World Heritage
Capacity Building Strategy

Workshop for
World Heritage National Focal Points from Mediterranean - Europe sub-region
Florence, Italy  September 17-18, 2013
Katri Lisitzin
Today

WH CAPACITY BUILDING STRATEGY

REGIONAL INITIATIVE: CESEE CBS

ISSUES IN THE NEW RESOURCE MANUAL
Managing Cultural World Heritage

Jane Thompson
The World Heritage Capacity Building Strategy

- Developed with IUCN, ICOMOS, ICCROM, the World Heritage Centre and a number of other partners and individual specialists

- Adopted by The Committee at its 35th Session in 2011
World Heritage Capacity Building Strategy

- National Strategies
- Regional Strategies
- Global World Heritage Capacity Building Strategy

capacity building
changing audiences, new learning environments
Two key paradigm shifts

1. Bringing culture and nature sectors together

2. Moving from Training to Capacity Building
# Three target audiences

## World Heritage Capacity Building Strategy

<table>
<thead>
<tr>
<th>Where capacities reside and associated audiences:</th>
<th>Some principal learning areas:</th>
</tr>
</thead>
</table>
| **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 |
Challenges

The management has to deal with many parallel interests and stakeholders - not controlled by the management or indirectly affecting the values of the site.

The management must balance conservation, access, local community interest and sustainable economic use – and ensure that it can be implemented.
Priority areas for capacity building

SOC Report Analysis

Fig. 1. An analysis of problems cited in 2008 World Heritage State of Conservation Reports
Make use of the PR process

Share experiences and create opportunities for future exchange

Identify needs for future regional capacity-building on planning and management at site-regional-State level

Explore possibilities for fund-raising and sharing resources at regional level
Lessons Learned
from sub-regional meetings Sibiu (May 2012) and Kotor (June 2012)

Trainings for Site Managers + Focal Points useful

Exchange of experiences and best practices should be encouraged (and possibly formalized)

Trainings as a combination of theory and in situ field practice (“walks and talks” – workshop participants meet with local practitioners where relevant)
Lessons Learned contd.

Interactive meetings with smaller sized groups preferred
Ideal length of workshop 2.5 days (from presentation of general theme day one, to specific group work day two and conclusion plenary on day three)
Ensuring continuity – establish rotation system among States Parties in the region to hold “core workshop”
Training Areas identified

• Site management / improving management skills
• Conservation, with special attention for sustainability and the use of (new) techniques
• Monitoring / Risk preparedness
• Community involvement
• Participatory Management (communication, negotiation, conflict management)
• Fundraising / resource management / revenue sharing
• Basic training regarding the World Heritage Convention, management and sustainable development of the World Heritage site
• Interpretation / awareness raising
Stakeholder needs

Improve cooperation between national and site level
Ensure information / training reaches site managers
Importance of involving all stakeholders as early as possible and on a continuous basis
Emphasis on international exchange of knowledge and experiences
Importance of cooperation with other States Parties
Key issues

Training focused on providing knowledge, skills and awareness to heritage practitioners

Capacity Building focuses on much broader set of audiences

Capacity is ability to perform functions, solve problems, set and achieve objectives by individuals, institutions and society

Therefore, capacities reside not only on practitioners but also on institutions and communities & networks therefore there are other responsible audiences
I. WHCBS

ICCROM WH Programme

Training Course (Lijiang, China)

- Heritage Impacts Assessments for Cultural Properties
  - (Syllabus is available)

ICCROM Website

- Updates on training database
- Events database and classified section
I. WHCBS

Resource Materials

WH Resource Manuals Series
- Managing Cultural World Heritage

Development of Case Studies
I. WHCBS

Regional World Heritage workshops:
- Asia Pacific with WHITR-AP (Shanghai, Sep. 2012)
- Arab States with ARC-WH (Tunis, Nov. 2012)
- Latin America & Eastern European with IUCN (Gland, March 2013)

Support to WH academic programmes

3rd Issue of WH Capacity Building Newsletter

Pilot Capacity Building Programme (with support by the Government of Switzerland)
I. WHCBS

Regional Capacity Building Strategies

• Cooperation with C2C in Periodic reporting

• African Capacity Building Activities – Nominations and Disaster Risk Management (AWHF)

• Asia Pacific Capacity Building Strategy and Associated Programmes (WHITR-AP)

• Central, Eastern, and South-Eastern Europe Capacity Building Strategy - more with the completion of the PR
Training Activities

- Results oriented activities (Vietnam, Zimbabwe)
- Trainees come with actual projects/briefs
- Training on theoretical aspects
- Practical exercises related to their projects
- Return home and develop the projects
- Meet again and share the results
I. WHCBS

Implementation of WHCB Program

- Priorities identified and programme developed
- Additional Swiss contribution
- Activities foreseen in the next year
  - Development of a course module on management of cultural and natural heritage
  - Development of resource materials
  - Networking with CB institutions and States Parties
  - Training activities
  - Strengthening AB networks
- Need for financial support
RENFORCEMENT DES CAPACITÉS

EN EUROPE CENTRALE, DE L’EST ET DU SUD-EST

PETYA TOTCHAROVA
Cheffe d’unité Europe et Amérique du Nord, Centre du Patrimoine mondial

CAROL WESTRIK
Consultante, Centre du Patrimoine mondial

En février 2012, l’Unité Europe et Amérique du Nord du Centre du Patrimoine mondial a reçu les résultats de son questionnaire sur le renforcement des capacités qui a été envoyé aux 20 États parties de la sous-région. Le Centre du Patrimoine mondial s’est félicité des commentaires constructifs et détaillés des États parties participants. Le questionnaire, dans l’esprit d’adapter la Stratégie de renforcement des capacités pour le patrimoine mondial à cette sous-région, demandait aux États parties d’identifier des zones de besoin particulier allant de la gestion générale du site à la durabilité, en passant par la documentation. Il a également enquêté sur les coopérations régionales existantes et les mécanismes de collecte de fonds et leur efficacité.

Les résultats du questionnaire ont été sans équivoque : la majorité des États parties a identifié la gestion et la conservation des sites comme

subscribe: leticia.leitao@iucn.org
Introduction to the 3rd C Capacity-Building

"the 3rd C"

Working towards a World Heritage Strategy for Training and Capacity-Building in Central, Eastern and South Eastern Europe
The Blueprint of the Capacity-Building Strategy

Content:
1. Aim of the blueprint
2. Vision
3. Background
4. Brief overview on the current Training and Capacity building in Central, Eastern and South Eastern Europe
5. Availability of Training and Capacity Building
6. Training needs
7. Needs in relation to training materials and toolkits
8. Targeted Audience in relation to Training and Capacity Building
9. Underlying Considerations
10. Regional best-practices to be explored
11. Funding matters
12. A note on information resources
13. Specific approaches regarding training and capacity building
14. What can be done? Ideas concerning coordination and implementation of the strategy
15. Contact point at the World Heritage Centre
Capacity-Building: Global and sub-regional strategies resulting from the Periodic Reporting exercise

Meeting of the Focal Points from Mediterranean Europe in Florence, Italy 16-19 September 2013
18 September 14:00-16:00
Initiative of WHC Europe and North America unit for Central, Eastern and South-Eastern Europe as follow-up of First PR cycle
Work approach – tailored to sub-region and State Party-driven

- End of 2011: **Elaboration** of Training and Capacity-Building questionnaire

- January 2012: **Training and Capacity-Building questionnaire** sent out to the States Parties in the sub-regions

- November 2012: Creation of **Steering Group** with representatives from States Parties of the sub-regions, ICCROM, IUCN and the World Heritage Centre

- March 2013: **Telephone conference** on the preparation of the Blueprint Document and feedback from the Steering Group

- May 2013: **Blueprint** produced in May 2013 as basis for discussion for the future Strategy
The Blueprint of the Capacity-Building Strategy

Content:
1. Aim of the blueprint
2. Vision
3. Background
4. Brief overview on the current Training and Capacity building in Central, Eastern and South Eastern Europe
5. Availability of Training and Capacity Building
6. Training needs
7. Needs in relation to training materials and toolkits
8. Targeted Audience in relation to Training and Capacity Building
9. Underlying Considerations
10. Regional best-practices to be explored
11. Funding matters
12. A note on information resources
13. Specific approaches regarding training and capacity building
14. What can be done? Ideas concerning coordination and implementation of the strategy
15. Contact point at the World Heritage Centre
Profile of coordinating (lead) organisation/s

- They could be invited to attend the meetings for the Periodic Reporting and other relevant meetings

- Determine/s if the results of the Periodic Reporting questionnaires will yield further capacity-building needs

- Pilot/s the preparation/implementation of the capacity-building strategy and associated programme(s) as appropriate

- Elaborate/s a concrete programme accompanying the strategy identifying specific activities, timelines, responsibilities, and necessary resources.

Source: WHC-11/35.COM/9B