



Organización  
de las Naciones Unidas  
para la Educación,  
la Ciencia y la Cultura

## UNESCO Havana

Regional Office for Culture in Latin America and the Caribbean  
Cluster Office for Cuba, Dominican Republic and Aruba



# DRAFT PROPOSAL FOR THE IMPLEMENTATION OF THE CARIBBEAN CAPACITY BUILDING PROGRAMME<sup>1</sup>

October 2006

<sup>1</sup> This proposal has been elaborated by UNESCO Havana, Regional Office for Culture in Latin America and the Caribbean in cooperation with the World Heritage Centre, UNESCO Office in Kingston and with the close collaboration of Dr. Arch. Ms. Isabel Rigol.

### **Background and justification.**

The Programme for Capacity Building on Cultural and Natural Heritage in the Caribbean 2004-2014 approved by both the UNESCO World Heritage Center and the World Heritage Committee in 2003, looks for the strengthening of the sub regional capacities regarding management and protection of the valuable Caribbean heritage. It aims, furthermore, at recognizing the sites of outstanding universal value in the area. This programme is based on the Global Strategy for a more balanced and representative List as adopted by the World Heritage Committee in 1994. At the same time, on the attention the Committee and the World Heritage Center have paid to the Caribbean.

On the other hand, the conclusions from the Periodic Report on World Heritage Sites in Latin America and the Caribbean, which ended in 2004, showed, among the important issues applicable for many other countries in the Region, that even though most of the Caribbean Island States have achieved a relative progress in the implementation of the Convention, they still lack the necessary institutional capacity and knowledge for an integrated and wise management of heritage sites. In this regard, among the activities related to the strengthening of capacities in the States Parties, the Action Plan 2004-2014 derived from the Periodic Report, aims at the following objectives:

“Facilitate training on the implementation of the Convention and its concepts (outstanding universal value, significance, authenticity and integrity, integrated management, monitoring, and evaluation, reports, etc.), at all levels of government and interested parties.”<sup>2</sup>

“Offer training on the integrated management of cultural and natural heritage, including management cycle and planning, significance, authenticity, evaluation and assessment of heritage, load capacity, limits of acceptable changes, security areas, emergencies and risks preparedness, joint management and participation, etc.”<sup>3</sup>

To achieve its objectives, the Program for the Development of Capacities, had stressed the need to establish and implement educational and training policies for the management of the Caribbean heritage. To this end, one of the first tasks promoted was an Inventory of *Training Needs in the Caribbean for Cultural and Natural Heritage Conservation*<sup>4</sup> which was revised and approved by the Conference on the Development of a Plan of Action for the Caribbean Heritage, held in Castries, St. Lucia, 2004.

The Declaration of Castries had called the attention on the lack of professionals trained in the field of natural and cultural heritage. At the same time, it reaffirmed the statements of the 2001 Dominica Document which encourages an integrated vision of the Caribbean heritage and the implementation of the Convention<sup>5</sup> which, among other significant requests, had urged the creation of “*systematic sub-regional and local training programmes with a Caribbean focus and integrating heritage protection, management and tourism*”<sup>6</sup>

From the beginning of the decade, UNESCO Regional Office for Culture in Latin America and the Caribbean promoted a Project for the Integrated Management of

---

<sup>2</sup> Action Plan 2010-2014. 2004 Periodic Report. Latin America and the Caribbean. World Heritage Papers 18. World Heritage Center. UNESCO. Paris. March, 2006.

<sup>3</sup> Idem.

<sup>4</sup> The Assessment on Training Needs in the Caribbean for Cultural and Natural Heritage Conservation was undertaken by Consultants Patricia Green and Lloyd Gardner from Jamaica.

<sup>5</sup> Declaration of Castries. Conference for the Development of a Plan of Action for the Caribbean on World Heritage, St. Lucia, 2004.

<sup>6</sup> Dominica Document 2001. Regional Training Course on the Application of the World Heritage Convention and its Role in Sustainable Development and Tourism in the Caribbean. WHC. Roseau, Dominica, September 2001.

Heritage in the Region with the support of the Organization of Ibero-American States. The Regional Office also sponsored the Meeting of Experts on Integrated Management of Cultural Heritage held in Buenos Aires in April 2002. In the meeting, one of the topics of debate was precisely the "Training in Conservation of Monuments and Integrated Management of Heritage in Latin America and the Caribbean"<sup>7</sup>.

As a follow-up to the meeting in Buenos Aires, in September 2003, the Regional Office completed the study "Training on Management of Cultural Heritage. Proposals for Latin America and the Caribbean"<sup>8</sup> which analyzed the major events occurred and the arguments sustained with regard to this topic in the past thirty years. With the objective of choosing the most adequate academic alternatives to be adapted and developed in the Latin American and Caribbean Region, different modalities of courses on management of historic sites and cities that had been taught in Europe, Latin America and the United States were evaluated.

On this basis, in December 2003, the Regional Office concluded a second Proposal for a Training Program in Management of Cultural Heritage. This document included the possible modalities for short courses and diploma courses on the topic. It also presented alternatives for venues and a list of more than one hundred potential professors and specialists on various subjects and from different countries, mostly from Latin America and the Caribbean. Such proposals, though specifically drafted for the Region, can be easily adapted for any sub region of the area, for example the Caribbean. On the other hand, even though these proposals approached cultural heritage in general, they also emphasized aspects related to World Heritage. For these reasons, they are easily adaptable to the activities included in the Regional Plan of Action for World Heritage in Latin America and the Caribbean produced by the 2004 Periodic Report.

In November 2005, in order to meet the proposals of the Plan of Action 2004-2014, the World Heritage Center, the UNESCO Regional Office for Culture in Latin America and the Caribbean and the UNESCO/Kingston, Jamaica Office, with the support of the Santiago de Cuba Conservator's Office, held the *Meeting of Experts on Cultural Landscapes in the Caribbean: Identification and Safeguarding Strategies*. The Declaration of Santiago de Cuba on Cultural Landscapes in the Caribbean issued by the meeting stated that, due to historical and geographical facts, these kind of landscapes *are "well represented in the Caribbean and are probably the most complete tangible expression of the heritage in the sub-region, considering its current level of integrity and authenticity."*<sup>9</sup> The Declaration also states the need to *"facilitate the development of systematic training on cultural landscapes meeting the requirements of the Caribbean, and placing an emphasis on management at all levels to create a network of activities and practitioners, universities and schools in the area, and to construct mechanisms to update and exchange wise practices and successful experiences with the purpose of generating a multiplying effect in the sub-region."*<sup>10</sup>

---

7 De Azevedo, Paulo Ormino. *Formación en Conservación de Monumentos y Gestión Integral del Patrimonio en América Latina y el Caribe. Proyecto Gestión Integral del Patrimonio Cultural*. pp. 13-37. UNESCO Regional Office for Culture in Latin America and the Caribbean. Havana, February 2003.

8 Rigol Savio, Isabel. *La Formación en Manejo y Gestión del Patrimonio. Propuestas para América Latina y el Caribe*. UNESCO Regional Office for Culture in Latin America and the Caribbean. Havana, September 2003.

9 Declaration of Santiago de Cuba on Cultural Landscapes in the Caribbean. Meeting of Experts on Cultural Landscapes in the Caribbean: Identification and Safeguarding Strategies. WHC, UNESCO Regional Office for Culture in Latin America and the Caribbean, Santiago de Cuba, 2005.

10 Idem

Another relevant encounter, the Meeting of Experts on Outstanding Universal Value, Authenticity and Integrity in the Caribbean Context, held in Bridgetown, Barbados, sponsored by the World Heritage Center and the Government of Barbados in May 2006, acknowledged that Caribbean heritage sites are threatened by both human impacts and natural disasters, and are highly vulnerable because of the small area of the islands. The meeting furthermore proposed to launch, as soon as possible, together with several related agencies, the Training System on Heritage Management drafted by UNESCO Regional Office for Culture in Latin America and the Caribbean, as a major action for the implementation of the Program for Capacity Building in the Caribbean.<sup>11</sup>

Based on all the above mentioned aspects and as a contribution to the Program for Capacity Building, the World Heritage Center of UNESCO and the UNESCO Regional Office for Culture in Latin America and the Caribbean have prepared the Sub-Regional Training Workshop on Integrated Management of World heritage Sites in the Caribbean .

### **Objectives of the Workshop.**

- Inform and promote reflection on the essence, basic concepts, ruling principles, and functioning of the Convention on World Cultural and Natural Heritage and its implementation in the Caribbean.
- Analyze the application of concepts such as “outstanding universal value,” “integrity,” and “authenticity” in the Caribbean context.
- Promote the identification of Caribbean cultural heritage sites, and mainly, their potential outstanding universal values.
- Train personnel on the preparation of site nomination dossiers, evaluation, monitoring and preparation of tentative lists.
- Promote the efficient management of World Heritage Sites in the Caribbean to ensure their better conservation and their harmonic insertion in the sustainable development of countries, localities and communities.
- Stimulate a wise orientation of tourism as a fundamental activity in the Caribbean, in order to prevent possible negative impacts of tourism on the sites and to use its great economic benefits for the conservation of heritage, to raise the living standards and the peaceful and the creative understanding between peoples.
- Analyze the essence of the factors that affect World Heritage Sites in the Caribbean and the possible ways to mitigate them.
- Learn how to prevent the effects of the frequent natural disasters that affect the Caribbean island states, and especially those that impact their cultural and natural heritage, and organize an efficient training that includes preparedness for those stages before, during and after the disasters.

### **Characteristics and structure.**

The program is organized in five modules:

- Module 1. The Convention on World Heritage
- Module 2. Tourism in World Heritage Sites.
- Module 3. Risk and Disaster Preparedness.
- Module 4. Cultural Landscapes.
- Module 5. Historic Cities and other historic settlements.

---

<sup>11</sup> Conclusions of the Meeting of Experts on Outstanding Universal Value, Authenticity and Integrity in the Caribbean Context, held in Bridgetown, Barbados, sponsored by the World Heritage Center and the Government of Barbados, May 2006.

The program has been designed in a flexible manner so that each hosting country or agency can adapt it to its own requirements, according to the following principles:

- Every workshop will always begin with Module 1 about the Convention on World Heritage which will be mandatory.
- Module 1 could be combined or not with the rest of the Modules. (See Table 1)
- Each module will last approximately 30 hours of classes distributed in five days.
- The duration of the course will depend on the combination of the modules ranking between a minimum of 30 hours (or one week of classes) and 150 hours (or five weeks of classes).
- Teaching weeks could be continuous or alternate.
- Teachers could be local or international depending on the decision of the agency or country organizing the training course, always taking into account that all the professors must be experienced professionals and with teaching abilities.

While meeting the principles above established, the adaptation to each context is allowed - always within the admissible standards. Based on this the organizers can combine the various modules in different ways, for example:

**Table 1. Module Combinations.**

Modules	Topics	Approximate Duration
1- 2- 3- 4-5	Convention Tourism Risks Cultural Landscapes Historical Cities	150 hours
1- 2-3-4	Convention Tourism Risks Cultural Landscapes	120 hours
1-2-3-5	Convention Tourism Risks Historic Cities	120 hours
1- 2 -3	Convention Tourism Risks	90 hours
1 -2- 4	Convention Tourism Cultural Landscapes	90 hours
1 -2- 5	Convention Tourism Historic Cities	90 hours
1-3-4	Convention Risks Cultural Landscapes	90 hours
1-3-5	Convention Risks Historic Cities	90 hours
1-2	Convention Tourism	60 hours
1-3	Convention Risks	60 hours
1-4	Convention Cultural Landscapes	60 hours
1-5	Convention Historic Cities	60 hours
1	Convention	30 hours

**Recipients:**

- Specialists, technicians, administrators, managers, professors, and researchers on heritage in the Caribbean.
- Authorities and officials in policy-making on the protection and conservation of World Heritage.

**Admission requirements:**

- Work with an agency related to heritage.
- Have any university degree related to cultural heritage (conservation, research, management or promotion of cultural and natural heritage).

**Additional clarification:**

- The Modules are short courses that, individually or combined, can be classified as such by the higher education institutions in the respective hosting countries. The combination of a maximum of five modules could be considered a diploma course. Decisions will depend on the regulations enforced by the

educational institutions from each hosting country. The same will apply for the issuing of the corresponding certificates and diplomas to the participants.

- The topics to be discussed respond to the priorities established in the Periodic Report and the Assessment of Training Needs in the Caribbean for the Conservation of Cultural and Natural Heritage 2004-2014. After this initiative is implemented, the topics will be expanded in order to include, for instance, the natural and the archaeological heritage.
- The results of this experience will be evaluated by an Academic Committee composed by specialists from the World Heritage Center, the UNESCO Regional Office for Culture in Latin America and the Caribbean, consultants designated by these entities and the coordinators of the courses from the countries or institutions hosting them. This Academic Committee will be designated by the World Heritage Center and the UNESCO Regional Office for Culture in Latin America and the Caribbean, and will be chaired by the latter.
- The coordinators of the courses must be of an acknowledged academic expertise and as such confirmed before the UNESCO Regional Office for Culture in Latin America and the Caribbean.
- In this stage, UNESCO's support will be basically focused on guidance, technical advisory, control and evaluation.
- Funding for the courses will be mainly provided by each hosting country or by international or national entities, governmental or non governmental, willing to support this kind of activity.
- UNESCO will organize periodic sub-regional evaluation sessions as often as the available resources allow it.
- Aimed at the progressive improvement and perfecting of the program, UNESCO will seek advisory support from international agencies and organizations such as ICCROM, ICOMOS, and other international cooperation organizations and agencies, as well as from Member States, etc.

## Module 1: The World Heritage Convention

---

### Introduction

UNESCO's normative action is implemented through declarations, recommendations and conventions which States Parties adopt and whose objective is to reinforce the countries' capacity for an effective protection of their various cultural manifestations.

The World Heritage Convention, approved in 1972 defined, among other issues, the characteristics of cultural or natural sites that can be inscribed in the list of properties of universal value and established the obligations of the States Parties on the identification, protection and conservation of those sites. Since then, 830 sites have been inscribed in the World Heritage List and out of them, 116 in Latin America and the Caribbean.

Though the Caribbean has 18 sites inscribed in the List (three of them in associate territories), the 2004 World Heritage Periodic Report on Latin America and the Caribbean concluded that the sub region is still under represented. The main reasons for this limited representation are, on one hand, ignorance on the potentialities of the Convention and its procedures, and on the other, the insufficient identification and limited recognition of the sites with potential universal value by governmental structures and other agencies involved in the conservation of natural and cultural properties in many countries in the area. At the same time, there is a lack of sufficient national and local capabilities for the protection, conservation and management of the sub region's heritage and its harmonic association to sustainable development.

Aimed at favoring a wider diffusion and knowledge of the Convention and its optimum implementation in the Caribbean, Module 1 is a top priority in the proposed workshop and considered mandatory.

Thus, Module 1 will provide the participants with an integrated vision of UNESCO's recommendations and conventions on cultural and natural heritage as a doctrine oriented to the protection and sustainable use of the universal heritage. Within the same context, it will explain the principles on which the World Heritage Convention is based, as well as its various aspects and actors. It will likewise analyze the implementation of the Convention in the Caribbean, its achievements and insufficiencies according, basically to the results of the 2004 Periodic Report and the advisory bodies' thematic studies. Module 1 will, furthermore, deal with the criteria for the inscription in the World Heritage List, clarification and applicability of basic concepts, such as *outstanding universal, authenticity and integrity* and on the steps and requirements of the nomination process. It will also approach the importance of tentative lists as an indispensable preparatory instrument for future nominations.

The first Module will also analyze the factors affecting Cultural Heritage, the principles for site management and the ways for international cooperation and assistance. In addition, it will present several case studies and practical exercises for drafting a tentative list and/or nomination of a site, the drafting of a management plan for the chosen site and another for a request for international assistance. Finally, the participants will present and debate the results of the practical exercises undertaken during the workshop.



**Module 1 Table.**

Module 1. The Convention on World Heritage					
Hours	Day 1	Day 2	Day 3	Day 4	Day 5
8.30 AM 9.00 AM	Course opening.				
9.00 AM 10.00 AM	UNESCO. Its recommendations and conventions. Integrated approach.	Tentative Lists.	Visit to a site inscribed as World Heritage or with potential to be declared.  Exercise <i>in situ</i> on the preparation of a Tentative or Nomination List as corresponds.	Exercise to prepare a management plan of the visited site.	Exercise to request international assistance.
10.00 AM 11.00 AM	The World Heritage Convention. History, governing principles and main actors.	The Process of nomination for the World Heritage List.			
11.00 AM 11.15 AM	Break	Break			Break
11.15 AM 12.15 PM	Global strategy for a representative list of World Heritage. Strategic objectives.	Factors affecting World Heritage.			Presentation and discussion of the three exercises.
12.15 PM-1.00 PM	Implementation of the Convention in the Caribbean. Monitoring, evaluations and results of the Periodic Report).	Principles for site management.			
1.00PM 3.00PM	Lunch Break	Lunch Break	Lunch Break	Lunch Break	Lunch Break
3.00PM 4.00 PM	Criteria for the inscription in the World Heritage List.	International cooperation and assistance.	Exercise (Cont.)	Exercise (Cont.)	Conclusions and closing.
4.00PM 5.00 PM	Outstanding universal value, authenticity and integrity	Histories of success.			

## Basic Bibliography for Module 1:

- “*Credibilidad o Veracidad. La autenticidad un valor de los bienes culturales*”. Taller Internacional sobre Autenticidad de bienes culturales muebles e inmuebles. Resultados del proyecto Kuntur Wasi, UNESCO Peru, 2004.
- Carpeta de información sobre el Patrimonio Mundial. World Heritage Centre. UNESCO. Paris, France, 2005.
- “*City of Bath World Heritage Site Management Plan*”. In: <http://www.bathnes.gov.uk/worldheritage>
- Convention on the Safeguarding of the Intangible Cultural Heritage: UNESCO Convention on the Safeguarding of the Intangible Cultural Heritage: UNESCO, Paris, 2003. ,
- Convention on the Protection of the World Cultural and Natural Heritage. Paris, 1972.
- de la Torre, Martha et al. “*Assessing the Values of Cultural Heritage. Research Report*”. Getty Conservation Institute. Los Ángeles, California, EEUU
- *Declaration of Castries*. Conference on the Development of a Caribbean Action Plan in World Heritage. UNESCO. Castries, St. Lucia, 2004
- “*Dominica Document 2001*”. Curso de Adiestramiento sobre la Aplicación de la Convención de Patrimonio Mundial en el Caribe y su Papel en el desarrollo sostenible, Roseau, Dominica, 2001. In: [http:// www.whc.unesco.org](http://www.whc.unesco.org)
- ICOMOS Charters and recommendations . In: [http:// www.icomos.org](http://www.icomos.org)
- Jokilehto, Jukka and Bernard Feilden. Management Guidelines for World Cultural Heritage Sites, ICCROM, Rome, 1998.
- “*La representatividad en la Lista del Patrimonio Mundial*” “Memorias. ICOMOS/CONACULTA/INAH. Santiago de Querétaro, México, 2003.
- “*Monitoring World Heritage*”. World Heritage Series No. 10, World Heritage Centre. Paris, 2004. In: [http:// www.whc.unesco.org](http://www.whc.unesco.org)
- “*Operational Guidelines for the Implementation of the World Heritage Convention*”, UNESCO, Paris, 2005. In: [http:// whc.unesco.org](http://whc.unesco.org)
- Paolini Ramón. “*El Caribe. Una manera de mirar el mar.*” Editorial Arte. Caracas, Venezuela, 1999.
- Price, Nicholas Stanley et al. “*Historical and Philosophical Issues in the Conservation of Cultural Heritage*”. The Getty Conservation Institute. Los Ángeles, EEUU, 1996.
- “Recommendations of the Experts Meeting on Outstanding Universal Value, Authenticity and Integrity in the Caribbean Context”. UNESCO World Heritage Center & Barbados Government. Barbados, 2006.
- UNESCO Conventions, recommendations and declarations. In: [http:// www.unesco.org](http://www.unesco.org)
- Van Hooff, Herman et al. “*Periodic Report 2004*.” World Heritage Center Papers No. 18. UNESCO World Heritage Center. Paris, 2006. In: [http:// www.whc.unesco.org](http://www.whc.unesco.org).

## Module 2: Tourism in World Heritage Sites.

---

### Introduction.

The Caribbean is an important destination that receives large amounts of tourists, mostly from developed countries. With this purpose, it promotes its wonderful beaches, spectacular landscapes and, in general, a powerful identity resulting from the combination of a unique geography, a dramatic history and an extraordinary cultural and ethnic crossbreeding. However, the tourism sector in the Caribbean still ignores the extent and potential of the area's attraction for a cultured and sustainable tourism. The Caribbean still offers a massive tourism that damages and erodes, and not the selective one that helps to preserve values. Often, there are negative and even destructive impacts on the sites and even on the resident communities.

Among the major factors that contribute to the degradation of physical spaces and to the distortion of autochthonous cultural expressions are the insufficient orientation and control of the activity, the occupation and overexploitation of many sites with the objective of obtaining more profit and the production of a *culture* for tourists. The communities rarely get all the economic advantages they could receive from the use of their environment.

Because of the publicity launched around properties upon their inscription in the World Heritage List, the curiosity of tour operators and people who look for special places to visit is aroused. Experience has proved that pressure has considerably increased in those sites that have been already inscribed. A World Heritage Declaration-according to the Convention- means that the State Party is committed to the optimum conservation of the outstanding universal values of the property inscribed. Therefore, such inscriptions should be assumed as an opportunity to show paradigms of efficient tourism management so that visitors receive an enriching and inspiring experience contributing at the same time to the durable and sustainable preservation of the heritage site visited. These actions could furthermore become stimulating examples of local and communal participation in an activity from which they should obtain benefits.

Module 2 on *Tourism in World Heritage Sites* aims at providing the participants with the basic tools for the implementation of the necessary management and orientation. To this end, the program will analyze, in general, the characteristics of contemporary tourism worldwide and, especially, in the Caribbean, various current tourism practices as cultural tourism, eco- tourism or an emerging trend like rural tourism. It will deal at the same time with the potentialities of the Caribbean heritage as a tourism attraction, and will explain concepts from the tourism industry, such as 'product' and 'offer' and their application to the Caribbean context.

Special attention will be given to the impact of tourism on heritage sites in the area, especially on those already inscribed in the World Heritage List and the principles for their efficient management when facing tourism. Within management, emphasis will be placed in the analysis and estimation of the permissible load capacity of the properties, as a fundamental instrument for a good control and for the definition of the admissible limits of change.

The module will also provide the basic notions on the correct preparation and fitting-out of the site, and its adequate interpretation and promotion.

Other important topics are the economic-financial management and the ethic limits for heritage marketing. The fruitful relationship between the resident community and the tourists will be also focused. The practical exercise would be an approach to a tourism management plan for one of the sites visited. Finally, participants and professors will present and discuss the results of the exercise.

## Module 2. Table

Module 2. Tourism in World Heritage Sites.					
Hours	Day 1	Day 2	Day 3	Day 4	Day 5
8.30 AM -9.00 AM	Opening				
9.00 AM 10.00 AM	Characteristics of contemporary tourism. Forms of Tourism.	Impact of tourism on heritage sites I.	Tourism management in a heritage site.	Economic-fianancial aspects	Practical exercise An approach to a tourism management plan in a heritage site.
10.00 AM 11.00 AM	Heritage sites as a tourism attraction.	Impact of tourism on heritage sites II	Preparation and fitting-out of the site for tourism.	Relationship with residents.	
11.00 AM 11.15 AM	Break	Break	Break	Break	Break
11.15 AM 12.15 PM	Cultural tourism and eco-tourism.	Protection and management of sites in the face of tourism.	Interpretation	Visit to a tourist heritage site	Practical exercise An approach to a tourism management plan in a heritage site. (Cont...)
12.15 PM-1.00 PM	Rural tourism	Load capacity.	Promotion		Debate of proposals
1.00PM-3.00PM	Lunch Break	Lunch Break	Lunch Break		Lunch Break
3.00PM-5.00 PM	Tourism product and offer.	Admissible limits of change .	Ethics of heritage marketing		Conclusions and closing

## Basic Bibliography for Module 2:

- *"Internacional Charter on Cultural Tourism"* . ICOMOS General Assembly . Guadalajara, Mexico, 1999. In [http:// www.icomos.org](http://www.icomos.org)
- *Bath World Heritage Site Management Plan*. In <http://www.bathnes.gov.uk/worldheritage>
- *"Collection of Charters and other Guides."* Organization of World Heritage Cities. Quebec, Canada. 1997.
- Jokilehto, Jukka y Bernard Feilden, *"Management Guidelines for World Cultural Heritage Sites"*(ICCROM,. Rome, Italy, 1998,
- *"La gestión, clave para la preservación y sostenibilidad del patrimonio cultural. Algunas orientaciones básicas"*. UNESCO/ Lima, Peru, 2003.
- Memorias del *"Encuentro Internacional de Turismo Cultural en América Latina y el Caribe, 1996."* ORCALC/UNESCO. Havana, Cuba. 1997.
- Memorias del *"Encuentro Latinoamericano sobre Museos, Patrimonio y Turismo Cultural."* Trujillo Perú y La Paz Bolivia, Mayo 2000. ICOM. Lima, Peru, 2001.
- *"Monumentos y Sitios del Gran Caribe"*. CARIMOS. Santo Domingo, Dominican Republic, 1996.
- Pedersen, Arthur. *"Managing Tourism at World Heritage Sites: A Practical Manual for World Heritage Site "*.UNESCO World Heritage Center, Paris, France, 2002.
- *Proceedings of the "Cultural Tourism. International Scientific Symposium."* ICOMOS 10th General Assembly, Colombo, Sri Lanka 1993.
- Proceedings of the *"US/ICOMOS 8th Annual International Symposium on Heritage Interpretation."* Charleston, South Carolina, May 5-8, 2005.
- *"Tourism at World Heritage Cultural Sites. The Site Manager's Handbook"*. ICOMOS International Committee on Cultural Tourism .US- ICOMOS, Washington DC, 1994.

## Module 3: Risk Preparedness.

---

### Introduction

The Caribbean is exposed to frequent natural disasters, such as earthquakes, hurricanes, heavy rain, floods, tidal storms, volcano eruptions and others that could turn into a catastrophe for its impact on the environment, the economy and on the society, in general. The sub region has suffered enormous losses and affectations due to natural events which have meant long recovery processes with the consequent investment of costly resources and efforts from both internal and external sources.

A quite dramatic example was, in example, the volcanic eruption that caused the depopulation of Montserrat Island in 1997 with great economic losses for the Eastern Caribbean, where the tourism industry was notably damaged.

Other disasters caused by human action, such as accidents or violent physical impact, also take place. In addition, the Caribbean sub region has not been exempt of armed conflict and social outbreaks, with their severe consequences for the communities, their living contexts, and their natural and cultural legacy.

In a basically purely maritime environment, shipwrecks and the spilling of oils or other fuels are extremely dangerous. The same applies for polluting industrial spills, sometimes of catastrophic proportions.

Disasters can not only cause a huge damage to economies and peoples, but can also irreversibly affect or even destroy heritage sites, disappearing testimonies of people's identities which, in some cases, are part of the World Heritage. This way, valuable resources which are also indispensable for the development of Caribbean nations are lost.

In front of an omnipresent vulnerability, aggravated by the precarious economic circumstances and by the levels of poverty that are common to the Caribbean, the governmental attention is, with a few exceptions, insufficient. Though there is an abundant research on risk prevention, disaster preparedness and recovery after disasters, the management of these aspects is still incomplete and is rarely included in the national policies and plans, the territorial development planning or the environmental management plans. Neither are they included in the protection and conservation of heritage.

It is, therefore, fundamental, to achieve an effective know how on this discipline and an effective practice, on the part of the officials who, at different levels, are responsible for the protection of cultural properties.

With this objective, Module 3 - *Risk Preparedness* will explain about the international agencies and documents on the topic and the general preparedness principles for the protection of cultural heritage properties which face different kinds of risks. The high vulnerability of the Caribbean to both natural and man-caused disasters is also focused. The module will study the different phases of risk preparedness - preparedness, response, recovery - and plans for each phase according to the type of heritage affected: Museums, monuments and historic cities, archaeological sites or cultural landscapes.

Within this module, the specialized education and communication to mobilize the population in case of necessity will be also dealt with. A very important part of the program will be the visit to a heritage site affected or threatened by some risk, and a practical exercise on a risk preparedness plan. At the end of the course the results of the exercise will be discussed

### Module 3. Table

Módulo 3. Risk Preparedness.					
Hour	Day 1	Day 2	Day 3	Day 4	Day 5
8.30 AM 9.00 AM	Opening				
9.00 AM 10.00 AM	International agencies and documents concerning heritage risks.	Phases in Risk preparedness: Preparedness - Response- Recovery	Planning for preparedness, response and recovery concerning archaeological sites.	Visit to heritage sites affected or threatened by disasters.	Practical exercise (Cont.)
10.00 AM 11.00 AM	General principles of Risk preparedness for cultural heritage	Planning for preparedness, response and recovery concerning museums.	Planning for preparedness, response and recovery concerning cultural landscapes		
11.00 AM 11.15 AM	Break	Break	Break		Break
11.15 AM 12.15 PM	Vulnerability of the Caribbean .	Planning for preparedness, response and recovery concerning museums	Planning for preparedness, response and recovery concerning cultural landscapes		Practical Exercise (Cont.)
12.15 PM 1.00 PM	Hurricanes, rain, floods and risks for heritage .	Planning for preparedness, response and recovery concerning Monuments and Historic Cities	Human factor . Education/ communication/ participation.		
1.00PM- 3.00PM	Lunch Break	Lunch Break	Lunch Break	Lunch Break	Lunch Break
3.00PM 4.00PM	Earthquakes. Risks for heritage	Planning for preparedness, response and recovery concerning Monuments and Historic Cities	Case studies.	Practical exercise: A risk preparedness plan.	Presentation of the practical exercise 's results.
4.00PM- 5.00 PM	Other disasters (Armed conflict, fires, wars, etc.) Risks for heritage.	Planning for preparedness, response and recovery concerning archaeological sites.	Case studies.	Practical exercise (Cont.)	Closing

### **Basic Bibliography for Module 3.**

- Fielden, Sir Bernard. "Entre dos terremotos .Los bienes culturales en zonas sísmicas." Proyecto Regional de Patrimonio Cultural y Desarrollo UNESCO-PNUD, Lima, Perú, 1991.
- Facing History: museums and heritage in conflict and post-conflict situations. Museum International N°219-220. UNESCO, Paris, France. <http://www.unesco.org>
- Papers from the Workshop: "Exchange of Successful Experiences between Disaster Offices/Management Agencies of the Member Countries of the Association of Caribbean States" Association of Caribbean States, UNDP Office - Civil Defense of Cuba, Havana, Cuba, 2005. In: <http://www.acs-aec.org>
- Proceedings of the International symposium "Cultural Heritage Disaster Preparedness and Response." Salar Jung Museum, Hyderabad, India, 2003 ICOM, Paris. In [http://www:icom.museum/disaster\\_preparedness\\_book/title\\_page.pdf](http://www.icom.museum/disaster_preparedness_book/title_page.pdf)
- Stovel Herb . " Risk preparedness. A management manual for world cultural heritage". ICCROM. Rome , 1998.
- Toman, Jiri. "Protección de los Bienes Culturales en Caso de Conflicto Armado". Ediciones UNESCO. Montevideo, Uruguay, 2004.
- Website of the Caribbean Disaster Information Network: <http://www.cardin.uwimona.edu.jm>
- Website of the International Federation of Red Cross and Red Crescent Societies: <http://www.ifcr.org>
- Website of the Regional Resource Center on Disasters for Latin America and the Caribbean. <http://www.crid.or.cr>



## Module 4: Cultural Landscapes.

---

### Introduction

Cultural Landscapes, which express the interaction between man and nature, have been defined in the last years, mainly thanks to the search for a more representative World Heritage List. These landscapes represent a quite complex kind of legacy that includes several heritage manifestations and is generally developed on large territorial areas. At the same time, they are, closely related to traditional ways of production, life and beliefs of communities. Their consideration as a World Heritage category is a proof of the advanced and dialectic nature of the Convention.

In the Caribbean, there are many examples of the various types of cultural landscapes established by the Operational Guidelines for the Implementation of the Convention: designed landscapes, organically evolved landscapes and associative landscapes. Plantations, so abundant in the Caribbean, are exceptional evidences of the sub region's condition as a melting pot of cultures like the Amerindian, the African and the European and of their mix with others such as the Asiatic, the Hebrew or the Islamic. They are unique testimonies of a very transcendental process in the history of mankind as slavery. However, a large amount of cultural landscapes in the Caribbean is at risk. They could even disappear if urgent measures for their identification, recognition and preservation are not adopted. The greatest threats are inherent to the vulnerability of the islands due to their physical-geographic characteristics, to the frequent natural disasters and to the lack of financial resources. The abuse of herbicides, the pollution of the seas and rivers, increase the risks. Other factors affecting the landscapes are the absence of a rational territorial planning and the limited knowledge about management techniques on the part of producers, administrators, or technicians, as well as the lack of awareness regarding their importance as a sustainable source of income for the communities and an attraction for culture, tourism and science. In general, this unique legacy has not yet received the sufficient recognition from the State Parties in which cultural landscapes are located. Exceptionally, only two Caribbean cultural landscapes have been inscribed in the World Heritage List: The Valley of Viñales and the Archaeological Landscape of the First Coffee Plantations in the South East, both of them in Cuba.

Module 4. *Cultural Landscapes* intends to train decision-makers on the specific characteristics of these patrimonial sites, their identification, protection and sustainable use. It also aims at creating awareness on the potential outstanding universal value of many of these landscapes, for their nomination as World Heritage. With this objective, the program will debate the essence of this category of cultural heritage, their typologies, worldwide and in the Caribbean, the diverse manifestations of natural and cultural heritage, of tangible and intangible legacies they might contain, their associations with other disciplines and fields such as geology, biology, archaeology or architecture. The program also analyzes the importance of traditional agriculture and its role on the communities' sustainability and its impact on the living standards of the communities. It analyzes the factors that threaten landscapes and the principles of efficient management, legal protection, delimitation and inventorying. Another relevant aspect included in this module is the wise management of tourism in these sites.

As an illustration, several case studies will be discussed. After visiting one cultural landscape, a practical exercise on monitoring will be carried out if the site has been already included in the World Heritage List. If it is not inscribed, a nomination proposal will be drafted. This exercise will be presented and discussed at the end of the Module.

**Module 4. Table**

Módulo 4. Cultural Landscapes					
Hour	Day 1	Day 2	Day 3	Day 4	Day 5
8.30 AM 9.00 AM	Opening			Visit to a cultural landscape (inscribed in the World Heritage List or with potential to be inscribed) Monitoring the landscape if it is inscribed, or preparing the nomination if it is not inscribed.	Presentation and debate of the results of the practical exercise.
9.00 AM 10.00 AM	Cultural landscape as a category and its classification.	Elements of archaeology.	Landscape management.		
10.00 AM 11.00 AM	Designed cultural landscapes.	Natural elements of the landscape (fauna, flora, topography, hydrology).	Landscape management. (Cont.)		
11.00 AM 11.15 AM	Break	Break	Break.		Break.
11.15 AM 12.15 PM	Organically evolved cultural landscapes. Caribbean plantations.	Natural elements of the landscape (fauna, flora, topography, hydrology).	Legal protection, delimitation and inventorying.		Presentation (Cont.)
12.15 PM 1.00 PM	Associative landscapes	Elements of geology and Paleontology.	Management of tourism in cultural landscapes		Closing
1.00 PM - 3.00 PM	Lunch Break	Lunch Break	Lunch Break	Lunch Break	Lunch Break
3.00 PM -4.00 PM	Tangible cultural heritage in cultural landscapes	Agriculture, sustainability and ways of life	Presentation of case studies and successful stories	Visit (Cont.)	
4.00 PM - 5.00 PM	Intangible cultural heritage in cultural landscapes	Factors affecting the cultural landscape.	Presentation of case studies and successful stories		

#### Basic Bibliography for Module 4:

- "Cultural Landscapes. The Challenges of Conservation". Shared Legacy, Common Responsibility .Associated Workshops held by the University of Ferrara and UNESCO's World Heritage Centre in Ferrara, Italy, 2002. World Heritage Paper No 7, World Heritage Center, Paris, 2003. In: [http:// whc.unesco.org](http://whc.unesco.org) .
- 'Declaration of Santiago de Cuba on Cultural Landscapes in the Caribbean". Meeting of Experts on Cultural Landscapes in the Caribbean. UNESCO Regional Office for Culture in Latin America and the Caribbean, World Heritage Center and Office of the Conservator of Santiago de Cuba. Santiago de Cuba, 2005.
- "Declaration on the Role of Sacred Natural Sites and Cultural Landscapes in the Conservation of Biological and Cultural Diversity". International Symposium "Conserving Cultural and Biological Diversity: The Role of Sacred Natural Sites and Cultural Landscapes". UNESCO, UNU, IUCN, CBD, UNPFII, FAO. Aichi, Japan, 2005.
- Fowler, Peter. "Landscapes for the World. Conserving a Global Heritage". Windgather Press, Cheshire, UK, 2004.
- Fowler, Peter. "World Heritage Cultural Landscapes 1992-2002". World Heritage Papers 6. UNESCO World heritage Center. Paris, 2003.
- 'Monitoring World Heritage". World Heritage Series No. 10, World Heritage Center. Paris, 2004. In: <http://whc.unesco.org>
- Mujica Barreda, Elías. Cultural Landscapes and the Challenges of Conservation in Latin America and the Caribbean. World Heritage Paper 7, pp. 82-91. World Heritage Center, Paris, 2002
- Mujica Barreda, Elías. "Paisajes Culturales en Los Andes" .Memoria de reunión de expertos celebrada en Arequipa y Chivay, Perú 1998. Centro de Patrimonio Mundial y UNESCO. 2002.
- "Natchitoches Declaration". 7<sup>th</sup> International Symposium of US/ICOMOS, Learning from World Heritage: Lessons from International Preservation & Stewardship of Cultural & Ecological Landscapes of Global Significance, Natchitoches, Louisiana, USA, 2004.
- Pedersen, Arthur. "Managing Tourism at World Heritage Sites: A Practical Manual for World Heritage Site Managers". World Heritage Center. UNESCO. Paris, France, 2002. In: <http://whc.unesco.org>
- Rigol, Isabel. "Cultural Landscapes in the Caribbean". In: The Cultural Heritage of the Caribbean and the World Heritage Convention, pp.259-275. Editions du CTHS. UNESCO, Paris, 2000.
- Rossler, Methchild . "La Convención del Patrimonio Mundial y los Paisajes Culturales". In: Reunión de Expertos sobre Paisajes Culturales en Meso-América. World Heritage Center/Oficina UNESCO para América Central. San José, Costa Rica, September 2000.
- Rossler, Methchild. "Los Paisajes Culturales y la Convención del Patrimonio Mundial Cultural y Natural". En "Paisajes culturales en los Andes. Memoria narrativa, casos de estudio, conclusiones y recomendaciones de la reunión de expertos". Arequipa and Chivay. Peru, May 1998. World Heritage Center and UNESCO/ Peru, 2002.
- The Florence Charter (*Historic gardens and landscapes*), ICOMOS, 1981. In: <http://www.icomos.org>
- Van Hooff, Herman et al." The Cultural Heritage of the Caribbean and the World Heritage Convention." Workshop on the Cultural Heritage of the Caribbean and the World Heritage Convention, April 1998, Fort de France, Martinique. Comité des Travaux Historiques et Scientifiques, UNESCO. Paris, France, 2000.

## Module 5: Historic Cities and Settlements.

---

### Introduction

Within the Antillean context, countless towns and villages show the values of a historic cultural melting, as well as the creative assimilation of patterns from other regions and other civilizations that have been adapted to local circumstances and to the beautiful natural settings of the Caribbean. Among the most outstanding examples are the Colonial City of Santo Domingo, Old Havana, Trinidad, Cienfuegos and Willemstadt, all of them included in the World Heritage List. The Old City of San Juan in Puerto Rico, another patrimonial jewel, has a Colonial defensive system also inscribed in the World Heritage List.

There are many others which are more modest but also valuable due to their abundant wooden buildings with their typical *gingerbread* ornaments, their balconies, latticework and shutters that reflect a wise response to the climate, as those we can find, for example, in Roseau, Fort de France, Point a Pitre and Basse Terre, Puerto Plata or Falmouth. Not only large cities like Havana are marked by impressive colonial fortresses. Also St. George's, Saint Kitts or Santiago de Cuba, in example, have formidable fortresses that define their peculiar townscapes.

We can also find numerous coastal villages like Point Michele near Roseau in Dominica, Gibara on the Cuban North coast, Port Antonio or Port Maria in Northern Jamaica, with a maritime ambience and colorful constructions. Lots of tiny agricultural settlements on the plains or the mountains, are valuable exponents of a rural heritage.

In some Caribbean urban areas of a Spanish origin it is still possible to appreciate minor but quite interesting versions of the Eclectic architecture from the turn of the 20th century that today characterize many medium-size and small cities, such as Santiago de los Caballeros in the Dominican Republic, Ponce in Puerto Rico or Ciego de Ávila and Las Tunas in Cuba.

However, most of these towns and cities are rapidly deteriorating or transforming their original architecture and components with the subsequent reduction of their authenticity and integrity. The frequent natural and other kind of disasters, of course affect.

Over-exploitation by mass tourism, a phenomenon common to many Caribbean countries, produces negative impacts on the conservation of heritage sites and social balance. The living standards in these historic centers are almost always precarious and jobs opportunities are generally scarce. When, in rare occasions, Caribbean historic centers are rehabilitated, the displacement of the original population and the consequent loss of intangible values take place. This is the result of the weakness of legislations and specialized agencies. Qualified personnel are also scarce or happen to work in other fields where it is better remunerated. With exceptions, the rescue of the built heritage is not comprised within the national development plans and policies, or of the priorities of the Caribbean nations. It is the case of an undervalued legacy.

The objective of Module 5 is to help the entities responsible with heritage to understand its values and to solve the above mentioned problems. With this purpose, it will explain the current trends for the treatment of historic towns and sites as well as the specialized agencies and governing documents on the topic. It includes a characterization of historical cities and settlements in the Caribbean. At the same time it deals with the management plans of historic towns and settlements, the legal instruments for their protection, territorial and urban planning, the use of information and communication systems, economics of conservation and ways of community education and participation. There is also an analysis of the best means of presentation and interpretation of monuments. Several case studies will be debated and a guided visit to a historical city or town

inscribed in the World Heritage List, or with potential to be nominated, will be organized. Through a practical exercise, an approach to site monitoring will be developed, if the site is included in the List. If not, a nomination dossier will be prepared. The results of the exercise will be presented and discussed at the end of the week.

## Module 5. Table

Module 5. Historic Cities and Settlements.					
Hour	Day 1	Day 2	Day 3	Day 4	Day 5
8.30 AM -9.00 AM	Opening				
9.00 AM 10.00 AM	Current trends in the treatment of historic towns and settlements 1	Management principles for a historic town or settlement .	Inventories and delimitation of historic towns and settlements .	Guided visit to a historical city or settlement inscribed in the World Heritage List (or with potential to be inscribed). Exercise on site monitoring if it is inscribed or nomination proposal if it is not.	Presentation and debate of the practical exercise.
10.00 AM 11.00 AM	Current trends in the treatment of historic towns and settlements 2	Territorial and urban planning.	Education and Interpretation		
11.00 AM 11.15 AM	Break	Break	Break		Break
11.15 AM- 12.15 PM	Characterization of the historical towns and settlements of the Caribbean 1	Economics of Urban Conservation 1	Introduction to the use of information systems (GIS, etc.)		Presentation (Cont.)
12.15 PM-1.00 PM	Characterization of the historical towns and settlements of the Caribbean 2	Economics of Urban Conservation 2	Community/ social participation		Closing
1.00PM- 3.00PM	Lunch Break	Lunch Break	Lunch Break	Lunch Break	
3.00PM- 5.00 PM	Specialized agencies and governing documents regarding heritage towns and settlements.	National and local legislations and regulations.	Case studies.	Exercise (Cont.)	

### Basic Bibliography for Module 5:

- Charter on the Conservation of Historic Towns and Urban Areas .ICOMOS. Washington, 1987. In: <http://www.icomos.org>
- Charter on the Built Vernacular heritage .ICOMOS, 1999. In: <http://www.icomos.org>
- Principles for the Preservation of Historic Timber Structures - 1999
- Charter on the Built Vernacular heritage. ICOMOS , 1999. In: <http://www.icomos.org>
- International Charter for the Conservation and Restoration of Monuments and Sites (*The Venice Charter*). ICOMOS Venice , 1964. In: <http://www.icomos.org>.
- International Charter on Cultural Tourism. ICOMOS , 1999. In <http://www.icomos.org>
- Coloquio sobre la Preservación de los Centros Históricos ante el Crecimiento de las Ciudades Contemporáneas. UNESCO-PNUD, Quito 1977. In: <http://www.icomos.org>
- Chateloin Felicia. El inventario: instrumento de trabajo para la rehabilitación de zonas de valor histórico cultural". In: *Arquitectura y Urbanismo* No. 3, 1992. ISPJAE, La Habana, Cuba, 1992. s/p
- Hardoy, Jorge E. y Margarita Gutman. Impacto de la Urbanización en los Centros Históricos Iberoamericanos. Editorial MAPFRE, Madrid, Spain 1992.
- Indicadores para la Evaluación del Estado de Conservación de ciudades históricas . Instituto Andaluz del Patrimonio Histórico. Junta de Andalucía. Consejería de Cultura. España, 1999
- Jokilehto, Jukka. y Bernard Feilden. Management Guidelines for World Cultural Heritage Sites, ICCROM , Rome, 1998
- La gestión, clave para la preservación y sostenibilidad del patrimonio cultural. Algunas orientaciones básicas. UNESCO/ Perú, 2003.
- Lápidus Mandel, Luis. La encrucijada del Tiempo. Ediciones Plaza Vieja/Editorial Nomos SA, Bogotá, Colombia, 2005.
- Leal Spengler, Eusebio. "Para No Olvidar". Editorial Boloña. La Habana Vieja, Cuba. 2001.
- Memorias del Simposio "Valoración de la Arquitectura Contextual No Monumental." Colcultura, Bogotá, Colombia 1991.
- Mendes Zanchetti et al. *Gestión del Patrimonio Cultural* .Centro de Conservación Integrada Urbana y Territorial (CECI) Universidad Federal de Pernambuco. Recife. Brasil. 2002
- Monumentos y Sitios del Gran Caribe. CARIMOS. Santo Domingo, República Dominicana, 1996.
- Operational Guidelines for the Implementation of the World Heritage Convention, UNESCO, Paris, 2005. In <http://www.whc.unesco.org>
- Paolini Ramón. El Caribe. Una manera de mirar el mar. Editorial Arte. Caracas, Venezuela, 1999
- Pickard, Rob. Findings and Conclusions. The Economics of Architectural Conservation. Consultation. In: Proceedings of the Consultation "The Economics of Conservation", Institute of Advanced Studies, York, United Kingdom, 1995.
- Principles for the Preservation of Historic Timber Structures. ICOMOS, 1999. In: <http://www.whc.unesco.org>
- Revista Científica ICOMOS. "Ciudades históricas". Comité Científico Internacional de Ciudades y Pueblos Históricos. ICOMOS. Galicia, España, 1993
- Rigol Isabel. Los centros históricos de América Central y el Caribe a fines del siglo XX". En: *Arquitectura y Urbanismo*, Vol. XX, No.1/99, ISPJAE, Ciudad de la Habana, Cuba, 1999, pp. 8

- ----- Reflexiones sobre las áreas históricas. Carta de La Habana No 3. / 2005. Grupo para el Desarrollo Integral de la Capital. Ciudad de La Habana, Cuba, 2005.
- The Burra Charter for the conservation of places of cultural significance. ICOMOS, Australia, 1999. In: <http://www.icomos.org>
- The Dominica Document 2001. Regional Training Course on the application of the World Heritage Convention and its role in sustainable development and tourism in the Caribbean. World Heritage Center. Roseau Dominica, 2001. In :<http://www.whc.unesco.org>
- The Florence Charter (*Historic gardens and landscapes*), ICOMOS, 1981. In: <http://www.icomos.org>
- Van Hooff, Herman et al. The Cultural Heritage of the Caribbean and the World Heritage Convention. Workshop on the Cultural Heritage of the Caribbean and the World Heritage Convention, April 1998, Fort de France, Martinique. Comité des Travaux Historiques et Scientifiques, UNESCO. Paris, France, 2000.
- Vienna Memorandum. World Heritage and Contemporary Architecture- managing the historic urban landscape. City of Vienna/ World Heritage Center. Vienna, Austria , 2005. In : <http://www.whc.unesco.org>
- Xi'an Declaration on the conservation of the setting of heritage structures, sites and areas . ICOMOS , 2005. In: <http://www.icomos.org>
-