

# WORLD HERITAGE CAPACITY BUILDING





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# EDITORIAL

Welcome to the fifth World Heritage Capacity Building Newsletter. As in previous issues, you will find a variety of articles from our partner institutions on their capacity building activities. We start off with contributions from Category 2 Centres, showcasing their latest initiatives, followed by others focusing on a wide variety of topics from research to community involvement.

Some of the articles presented cover activities being developed by and in collaboration with our UNESCO colleagues. In Uzbekistan, the UNESCO office in Tashkent is working with national and local authorities to reinforce the implementation of the World Heritage Convention and to build capacity for maintaining the urban fabric of the four World Heritage cities in the country: Itchan Kala, Bukhara, Shakhrisyabz and Samarkand. In Indonesia, UNESCO, in collaboration with the Indonesian authorities, has launched a project aimed at

revitalizing of the local community's livelihood in creative industries and heritage tourism.

To promote sustainable tourism, UNESCO has also developed a series of online capacity building tools for World Heritage site managers and other key stakeholders. These tools focus on best practice approaches to economic development through tourism that meets the highest aspirations for sustainability and conservation; the tools are all available online. UNESCO's World Heritage Sustainable Tourism Programme has also collaborated with the Nordic World Heritage Foundation on a pilot project entitled "Towards a Nordic-Baltic pilot region for World Heritage and sustainable tourism". Check the article focusing specifically on this project to learn about the results.

We also include an article focusing on the efforts by our African colleagues to develop successful

nominations to the World Heritage List. The article discusses the effectiveness of the World Heritage Nominations Training Programme, a capacity-building initiative started by the African World Heritage Fund in collaboration with the Centre for Heritage Development in Africa. To date, a total of forty-eight African heritage practitioners have benefited from this training activity, and six sites have been added to the World Heritage List as a result.

Look also at the work developed by our colleagues in Australia in collaboration with Aboriginal communities and their research to strengthen the capacities of both Indigenous and non-Indigenous people working together to manage World Heritage sites.

We hope you'll enjoy reading about these very diverse contributions and hope to include your own in our next issue!

# FIRST MEETING OF LATIN AMERICAN MANAGERS OF WORLD HERITAGE ROCK ART SITES

## **LAURA DE MIGUEL AND MARIA AGUNDEZ**

Ministry of Education, Culture and Sport of Spain

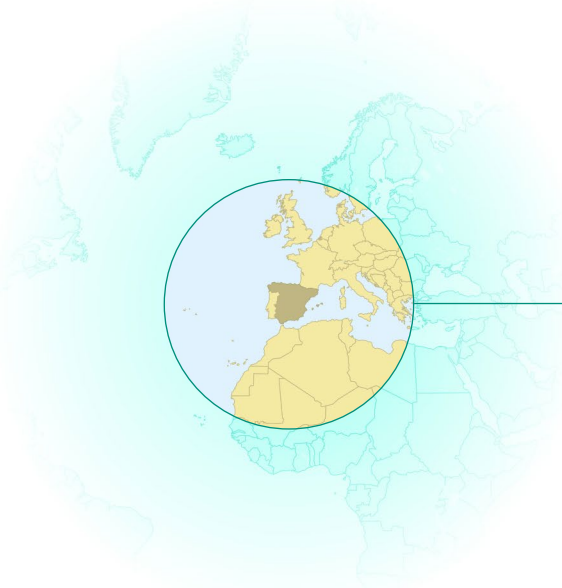
The first meeting of Latin American managers of Rock Art Sites inscribed on the World Heritage List took place in May 2014 at the Altamira National Museum and Research Centre. This meeting was notable within the framework of activities developed by the *International Centre for Rock Art and the World Heritage Convention*.

The workshop brought together managers and decision makers, as a first step towards the creation of a network of World Heritage Rock Art Sites. Twenty-five professionals from five different countries (Argentina, Brazil, Mexico, Perú, and Spain) attended the meeting. Participants stressed similarities in terms of work, methodology and objectives concerning

World Heritage management as well as the particularities and circumstances of each individual rock art site.

## **ROCK ART, ARCHAEOLOGY AND CULTURAL HERITAGE**

The original values of rock art, i.e. its nature and purpose in the societies that created it, are the domain of archaeology. Furthermore, the study of rock art's current heritage values entails recognition of its relationship to the landscape, local communities (whether aboriginal or not), as well as an understanding of rock art's own identity within contemporary culture. ▶



- ▶ Rock art, and the landscape in which it is found, form an indivisible unit requiring integrated management. This requires its protection and that of the environment within the framework of government regulations and cultural heritage policies. Action must be taken to raise the awareness of governmental administrative bodies as well as individual citizens regarding the importance of conserving rock art, putting it on a par with the conservation of natural heritage. Efforts made by governmental administrative bodies are vital in integrating concepts such as visual impact, environmental impact and sustainable social development relating to rock art into territorial planning schemes.

National governments should share competences with local administrative bodies and other institutions and agents relevant to rock art. Experience has shown that the participation of the local population in the planning and management of rock art is not only possible, but positive in all aspects and at all levels. Consideration of the local population as the prime beneficiary of heritage should contribute to improving

their living standards. Local participation acts as a barrier to the overexploitation of heritage resources, such as rock art, and the inappropriate development of infrastructures, and favours the implementation of good management models.

The main tool for the management of rock art sites is the management plan. This plan must generate knowledge of the site (archaeological and conservation research and dissemination), produce risk maps, and recommend corrective measures. The plan should also formalise the relationship with and involvement of the local community and define the competences of the agents involved. The plan sets out procedures for raising capacity and use of resources, as well as for monitoring and evaluation. In addition, the management plan should be a dynamic and evolving document that is permanently under review and updated.

Curators or managers, regardless of their title, contribute to the creation of cultural products based on rock art in collaboration with other agents. They organise and transform this heritage into a resource to be enjoyed and serving as a

tourist attraction, thus contributing to economic development with concrete effects, but also to social development with intangible effects.

Knowledge about rock art and its values, and their dissemination are the duty of governmental administrative bodies. The first step towards achieving this task should be the establishment of a standard body of documentation including administrative records for each site (such as specific information on location, ownership and legal status, description, state of conservation, immediate risks, research prospects, interest for the general public and accessibility), as well as basic graphic records (plans, elevations and sections of the site, general and detailed photographs, and identification of figures).

Rock art management plans should be public and cover the following aspects. First of all, scientific research performed by multi-disciplinary teams of the respective public administration together with recognised scientific institutions. Secondly, contextual analysis, including the rock material itself and the nature of the rock art, the





Visit Pendo Caves ©Museo Nacional y Centro de Investigación de Altamira

► archaeological and landscape circumstances of the art, as well as those ethno-archaeological and ethnographical, i.e. its relation to local societies, aboriginal or not. Subsequently, the creation of management tools for rock art heritage based on its documentation, accessibility and dissemination through models rebuilding the past and musealisation, and assessment of both economic impact (tangible effects) and also social impact (intangible effects)

of heritage management. Finally, it will be necessary to take into account the preventive conservation of rock art by identifying any risks in its surroundings, the dynamics of the rock material, the nature and composition of the paintings and their patinas and deterioration processes, the periodical monitoring and the interventions such as cleaning, consolidation, etc.

The workshop was highly welcomed by participants, who expressed their satisfaction for

the conclusions reached and their commitment in implementing them. Further to this meeting, the International Centre for Rock Art and the World Heritage Convention (Spain) was asked to support similar workshops in Africa and other regions of the world. The C2C will therefore continue to reinforce and support the common areas of rock art management, promoting their constant innovation for the betterment of this unique and universal heritage.

# WORLD HERITAGE AND SUSTAINABLE DEVELOPMENT: PROJECTS AND CHALLENGES

## ALESSIO RE

International Research  
Centre on the Economics  
of Culture and World Heritage  
Studies, Turin

The C2 Centre of Torino has implemented a number of initiatives in relation to heritage and sustainable development, with a special attention to its economic dimension, representing the main goal of our work. Two new editions of the International Master in World Heritage and Cultural Projects for Development took place in Turin. The Master counted with the participation of students from all over the world, including countries such as Canada, Chile, China, Colombia, Finland, India, Namibia, Saudi Arabia, Seychelles, Tanzania, Turkey and USA.

Lectures at the Torino United Nations campus were supplemented with distance-learning work, seminars and several field visits, including activities developed in the area of Langhe-Roero and Monferrato Vineyard Landscape, recently recognized as the fiftieth Italian World Heritage Site (<http://whc.unesco.org/en/list/1390>) after a lengthy dossier preparation to which the Centre actively collaborated. Site management planning and the preparation of cultural projects aimed at local development were the most



On site workshop in the Monferrato WH area, in collaboration with Fondazione Gorla and the master on Management and creativity of the agricultural landscape (UNIASTISS) ©2015 Alessio Re

relevant topics developed in individual projects by the participants. Examples include a preliminary study for preparing the management plan of Maloti-Drakensberg World Heritage Site in Lesotho, and a feasibility plan for improving the use of cultural heritage as a resource for small companies in the town of Portobelo, Panama. ▶





The two classes of the master in World heritage and cultural projects for development from Torino and Barcelona during the visit at the Venaria Reale royal palace and WH site ©2015 Kacey Hadick

► The main structure of the course was implemented in recent years in two other contexts: the Master in Cultural Projects for Development, in partnership with the University of Barcelona, and the Master in World Natural Heritage Management, in collaboration with the Trentino School of Management in connection with the Dolomites World Heritage Site (<http://whc.unesco.org/en/list/1237>). In relation to the latter, a project was launched to establish a Man and Biosphere Reserve, in the Judicarie area in the Trentino region and has been approved by UNESCO. The Dolomites Foundation is also actively involved in other projects in the area. In addition, many networking initiatives among the different

Master classes were possible through jointly organized seminars in Paris, at the World Heritage Centre headquarters, in Turin and Piedmont.

All these activities, corroborated with other short courses organized during the year and with the ordinary training courses within university programs, were valid occasions to face the global need to strengthen operators, managers and communities abilities and to enhance their capacities and vision towards a sustainable use and management of our common heritage.

The Centro Studi Silvia Santagata, founder and coordinator of the Turin Centre, also provided

scientific assistance to UNESCO Venice Office for the preparation of the exhibition "Behind Food Sustainability", focusing on sustainable practices in relation to UNESCO designated sites.

A challenge for the Turin Centre for the next months will be to possibly consolidate all these capacity-building programs and their networking opportunities. The next initiative will be to organize, together with UNESCO, an international meeting for sites managers and operators. It is expected it will take place in Torino in the framework of the World Forum on local development in October 2015.



STRATEGIC CHANGE:

# LINKING WORLD HERITAGE AND SUSTAINABLE DEVELOPMENT THROUGH TOURISM

## **CECILIE SMITH-CHRISTENSEN**

Deputy Director, Nordic World Heritage Foundation

The project *Towards a Nordic-Baltic pilot region for World Heritage and Sustainable Tourism* is the first regional effort towards the UNESCO's World Heritage and Sustainable Tourism Programme. It is a direct response to the Nordic and Baltic World Heritage network's call for a coordinated effort to develop sustainable World Heritage tourism strategies in the region. The regional project was launched in 2012, and concluded by the end of 2014.

### **PROGRESSIVE CHANGE TOWARDS SUSTAINABLE WORLD HERITAGE TOURISM MANAGEMENT**

Designed to contribute to progressive change and taking a practical approach, the project was

framed within the development of UNESCO's 'How-To' Guides, while focusing on how to develop an appropriate sustainable World Heritage tourism strategy. Project outputs include a draft Analytical Framework useful for establishing a baseline assessment that can be monitored over time, and a draft Strategy Framework to help develop or refine a tourism management strategy.

Fifteen World Heritage properties across the region were involved as pilot sites and a number of meeting and workshops have taken place over the past 18 months. In addition, the broader Nordic-Baltic network as well as an Advisory Group including UNESCO-WHC, the Advisory Bodies, Focal Points, Category 2 centres, Organization of World Heritage Cities, Innovation Norway and academia, provided significant input throughout the project.

The first phase of the project was used to appraise the Periodic Reporting mechanism and the Global Sustainable Tourism Criteria for Destinations – GSTC-D – developed by the Global Sustainable Tourism Council ([www.gstccouncil.org](http://www.gstccouncil.org)), and their ability to assess the sustainability of tourism at a site. The Periodic Reporting tool was found insufficient unless new questions are included and existing questions thoroughly revised. The GSTC-D's, on the other hand, setting out minimum steps to approach sustainability, were adapted into a checklist that could be applicable for World Heritage properties.

The Analytical Framework uses this checklist to help create a baseline for various issues including organisation and visitor management, monitoring, local communities, environmental



Nordic-Baltic Network meeting in Roskilde, 2014 ©NWHF



Communicating heritage values ©NWHF



Collaborative efforts in Roskilde ©NWHF

- ▶ issues and management. A proposed set of weighted responses are now being developed to be used as a basic monitoring format to enable visual presentation of the current status as well as improvements over time.

Another significant part of the project was the testing of the 'How To' Guides developed through UNESCO's World Heritage and Sustainable Tourism Programme. As part of the capacity building process, several meetings and workshops took place to capture the input from the participating pilot sites and incorporate this learning into the development of tools and frameworks. Going forward, the Analytical Framework will be further developed and integrated into the 'How To' Guides to provide a baseline assessment and identify areas of improvement, provide guidance, case studies and other resources to improve performance. The outputs will be made available through the UNESCO People Protecting Places web platform.

### PROGRESSIVE CHANGE IN THE NORDIC-BALTIC REGION

For the second year in a row, tourism was the topic of the annual Nordic-Baltic World Heritage Conference. The meeting took place in Roskilde, Denmark, 17-19 September 2014. Reflecting the momentum on tourism in the region, it was with great excitement a new milestone was agreed to:

*'By 2016 the Nordic-Baltic region is an international model region for World Heritage and sustainable tourism. All World Heritage properties in the region have, or are in the process of developing, a sustainable tourism strategy as part of their overall management regime.'*

*Towards a Nordic-Baltic pilot region for World Heritage and Sustainable Tourism* represents our final contribution to UNESCO's World Heritage and Sustainable Tourism Programme. On 16 December 2014 NWHF ceased to exist as a UNESCO Category 2 centre. We would like to use

this opportunity to express our sincere gratitude for the opportunity to, since 1996, work with regional as well as international colleagues and stakeholders. We are proud to have contributed to the implementation of UNESCO's World Heritage Convention (1972) by providing capacity building, technical assistance, information and fundraising.

*Promotion of sustainable development through tourism* has been a top objective of NWHF's strategy 2010-2014. Our efforts have been driven by the vision that, one day, it will be a requirement for all inscribed and tentative World Heritage properties to have an operational sustainable tourism strategy integrated in the management system. Close collaboration with the broader Nordic and Baltic World Heritage network has been invaluable in our work, including this project.

We believe the relevance of the Convention will continue to increase, and we wish you all good luck for the future.



## FOSTERING WORLD HERITAGE PRESERVATION IN

# UZBEKISTAN

**ONA VILEIKIS**

University of Leuven

**SANJARBEK ALLAYAROV**

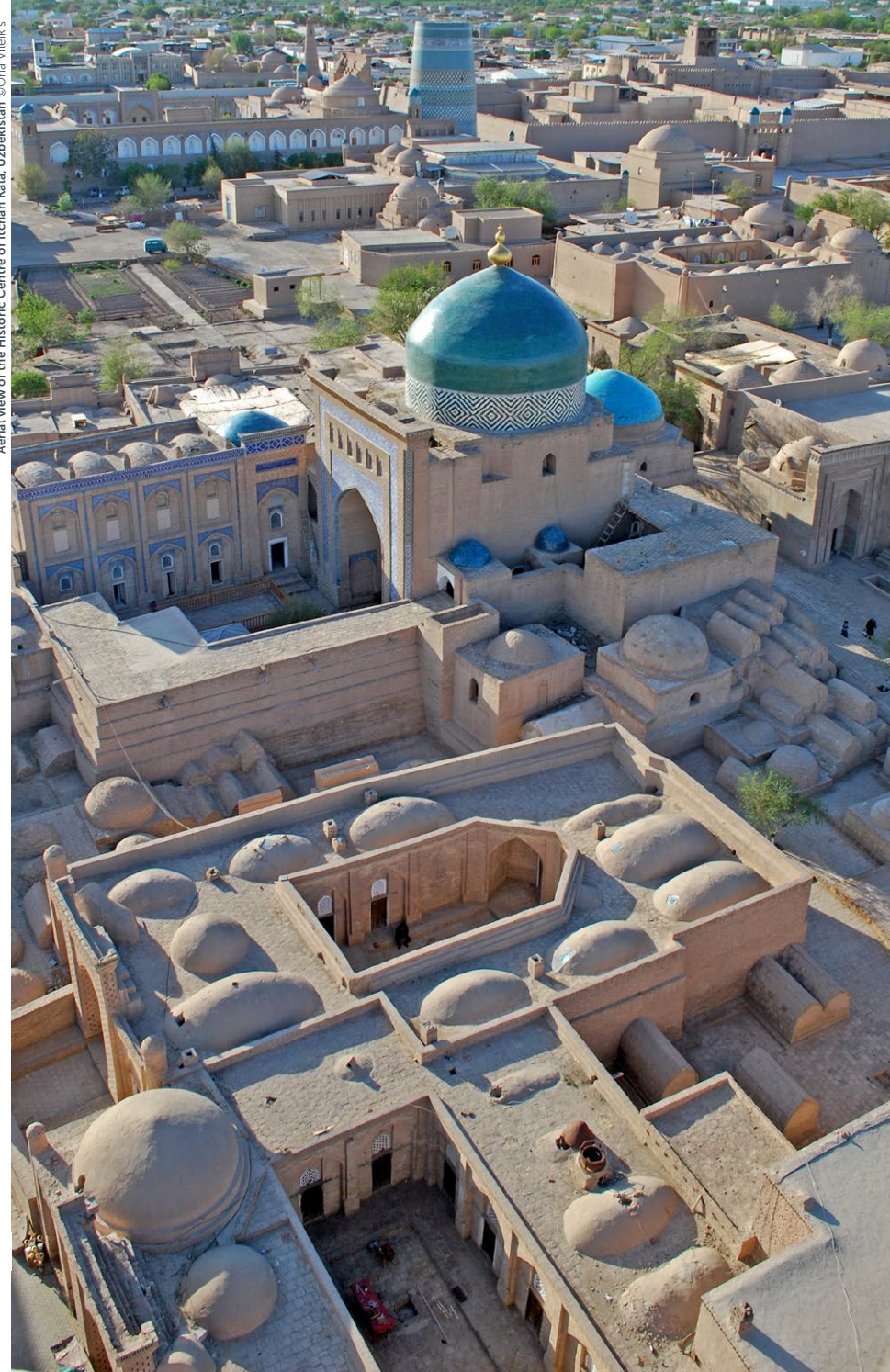
UNESCO office in Tashkent



Uzbekistan ratified the World Heritage Convention in 1993. Within its territory there are four outstanding World Heritage cities: Itchan Kala, Historic Centre of Bukhara, Historic Centre of Shakhrisyabz and Samarkand - Crossroad of Cultures. There are also 31 sites on the Tentative List and other nominations are under preparation. A number of activities have been taking place to reinforce the implementation of the World Heritage Convention, supported by UNESCO Office in Tashkent with international funding and in collaboration with the World Heritage Centre, international universities and the Principal Department for Preservation and Use of Cultural Monuments of Uzbekistan (Board of Monuments).

The Government of Uzbekistan has greatly contributed to the preservation of monuments within World Heritage properties. However, less

Aerial view of the Historic Centre of Itchan Kala, Uzbekistan ©Ona Vileikis







Condition assessment of Mir Sayid Bakhrom Mausoleum, Uzbekistan, February 2014 ©Ona Vileikis

► attention has been given to the maintenance of the urban fabric. In recent years, there has been a tendency to partly rebuild and even demolish traditional houses in historical centres. Little public awareness of the World Heritage status of these four cities, specialists with limited knowledge in traditional building techniques, and the population's urge to improve living conditions in historic buildings are the main reasons behind this. To mitigate these issues, the priority is the preparation of Management Plans with a high element of heritage documentation techniques and establishing a framework for the preservation of authenticity and integrity of the urban fabric and its monuments as a whole.

As a first step, a GIS database of the Historic Centre of Bukhara was developed based on field surveys carried out from 2008 to 2013. Additionally, in 2013, four activities took place: (1) analysis of the legislative framework related to cultural heritage, (2) clarification of the current boundaries and uses of buffer zones, (3) development of a children awareness / educational brochure, and (4) risk management assessment. During five field campaigns and after several training sessions, the historic centre was surveyed counting a final number of 131 historical buildings, 203 municipal

buildings and 4063 dwellings. The collaboration of a multidisciplinary and international group ensured knowledge and cultural exchange between students and experts in the field of heritage conservation. The Inspection Office of Bukhara now manages the database and heritage experts have been trained to update it.

In February 2014, there was a two-week training and fieldwork campaign on architectural heritage recording aiming at standardizing and updating the monument inventory system of Uzbekistan. This campaign offered a unique opportunity to 20 professionals of heritage institutions in Uzbekistan to learn new approaches, best practice, and research results in the area of heritage information, combining hand measurements and digital technology. The training was held in the Historic Centre of Bukhara, and the fieldwork on condition assessment was carried out in the religious complex of Chor-Bakr, a component part of the Silk Roads serial transnational nomination in Central Asia.

As a follow-up to the training, a multidisciplinary group of specialists applied its the knowledge gained in the Navoi region. Over seven days, they conducted a condition assessment of Mir Sayid Bakhrom Mausoleum with the use of photography ►





Historic Centre of Itchan Kala, Uzbekistan ©Ona Vileikis

- ▶ and metric survey, as well as a reconnaissance documentation of Raboti Malik Carvanseraï; both sites are representative of the Silk Roads.

At an institutional level, an ongoing series of workshops and training sessions, organized by UNESCO Office in Tashkent and the Board of Monuments, have brought together inspectors of all regions in Uzbekistan in October 2013 (Bukhara) and September 2014 (Itchan Kala). The presentations and practical exercises, including previous practices in Uzbekistan, aim to build up knowledge and enhance local capacity in the management of World Heritage, with a specific focus on how to

elaborate the methodology for the preparation of Management Plans and their implementation for the four listed World Heritage cities. During the activities it was clearly visible that the managers experienced similar problems in their respective regions. Following the action plan, field surveys and the creation of GIS databases for the other three listed properties will take place in summer 2015.

At the national level, as an outcome of the previous activities, possibilities are currently being discussed in the Senate regarding the revision of laws in order to achieve the desired standards for the preservation of the cultural heritage; that is, to

adapt the cultural heritage management system to respond to World Heritage requirements. As a first positive result, the new Decree N° 200 from 21.07.2014 of the Cabinet of Ministers on *Additional measures to enhance protection and use of tangible cultural and archaeological heritage* approved the creation of a World Heritage Unit under the supervision of the Board of Monuments.

The training sessions and fieldwork show the commitment of specialists and young professionals to preserve the cultural heritage of Uzbekistan and the need for further practical training and capacity-building activities in this field.



# AN ANALYSIS OF THE EFFECTIVENESS OF THE WORLD HERITAGE NOMINATIONS TRAINING PROGRAMME FOR THE ANGLOPHONE REGION OF AFRICA

Great rift valley, Kenya ©Ninara

## HOSEAH WANDERI

Coordinator of Immoveable  
Heritage Programme  
Centre for Heritage  
Development in Africa (CHDA)



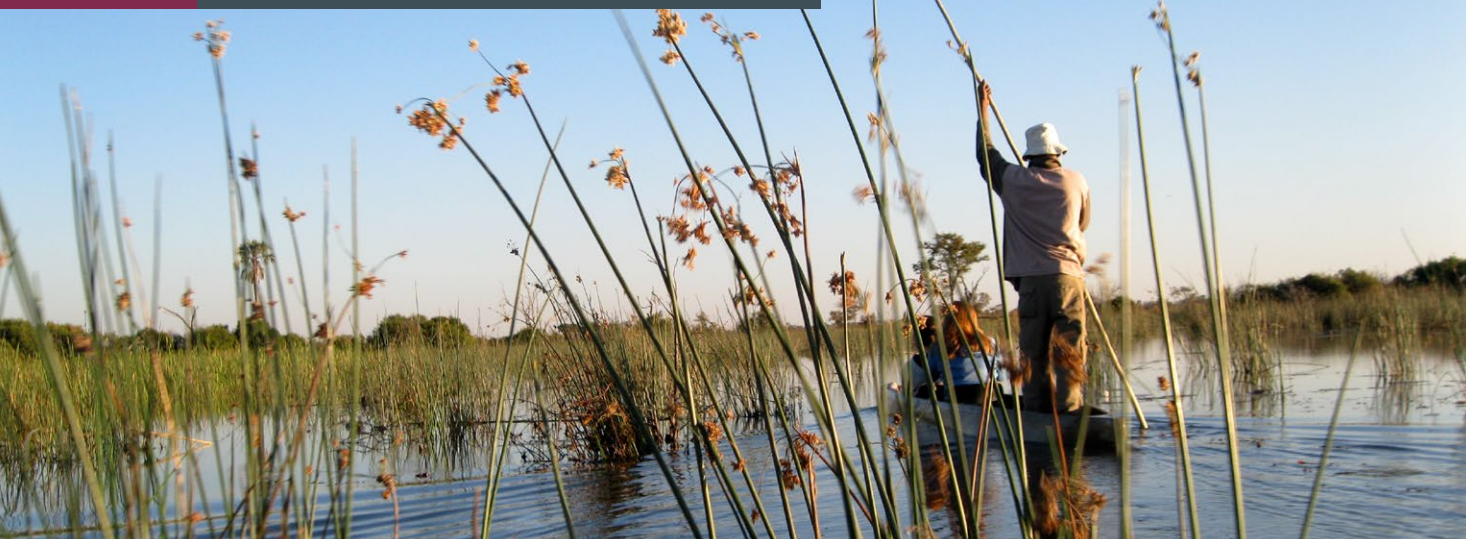
The World Heritage Nominations Training Programme has had an important impact for heritage practitioners in the English-speaking countries of Africa. The Programme is a capacity-building initiative started by the African World Heritage Fund (AWHF) in collaboration with the Centre for Heritage Development in Africa (CHDA), and funded by the Nordic World Heritage Fund and the Spanish Government. An analysis of the participants' reactions at the end of each training course found high levels of satisfaction with the programme, indicating the initiative is achieving its desired results. An increase in the number and quality of nomination dossiers from the Anglophone region is another positive indicator. This suggests that the programme's curriculum is gradually filling the skills gap of heritage practitioners dealing with nominations.

The first session of the WH Nominations Training Programme for the Anglophone region of Africa was held in the Kingdom of Lesotho in 2008-2009. A subsequent training session was held in Namibia in 2010-2011, with the third session held in Uganda 2012-2013. The training objectives are: knowledge-transfer to develop successful nomination dossiers, mentorship, content and logistical support for the completion of dossiers, and provision of tools for developing robust management plans.

The selection of participants has been very competitive over the years. Applicants need to be working on a site on the Tentative List as the minimum requirement. Selection is based on rigorous criteria, where points are allocated based on merit. For example, applicants from African State







Okavango delta ©Athena Lao

- ▶ Parties with very few or no sites on the World Heritage List earn more points to increase their chance of participation. The selection method, however, has disadvantages due to the lack of an adequate tool for testing an applicant's commitment to continue working for the nomination dossier after the training period.

The programme has received technical support from the Advisory Bodies (ICOMOS, IUCN, and ICCROM), whose experts guide the participants during training, facilitating in depth discussions and debates on challenging concepts. In the recent past, the Peace Parks Foundation (PPF), a Southern Africa-based non-governmental organisation, has also contributed its technical

expertise in enhancing heritage practitioners' skills in Geographical Information System (GIS).

To date, a total of forty- eight (48) African heritage practitioners have benefited from the WH Nominations Training course Programme. However, there has is the inevitable challenge of organisational brain drain, with some participants moving on to other jobs that are totally unrelated to heritage management. This creates a sustainability challenge for the training programme. Those who take over may not be readily prepared to advance the work of their predecessor, which results in delays in the completion of nomination dossiers and lack of consistency. This was confirmed by Dr. Harvey, a UNESCO representative to Lesotho

in 2008, who predicted the personnel turn-over challenges that continue to raise questions of sustainability when individuals undertake specialist training. When trained heritage professionals move on to 'greener pastures,' the only hope is that there will be adequate knowledge transfer to peers before moving on.

Overall there are very good outcomes; six sites have been listed since the beginning of the training programme. These are: Kenya Lakes System in the Great Rift Valley (Kenya, 2011), Fort Jesus Monument (Kenya, 2011), the Archaeological sites of the Island of Meroe (Sudan 2011), extension of Mount Kenya to the Lewa Wildlife Conservancy (Kenya, 2013), the extension of the Maloti-Drakensberg Park to Sehlabathebe National Park (Lesotho, 2013), and the Okavango Delta (Botswana 2014).

Participants' evaluations of the programme at the end of the three training cycles generally praised the course content and method of delivery. In one evaluation sheet, a participant commented that, *"we will now measure the value of our property in a wider context."* This indicates that the curriculum addresses effectively knowledge gaps in nomination dossier development. Another participant noted the importance of the contacts made, that availed information-exchange between peers. This points to the fact that the networks established in such training sessions open heritage professionals to the wider world and yet more useful contacts.

# WHAT COULD WORLD HERITAGE DELIVER FOR INDIGENOUS PEOPLE?

Fraser Island, Australia ©EmBe79

## IAN LILLEY

Professor, Aboriginal and Torres Strait Islander Studies Unit, University of Queensland, Brisbane



That is the question in focus for an Australian research team collaborating with Aboriginal communities linked with World Heritage sites across the country. The idea is to strengthen the capacities of both Indigenous and non-Indigenous people working together to manage World Heritage sites. This is being done by assessing:

- what Indigenous people believe are the costs and benefits to them of World Heritage listings in areas significant to them,
- how benefits could be enhanced and reliably delivered to their communities in sustainable locally-determined ways, and
- how the long-term effectiveness of delivery can be successfully evaluated in a manner that meshes with formal World Heritage management processes.

Although the focus is on Australia, the team will also investigate the implications of their work for the international scene.

The team comprises university researchers who have worked with Indigenous people in Australasia and the Indo-Pacific for many decades. The lead investigator is Ian Lilley, an archaeologist and heritage specialist who is active in ICOMOS and IUCN and who has a special interest in effective integration of nature and culture in heritage management. Other members include Marc Hockings, Celmara Pocock and Jon Willis. Marc is an environmental management expert well-known in IUCN and wider conservation circles for his work on measuring management effectiveness in protected areas. Celmara Pocock is a heritage and museums specialist who has worked with Indigenous communities in many parts of Australia, including research in the Tasmanian Southwest World Heritage Area and the Great Barrier Reef World Heritage Area. Jon Willis is an anthropologist who worked for the Mutitjulu Aboriginal community at Uluru in Central Australia for many years and was involved in the management of the Uluru- ▶



- ▶ Kata Tjuta World Heritage area. He is a fluent speaker of the local Pitjantjatjara language.

The properties being investigated were chosen to provide a sample across the range of sites or more specifically approaches to management, to include sites:

- where Indigenous values are part of the nomination (Uluru-Kata Tjuta),
- where Indigenous values were not part of the nomination but the site is managed as if they were (Fraser Island, possibly also Purnululu), and
- where archaeological rather than Indigenous values are part of the nomination but where Aboriginal people's connections are recognised by management (Tasmanian Wilderness).

The methods include detailed analysis of World Heritage and related documentation, as well as participant observation, interviewing and workshops. The objective is to compare and contrast the costs and benefits, perceived and real, that flow to Indigenous people when Indigenous values and interests are formally recognised by World Heritage Listing and when they are managed by local authorities without formal World Heritage recognition. Special care is taken to disentangle strong rhetoric from actual lived experiences.



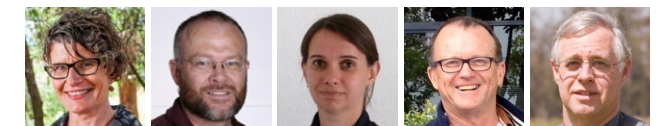
Uluru-Kata Tjuta National Park (Australia) ©Emmanuel Pivard

The study further seeks to help reshape tools developed to monitor and evaluate management effectiveness for land management and nature conservation. These tools will be reworked to ensure that culturally-appropriate benefits people are included as markers of effectiveness and included in evaluation. Two particular tools are in focus. One is Marc Hockings' Enhancing our Heritage (EoH) toolkit. The second tool is the Protected Area Benefits Assessment Tool (PA-BAT) developed by the World Wildlife Fund to quantify costs and benefits of protected areas. To help this instrument better accommodate Indigenous concerns, it will be refined in response to information gathered in each of our study sites and administered on a trial basis. Interviews with Indigenous stakeholders about the process will be undertaken to understand issues with the presentation, delivery and collation of results.

This will include a consultative approach that returns survey results to the communities to assess whether the results have effectively represented or ignored key concerns.

The study lasts for three years, from 2014-2016. The intersections of the project with other World Heritage research is further enhanced by working collaboratively with a large international research team led by Peter Bille Larsen examining the major factors shaping, preventing or enhancing human rights-based approaches in the World Heritage system, with an Asia-Pacific focus.

#### THE RESEARCH TEAM



Celmara Pocock Jon Willis Linda Baulch Ian Lilley Marc Hockings

REVITALIZATION OF COMMUNITY LIVELIHOODS  
AT THE BOROBUDUR WORLD HERITAGE SITE

# THROUGH CULTURAL INDUSTRIES AND HERITAGE TOURISM

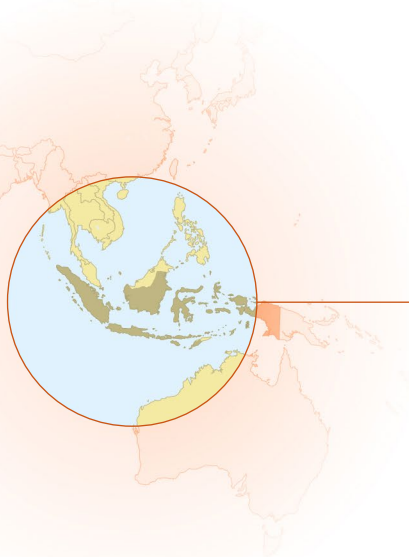
## MASANORI NAGAOKA

Head of Culture unit  
UNESCO Office in Kabul

Inscribed on the World Heritage List in 1991, the property of Borobudur Temple Compounds receives some three million tourists every year. Despite this great opportunity to benefit from tourism, many community members who live around Borobudur have missed out, with tourists rarely visiting the villages in the Temple's surrounding area. It is apparent that the visitors who come to Borobudur often return to Yogyakarta, the second biggest

city in Indonesia, the same day without visiting any other place in the Borobudur area, therefore spending no money locally. As a result, members of the local community try to get some income by selling souvenirs near the parking lot of the Borobudur Archaeological Park which creates congestion and high competition amongst sellers. Meanwhile, a very limited number of attractive local products are available to tourists making income

Ceramic products ©Masanori Nagaoka





- ▶ generation difficult. As a result, the community remains vulnerable to extreme poverty.

UNESCO, together with Indonesian authorities, commenced a community-based project in 2011, aimed at the revitalization of the local community's livelihood in creative industries and heritage tourism. Sixteen financial donors, from national and international communities as well as private sector, joined UNESCO and the Indonesian authorities' collective action. The project sought to respond to these challenges with the overall objective of improving the livelihoods of communities at Borobudur through support in the development of sustainable creative industries and promotion

of sustainable tourism around Borobudur; the area is home to rich natural and cultural resources that if harnessed can be a powerful factor in the sustainable development of the area.

This project also explored the development potential of the Borobudur area and produced significant results including: the elaboration of a community-empowerment model that links community groups at Borobudur with professional Indonesian creative businesses; capacity-building in the creation of high-quality designed and produced handicrafts and products using a community-driven training centre; raising awareness of the potential of cultural

industries to Borobudur community members and visitors through the creation of a booklet on cultural industries that was distributed to over 1000 stakeholders; the development of networks between key stakeholders around Borobudur including community members, local and national government, the Borobudur park management and local, regional, national and international business networks. A further significant result from the project was the completion of a community-based cultural mapping and artisan baseline survey in the Borobudur area that involved 20 villages in the Borobudur Sub-district and over 150 community members. This rich database of the community's tangible and

Gallery opening ©Masanori Nagaoka



- ▶ intangible cultural heritage, natural resources, as well as community-based creative industries, can now act as a basis to support the future development of sustainable tourism industries.

As part of the project, premises were established for the promotion of community-based creative industry and for expanding the market for locally-made products. The building is now used for a range of activities, including a showroom/café, a workshop for making handicrafts, as well as a kitchen laboratory for producing local fruit jam. Jointly owned by the village community, the land for the construction was donated, free of charge, by the Karanganyar Village, Borobudur Sub-District, Magelang Regency and comprises of 2,157 sq. m. In close consultation with local communities at the pilot site, Indonesian product designers assisted them in creating high quality handicraft souvenir products using local raw materials, traditional skills, patterns and themes in an innovative way in order to ensure the sustainability of diversified local traditions and skills. One of the creations is ceramic products since the communities around Borobudur have been well-known for their expertise and knowledge in ceramic



Ceramic production by local community ©Masanori Nagaoka

craftsmanship. Moreover, the rich volcanic soil around Borobudur is an important natural resource for the production of high quality ceramics. An espresso cup, one of the ceramic products, was selected for 2014 Nantong International Contemporary Craft Biennale and was exhibited in Nantong of China from 24 October to 23 November, 2014. The innovative ceramic designs developed by local community members from raw

materials are currently available at Borobudur. The launching event, which took place at Borobudur on the 14th of May 2014, was a good opportunity for the promotion of the gallery and how it would contribute to the community livelihood. The event brought together more than 200 people from local and national government officials, NGOs, local community members from Borobudur and international and national media.



# SUSTAINABLE TOURISM IN WORLD HERITAGE SITES: A SERIES OF "HOW TO" GUIDES

## PETER DEBRINE

Senior Project Officer Sustainable Tourism  
UNESCO World Heritage Centre

UNESCO's World Heritage Sustainable Tourism Programme has developed a series of online capacity building tools for World Heritage site managers and other key stakeholders in the destination management field globally.

The guidance tools focus on best practice approaches to economic development through tourism that meets the highest aspirations for sustainability and conservation. These tools will be made available through the People Protecting Places online portal. They will guide people managing World Heritage tourism destinations and other stakeholders on how to:

- Measure your baseline
- Develop an effective sustainable tourism strategy
- Build grassroots partnerships in a World Heritage destination
- Develop products from your unique historic stories
- Market your World Heritage destination to best effect
- Tell your World Heritage (Outstanding Universal Value) stories to best effect
- Develop a fundraising scheme/ project for fundraising
- Manage visitors most effectively

The guides feature best practice knowledge within the World Heritage community, so that site managers, tourism and conservation professionals, as well as communities around the world can make positive changes to the way they pro-actively manage tourism.

Site managers and others need to be able to navigate through a learning system that starts off with basic ideas and guidance, but which enables any user to delve deeper and deeper into any given subject in line with their interests and their local needs and aspirations. ▶

## ▶ INNOVATIVE MODEL

With the immense global scale and variation of World Heritage properties and scarce resources, both human and financial, these guides are an innovative and sustainable model that enables site managers and others in the tourism sector to work out their own answers and solutions.

Critically important ideas for sustainable tourism in World Heritage sites are explained in such clarity that it conveys the key knowledge and processes within a simple and practical approach.

## CAPACITY BUILDING FOR SITE MANAGERS

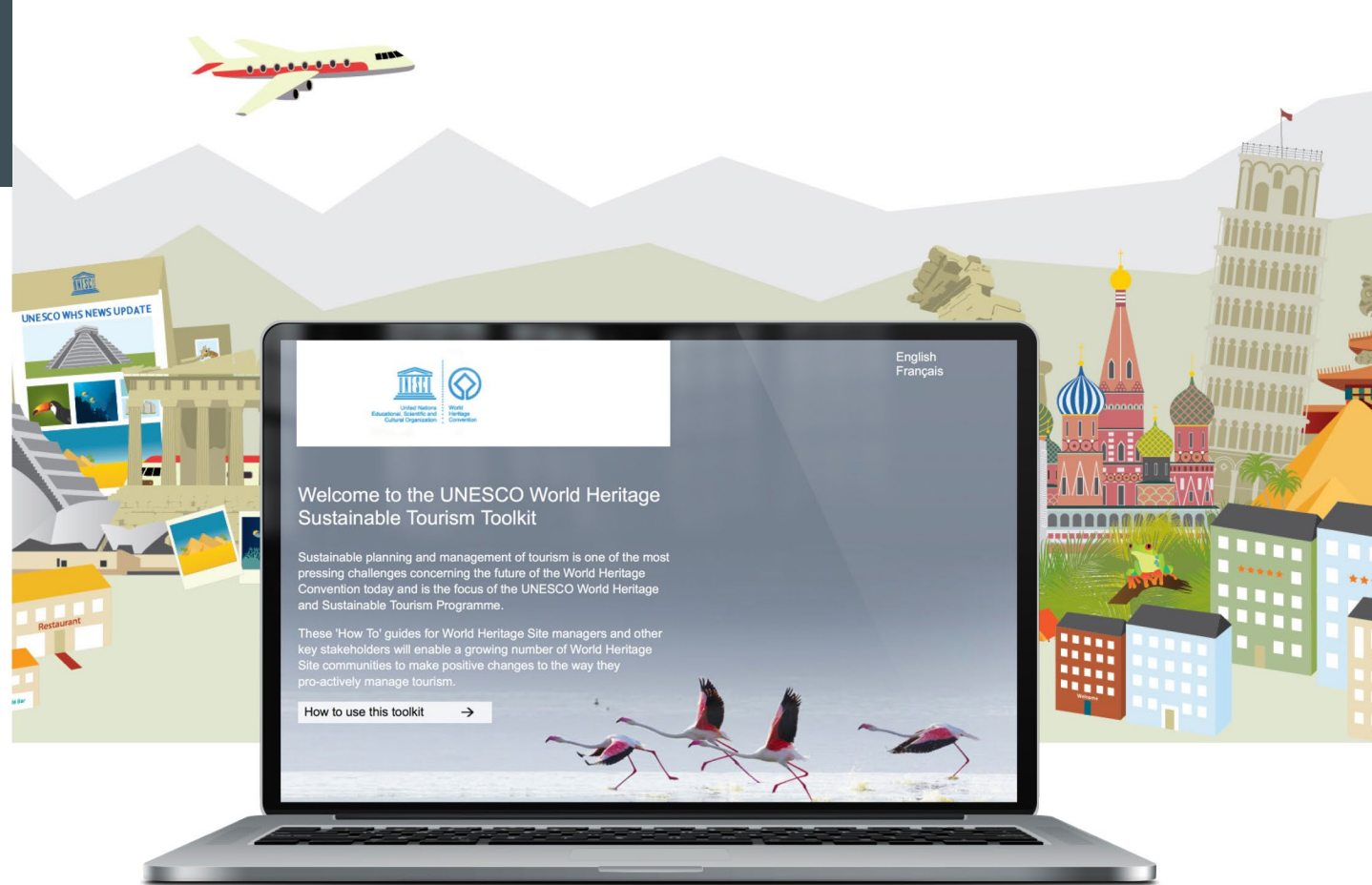
The Guides have been undergoing testing and development through project "Towards a Nordic-Baltic pilot region for World Heritage and sustainable tourism" coordinated by the Nordic World Heritage Foundation. 15 pilot sites from the Nordic-Baltic World Heritage Network have participated in the project. The

guides will be piloted in four African Nature World Heritage sites over the coming months.

This project provides the foundation for continual learning and cooperation for the key stakeholders involved in World Heritage conservation and tourism management and development. The

project will further UNESCO's efforts to implement a key aspect of the World Heritage and Sustainable Tourism Programme Action Plan that was approved by the World Heritage Committee in 2012.

For further information please visit  
[whc.unesco.org/en/tourism](http://whc.unesco.org/en/tourism)





# WORLD HERITAGE CAPACITY BUILDING

Newsletter 5

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