

WORLD HERITAGE CAPACITY BUILDING

Newsletter **3**

JULY 2012



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IUCN AND ICCROM'S JOINT MESSAGE

TIM BADMAN

Director World Heritage Programme, IUCN

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Director Sites Unit, ICCROM

Welcome to the third issue of the World Heritage Capacity Building Newsletter, which brings you articles from our partner institutions on their capacity building activities. The variety of topics presented highlights how diverse these activities are, and the range of people and organisations involved. This confirms the need for more cooperation if we are to achieve effective results, avoid duplicating efforts and make better use of existing resources within the World Heritage system.

Taking the World Heritage Capacity Building Strategy (WHCBS) adopted by the World Heritage Committee in 2011 as a starting point, ICCROM, IUCN, ICOMOS and the World Heritage Centre have joined together in the development of a new six-year programme for capacity building. The intended outcome is a programme that will make

a strong contribution to capacity building within the overall World Heritage system and will respond to the needs identified within the WHCBS and the ongoing Periodic Reporting process. These needs include better cooperation between the nature and culture sectors, better development and access to information and good practice, as well as, achieving diversity and regional balance within recognized international experts working on World Heritage issues. The programme will also address the need for greater capacity amongst regional capacity building organizations, communities and networks.

This new programme also builds on foundations set by the capacity building project currently being supported by the Government of Switzerland which has provided a first platform for collaboration amongst partner institutions in regard to capacity

► building activities for World Heritage. The new programme will take these initial efforts to the next level. The aim is to ensure capacity building and information exchange at the international level, while facilitating the creation and implementation of regional and sub-regional programmes, through achievement of the following objectives:

1. To collect and develop information and good practice for the better conservation and management of World Heritage properties for use directly on sites and as an aid to better capacity building at all levels;
2. To strengthen existing networks, and create new networks where necessary, to promote better conservation practices and capacity building across the World Heritage system;
3. To provide mechanisms for the delivery of information and capacity building across the World Heritage system.

Among the activities foreseen include a new course on management of World Heritage properties which brings together site managers from both natural and cultural heritage properties. This will be the first time that such a mixed training has been carried out at the international level in cooperation with the Advisory Bodies and World Heritage Centre. Other training courses and short workshops are also being planned. It is also foreseen to develop new publications, case studies, and other capacity building materials for use by a wide range of people including communities and institutions.

We are excited about the new opportunities this programme will offer to bring together institutions that share a vision of capacity building as a core requirement for effective conservation. As we plan ahead, we welcome your ideas and thoughts, and look forward to a stimulating six years of collaboration to help safeguard our World Heritage.

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

LETÍCIA LEITÃO

World Heritage Capacity Building Officer

This third issue of the Capacity Building Newsletter, like the previous one, brings you a number of testimonials from partner institutions on their capacity building activities, consolidating our objective to use the newsletter as a platform that reflects our collective effort to improve capacity across the World Heritage system.

We are working on the implementation of the last two regional workshops planned under the World Heritage Capacity Building Project, one for the Asia region and the other for the North Africa region (and some Francophone countries in Sub-Saharan Africa). We will be implementing these activities in collaboration with Category 2 Centres in those regions. The workshop for Asia

is being organized in partnership with the World Heritage Institute of Training and Research for the Asia and the Pacific Region (WHITRAP) and will be held in Shanghai, China, from 17 to 22 September 2012. For the workshop for the North Africa region, we are delighted to be partnering once again with the Arab Regional Centre for World Heritage (ARC-WH), in addition to the National Institute for Heritage of Tunisia, where the workshop will take place in late November 2012.

Participatory assessments with World Heritage educational programmes are another major component of the project that I wanted to give you an update about. As we know universities and other institutions offering programmes on World



- ▶ Heritage play a major role in capacity building, not only by training qualified professionals that can effectively deal with the specificities of managing World Heritage properties, but also by carrying out research that addresses needs identified within the World Heritage system. With this in mind, ICCROM and IUCN are building partnerships with institutions that offer specialized training on World Heritage and conducting participatory assessments of their educational programmes. These voluntary assessments consist of structured discussions between representatives of IUCN, ICCROM and professionals directly involved with the implementation of the programmes, during a 2-3 day visit to the respective University or Institution. The assessments only deal with issues related to World Heritage and do not look into teaching methods or quality of education.

So far, we have carried out two of these assessments. The first was implemented in collaboration with the Masters in World Heritage Management of the University College Dublin (Ireland) in 2011. Some of the results and follow-up actions are presented to you in this newsletter by Dr. Claire Cave, Coordinator of the Masters. Building on the lessons learnt from this pilot project, in June 2012 we carried out a second participatory assessment, this time with the Master's programme in World Heritage Studies of the Brandenburg University of Technology in Cottbus (Germany). The results will be presented to you in the next issue of this newsletter.

Speaking of the next issue, we're looking at ways to improve this newsletter in the future, so your suggestions are very welcome. In the meantime, I hope you enjoy reading this issue.

CAPACITY BUILDING

IN CENTRAL, EASTERN AND SOUTH-EASTERN EUROPE

PETYA TOTCHAROVA

Chief of Europe and North America Unit,
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CAROL WESTRIK

Consultant, World Heritage Centre

In February 2012, the Europe and North America Unit of the World Heritage Centre received the results of its Training and Capacity Building Questionnaire which was sent to 20 States Parties in the sub-region. The World Heritage Centre welcomed the constructive and detailed feedback from the participating States Parties. The questionnaire, in the spirit of tailoring the World Heritage Capacity Building Strategy to this

sub-region, asked the State Parties to identify areas of particular need ranging from general site management to sustainability to documentation. It also investigated existing regional cooperation and fund raising mechanisms and their effectiveness. The results of the questionnaire were unequivocal; the majority of States Parties identified site management and conservation as the prime skillsets in need of improvement. Of the 15 respondents, ►

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JUNE 2012 "WORLD HERITAGE AND SUSTAINABLE DEVELOPMENT: THE ROLE OF LOCAL COMMUNITIES" ON THE OCCASION OF THE 40TH ANNIVERSARY CELEBRATIONS OF THE 1972 CONVENTION IN KOTOR, MONTENEGRO.

- ▶ 10 States Parties ranked the need for “improving site management” as their first or second most pressing training and capacity-building need. Correspondingly, the respondents overwhelmingly identified site managers as the participants who would most benefit from additional training and capacity building programs. The States Parties further elaborated that within “improving site management” their needs consist of learning the “best practices” in use at other World Heritage properties and acquiring basic training in effective site and visitor management.

Having identified the key priorities, the Europe and North America Unit is currently in the midst of developing a strategy, embodied in a reference document, that the World Heritage Centre will propose to be used by all stakeholders including States Parties, Advisory Bodies and the World Heritage Centre to customize training and capacity

building initiatives. The first outcomes have been presented at a side event in cooperation with ICCROM at the 36th World Heritage Committee in Saint Petersburg, Russia. States Parties will then be invited to comment at upcoming sub-regional Periodic Reporting meetings to further refine the strategy.



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JUNE 2012 "WORLD HERITAGE AND SUSTAINABLE DEVELOPMENT: THE ROLE OF LOCAL COMMUNITIES" ON THE OCCASION OF THE 40TH ANNIVERSARY CELEBRATIONS OF THE 1972 CONVENTION IN KOTOR, MONTENEGRO.

AFRICA NATURE:

A CAPACITY BUILDING PROGRAM

FOR NATURAL WORLD HERITAGE IN AFRICA

GUY DEBONNET

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LAZARE ELOUNDOU

Chief of the Africa Unit,
World Heritage Centre

The Africa Nature capacity building program was launched in 2011 to improve management effectiveness at natural World Heritage sites in Africa. It will target site managers of the 37 existing natural properties in Africa and will address major gaps in site management, pointed as a major stake for the sustainable conservation of those sites.

The program is designed to help site managers improve their management and monitoring processes to better address the serious threats and conservation challenges observed at many of those sites, among which 32% are inscribed on the List of World Heritage in Danger. Climate change, invasive species or physical resource extraction are among

the numerous conservation challenges identified through the Second Cycle of the Periodic Reporting in the Africa region carried out in 2010-2011. The Africa Nature program will not directly address those threats, but will be a significant contribution to address some of their underlying causes. The program is implemented by UNESCO,

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► IUCN and the African World Heritage Fund. It was officially adopted by the World Heritage Committee at its 35th session in 2011 and will be implemented within a six year timeframe as part of the Africa Periodic Reporting Action Plan (2012-2017). The program will function as an umbrella for a number of projects and initiatives

that support the overall objectives. Therefore, further cooperation and synergies will be sought with existing initiatives and training activities.

Within this overall program, a 24 month start-up phase has been designed. It will focus on building capacity and carrying out management effectiveness

assessments in a selection of sites, developing a stakeholder network of site managers and their direct partners, and delivering capacity building on some key conservation issues identified through the periodic reporting. The project will include both technical training – through targeted capacity building workshops – and on-the-job training.

STRENGTHENING

COORDINATION AMONG CATEGORY 2 CENTRES ON WORLD HERITAGE

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ALESSIO RE AND ENRICO BERTACCHINI

International Research Centre
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and World Heritage Studies, Turin

In the field of World Heritage there are now eight Category 2 Centres (C2C) supporting UNESCO's mission in their respective regions and fields:

1. Nordic World Heritage Foundation (nwhf.no) – 2003
2. African World Heritage Fund (awhf.net) – 2006
3. World Heritage Institute of Training and Research for the Asia and the Pacific Region (whitrap.org) – 2007
4. Arab Regional Centre for World Heritage (ARC-WH) – 2009
5. Regional Heritage Management Training Centre Lucio Costa in Rio de Janeiro, Brazil – 2009
6. The Regional World Heritage Institute in Zacatecas, Mexico – 2009
7. Category 2 Centre for Rock Art and World Heritage in Madrid, Spain – 2011
8. International Research Centre on the Economics of Culture and World Heritage Studies in Turin, Italy – 2011 (in the process of application for the Category 2 Status) ►

- The centres' focal points as well as representatives from UNESCO/WHC and the Advisory Bodies meet regularly for consultation and the coordination of activities. The Second Coordination Meeting of Category 2 Centres World Heritage took place in Milan, Italy, from 21-23 January 2012, hosted by the International Research Centre on the Economics of Culture and World Heritage Studies (Turin Centre) and the IULM University.

During the meeting, a number of suggestions were made on ways to strengthen the institutional coordination and cooperation among the C2C, benefiting from various suggestions made by the representatives of the Advisory Bodies. In separate bilateral or trilateral consultations, the centres defined possible areas for cooperation. Several centres like the Nordic World Heritage Foundation, the African World Heritage Fund and WHITRAP already have Memoranda of Understanding between themselves; others are in the process of defining their cooperation projects in such agreements.

Some possible areas of cooperation that were discussed during the meeting include:

- A "network of Latin countries" between the centres from Mexico, Brazil, Spain and Italy
- Joint activities on training and research in the areas of economics and management of heritage
- Master program in Spanish language in collaboration with the University of Torino, the University of Barcelona and the ITC-ILO
- Joint initiatives between AWHF and the Lucio Costa Brazil Centre in favour of the five Portuguese-speaking African countries
- Projects focused on rock-art between AWHF and the International Centre for Rock Art and the World Heritage Convention (Spain), including exchange of rock art specialists
- Exchange of experience in the strategic development of centres
- Exchanging students between their Master Courses (Turin and WHITRAP) and explore the possibility to cooperate further in the framework of existing relevant agreements between respective governments

To improve the visibility of Category 2 Centres a webpage has been established by UNESCO: <http://whc.unesco.org/en/category2centres/>. The C2C are further in the process of preparing a brochure with information about each centre. This brochure will be distributed at the 36th World Heritage Committee Session in St. Petersburg.

All centres strive to ensure sustainable development through the adequate management of cultural and natural heritage. In 2012, the year of the 40th Anniversary of the World Heritage Convention, the Category 2 Centres are involved in the preparation of various events contributing to the celebration motto 'World Heritage and Sustainable Development – the Role of local communities'.

For further information on the centres and the 40th Anniversary activities please see: <http://whc.unesco.org/en/40years>



► AFRICAN WORLD HERITAGE FUND

By Souayibou Varissou

The African World Heritage Fund (AWHF) was launched in 2006 to support the implementation of the World Heritage Convention (1972) on the African continent. AWHF works for the effective conservation and protection of Africa's natural and cultural heritage, and to increase the presence of African sites on the UNESCO World Heritage List. Towards this goal, the AWHF set up a training programme on preparing nominations as part of its regional strategy to increase the quality and the number of nomination dossiers submitted to the World Heritage Committee. To date, three trainings courses gathering a total number of 92 trainees working on 44 properties and coming from 36 African countries have been organized. The courses are structured around selected nomination projects through the following phases:

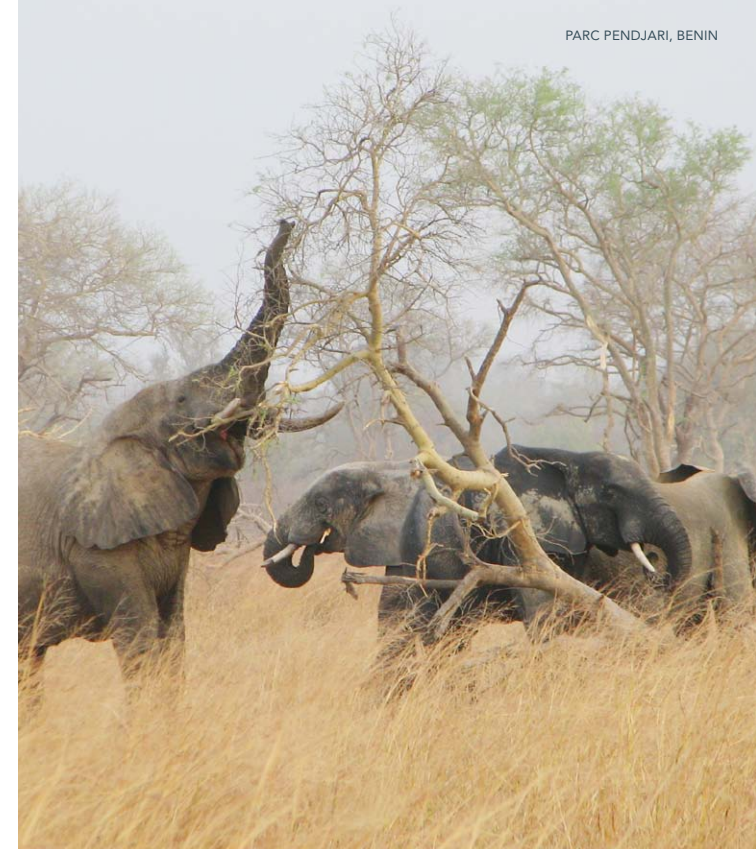
- A two weeks initial workshop to introduce the World Heritage nomination process and define targets for each country project;
- A period of eight months where the participants work in their country following the action plan



drafted. If needed, experimented mentors are appointed to provide technical support to the projects and AWHF provides grant to the projects;

- Another two weeks workshop to assess progress of the dossiers and plan for their finalization and their submission to the World Heritage Centre.

Even though most of the nominations projects are still being developed, the trend of final submissions for proposed inscription on the World Heritage List during the last few years starts confirming the relative pertinence of the programme: the number of submissions increased from five in 2010 to 8 and 10 respectively in January 2011 and 2012. So has their success rate: in 2011, five African properties were inscribed the World Heritage List. Of these, four had benefited from the course and from its granting system. The current outcomes show that the programme



has chosen an accurate and sustainable strategy to improve the representation of the African continent on the World Heritage List. The number of dossiers being developed by former participants is high and if conducted rigorously, it can make great impact in the upcoming years for the implementation of the World Heritage Convention in Africa. At the same time, considerable challenges remain huge and that is how further capacity building towards more effective nominations has been identified as one of the priorities of the AWHF for the next 3 years. ►



► INTERNATIONAL RESEARCH CENTRE ON THE ECONOMICS OF CULTURE AND WORLD HERITAGE STUDIES, TURIN

By Alessio Re and Enrico Bertacchini

Just recently established as a Category 2 Centre, the International Research Centre on the Economics of Culture and World Heritage Studies in Turin (Italy) places special emphasis on the management of World Heritage properties and the field of the economics of culture and urban economic development as part of its mandate.

The Centre is to act as a shared platform for training and research activities, exchange and share of experiences and practices, among the various academic and educational actors working in the field of the economics of culture and the

management of World Heritage properties. In particular by:

- Fostering advanced scientific research on contemporary political and economic thought with special focus on cultural, institutional and creative economics;
- Encouraging the understanding, articulating and disseminating information about the important challenges and opportunities brought forward by contemporary urban development and the above-mentioned topics;
- Organizing international conferences, lectures and symposia to foster international debate and to disseminate state-of-the-art research and practices on the above-mentioned topics;
- Teaching higher education training courses;
- Supporting the development of didactic materials, curriculum design and teacher training;
- Promoting editorial activities;
- Providing related services (research, studies, consultancy and technical advice) to public and private institutions.

The Centre already launched two new activities since its approval: it hosted the second edition of the Annual meeting of the Category 2 World Heritage related Centres (Milan, IULM University, 21-23 January 2012) and the organization of the International Workshop

on “UNESCO World Heritage: Economic and Policy Issues” (Venaria Reale, Turin, 24-25 January, 2012).

Regarding training, there are already a number of significant ongoing activities. The most important one is the international master World Heritage at Work / Cultural Projects for Development. Now in its tenth year, the master receives professionals, researchers and practitioners from all around the world, interested in acquiring managerial skills to manage sites and the development of cultural projects. In addition, other shorter training activities are ongoing. In addition, the Centre has been organizing short capacity building activities in collaboration with partner institutions like the International Workshop on Urbanization and Cultural Landscape (with the University of Tehran), the Heritage Study tour along the Danube in Serbia on the Sustainable management of cultural heritage (with UNESCO Venice), the Conservation and Management of Short Course world heritage sites. Similar projects are under preparation in Italy (Naples) and abroad, in Brazil, Egypt, Iran, Montenegro, Portugal, Spain, Poland and Turkey.

The Centre is also developing future capacity building initiatives including a second master's degree in Spanish in partnership with the University of Barcelona, and a possible third master's degree in Natural World Heritage Management.

TOWARDS A NEW

WORLD HERITAGE AND SUSTAINABLE TOURISM PROGRAMME

CECILIE SMITH-CHRISTENSEN

Deputy Director, Nordic World Heritage Foundation



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A new and inclusive programme on World Heritage and Sustainable Tourism (WH+ST) has just been adopted by the World Heritage Committee at its 36th session, held in Saint Petersburg, Russian Federation, from 24 June to 6 July 2012. The Programme is the result of a collaborative process with broad based stakeholder participation and input. The Programme will be cross cutting in the implementation of the World Heritage Convention and relevant to all World Heritage properties. The Programme will take a strategic approach where capacity building will have a significant focus.

PROGRAMME OBJECTIVES

The Programme is designed to benefit a broad

range of stakeholders including States Parties and government agencies, World Heritage property managers/coordinators, local communities, tourism private sector, consent authorities, conservation practitioners, destination management organisations, academia, civil society and NGOs, etc.

The Programme has five main objectives:

- A** Integrate sustainable tourism principles into the mechanisms of the World Heritage Convention.
- B** Strengthen the enabling environment by advocating policies, strategies, frameworks and tools that support sustainable tourism as an important vehicle for protecting and managing cultural and natural

heritage of Outstanding Universal Value.

- C** Promote broad stakeholder engagement in the planning, development and management of sustainable tourism that follows a destination approach to heritage conservation and focuses on empowering local communities.
- D** Provide World Heritage stakeholders with the capacity and the tools to manage tourism efficiently, responsibly and sustainably based on the local context and needs.
- E** Promote quality tourism products and services that encourage responsible behaviour among all stakeholders and foster understanding and appreciation of the concept of Outstanding Universal Value and protection of World Heritage. ►

- ▶ The Programme will be implemented according to series of Action Plans (2013 - 2015, 2016 - 2018 and 2019 - 2022) with actions and activities corresponding to the overall objectives of the Programme.

DEVELOPING THE PROGRAMME

The Programme is the result of a consultation process enriched by input from all main stakeholder groups including the tourism sector, national and local governments, property managers/coordinators, local communities and more. The process has been overseen by a Steering Group comprised of States Parties representatives from the six UNESCO Electoral Groups: Germany (Europe and North America), Slovenia (Eastern Europe), Argentina (Latin America and the Caribbean), China (Asia and the Pacific), Tanzania (Africa), and Lebanon (Arab States), the Director of the World Heritage Centre, the Advisory Bodies (IUCN, ICOMOS and ICCROM), the United Nations World Tourism Organisation (UNWTO), and the Swiss Government as the donor agency. An Expert Meeting was held in Sils/Engadine, Switzerland October 2011 and a final States Parties consultation took place February – March 2012. To coordinate and support the development

process the World Heritage Centre formed a small working group with the support of the Nordic World Heritage Foundation and the Government of Switzerland assisted by a mandated external consulting firm from New Zealand.

CAPACITY BUILDING – AN ESSENTIAL ASPECT OF THE PROGRAMME

Realisation of the benefits of sustainable tourism depends in practice on a number of management

arrangements, many of which are property specific and can only be determined at that level. Addressing challenges and taking advantage of opportunities requires that property and destination managers have the appropriate capacities. Capacity development is therefore essential to realising many of the objectives of the Programme. The Programme will therefore seek to identify capacity building, training and education needs, raise awareness, develop and support learning and exchange



HA LONG BAY, VIET NAM

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- ▶ platforms, as well as supplement and distribute tools and resources in relation to sustainable tourism. Capacity building activities of the Programme will be aligned with the World Heritage Capacity Building Strategy and will aim to benefit a variety of stakeholders.

IMPLEMENTATION OF THE PROGRAMME

The UNESCO World Heritage Centre will have the overall coordinating function in the development and implementation of the Programme. A wide range of stakeholders to the World Heritage Convention, including the tourism private sector,

will be significant partners in its implementation. A flexible and coordinated approach will be taken in securing resources for the implementation of the initial Action Plan 2013 - 2015. For example, funding from States Parties and other donors could be channelled either via UNESCO or directly to the implementation partners. Funding proposals will be developed articulating the roles and responsibilities of each partner. Proposals will be shared with States Parties and potential donors from public as well as private sector. The partners will be selected according to their ability to implement the different activities.

For your interest in taking part in and or supporting the WH+ST Programme please contact:

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UCD PROGRAMME FOR WORLD HERITAGE MANAGEMENT AND CONSERVATION

CLAIRE CAVE Coordinator UCD World Heritage Management Programme

The master's programme in World Heritage Management (WHM) at University College Dublin has been running since 2003. It was designed to provide the theoretical and practical basis for the conservation and management of the World Heritage properties. The master's course is a two-year programme worth 120 credits under the European Credit Transfer System. The programme is multidisciplinary and incorporates modules on both natural and cultural heritage management and protection as well as modules dealing with issues from conflict resolution and mediation to legislation and project management and marketing.

The course is structured around lectures, group projects, workshops and fieldwork. The issues

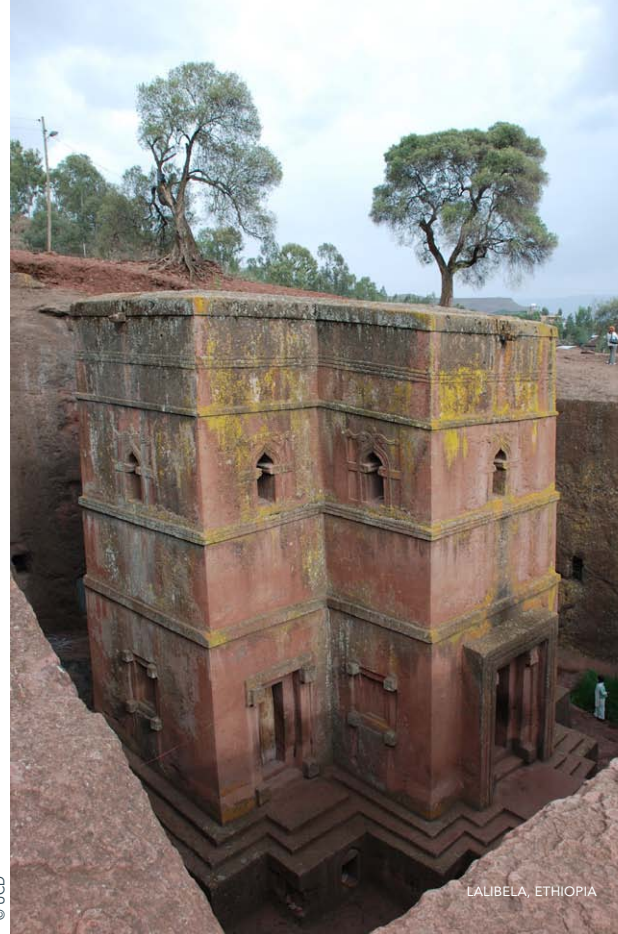
of management and conservation are explored and augmented with study tours and workshops involving the two iconic WH Sites in Ireland, Brú na Boinne and Skellig Michael as well as Doñana National Park and the Cathedral, Alcázar and Archivo de Indias in Seville, Spain. The second year of the programme is by research and students travel to tackle a management problem at a World Heritage Site at home or abroad. The comprehensive research element of the programme enables the students and staff to carry out research that addresses specific needs identified within the World Heritage system and by different States Parties.

The programme attracts a wide diversity of applicants including World Heritage Site managers ►



- ▶ and decision makers working in areas related to the nomination and conservation of World Heritage Sites. To date, twenty-seven countries have been represented on the programme, including Australia and countries across Africa, Asia, North and South America and Europe. This provides for a dynamic learning environment where professionals from around the world have the opportunity to share experiences and to develop an international network of colleagues working in the field of world heritage conservation.

This international network of alumni has also enabled the UCD programme to expand and develop its Capacity Building focus. Recent projects developed in collaboration with graduates have included a workshop held in Lalibela, Ethiopia which was funded by the Irish Government Department of the Environment, Heritage & Local Government. This workshop, held in 2010, aimed at increasing the capacity of the Ethiopian partner institutions in producing effective, integrated management plans through participatory means by initiating a management plan process for the Rock-Hewn Churches, Lalibela World Heritage Site through a collaborative partnership project between UCD's WHM Programme, and the Authority for Research and Conservation of Cultural Heritages



(ARRCH) in the Ethiopian Ministry of Culture and Tourism. The workshop brought together key stakeholders to work on a roadmap towards the establishment of a management plan.

Earlier this year another workshop, also held in Ethiopia and funded by UCD, explored the use of satellite images as a tool for monitoring World Heritage properties. Site managers and wardens participated in the workshop which



provided training in software use and discussed the role of remote sensing in monitoring land use changes and encroachment in natural heritage areas. The workshop proceedings will include a case study of Simien Mountains National Park.

UCD has been actively engaged with the Advisory Bodies's efforts on capacity building. The most recent project was a pilot study to investigate how the Advisory Bodies can build realistic and



- ▶ sustainable partnerships with training institutes. Towards this end, representatives from ICCROM and IUCN visited UCD and undertook a participatory assessment of our WHM master's programme as part of the World Heritage Capacity Building project funded by the Federal Office of the Environment, Government of Switzerland.

The visit took place over two days in May 2011 and included UCD academic staff teaching on the Masters programme and representatives from the Advisory Bodies. UCD provided an overview of the course curriculum, research projects, collaborations with other universities and institutions in the field of World Heritage studies and the successful progress of graduates on completion of the World Heritage Programme. The discussions revolved around collaboration between the Advisory Bodies and the university and the potential for an effective system of communication and exchange between staff of the Masters Programme and staff of the Advisory Bodies.

The participatory assessment project provided the impetus for UCD to develop Distance Learning, online programmes in World Heritage Conservation at graduate certificate and graduate diploma

level. These part-time courses will allow for flexible learning for busy professionals, decision makers as well as community members and representatives and organisations who want to understand the workings of the World Heritage Convention. The e-Learning programme will introduce candidates to the implementation of the Convention, including tentative lists, assessing Outstanding Universal Value, preparation of nominations, monitoring and periodic reporting, the World Heritage Fund and the List of World Heritage in Danger. The Distance learning programme will be structured around international examples of both natural and cultural heritage case studies.

This experience has assisted UCD in reviewing and in progressing its training and capacity development programmes and will provide a useful framework for third level institutions to work towards a coordinated approach in addressing the requirements for successful implementation of the World Heritage Convention. The Distance Learning Courses in World Heritage Conservation at UCD start in September 2012 and those interested in applying are invited to contact Claire Cave at worldheritage@ucd.ie (+353 1 7162256). Further information: <http://www.ucd.ie/bioenvsci/grad/taught/>



STUDENTS' GROUP PHOTO IN DOÑANA, SPAIN

UNESCO - UNEP SUPPORT
TOWARDS WORLD HERITAGE
NOMINATION OF THE

IRAQI MARSHLANDS

GÉRALDINE CHATELARD

UNESCO – Iraq, Programme Specialist- Culture Sector



UNESCO Iraq Office, in close collaboration with the United Nations Environment Programme (UNEP) and the International Union for the Conservation of Nature (IUCN), is building the capacity of an Iraqi national team to prepare a World Heritage nomination file for Iraqi Marshlands. Towards this goal, a Drafting Workshop was organized in Amman on 18-19 February 2012, and is the first of a series of workshops Iraqi participants will attend in the next 11 months within the framework of the UNEP-UNESCO project “World

Heritage inscription process as a tool to enhance natural and cultural management of the Iraqi Marshlands”. In this event, twenty participants drawn from various Iraqi public institutions (Ministries of Environment, Planning, Water Resources, Municipalities and Public Works, Science and Technology, Natural History Museum, and State Board of Antiquities and Heritage) together with one member of the NGO Nature Iraq were introduced to the requirements of the World Heritage nomination process. The workshop

focused on criteria for outstanding universal value, requirements of authenticity and integrity, and management planning for World Heritage sites.

Mixed natural and cultural sites are a small minority among properties inscribed on the World Heritage List. In the Arab states, out of 79 properties on the World Heritage List, only two are mixed in recognition of their combined natural and cultural outstanding universal values. The World Heritage inscription process for the Marshlands is expected ►

- to bring the attention of Iraqi decision makers on the unique values on this region of Southern Iraq, and to prompt them to take action to conserve the region's unique ecosystem, biodiversity, archeological remains and living culture.

In support of existing initiatives by dedicated Iraqi institutions and individuals, UNESCO and UNEP aim to foster the sustainable development of the Marshlands and to raise the awareness of the importance of the region at the international level through the World Heritage scheme. In addition to spearheading the World Heritage program, UNESCO brings to the initiative its expertise in cultural and natural heritage management as well as water resource management. UNEP contributes knowledge in environmental management and ecosystem restoration, promotion of environmentally sound means of basic service provision, community engagement, as well as its experience of implementing field-based initiatives in the Iraqi Marshlands.



© Nature Iraq

IRAQI MESOPOTAMIAN MARSHES

SHARING SKILLS TO BUILD A

SAFER FUTURE

FOR PROTECTED AREAS



SHELL TEAM WITH
VISITORS SITTING IN THE FIREPIT
IN FRONT OF THE CLASSROOM

© Michael Lovemore

JO-ANNE CROFT

Media and Communications Manager, Earthwatch

In 2009, global environmental non-profit Earthwatch launched an exciting capacity building initiative - The Business Skills for World Heritage Programme. The programme is a collaboration that brings together expertise from across the NGO and corporate world: facilitators from Earthwatch, site managers from Natural World Heritage Sites and business leaders from Shell, with support from the Shell Foundation. The programme enables the sharing of skills, knowledge and experience in business planning to help Natural World Heritage Sites make better use of their resources to become financially self-sufficient, and ultimately to improve their effectiveness in safeguarding biodiversity.

Since 2009, 15 Natural World Heritage Sites across Africa and Asia have benefitted from this unique training opportunity. Business mentors selected from within Shell first undergo an intensive 'train the trainer' programme, facilitated by Earthwatch. An 11-day residential programme follows this, during which World Heritage Site managers are paired with the mentors, who provide guidance on aspects of business planning from budgeting and managing risk, to developing marketing strategies and managing staff resource.

Ashwika Kapur, a site manager from the Sundarbans World Heritage Site in India took part in the programme in 2010. "It was becoming increasingly evident to me that the running of successful conservation projects was as good as impossible

without taking the commercial side of things into consideration. 'Business', in fact is an integral part of planning conservation activities and perhaps on some level, we naturalists lack expertise in the field of commerce and finance, which is a significant handicap when it comes to implementing our visions into actual actions on the field. Thus, I saw this as a fantastic opportunity to train in these skills," she says.

In 2011, the training programme took place at Mpala Research Centre in Kenya. Webber Ndoro, Director of the African World Heritage Fund, who visited the team said, "The participants that are coming here are site managers. And I think this is the right target because they deal with World Heritage Sites on a day to day basis. The skills they're gaining here are going directly to the people who are



- ▶ seeing these problems, so they can then integrate business planning into their management plans. After the training period we will begin to see the benefits of planning using a business model.”

After the initial training, the World Heritage Site managers remain in close contact with their mentors over 12 months. During this time, they work together to develop and implement the World Heritage Site’s business plan, with the mentors providing support and guidance wherever it is needed.

In addition to the capacity development opportunities that the programme offers to protected areas, the mentors themselves also benefit greatly from this collaboration. Elijah Akwataghbe, a mentor who took part in the programme in 2011 reflected that, “Developing business plans in a mainstream business is one thing, applying the knowledge in a non-profit organisation such as a World Heritage Site is something I consider unique and makes me feel more versatile as a professional planner.”

Building on the success of the Business Skills programme, Earthwatch is now seeking support from new collaborators to make this valuable training

more widely available. Claire Lippold, Programme Manager at Earthwatch says, “We plan to expand this exciting programme over the coming months and years through the Earth Skills Network. We hope to make this training available to many more managers of protected areas around the world. We are actively seeking partners and funders to be involved as we scale up this exciting initiative.”

For more information, please visit www.earthwatch.org or contact Claire Lippold, clippold@earthwatch.org.uk

Watch this short film about the Business Skills for World Heritage programme:
www.earthwatch.org/europe/shell/

ABOUT EARTHWATCH

Earthwatch works collaboratively with multi-national organisations that share our commitment to address global environmental challenges. We provide high-quality programs that immerse employees in hands-on research and learning experiences.

Earthwatch has over 20 years experience of facilitating behavioural and organisational change within companies by working with

staff at all levels to build knowledge and agency around environmental challenges. Earthwatch works with nearly 40 corporate partners around the world, in industry sectors ranging from financial services to consumer products, agriculture, and extractives. We were awarded first place in the Best Green Employee Engagement category of the international Green Awards in 2011, in recognition of the achievements of our partnership with HSBC.

www.earthwatch.org/europe/our_work/corporate



© Rachel Batley

SHELL EMPLOYEE ADETOUN MUSTAPHA MENTORING
HER TEAM FROM W NATIONAL PARK, NIGER

IUCN-PAPACO's

WORKSHOP ON RISKS RELATED TO MINING

IN WORLD HERITAGE SITES

GEOFFROY MAUVAIS Protected Areas Officer,
IUCN-African Protected Areas & Conservation

The Protected Areas Programme of the IUCN's Regional office for Western and Central Africa (IUCN-PAPACO) organized a workshop in June 2012 in Ouagadougou to address risks related to mining in World Heritage sites. A study conducted by IUCN-PAPACO in 2011 helped formulate an overall picture of developments in the mining sector in Western Africa, and its impact on conservation. The study uncovers a diverse situation from one location to the next. Mining licenses generally respect protected areas when their boundaries are clearly defined; however many mining pressures occur on the periphery of protected areas, with direct consequences on the sites. The situation is more worrying with the oil industry as the blocks allocated for prospecting ignore the boundaries of protected areas altogether. Regardless of

location, we see evidence of a huge need to anticipate the development of these practices, and prepare their implementation, inasmuch as possible, in the best possible conditions.

PAPACO therefore developed a new one week training activity (11 to 15 June 2012 in Ouagadougou) for World Heritage site managers. The overall objective of the activity was to provide site managers as well as the decision makers in charge of the mining licenses with the tools to better understand, negotiate and control the impacts of mining companies in the respective sites. This activity primarily targeted World Heritage sites facing mining pressures (sites of Guinea, Ivory Coast and Niger), and some sites on the Tentative list (Togo, Burkina Faso). It



ARTISANAL MINING
AT TWO BALE NATIONAL PARK,
BURKINA FASO

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brought together site managers, executives of the mining and environment ministries of each country, and representatives of civil society (NGO, association, consulting firms, etc.). Thanks to this blend of different actors, all aspects of mining activity were addressed, with open discussions to share successful experiences and reflect on ways of anticipating new areas of collaboration.

The plan is to extend this training in the Democratic Republic of the Congo in November, because the mining pressures on the five World Heritage sites there are of particular concern and require a thorough consultation effort.

More information: www.papaco.org/indexanglais.php and NAPA newsletters.

WORLD HERITAGE CAPACITY BUILDING

Newsletter 3

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