons working in endangered areas measures will be undertaken to monitor their situation and ensure possibly swift evacuation and return home. This will include monitoring the political situation and being in contact with diplomats working in the area.
Emerging of new types of heritage crises or new combinations thereof	medium	Agile methodologies will be used for iterative planning. This will allow our WG teams to reassess priorities and adjust research topics as needed.
Insufficient expertise on a new identified type of crises represented in the network	medium	We will monitor the necessity to involve experts from other fields into our networking and research initiatives and will make sure to co-opt them in our academic exchange and any training activities planned (whether as Action members or ad hoc participants)
Insufficient collaboration or thought exchange between working groups	low	There will be constant encouragement for cross-group collaboration and knowledge sharing. While each group has a specific focus, there will be numerous opportunities for sharing insights, methodologies, and findings across the working groups
Any interpersonal tensions within the network/ loss of some network members due to work or family commitments	low	We will maintain flexibility in network structure to accommodate changes or shifts in research focus, allowing members to adapt to evolving priorities. The relevance of our concept will help attract other researchers to join the Action. A clear communication strategy will be prioritised to ensure transparency, efficient collaboration, and quick adaptation to any necessary adjustments.

As set out in the COST guidelines members of the Action **Management Committee (MC) and MC Observers** will be appointed by the Cost National Coordinator to coordinate, implement and manage the Action activities and supervise the appropriate allocation and use of the grant with a view to achieve the Action's scientific and technological objectives. monitor the overall progress.

3.3.4. GANTT Diagram

