



The World Heritage Capacity Building Strategy

changing audiences,
new learning environments

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The World Heritage Capacity Building Strategy

- Developed by ICCROM and IUCN with ICOMOS, the World Heritage Centre and a number of other partners and individual specialists
- Developed during 2010/2011
- Funding came from World Heritage Committee and the Swiss Government

The Global Training Strategy 2001 But ten years on...?

The changing situation and the need for a revised strategy:

- A combined strategy for natural and cultural heritage
- New learning environments and a shift in emphasis from “knowledge transfer” to “knowledge acquisition”
- New institutions offering capacity building
- The emergence of new priority topics...

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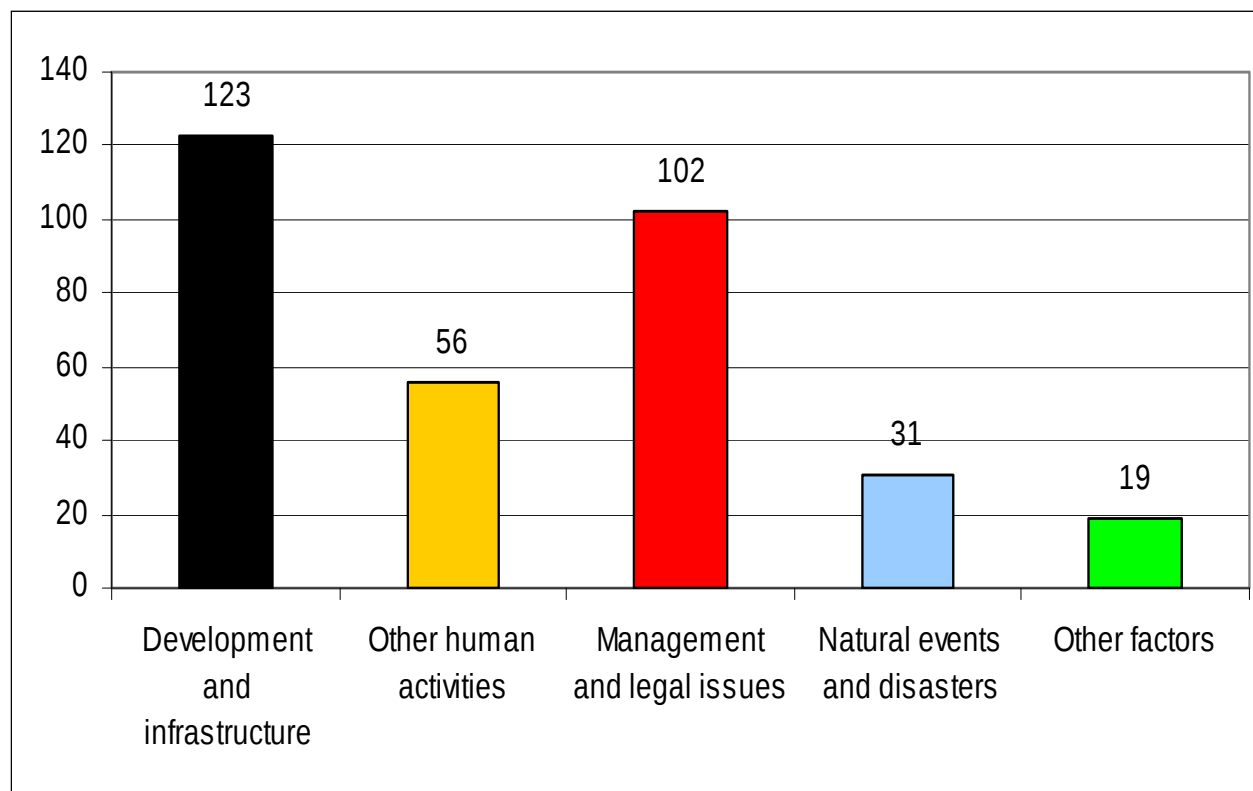
An analysis of State of Conservation ('SOC') Reports and other sources reveals key areas for future capacity building:

- Disaster risk reduction
- Sustainable tourism
- Heritage impact assessment
- Management effectiveness
- Involvement of communities, NGOs & other stakeholders
- Legal and administrative frameworks
- Increasing awareness of the World Heritage Convention
- Integration of World Heritage processes into other related planning mechanisms

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The SOC Report analysis also reveals the most pressing areas for capacity building



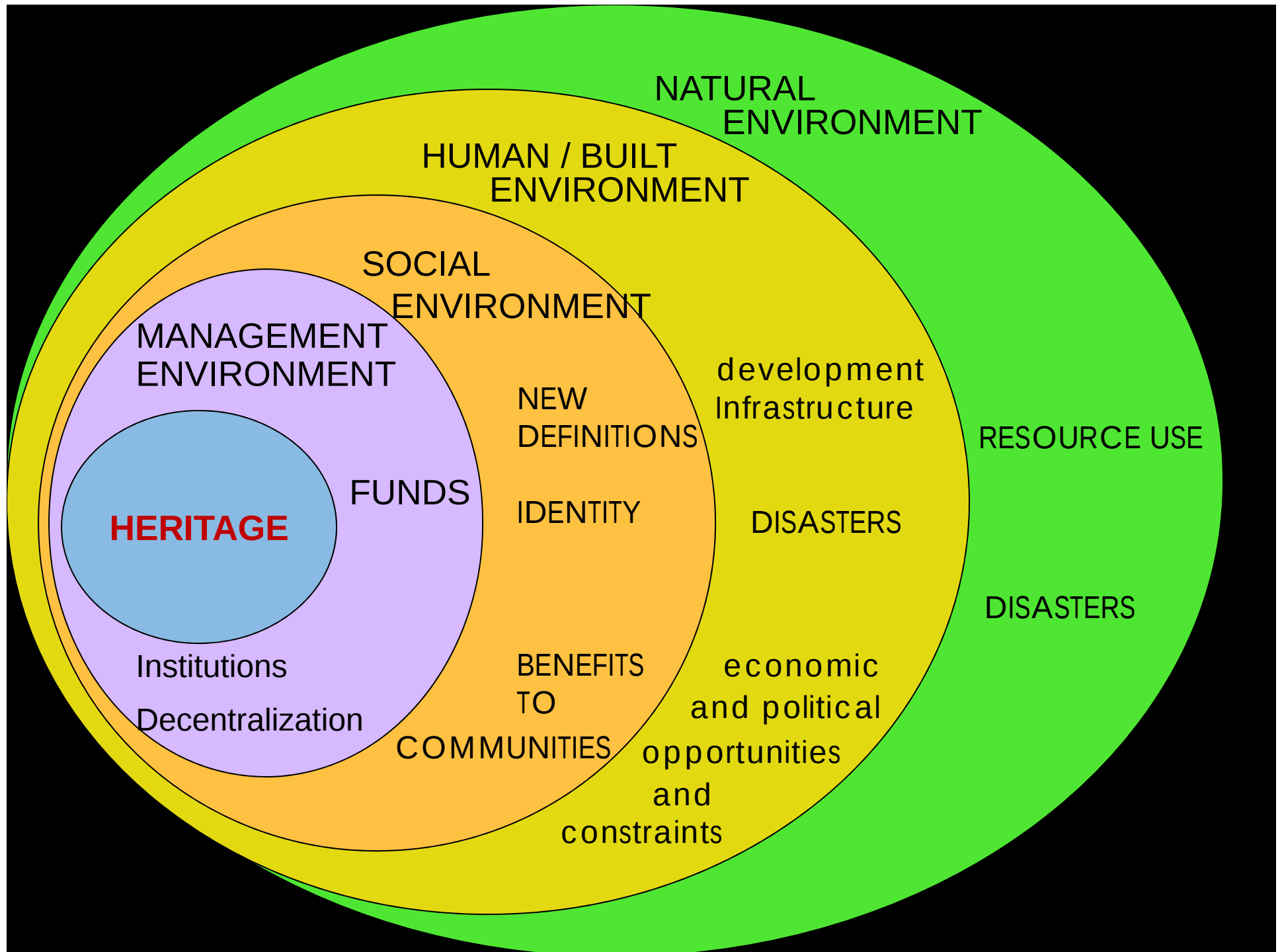
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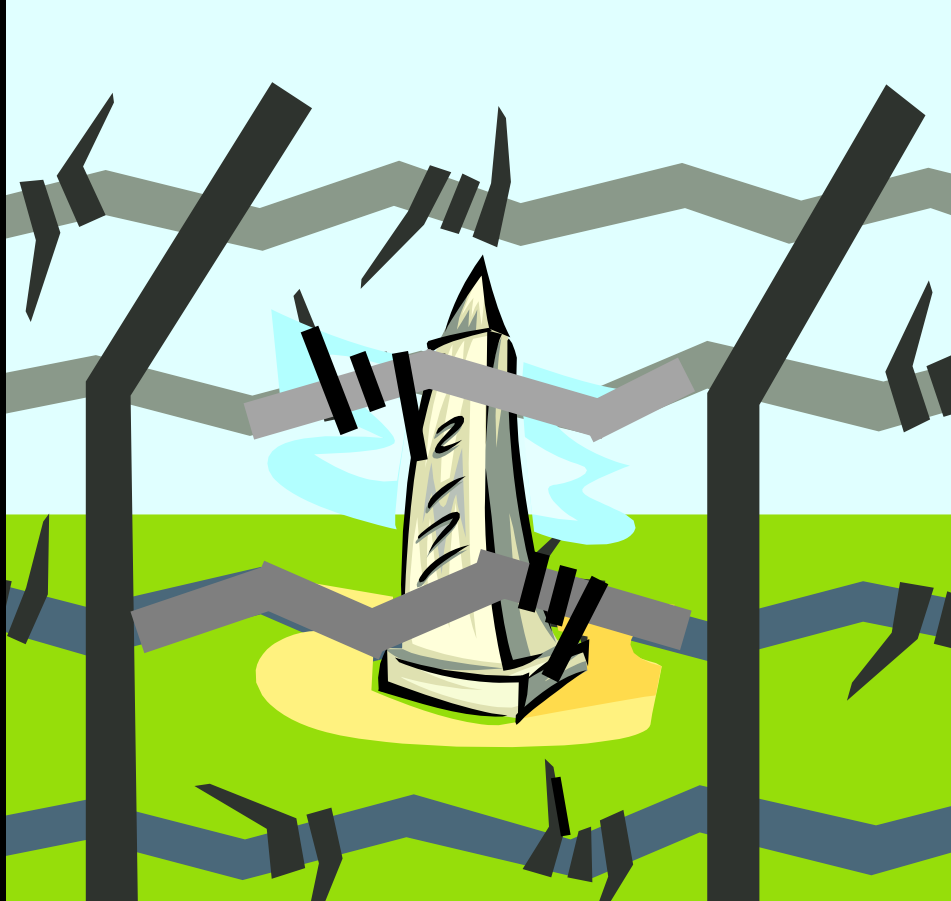
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Why should we be making this shift from ‘training’ to
‘capacity building’?

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“World Heritage is a building block for peace and sustainable development. It is a source of identity and dignity for local communities, a wellspring of knowledge and strength to be shared.”

Irina Bokova,
Director-General of UNESCO



SOC reports and current trends help us begin to clarify critical aspects:

- Where do (or should) the capacities reside that need strengthening?
- What audiences can we target in order to make improvements in these critical areas?
- What kind of learning environments do these audiences need?

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Capacity is “the ability of individuals, organizations and societies to perform functions, solve problems, and set and achieve objectives in a sustainable manner”

UNDP Capacity Development Practice Note April 2006 p3
(<http://www.undp.org>, accessed 5 July 2010)

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Training focuses on:

Developing knowledge, skills and awareness of individuals and mostly of mid career conservation professionals

Capacity building focuses on:

- strengthening the ability of larger and changing audiences
- ‘knowledge acquisition’ instead of ‘knowledge transfer’, taking into account new learning environments

for more effective conservation of heritage.

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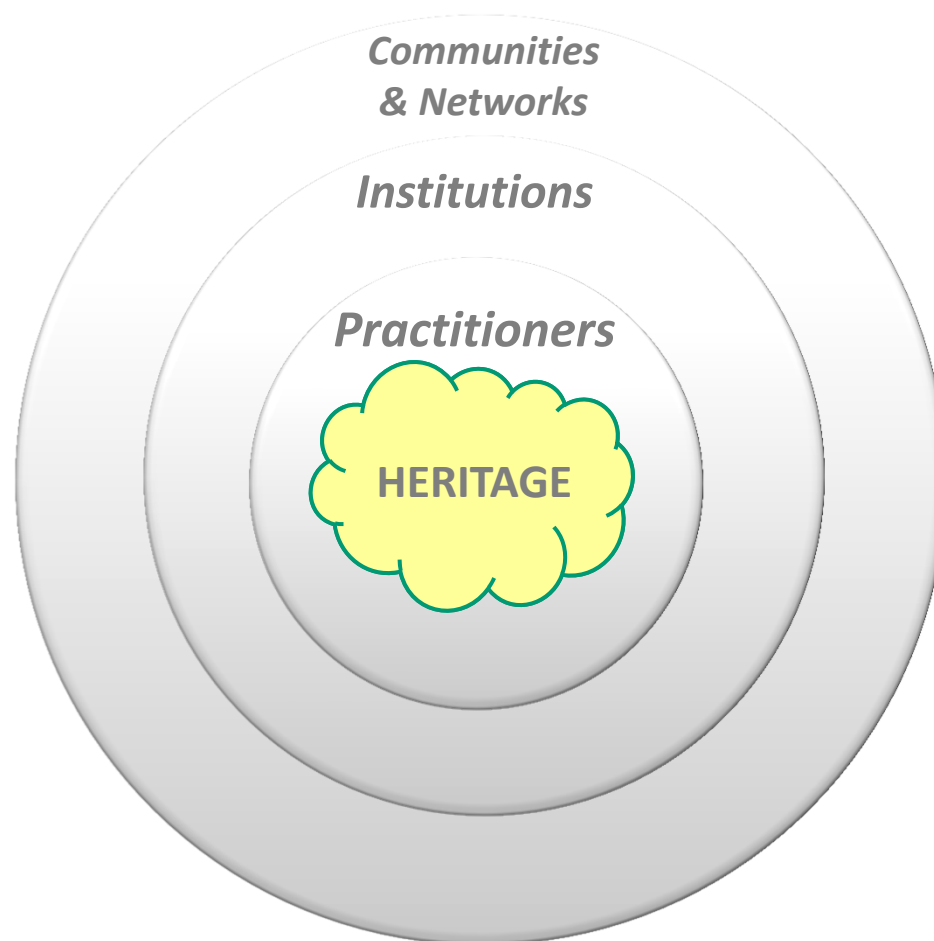
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Capacity building for the effective management of World Heritage properties will:

- strengthen the knowledge, abilities, skills and behaviour of **people with direct responsibilities for heritage** conservation and management,
- improve **institutional structures and processes** through empowering decision-makers and policy-
- and introduce a more dynamic relationship between **heritage and its context** and, in turn, greater reciprocal benefits by a more inclusive approach

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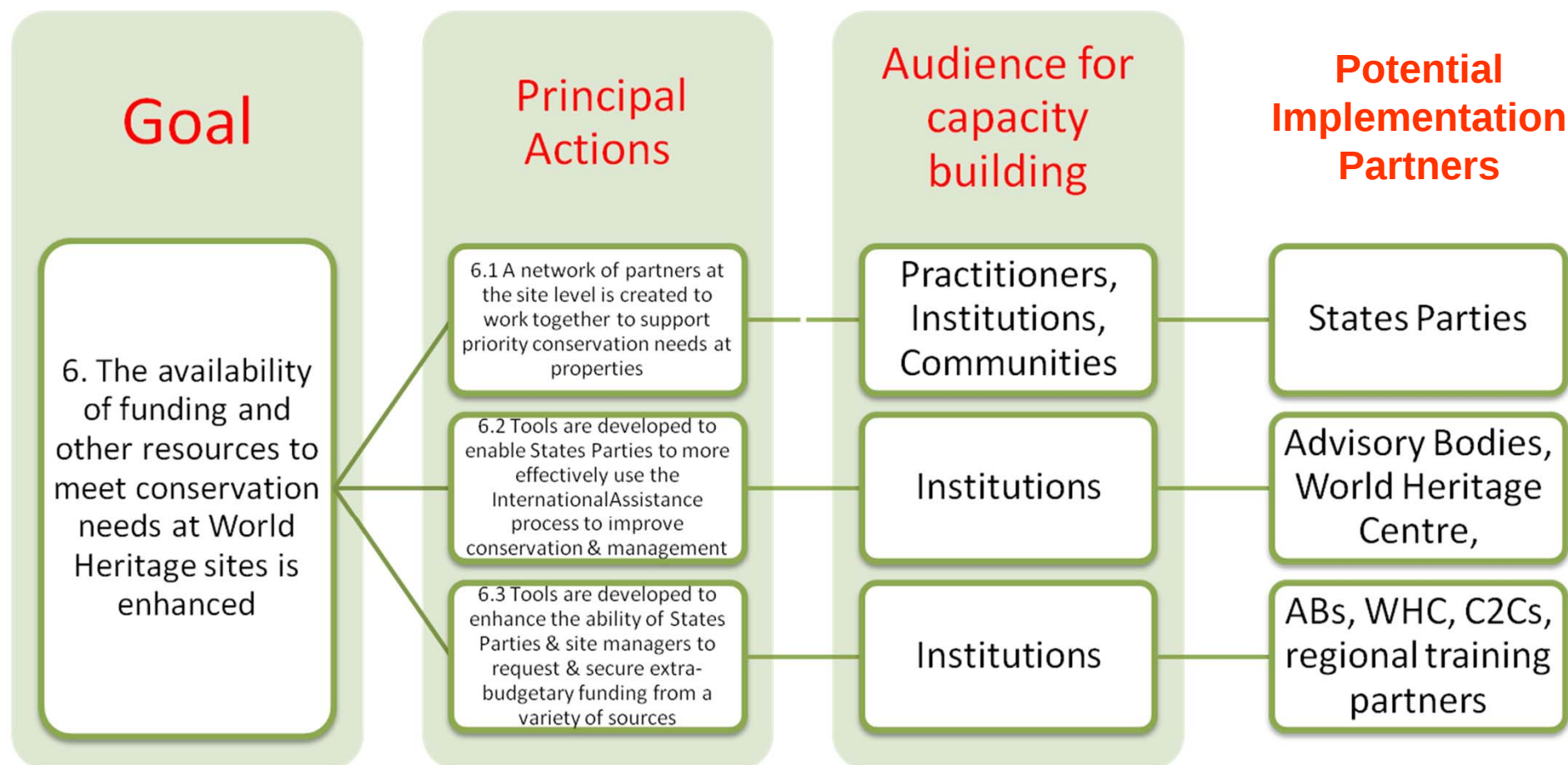
Identifying where capacities reside and target audiences...

<i>Where capacities reside and associated audiences:</i>	<i>Some principal learning areas:</i>
Practitioners Those with direct responsibilities for heritage	• Implementation of the Convention • Conservation and management issues • Technical and scientific issues • Resource utilization and management
Institutions Decision and policy makers	• Legislative issues • Institutional frameworks/issues • Financial issues • Human resources • Knowledge
Communities & networks All those who have a legitimate interest in heritage	• Reciprocal benefits and linking with sustainable development • Stewardship • Communication / Interpretation

...and corresponding learning areas

Example of a goal and related actions:

<http://whc.unesco.org/archive/2011/whc11-35com-9Be.pdf>



Capacity building

Whether of practitioners, institutions or communities and networks, it is seen as a form of **people-centered change** that entails working with groups of individuals to achieve improvements in approaches to managing cultural and natural heritage.

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Strategies at 3 different levels



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Regional capacity building strategies and implementation plans

- The World Heritage Capacity Building Strategy foresees each UNESCO region developing a regional capacity building strategy for which methodology has been proposed.
- The submission dates are on p19 of the 2011 Strategy...

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	2011	2012	2013	2014	2015	2016	2017	2018
Arab States	CB plan launched • Maghreb • Gulf • Middle East	Implement	Implement	Implement	Implement	Implement 3 rd Cycle PR report	3 rd Cycle PR complete Adapt and Implement	Revised CB Strategy Adapt and Implement
Africa	PR report complete	CB plan launched - Structure to be determined through regional consultation	Implement	Implement	Implement	Implement	Implement 3 rd Cycle PR report	3 rd Cycle PR complete Adapt and Implement
Asia Pacific		PR report complete	CB plan launched - Structure to be determined through regional consultation	Implement	Implement	Implement	Implement	Implement 3 rd Cycle PR report
Latin America Caribbean			PR report complete	CB plan launched - Structure to be determined through regional consultation	Implement	Implement	Implement	Implement
Europe North America				PR report complete	CB plan launched - Structure to be determined through regional consultation	Implement	Implement	Implement

Regional capacity building strategies

The timeline for preparation and implementation in each region

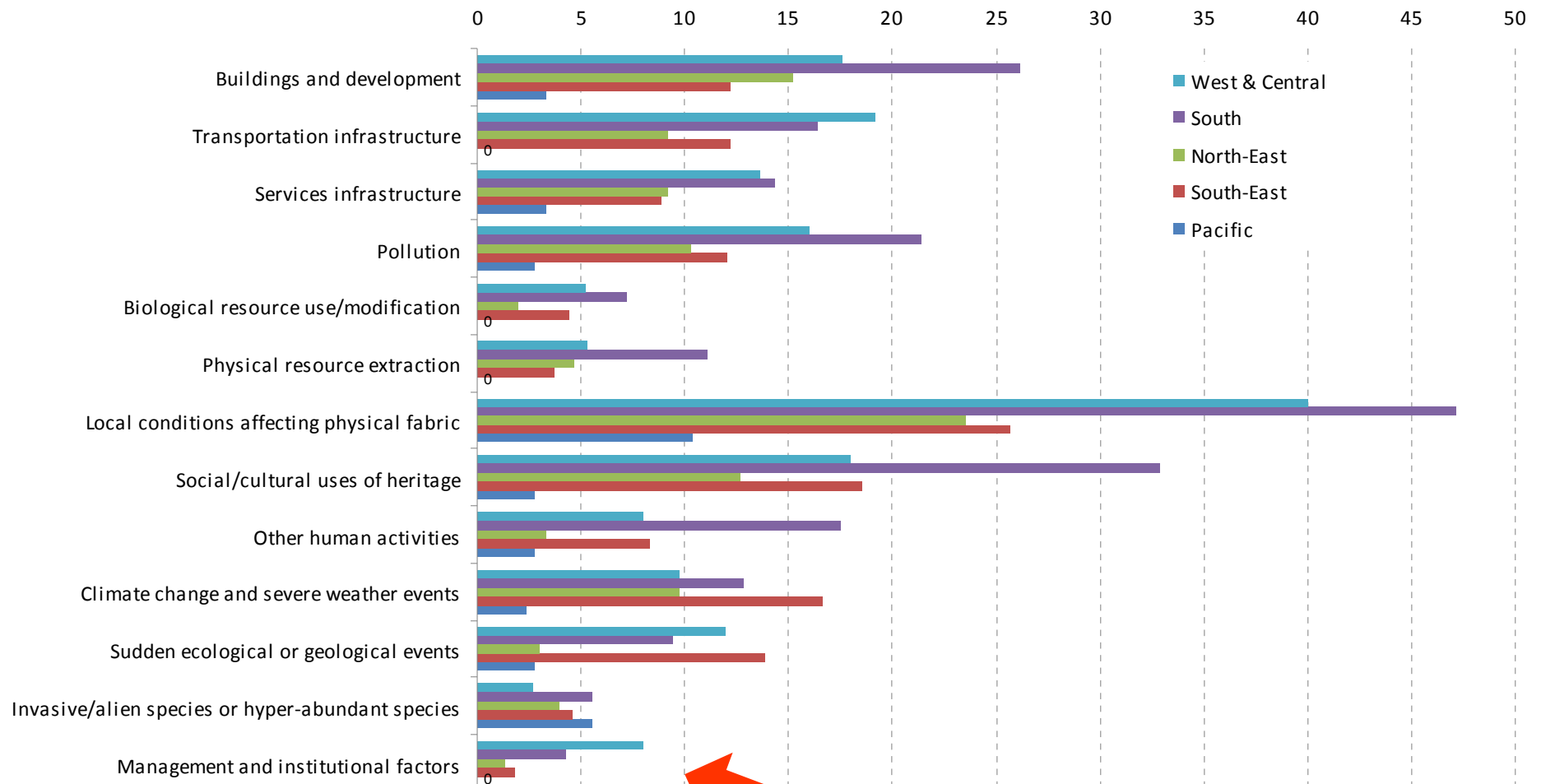
Regional CB Strategies - expectations:

1. Regional Strategies are to be developed using the process and the results of the second PR cycle of each Region.
2. The PR process and regional cooperation must achieve two things:
 - Identify a lead agency for this purpose (In other regions it is Category 2 Centres). Get them involved from the beginning and during the PR process.
 - Identify capacity building issues for all three audiences at the outset and try to reflect them when filling in the PR forms.

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Factors affecting the properties
(Percentage of cultural properties reporting negative, current impacts by factor groups and by sub-regions)



Regional CB Strategies - expectations (cont.):

3.Submission

- In the year following the presentation of the final Periodic Report, the lead organization and partners should work together to prepare a Regional Capacity Building Strategy which should be presented to the Committee at its next session. This Regional Strategy may have sub-regional components as necessary.

4.‘Action plan’

- A concrete programme or ‘Action plan’ should accompany the Strategy, identifying specific activities, timelines, responsibilities and necessary resources

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Providers of capacity building in the World Heritage context

Some old but many new...

- States Parties
- The Advisory Bodies
- The World Heritage Centre
- UNESCO Category II Centres
- University programmes
- Regional Training Partners
- UNESCO Chairs and university networks
- Forum UNESCO-University and Heritage (FUUH)
- Etc.

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National CB Strategies - hopes not expectations!

1. Interested State Parties who haven't already done so should seize the opportunity of the PR process to develop national capacity building strategies in order to.
 - Better understand specific national and property based capacity building needs.
 - Investigate what capacity building institutions exist and can offer support (national, regional, and international).
 - Identify target audiences (stepping beyond heritage organizations and practitioners to related institutions, networks and communities dealing with tourism, planning, local communities etc.

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National CB Strategies - hopes not expectations! (cont.)

2. Joining forces

- Some State Parties may want to join forces and deliver a joint strategy

3. Support

- The World Heritage Centre, Advisory Bodies and other capacity building providers should provide necessary technical support and facilitation to States Parties wishing to develop national strategies.

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Vision: ‘...We envisage a world where practitioners, institutions, communities and networks are enlightened, capable and closely aligned in their work to protect World Heritage, and heritage in general, and to give it a positive role in the life of communities...’

Mission:
‘.....Acting as a catalyst for the development of wider cooperation to support capacity building activities for heritage conservation in general....’

The Future

- Improving conservation and management practices through the Word Heritage Convention

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