

### 3 Understanding management in the World Heritage context

#### Developing national level capacity-building strategies

Among its various recommendations, the Strategy advises each State Party to develop a national capacity-building strategy (if it has not already done so), to complement the strategies being developed at a World Heritage regional level, often by the UNESCO Category 2 Centres.

#### Extract from World Heritage Strategy for Capacity Building

##### 11. NATIONAL CAPACITY BUILDING STRATEGIES

It would also be useful for interested States Parties to develop national capacity building strategies. These strategies can use a similar methodology as the one at the regional level, and can also be carried out at the time of the preparation and analysis of the Periodic Reporting questionnaires. This exercise will allow an individual State Party to better understand specific national and property based capacity building needs. The State Party should also investigate what national, regional, and international capacity building institutions exist that can assist in the development of national and local capacities. These national capacity building strategies could be very useful for States Parties to be able to analyse the exact human resource needs at national institutions (not just for heritage organizations, but also related institutions dealing with tourism, planning, development, etc.). These national strategies would also be best placed to ensure that there is capacity building for other relevant stakeholders at the level of World Heritage properties and in particular at the level of local communities. In certain instances, it may be useful for more than one country to work on a joint strategy.

*World Heritage Strategy for Capacity Building, p.20 (WHC-11/35.COM/9B)*

The questionnaires to be compiled as part of World Heritage Periodic Reporting along with the assessments of the management system in place (see Part 4.5) will be a springboard for identifying and coordinating capacity-building initiatives designed to strengthen or create those capacities that are lacking or missing.

#### CASE STUDY

#### **Capacity-building activities as a follow up to Periodic Reporting**

*The Periodic Reporting exercise in Africa identified Disaster Risk Management as one of the key issues to address within the region. As a follow-up action, the Centre for Heritage Development in Africa (CHDA) and the Africa World Heritage Fund (AWHF) organized a training workshop on risk preparedness for heritage held from 6 to 18 May 2013 at Great Zimbabwe National Monument World Heritage site in Zimbabwe. Nineteen participants from eighteen countries of the region participated.*



*Periodic Reporting Africa (Zimbabwe)*

*Source: ICCROM*