

# WORLD HERITAGE CAPACITY BUILDING

Newsletter 2



ICOMOS



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# IUCN AND ICCROM'S JOINT MESSAGE THE WORLD HERITAGE CAPACITY BUILDING STRATEGY: NEXT STEPS

**TIM BADMAN**

Director World Heritage Programme, IUCN

**JOSEPH KING**

Director Sites Unit, ICCROM

The approval of the World Heritage Capacity Building Strategy by the World Heritage Committee, at its 35th session in Paris in June 2011, marks a new chapter in the partnership between IUCN and ICCROM for capacity building. Developed over the past two years by ICCROM and IUCN in close collaboration with ICOMOS and the World Heritage Centre, the work was made possible by contributions from the World Heritage Fund and the Swiss Government.

The Strategy is important in that it moves the World Heritage system from earlier conceptions of capacity building as only training for mid-

career professionals to a wider concept which acknowledges that there many targets for capacity building including communities, institutions, administrators, and decision-makers, to name a few. It also moves beyond a strict focus on training to incorporate other activities and methods which can serve to increase capacity. And whereas the Strategy provides a framework of action and orients actors at all levels, it also calls for regional and national strategies to be developed, tailored to the specific needs of the region or country in question. The regional strategies should be developed as part of the cycle of periodic reporting, while national strategies can be developed at any time. ▶

- ▶ The Strategy is not meant as something to be implemented only by the Advisory Bodies or the World Heritage Centre. It is designed to allow any institution wanting to become involved in capacity building for the World Heritage system to be able to develop a programme which fits into its own areas of interest, while ensuring that it will also fall within the priority needs as put forward by the World Heritage Committee.

The challenge is to put these ideas into effect, and to actually build a new and forward looking programme of activities. For this reason, ICCROM and IUCN, working with ICOMOS and the World Heritage Centre, will make it a priority to take the Strategy forward. Building on the experience of the World Heritage Capacity Project, funded by the Swiss Government, we will be moving into the next phase of planning a larger programme for improving capacity at the international level. This programme is currently in development and will most likely focus on

two key areas: improved implementation of the World Heritage Convention by States Parties, and the improvement of management in all its aspects at World Heritage properties.

In addition to a better general knowledge of the operations of the Convention, the programme would include improving capacity in the development of tentative lists, nomination dossiers, and international assistance requests, as well as a focus on the periodic reporting exercise. In regard to management, the programme would include a focus on general heritage management issues including the development and implementation of management plans and disaster risk management plans. In addition, focus will also be placed on the use of tools and techniques to evaluate and improve the management effectiveness of World Heritage properties.

The new international programme is meant to be complementary to programmes to be developed

by the various UNESCO Category 2 Centres and other institutions who work in specific regions. We look forward to working with these institutions both in the programme development process as well as during implementation of the various programmes.

Of course, to make the international and regional programmes successful, it will be necessary for the institutions to work with financial partners that have a vision of improving capacities within the World Heritage system. At the international level, we will begin fundraising both from public institutions in the States Parties to the Convention, as well as private funding sources including foundations. We would be delighted to discuss further ideas and opportunities with partners and potential donors.

It is hoped that by working together in a strategic manner, the next six years will see a major increase in the capacity to safeguard World Heritage properties by all actors with an interest in these places of Outstanding Universal Value.

# FOLLOW-UP ON THE IMPLEMENTATION OF THE WORLD HERITAGE CAPACITY BUILDING PROJECT

## LETÍCIA LEITÃO

World Heritage Capacity Building Officer

It is my great pleasure to introduce you to the second issue of this newsletter just as we enter the second phase of implementation of the World Heritage Capacity Building Project (2010-2013). Co-managed by IUCN and ICCROM in consultation with ICOMOS, with funding from the Swiss Government, the project is a collective effort by the Advisory Bodies to provide a coordinated response to capacity building needs within the World Heritage system. So far, the various activities have received positive feedback from the different actors involved. The activities have had positive spillover effects beyond the original plan, mainly by helping to consolidate various approaches to capacity building for World Heritage, paving the way for a

broader programme in the future. The combination of natural and cultural heritage approaches in particular has been considered as innovated, constructive and as the way forward for a better implementation of the World Heritage Convention.

Of the six regional workshops planned under the project, four have already taken place. These workshops constitute the main activity of the project and aim to strengthen the technical networks of the Advisory Bodies by supporting natural and cultural heritage professionals from different regions in gaining a better understanding of the World Heritage Convention's concepts and processes. As a general rule, the workshops are implemented ►

- ▶ in collaboration with a regional organisation working with heritage, be it a Category 2 Centre or an institution like EPA (the Ecole du Patrimoine Africain in Benin) or CHDA (the Centre for Heritage Development in Africa). Regional workshops for Latin America, Francophone Africa, Anglophone Africa and the Arab States have already been organized. The two remaining workshops, planned for the second half of 2012, will cover Asia and North Africa, as these are regions where the Advisory Bodies' networks should be strengthened. A number of participants from previous workshops have now been directly involved with the evaluation and monitoring processes of the Advisory Bodies by carrying out missions or contributing to desktop reviews; however, a mentoring process needs to be developed to continue supporting and involving them in a wider range of activities carried out by the Advisory Bodies.

Another major component of the project is the publication and translation of key reference

documents on World Heritage, with priority given to the development of companion materials for existing and forthcoming resource manuals ("Preparing World Heritage Nominations"; "Managing Disaster Risks for World Heritage"; and "Managing Natural World Heritage"). These materials will be interactive and will introduce and explain the manuals, especially the most challenging sections. They will be translated into different languages and made available on the websites of the Advisory Bodies. A second phase of this activity to include complementary short videos is also envisaged. For this purposes, we are working with the lead authors that compiled the resource manuals to jointly develop these materials.

Finally, the World Heritage Capacity Building Newsletter which you are reading now is another activity of the project. Whereas the first issue, published in June 2011, reported only on the activities of the project, we have broadened its scope to include reports by partner institutions

on their capacity building activities. This reflects a step forward in using the Newsletter as a platform that reflects our collective effort towards a better implementation of the World Heritage Convention. As the different articles show, there is clearly a wide, diverse and growing audience for capacity building activities for World Heritage, not to mention a broad range of actors involved. By reflecting this in this newsletter, we aim to make more information on capacity building activities more accessible to you.

## REGIONAL WORLD HERITAGE WORKSHOP FOR THE

## ARAB STATES

**HAYA AL-SADA** Arab Regional Centre for World Heritage

The Arab Regional Centre for World Heritage (ARC-WH), in conjunction with the Advisory Bodies (IUCN, ICROM and ICOMOS), hosted a workshop for Arab professionals in natural and cultural heritage in Manama, Kingdom of Bahrain, from the 27th of November to the 2nd of December 2011. This workshop was one of a series of six planned workshops under the World Heritage Capacity Building Project aimed at strengthening the capacity of regional experts on processes related to the implementation of the World Heritage Convention.

Established as a category 2 centre under the auspices of UNESCO in 2009, the ARC-WH is well positioned to contribute to capacity building in the Arab States region thanks to its mandate to assist the World Heritage Centre and the State Parties of the region in organizing capability building activities

on the implementation of the World Heritage Convention.

ARC-WH aims at reinforcing the implementation of the World Heritage Convention in the Arab States and the application of the decisions and recommendations of its statutory organs by focusing on three main priority areas: information, assistance and logistic, and financial support. It is committed to supporting, both financially and technically, UNESCO's strategic programme objectives and the implementation of its programmes in the Arab States for the protection and promotion of cultural and natural heritage in all its forms.

The Centre has been actively engaged with the Advisory Bodies' World Heritage Capacity Building Project from the beginning. It participated in the



- ▶ first Consultative Meeting on Training and Capacity Development for World Heritage in November 2009 in Chexbres/Lavaux (Switzerland), where the project was launched, and where it was recommended, in particular, that priority be given to the training of professionals from the different regions to support the Advisory Bodies' work, to develop cooperative approaches to supporting World Heritage courses in partner institutions, and to create greater links between natural and cultural heritage professionals. This involvement encouraged the Centre to become a partner of these capacity building activities and to include them in its regional programme.

The Regional World Heritage Workshop brought together twelve cultural and natural heritage professionals from Bahrain, Egypt, Jordan, Lebanon, Sudan, Syria and Yemen. The workshop acted as a forum not only to strengthen the Advisory Bodies network but also for professionals to exchange views and ideas, share their knowledge in their areas of expertise, and benefit from the joint cultural/natural initiative as many participants noted the value of the interaction between them.

Key themes examined were the fundamental concepts and processes of the World Heritage Convention; the criteria for the protection and management of World Heritage properties



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(including assessments of management effectiveness and its usefulness as a monitoring tool); and the evaluations and monitoring processes established by the Advisory Bodies. In addition, as part of the field exercise simulating a mission, participants visited the World Heritage Site of Qalát al-Bahrain-Ancient Harbour and Capital of Dilmun, which was inscribed on the World Heritage List in 2005. Representatives of the Advisory Bodies acted as resource persons throughout the workshop with the support of the representatives of the ARC-WH. The presence of a representative of the World Heritage Centre further enriched the discussion and added

a different perspective of working with the World Heritage Convention.

The workshop received high level support from the Minister of Culture of the Kingdom of Bahrain, HE Shaikha Mai Al-Khalifa, who addressed the participants with a reflection on the mission of the ARC-WH and the prospect of strong collaboration with the Advisory Bodies and the World Heritage Centre as regional experts as part of its network. Further to the success of this pilot project, ARC-WH will support another regional World Heritage workshop for the North African Arab States in 2012.



ENHANCING **BUSINESS SKILLS**  
FOR ECOTOURISM DEVELOPMENT  
IN EAST AFRICA

**MARIA ANA BORGES**

Project Officer, IUCN Global Business and Biodiversity Programme

IUCN, in partnership with Kuoni, the Swiss travel company, and with support from the Swiss Federal Office for the Environment, organized a training workshop for the conservation community in Kenya, Tanzania and Rwanda to build business skills and share experiences for successful ecotourism development.

The training, jointly convened by IUCN, the Swiss Federal office for the Environment, Kuoni and Private Safaris, aimed to promote the transfer of skills between tourism professionals and the conservation community as a first step to making ecotourism development market-

viable. As the region possesses a number of high profile natural World Heritage sites, focus was placed on promoting sustainable tourism in these sites and enhancing World Heritage site managers' knowledge of sustainable tourism planning and practice.

The workshop also aimed to provide participants with a strong foundation in business skills that will enable them to design and run successful ecotourism businesses. It covered six themes:

### 1. MARKET CONTEXT

Focusing on providing a better understanding

of the tourism industry in East Africa and how it is set up, including features of the destination and the key players involved;

### 2. ECOTOURISM POTENTIAL

Providing information on the market requirements that make a destination interesting and a product commercially viable;

### 3. BUSINESS PLANNING

Summarizing the key elements that need to be present in a business plan, including setting up the business, making it economically viable, financial planning and staff management; ▶

#### ► 4. SUSTAINABILITY

Giving an overview of sustainability from a business perspective as well as a set of criteria for the sustainability of a tourism business;

#### 5. HEALTH & SAFETY

Drawing upon the regulatory environment of the tourism industry with regards to health and safety, so as better to inform tourism product design;

#### 6. MARKETING, SALES AND CUSTOMER CARE

Explaining the marketing process, from product development to targeting the right market segments and distribution through mainstream channels.

The training took place from 20 to 24 June in Nairobi, Kenya and brought together 35 participants from approximately 20 organizations located in Kenya, Tanzania and Rwanda. Among the participants were representatives of conservation organizations and community organizations, together with protected area managers including representatives from Lake Turkana National Parks, Selous Game Reserve and Serengeti National Park World Heritage sites. For each theme, an instructor from the business community, i.e. tourism professionals from Private Safaris/

Kuoni, presented the key elements for success in the theme and highlighted practical steps for implementing their recommendations. The presentations were supplemented by individual and group exercises, where participants were invited to apply the skills learned and share their experiences. The classroom element of the workshop was complemented by a field visit to ecotourism businesses developed by two of the participants: the African Conservation Centre and the South Rift Association of Land Owners.

This workshop is integrated into a wider project entitled "Supporting Ecotourism Businesses for Conservation". The project aims to capitalize on the wealth of knowledge and experience that exists in the tourism industry, to help design successful ecotourism products. The project is organized into three steps:

1. Understand the context (market and natural)
2. Build capacity – "Integrating business skills into ecotourism operations" workshop
3. Further support organizations to bring their products to the market



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Step three of the project aims to ensure follow-up to what was learned in the workshop and provide additional skills to ecotourism businesses in the region. IUCN and Kuoni/Private Safaris will continue its collaboration, joining forces with key players in the region to establish a platform for exchanging experiences and marketing of conservation organizations developing ecotourism businesses.

For more information:

[http://www.iucn.org/about/work/programmes/business/bbp\\_work/tourism/ecotourism/ecotourism\\_ea/](http://www.iucn.org/about/work/programmes/business/bbp_work/tourism/ecotourism/ecotourism_ea/)

BUILDING CAPACITIES WITHIN THE

# NORDIC CONTEXT

**CECILIE SMITH-CHRISTENSEN** Deputy Director, NWHF

The Nordic World Heritage Foundation (NWHF), established in 1996 and granted Category 2 (C2) centre status in 2003, is the longest running C2 centre for World Heritage under the auspices of UNESCO and the World Heritage Centre. NWHF's mandate is to support the implementation of the World Heritage Convention within the context of sustainable development. Based in Oslo, NWHF encompasses a very small team, currently four employees. However, its geographical scope is international, with specific focus on the Nordic-Baltic region.

Unlike many of the more recently established C2 centres, NWHF is not specifically set up to provide training, but rather to function as a focal point and resource centre where capacity building is integral in its strategy, activities and projects. It

was within this context that the Board of Directors adopted the new Strategy 2010-2014 which includes three strategic objectives: 1. Promoting sustainable development through tourism; 2. Strengthening the Periodic Reporting Tool; and 3. Implementing the integrated comprehensive strategy for Category 2 centres and institutes.

Among NWHF's most recognised contributions to capacity building is support for Periodic Reporting, which we consider an excellent arena for building competencies and creating sustainable networks of experts and practitioners. With experiences from the first cycle of Periodic Reporting for Europe (2003-2006) and more recently from the second cycle for the Africa region, NWHF is now looking forward towards acting as focal point, facilitator and coordinator in the upcoming second cycle of

Periodic Reporting in the Nordic-Baltic sub-region (2012-2015). NWHF actively promotes the Nordic-Baltic network model using a "train the trainers" approach, and furthermore seeks to ensure that the improvements made and lessons learned are spread internationally as well as within our own region. In preparing for the second cycle of Periodic Reporting for Europe, several capacity building meetings and workshops for focal points and site managers in the Nordic-Baltic sub-region have been organised. These include a workshop on preparation of retrospective Statements of Outstanding Universal Value, which have been replicated by the focal points at national level. In October 2011, the World Heritage Centre and NWHF co-organised a meeting gathering national focal points from the Nordic-Baltic and Western Europe sub-regions for the first time, allowing for the sharing of experiences ►



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- ▶ and good practice across the two sub-regions.

Secondly, NWHF's focus on tourism, and more specifically its involvement in the development of the new Programme on World Heritage and Sustainable Tourism, also emphasises capacity building, although within a different context and longer term perspective. The Programme, which is under development and going soon to States Parties for consultation, will propose a set of objectives in which capacity building is integral. It will specifically identify capacity building needs, raise awareness, develop and support learning and exchange platforms, and develop, supplement and distribute tools and resources in relation to sustainable

tourism. The Programme will be presented for adoption at the 36th Session of the World Heritage Committee. Upon its implementation, the broader World Heritage stakeholders will be more empowered through enhanced capacities and tools to manage World Heritage and tourism using the mechanisms of the Convention.

A recent regional initiative worth mentioning includes the meeting on World Heritage, Tourism and Development held in Visby in 2010. The meeting resulted in the "3Is - Inclusion, Information and Incentives", representing an analytical approach and strategic framework for capacity building in terms of stakeholder involvement and

cooperation. An edited report from the workshop is forthcoming and will be distributed in 2011, in cooperation with the Swedish Government.

Thirdly, having a relatively long experience as a C2 centre, NWHF seeks to support the World Heritage Centre and the other C2 centres by sharing its experiences. Exchange is already taking place through ongoing contact and meetings, formal Memorandums of Understanding, and cooperation on specific activities.

A specific activity already running into its second phase is the FK Exchange Programme, funded by the Norwegian Ministry of Foreign Affairs. This programme has enabled the exchange of staff between NWHF and the African World Heritage Fund, allowing for individual as well as organisational capacity building. So far, six young World Heritage professionals from Norway, Ghana and Morocco have been involved, and we hope in the future to expand this exchange to other C2 centres.

Going forward, the World Heritage Capacity Building Strategy will represent a guiding framework for NWHF. As we seek to provide synergies, added value and increased capacities in cooperation with other stakeholders, the Strategy will help us to contribute more efficiently to the coordinated efforts towards implementation of the World Heritage Convention. We look forward to joining forces in this goal.

## COURSE ON MANAGING WORLD HERITAGE SITES: INTEGRATING DISASTER **RISK** REDUCTION STRATEGIES

**VALERIE MAGAR** Senior Conservator, CNCPC-INAH\*

In December 2011, a two-week course took place in the city of Zacatecas (Mexico). The course aimed to discuss management approaches to World Heritage properties in Latin America and the Caribbean. In particular, the objective was to increase understanding of approaches to management planning, taking into consideration the greater participation of stakeholders and discussing strategies for reducing risks from disasters.

The course was jointly organized by ICCROM and the Coordinación Nacional de Conservación del Patrimonio Cultural, Instituto Nacional de Antropología e Historia (CNCPC-INAH), in

collaboration with the Regional Centre for World Heritage in Zacatecas, and with the support from the World Heritage Centre of UNESCO.

Fifteen participants from eleven countries took part in this activity, coming from Argentina, Chile, Colombia, Cuba, Ecuador, Guatemala, Honduras, Jamaica, Mexico, Peru and Puerto Rico. These professionals are responsible for the management and conservation of World Heritage properties, or are working on the management of risks from disasters at heritage sites in their countries.

The first part of the course focused on the specific issues of planning and management within the



- ▶ context of World Heritage. It therefore included a thorough review of the World Heritage Convention processes, as well as current challenges in conservation in broader contexts. The most important part then focused on management systems, using the values-based management approach to explain the different aspects which can be extremely useful when defining the Outstanding Universal Value (OUV) of a site, as well as the planning for management, including documentation, the assessment of factors which could potentially affect OUV, and the development and implementation of responses and strategies for each site.

The second part of the course centered on disaster risk management. One of the tools for the course was the World Heritage resource manual, "Managing Disaster Risks for World Heritage", developed by ICCROM in partnership with IUCN, ICOMOS, and the World Heritage Centre. Throughout the course, there was a combination of theoretical sessions, as well as practical ones, using lectures, case-studies and group-work or individual exercises. The latter allowed participants



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to develop management frameworks for the World Heritage properties in which they are working, including components on reducing risk disasters.

This course forms part of two ICCROM programmes: the LATAM Programme for conservation of cultural heritage in Latin America

and the Caribbean, and the new programme on Improving Conservation and Management Practices through the World Heritage Convention.

\*Coordinación Nacional de Conservación del Patrimonio Cultural - Instituto Nacional de Antropología e Historia



CAPACITY BUILDING FOR  
NATURAL WORLD HERITAGE:

# THE GERMAN CONTRIBUTION

**BARBARA ENGELS** *Scientific officer, Federal Agency for Nature Conservation*

The German Federal Agency for Nature Conservation (Bundesamt für Naturschutz – BfN) is the German government's scientific authority with responsibility for national and international nature conservation. BfN is one of the government's departmental research agencies and reports to the German Environment Ministry (BMU). With its International Academy for Nature Conservation (INA) – a part of a branch office of the BfN - located in the Baltic Sea, the Federal Agency for Nature Conservation is ideally positioned to contribute to capacity building for natural World Heritage. For 15 years the Academy has supported the implementation of the World Heritage Convention, and has established active cooperation with both the IUCN and the UNESCO World Heritage Centre.

On a regular basis, the Academy organises training and capacity building courses for government representatives, World Heritage site managers and NGO representatives. These courses address concrete capacity building needs from the regions or in specific areas related to World Heritage. For example, during the first Cycle of Periodic Reporting in Europe, capacity building needs for stakeholders from Central and Eastern Europe were clearly identified. Based on these needs, the Academy organised from 2005 to 2007 a series of workshops, including training in management planning for natural heritage sites, tourism management in World Heritage sites and processes related to Tentative Lists. This workshop series involved more than 100 participants from



- ▶ over 20 countries. As a result, an effective network of site managers and experts has been created, serving as a pool of expertise for the region.

The experiences gained with the 2005-2007 activities were then used to organise a capacity building seminar for natural World Heritage in Central Asia, the Russian Federation and the Caucasus. This workshop, held in November 2010, aimed at training new and updating existing experts from the region on IUCN evaluation and monitoring processes. Participants included natural heritage experts from both national and international NGOs and scientific institutions in the above mentioned regions. The workshop included an in-depth introduction to IUCN's work on World Heritage and the expert processes related to nominations and monitoring. In addition, the participants discussed needs in the regions related to World Heritage as well as ongoing nomination projects from the region.

On the international level, capacity building activities include expert seminars on serial World Heritage properties or marine World Heritage. Two international expert seminars (2008 and 2009) analysed and discussed the concept of serial World Heritage properties, and provided expert input to the World Heritage Committee's discussion



- ▶ on this topic. A workshop on marine World Heritage in June 2010 successfully synthesized existing information on marine bio-geographic and marine habitat classification systems and provided the groundwork for a new framework to help improve management effectiveness for marine World Heritage nominations. The results of the workshop are intended to provide better guidance to States Parties in their efforts toward nominating new marine World Heritage sites.

In addition, Germany is active in several bilateral projects which focus on capacity building for the preparation of nominations for potential future World Heritage sites and the management of existing properties. A German-Russian bilateral cooperation has supported the preparation of several nominations of Natural Heritage sites (including the recently inscribed Putorana Plateau, 2010). This support included both carrying out capacity building activities at the Academy, and providing and/or funding expert services to stakeholders in the Russian Federation through specific projects carried out in cooperation with German and international NGOs and universities.



Current bilateral capacity building activities include a project on sustainable tourism development in the buffer zone of the World Natural Heritage property of Western Caucasus (Russian Federation) as well as a project on capacity building and networking for sustainable use in the buffer zones of the "Primeval Beech forests of the Carpathians and Ancient Beech forests of Germany" (Ukraine, Slovak Republic and Germany).

With the combination of both targeted capacity building activities and specific bilateral projects, the German Federal Agency for Nature Conservation and its International Academy for Nature Conservation continue to contribute to capacity building for a more effective implementation of the World Heritage Convention.

# UNITAR WORKSHOP SERIES

## ON THE MANAGEMENT AND CONSERVATION OF WORLD HERITAGE SITES

### BERIN MCKENZIE

United Nations Institute for Training and Research (UNITAR)

The United Nations Institute for Training and Research (UNITAR) Series on the Management and Conservation of World Heritage Sites was launched in 2003 and has thus far comprised seven annual Workshops. The Series, with over 300 Alumni to date, seeks to contribute to capacity building for World Heritage by focusing on national policy making and planning as well as exchanging know-how on best practices and case studies.

The Series, uniquely well-placed in Hiroshima (Japan), which possesses two World Heritage Sites, has to date achieved a degree of thematic development with each Workshop adapting to participant evaluations and changes in the global approach and understanding of heritage management and its goals and objectives.

The foci of Workshops to date include:

- 2011** UNESCO's Preparing World Heritage Nominations Manual and Comparative Analysis in the Nominations Process
- 2010** Monitoring and Monitoring Indicators
- 2009** Impact Assessment
- 2008** Conservation for Peace
- 2007** Management Over Time - Maintaining Values and Significance
- 2006** Tangible and Intangible Aspects of World Heritage
- 2005** Values-based Heritage Management
- 2004** The Nominations Process
- 2003** The Nominations Process ▶



- ▶ The course seeks a fusion of both natural and cultural sites in its participation make-up, thereby working towards the development of Alumni networks, which can lead to increased communication and collaboration across these distinctions, allowing for a more effective implementation of the World Heritage Convention. The integration of Alumni in the planning and development of each workshop also allows for a continual reexamination of the practicability and efficacy of previous workshops and the training delivered therein.

The 2011 workshop took place between 4 and 8 July in Hiroshima and was supported by the International Council on Monuments and Sites (ICOMOS); The International Union for Conservation of Nature and Natural Resources (IUCN); The United Nations Educational, Scientific and Cultural Organization (UNESCO); The United Nations Institute for Training and Research (UNITAR); and the Universities of Hyogo and Hiroshima. It was attended by 25 participants representing 18 countries.

The Workshop examined the impact of the newly released Preparing World Heritage Nominations Manual on the preparation process itself, as well



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as the related issues of management, decision-making and policy formulation. In addition, the area of Comparative Analysis of sites in the nomination process, having been highlighted as a major challenge in the preparation of many nominations, was elaborated upon.

The two days of presentations examining both global trends and regional examples with regard to the foci of the session were augmented with study tours to Hiroshima's two World Heritage Sites, the Atomic Bomb (Genbaku) Dome and

Itsukushima Shinto Shrine on Miyajima Island. In-keeping with this practical approach, the final days of the Workshop were devoted to group exercises with participants working to draft elements of nomination files.

UNITAR intends to hold the event once again in the second quarter of 2012. Those interested in applying, or wishing for further information are invited to contact Mr. Berin McKenzie ([berin.mckenzie@unitar.org](mailto:berin.mckenzie@unitar.org)), Specialist at UNITAR, who heads the programme.

IMPROVING MANAGEMENT – SHARING APPROACHES:

# ENHANCING OUR HERITAGE TOOLKIT

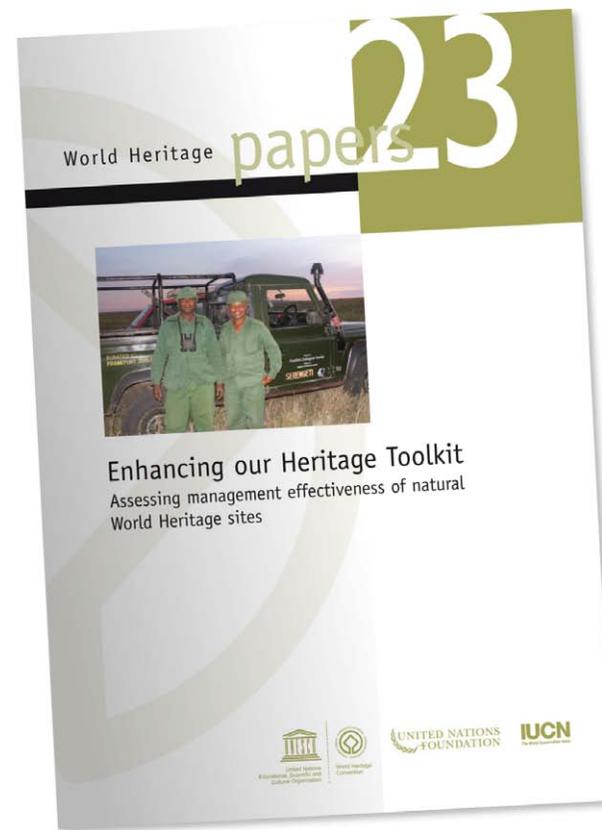
SUE STOLTON *Equilibrium Research*

The Enhancing our Heritage (EoH) Toolkit builds on the IUCN World Commission on Protected Areas Framework for Assessment of Protected Area Management Effectiveness, which is based around analysis of the whole management cycle, including context (importance and threats), planning, inputs, processes, outputs and outcomes. Published in 2008, the Toolkit is currently available in English, Spanish and French and can be downloaded from the internet ([whc.unesco.org/en/series/23/](http://whc.unesco.org/en/series/23/)).

The Toolkit, designed in collaboration with natural World Heritage managers, provides technical guidance on developing a monitoring system and a set of tools for carrying out a detailed assessment of management effectiveness. It consists of twelve questionnaires, scorecards, data

sheets and monitoring procedures. They can be used to identify and monitor a set of indicators that together describe performance at the site and identify necessary management adaptations. EoH is complimentary with the Periodic Reporting questionnaire, can provide a valuable set of site-based data to inform monitoring and has been used to develop and revise management plans.

Although the EoH Toolkit was developed primarily for use by natural site managers it was hoped from the outset that it could be adapted to assess cultural heritage. This aim was reinforced with the adoption at the last World Heritage Committee meeting of the World Heritage Capacity Building Strategy which specifically refers to the need to refine and develop tools for management effectiveness



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assessment, including the EoH Toolkit, for all World Heritage properties (for more information please see: [whc.unesco.org/en/decisions/4394/](http://whc.unesco.org/en/decisions/4394/)).

Although no formal process to develop guidance for the use of EoH in cultural sites has yet been developed, Finland has taken the lead in applying EoH to all their cultural World Heritage





FORTRESS OF SUOMENLINNA

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► sites. Finnish representatives participated in a World Heritage Nordic Foundation regional workshop on management planning in Denmark in 2009 at which the EoH Toolkit was presented. They were impressed by the Toolkit's potential and decided to apply it as part of a process to establish systematic management planning.

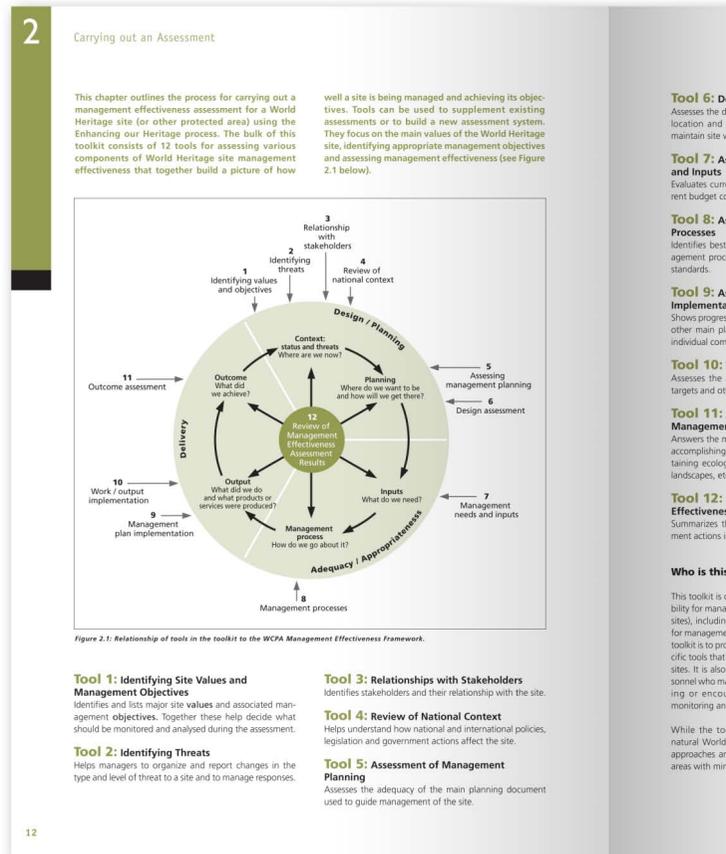
Representatives from all seven Finnish cultural World Heritage sites were trained to use the Toolkit in four sessions between 2010 and 2011. The training included the development of a Finnish language version of some of the tools. The feedback from Finland has been generally positive. Although many of the concepts are new for cultural site managers, the focused, stepwise

approach to management has been appreciated.

Interest in the Toolkit has been far reaching. In Africa, EoH has been used to develop a management effectiveness tool for the National Heritage Conservation Commission in Zambia, and the Department of Antiquities in Tanzania have expressed an interest in using the Toolkit in cultural World Heritage sites. Several sites in Latin America have also been informally field-testing EoH to assess potential adaptations for use in cultural heritage management.

There is clearly interest from cultural site managers around the world to use the Toolkit to improve management effectiveness. To ensure the quality of this wider application there is an urgent need for resources to allow the World Heritage Advisory Bodies to compile the results of the applications to date to contribute to the existing Toolkit and its application in cultural properties. Finland in particular has much to offer to the process of adaptation. Initial suggestions include a more detailed glossary of terminology to aid translation, adaptation of some of the tools to encompass cultural issues and needs and more advice on how to focus management on key values given often limited resources.

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### Notes and contacts

For more information on the work in Finland contact: Heikki Lahdenmäki,  
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For more information on EoH in general contact:  
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# ARAB REGIONAL MEETING FOR NATIONAL FOCAL POINTS FOR NATURAL WORLD HERITAGE



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**HAIFAA ABDULHALIM** IUCN Regional Office for West Asia

The Arab States are home to a wealth and diversity of natural heritage, with desert landscapes and marine sites being particularly noteworthy. However, the number of natural and mixed sites currently listed as World Heritage is the smallest of any of the UNESCO regions by a considerable margin. So far only the following four natural and two mixed sites have been considered: Banc d'Arguin National Park (Mauritania); Ichkeul National Park (Tunisia); Socotra Archipelago (Yemen); Tassili n'Ajjer (Algeria); Wadi Al-Hitan (Egypt); and Wadi Rum Protected Area (Jordan).

Despite the efforts made after the first cycle of Periodic Reporting (2000), the Arab States remained largely under-represented in terms of natural properties and transboundary nominations, thereby not adequately reflecting the diversity of heritage in the region on the World Heritage List. The results of the second cycle (2010) also showed that collaboration between the different stakeholders and institutions concerned with heritage protection and management remains an issue that requires attention and strengthening. Therefore, the World Heritage

Centre called upon States Parties to establish national committees for World Heritage that can foster coordination between different sectors and cooperate at national and international levels towards a more effective implementation of the World Heritage Convention in the Arab region.

In addition, taking into consideration the limited representation of natural World Heritage properties in the region, there was a significant need for capacity building of professionals and natural heritage institutions working in this field. To this



- end, the World Heritage Centre also requested States Parties to designate focal points for natural heritage to attend a regional meeting in Amman, Jordan, in December 2011. This meeting, organised with IUCN's support, aimed at establishing such a network of professionals, enhancing their awareness of and involvement in World Heritage, as well as that of the institutions that they represent.

The meeting provided the rare opportunity of bringing together natural heritage professionals from a range of countries like Algeria, Bahrain, Egypt, Iraq, Jordan, Libya, Morocco, Oman, Palestine, Tunisia, and Yemen. The presence of a number of site managers from existing natural and mixed World Heritage sites was crucial in moving forward with the meeting's objectives. Likewise, the conclusions of this meeting identified a number of common priorities namely:

- Enhance and review legal frameworks and law enforcement measures;
- Increase management effectiveness of existing World Heritage sites either by updating and reviewing management plans or raising capacities for their effective implementation;
- Promote the integration of natural heritage protection within national policies and priorities



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and seek further support from decision making and political levels to this end;

- Strengthen institutional frameworks, governance and coordination between different institutions and stakeholders concerned;
- Encourage regional collaboration and harmonization of efforts related to natural heritage protection, and in particular in promoting the future nomination of transboundary and serial sites, where this is most needed;
- Strengthen communities involvement in decision making processes.

IUCN took advantage of this opportunity to strengthen its own network of professionals within the Arab region, and establish further

communication channels with State Parties. These efforts point towards the right direction but there is room for improvement and further work is needed. Hence, IUCN will continue to promote the World Heritage Convention as a legal instrument for nature conservation in the region. The IUCN Regional Office for West Asia and IUCN Centre for Mediterranean Cooperation are working together with the World Heritage Centre, the Arab Regional Centre for World Heritage (ARC-WH) and other regional partners, to support the development and implementation of a regional programme for the Arab States that can support national efforts for the protection of the wealth and diversity of natural heritage in this region.

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BUILDING NATURAL  
WORLD HERITAGE CAPACITY IN

# ASIA

IN THE FACE OF  
CLIMATE CHANGE

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Climate change looms as potentially the greatest threat to the ecological integrity of many natural World Heritage Properties. The World Heritage Committee has commissioned several global assessments of potential impacts and developed a World Heritage Climate Change Policy, however, there remain many unanswered questions specific to the potential impacts and consequences of climate change on ecosystems. Whilst a number of assessments are being conducted at national and regional levels to understand the vulnerability of sites to climate change, more detailed analysis is required to understand how natural ecosystems within World Heritage sites will react under different climate scenarios. For example, how

species and ecosystems may respond to warming temperatures, and how they may migrate and adapt to shifts in temperature and moisture regimes. Understanding trends and interpreting forecasts in the context of species, populations, communities and ecosystem processes are critical to ensure the protection of the outstanding universal value for which these places have been inscribed. Further, the potential impact arising from changes in related issues such as alien species' dynamics and/or natural disasters will be profoundly affected by climatic shifts.

In Asia the impacts of climate change may be more profound than other parts of the world.

The Intergovernmental Panel on Climate Change (IPCC) in 2007 noted that the impacts of climate change on people will be greatest in Asia, a region of four billion people, over 60% of the world's population. Asia is particularly vulnerable to climate change impact for many reasons including the interplay of geography and large numbers of poor people directly dependent on natural resources; the region's high susceptibility to natural disasters; Asia's dependence on the monsoon; and the importance of the Hindu-Kush Karakoram Himalaya mountain system as the water tower of the world. Of the 154 total World Heritage sites within the IUCN Asia Region more than 25% (40) are natural or mixed sites. There



- ▶ is a pressing need to develop more systematic approaches to monitoring and reacting to climate change impacts and to lifting the institutional and individual capacity across the region.

It is in this context that the World Heritage Programme and Asia Regional Office of IUCN jointly organized with the World Commission on Protected Areas (WCPA) an Asia-wide workshop on World Heritage & Climate Change. The workshop took place in September 2011, hosted and supported by Suncheon City and the national Cultural Heritage Administration in line with its overall responsibility for UNESCO matters in South Korea.

The workshop was aimed at improving the capacity of Asian institutions, policy makers and site managers to deal with climate change impacts. Specifically the workshop focussed upon adaptive management frameworks to support better management of natural World Heritage properties in the face of climate change. Two practical approaches were emphasized:

**A.** The need for comprehensive vulnerability assessments to identify potential threats to the integrity and values of the sites and so shape effective management responses.



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**B.** The need to develop appropriate adaptive management frameworks to promote a culture of iterative values-based management which protects the sites' outstanding universal values.

The workshop significantly advanced awareness and capacity among Asian practitioners. A simple four-part action plan was agreed to continue the momentum for improved World Heritage & Climate Change capacity building in Asia:

- 1.** Conduct a regional scale vulnerability assessment to understand the nature of the threat to the Region's natural World Heritage properties thereby focusing attention and action on those properties most at risk;
- 2.** To establish a small number of Climate Change Learning Sites in key natural

World Heritage properties in Asia;

- 3.** To roll out a more systematic programme of management effectiveness evaluation for Asia's natural World Heritage properties in order to build a stronger adaptive culture for management; and
- 4.** To foster an on-going network of interested practitioners in Asia.

Building on the success of this initial workshop these four areas will be the basis of developing a World Heritage & Climate Change Capacity Programme for Asia. Such a programme is timely given the disproportionate burden that Asia will bear from climate change impact coupled with the extraordinary heritage values of this region.

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# RITSUMEIKAN UNIVERSITY INTERNATIONAL TRAINING COURSE ON DISASTER RISK MANAGEMENT OF CULTURAL HERITAGE

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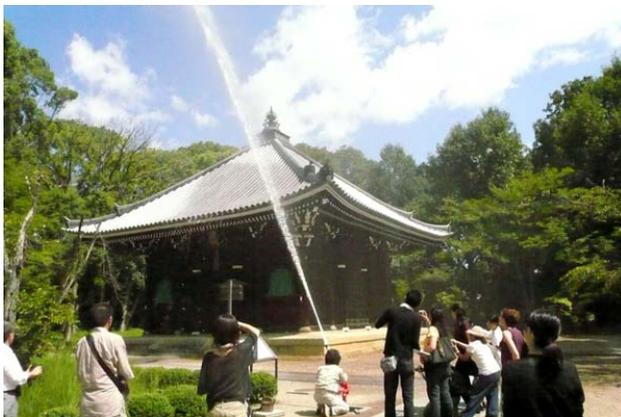
In Japan, the concept of disaster risk management of cultural heritage began to develop among citizens following the fires caused by the Kobe Earthquake of 1995, and it has been gradually gaining recognition in some sectors of society. In 2003, Ritsumeikan University was granted a UNESCO Chair program on “Cultural Heritage and Risk Management”, which was expected to serve as a hub for developing network on disaster risk management of cultural heritage among the developing countries in Asia-Pacific with special focus on World Heritage Sites in the region. One of the most important activities of this program is its international training course entitled “Disaster Risk Management of Cultural Heritage” which has been taking place once a year since 2006.

The objective of this international training course, which brings together professionals in the fields of cultural heritage conservation and disaster mitigation, is to provide the trainees with efficient knowledge and sufficient skills to draft a disaster risk management plan, taking into account the values of the cultural heritage and recognizing the specific hazards and vulnerabilities facing respective countries. The first week of the course focuses on familiarizing the participants with the basic methodology for risk assessment and mitigation



- ▶ of cultural heritage properties mainly from natural hazards such as earthquakes, fires and floods. The participants are shown various disaster prevention facilities developed for various cultural heritage sites in Kyoto and other sites in Japan. The second week focuses on emergency response, recovery and formulation of disaster risk management plans.

During the course, trainees are expected to formulate disaster risk management plans for specific cultural heritage sites in their home countries. Often these sites are World Heritage Sites. In the past years, participants in this training course have prepared disaster risks management plans for the World Heritage Sites of Qutb Minar and its Monuments, Delhi, and Taj

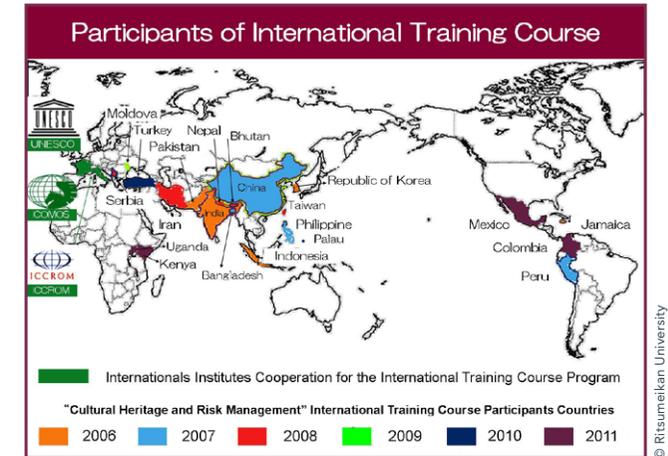


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Mahal in India, Prambanan Temple Compounds in Indonesia, Historic Villages of Korea: Hahoe and Yangdong in South Korea, Old Town of Lijiang and the Dujiangyan Irrigation System in China, the Historic Centres of Lima and City of Cuzco in Peru, Historic Town of Vigan in Philippines and the Kathmandu Valley in Nepal.

Every year, the course is dedicated to a special theme. The theme of the 2011 course was 'Integrated Approach for Disaster Mitigation of Historic Cities' while the 2010 course explored 'Post Disaster Recovery of Cultural Heritage'. To date, 53 participants from 20 countries have attended this training course. Instructors include experts working in relevant fields at Ritsumeikan University and various institutions such as the Agency for Cultural Affairs, the municipalities of Kyoto and Hyogo, the Kyoto City Fire Department, as well as specialists from international institutions such as UNESCO, ICCROM, and ICOMOS.

It is noteworthy to mention that experience of this training course has been helpful in the preparation of the Resource Manual on "Managing Disaster Risks for World Heritage"; published by UNESCO with the support of ICCROM, ICOMOS



and IUCN. In fact several case studies included in the manual are based on the lectures and team projects of the resource persons and participants in the course. This manual is now being used as one of the textbooks during the course.

The training course is also closely linked with various research activities that seek to contribute to the development of knowledge base for the formulation of disaster risk management plans. One such research project - with two main components: 'Structural analysis of traditional buildings for earthquake mitigation' and 'Urban planning for disaster risk reduction of historic urban areas - is being undertaken since 2009 in the Monument Zone of Patan' in the World Heritage property of the Kathmandu Valley, Nepal.

# WORLD HERITAGE CAPACITY BUILDING

## Newsletter 2

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