



Connecting Practice Project

Final Report



I C O M O S



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1. Introduction

When the Connecting Practice Project was launched in October 2013 IUCN and ICOMOS knew this would be a challenge, as the expectations were high and the resources limited. But we are delighted with the results, which have exceeded expectations. Thanks to the dedication and support of committed colleagues who shared our interest in learning and defining new methods towards a connected approach to considering nature and culture under the World Heritage Convention, we have been able to live up to those expectations. This report presents the results achieved, lessons learnt and the challenges we encountered in implementing the project.



2. Summary of the project and purpose of the grant

The World Heritage Convention is the leading international instrument for conservation that brings together nature and culture. Yet a divide between the two fields is still often observed. Thus the purpose of the Connecting Practice Project was twofold:

- i. to explore, learn and create new methods that are centered on recognizing and supporting the interconnected biocultural character of the natural, cultural and social values of highly significant landscapes and seascapes; and
- ii. to improve outcomes for conservation and recognition of cultural diversity through the implementation of new working methods and organizational cultures, including through the specific advisory processes that support listing and monitoring through the World Heritage Convention.

The project is a joint initiative between IUCN (the International Union for Conservation of Nature) and ICOMOS (International Council on Monuments and Sites), working with a range of partners, providing the opportunity for influencing a shift in conceptual and practical arrangements for the consideration of culture and nature within the implementation of the World Heritage Convention.

The catalytic support of The Christensen Fund enabled us to launch this initiative providing financial resources to:

- a)** Undertake three field-based joint advisory activities in contrasting World Heritage Sites, to both provide tangible advice on relevant World Heritage issues, and to learn and reflect on the process of providing joint and coordinated advice on matters related to cultural and natural heritage;
- b)** Obtain additional professional support; and
- c)** Prepare a final report of the project, documenting outcomes and recommendations for further action.

IUCN and ICOMOS directly contributed to the implementation of the project by:

- a)** Creating a shared process of project governance, including meeting regularly in the lifetime of the project;
- b)** Sharing the activities and results of the project at relevant internal (WH panels) and external (IUCN World Parks Congress, ICOMOS General Assembly, World Heritage Committee sessions) fora;
- c)** Co-organizing two workshops during the course of the project to share and document learning, and develop implementable recommendations for IUCN and ICOMOS to consider in their work within the World Heritage Convention.

IUCN and ICOMOS are also grateful for the additional support granted by the Swiss Federal Office for the Environment (FOEN) and the German Nature Conservation Agency (BfN) to implement these two workshops, at crucial moments of the project – one at the beginning of the project to gather input on the conceptual framework and fieldwork approach and the other one towards the end of the project to discuss the outcomes of the fieldwork, compare lessons learnt and explore future opportunities.

3. Project milestones and accomplishments

Several milestones marked the implementation of the project, and an overview of these is as follows:

3.1 Partners inception meeting

This meeting, held in November 2013, officially marked the beginning of the implementation of the project. Discussions revolved around the selection of the three field-based activities with partners agreeing on the following possible sites: the Golden Mountains of Altai (Russian Federation) or the Petroglyph Complexes of the Mongolian Altai (Mongolia); Konso (Ethiopia) and Sian Ka'an (Mexico).

BfN took the lead in contacting the relevant State Parties given their long-term collaboration in the region. Similarly, the partners decided on a strategy to reach useful contacts previously involved with COMPACT's¹ work in Sian Ka'an. Since none of the partners was directly working in Ethiopia, IUCN agreed to initiate contacts to carry out the fieldwork in Konso.

3.2 Expert roundtable (*January 2014*)

The expert round table took place in January 2014, thanks to the generous support of the Swiss Federal Office for the Environment (FOEN). Held at IUCN headquarters in Switzerland, it gathered selected professionals from different regions of the world. We were very pleased with the engagement of participants, with everyone agreeing that this was a timely and important topic to pursue. Several colleagues also expressed their concerns that due to the way the World Heritage system currently operates, it has contributed to a division between nature and culture in countries and cultural contexts where they were traditionally seen as integrated.

Overall, participants agreed that the Connecting Practice project should be structured as a learning exercise and remain open to readjustments throughout implementation. Colleagues also stressed the need to carefully consider what could objectively and effectively be achieved, given reduced resources. In addition, they acknowledged possible limitations due to the defined roles of IUCN and ICOMOS as Advisory Bodies, which could lead to confusion between the objectives of the Connecting Practice project and their usual involvement in official World Heritage Processes. Thus, they stressed caution regarding communication with State Parties where fieldwork would take place and other stakeholders.

1 - COMPACT is a joint initiative of the Global Environmental Facility Small Grants Programme (SGP) implemented by the United Nations Development Programme, and the United Nations Foundation (for further information please see whc.unesco.org/document/134265).

Regarding fieldwork, one of the main recommendations was to look at the full range of values of properties used as case studies and go beyond their identified Outstanding Universal Value. The colleagues also suggested a strong participatory approach, with teams including local professionals.

3.3 Fieldwork

Implementing the three field-based joint advisory activities constituted the main part of the implementation of the project. Although we started contacting the State Parties concerned quite early in the process, gathering official support, the necessary authorizations, getting the right teams and securing the necessary logistics took longer than we had hoped for. Thus the visits took place later than initially planned. The fieldwork in Mongolia happened in October 2014; the one in Ethiopia in November 2014; and the last one in Mexico, in January 2015.

The same terms of reference were used in the three activities, adding just small changes depending on whether the case study had been inscribed as a natural or cultural site, and some specifications when there were previous recommendations made by the World Heritage Committee. This use of a common set of terms of reference has allowed us to more easily compare the results and analyse how the different teams interpreted it.



When selecting the team members, we tried to secure a combination of people who were involved in the expert roundtable (see previous section), people with the specific knowledge of the type of site concerned and people with a good knowledge of World Heritage processes. We also looked for gender balance.

In addition, for each visit at least two local colleagues joining the international team, either suggested by the State Party or colleagues in the country who were supporting us in organising the visits. In Mongolia for instance, Mr. Chimed-Ochir Bazarsad from WWF Mongolia joined the international team (composed of Mr. Steve Brown from Australia; Mr. Bas Verschuuren from the Netherlands and Mr. Alexey Rogozhinsky from Kazakhstan). They were joined by Mr. Ayt Khaan Atai (Director, Mongol Altai Range Special Protected Areas Administration) and Mr. Kh. Erdembileg (Programme Officer for World Heritage and Culture, Mongolian National Commission for UNESCO). IUCN and ICOMOS are deeply grateful to the colleagues in Mongolia, and Mr. Bazarsad and his team at WWF Mongolia in particular, for all the support they provided us.

The team in Ethiopia was composed of Ms. Carolina Castellanos from Mexico, Mr. Carlo Ossola from Switzerland and Mr. Alan Wheeler from South Africa. Unfortunately this team was composed of only three people as the fourth member could not join due to unforeseen circumstances. At the local level, they were joined by Ms. Tsehay Eshetie. We would like to extend our sincere appreciation to Ms. Eshetie, who served as our main contact person and joined our team throughout the whole duration of the visit.

In Mexico, the team included Ms. Jessica Brown from the United States, Mr. Michael Taylor also from the United States, Ms. Celia Martínez Yáñez from Spain and Mr. Thierry Lefebvre from France. They were joined by Mr. Julio Moure, who had been previously involved in COMPACT's work in Sian Ka'an and Mr. Felipe Angel Omar Ortiz Moreno, the director of the World Heritage Site. Although Mr. Moreno has many competing duties, he spent several days with the team, which greatly contributed to the success of the work and enriched the two-way discussions and learning process. Mr. Moure's contribution was invaluable in making this activity a success; he generously dedicated a lot of his time to prepare the visit and accompanied the team throughout the whole duration of the mission. Overall, we had excellent teams, extremely committed, who worked relentlessly to make this project a success.

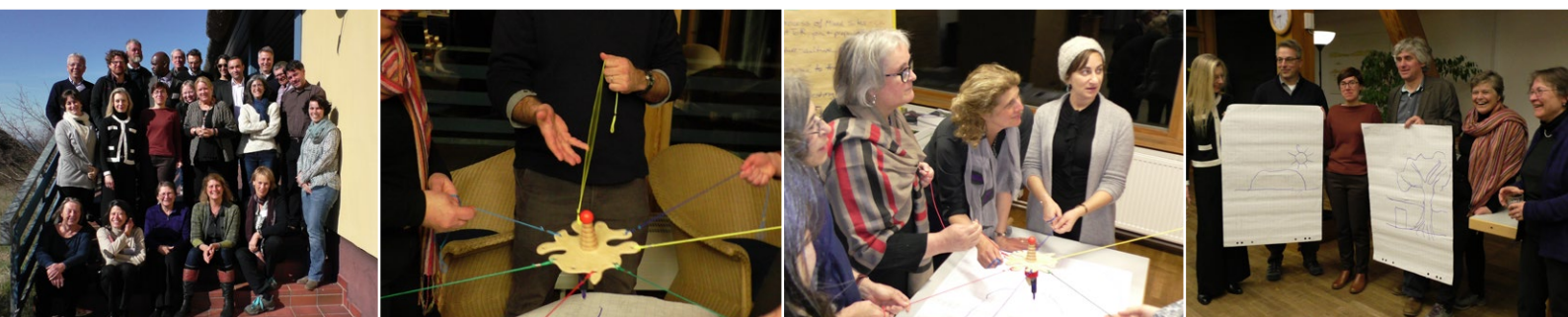
Compiling the fieldwork reports was time-consuming but it was only to be expected, as having a holistic, integrated view of natural and cultural heritage was one of the main objectives of the projects, and the project teams were specifically asked to work 'differently'. This was one of the main challenges of the fieldwork component of the project: to see how very diverse teams could come together and combine their experiences and expertise. We were very surprised with how smoothly the whole process went, in all three cases, and mostly how happy and involved they were. All the teams considered this process of coming to a common written view on the issues to be one of the most rewarding aspects of the whole experience.

3.4 Concluding Expert Workshop (March 2015)

Thanks to the generous support of BfN, the concluding expert workshop took place in March 2015, in Vilm, Germany. Twenty-three colleagues from twelve countries joined us for the workshop. This group included people who participated in the initial expert roundtable (see section 3.2), colleagues who carried out the fieldwork and newcomers to the Connecting Practice project, which allowed us to ensure continuity and an overall understanding of the different parts of the project, as well as new input and fresh viewpoints on what IUCN and ICOMOS are trying to achieve.

The workshop had the following objectives:

1. to discuss the outcomes of the Connecting Practice fieldwork and explore lessons learnt from a logistical and conceptual viewpoints;
2. to define how those lessons could inform practical strategies to deliver a connected approach to considering nature and culture in the practices and institutional cultures of IUCN and ICOMOS;
3. to discuss how to influence a shift in conceptual and practical arrangements for the consideration of culture and nature within the implementation of the World Heritage Convention, including as an early action to revise processes of work between IUCN and ICOMOS (and ICCROM) in relation to the arrangements for evaluation and monitoring of mixed sites and cultural landscapes;
4. to explore future opportunities to develop the Connecting Practice project further and ensure sustainable and long term results.



After a brief introduction from IUCN and ICOMOS, participants had the opportunity to hear from the consultant in charge of the coordination of the project followed by presentations by the three teams that carried out the field activities. Their presentations set the stage for a first round of plenary discussion on the way forward for a better connection of nature and culture in the implementation of the World Heritage Convention. Do approaches to linking nature and culture lead to better conservation results that respect community interests and rights? What sort of interventions are most effective, or most likely to be capable of mainstreaming into practice?

Colleagues raised questions on how to go about making a comprehensive assessment of all the values of a World Heritage property, how other values that were not the focus of the inscription on the World Heritage relate to the defined Outstanding Universal Value of the property, on what kind of tools could be used to make such assessments, and how these understandings can be better integrated into management. Other colleagues pointed to the need to have a wider territorial perspective, raising issues of how to work with what happens beyond the boundaries of World Heritage properties.

Following this general discussion, participants were asked to work in groups, reflecting on the most effective means to put these perspectives into practice, particularly in relation to the formal processes of the World Heritage system (that is, upstream work before nomination, nomination and evaluation processes, monitoring processes and the wider work of the Advisory Bodies towards better conservation outcomes).

Key suggestions coming out of the group work included:

- i. promote dialogue between national institutions dealing with nature and culture;
- ii. increase the capacity of the Advisory Bodies' staff and experts who contribute to their work about interlinkages between nature and culture;
- iii. provide consistent advice to State Parties about such issues;
- iv. promote best practices including by doing more fieldwork which could contribute to develop more detailed guidance;
- v. develop a joint Resource Manual on managing natural and cultural World Heritage properties (at the moment there are two separate manuals);
- vi. continue to strengthen collaboration between IUCN and ICOMOS; and
- vii. disseminate the results of the Connecting Practice project to a broader audience.

After the presentation of the group results, we resumed the plenary discussion, this time looking towards defining further steps. Participants unanimously agreed that the Connecting Practice should continue beyond this first stage. They suggested that in the future, the programme should strengthen the collaboration with the State Parties, so that is not just a two-way communication but truly a collaborative work; and that attention be given to providing real support to deal with challenges State Party institutions and representatives face. In addition, they reinforced the need to implement lessons learnt and incorporate it in the practices and institutional cultures of IUCN and ICOMOS, which is one of the main objectives of the Connecting Project.

Weaving together the different recommendations and main points raised during the previous sessions, we compiled a number of possible actions according to three main areas: 1) guidance, 2) outreach/communications and 3) Advisory Bodies' internal work and possible 2nd phase of Connecting Practice. Participants were asked to prioritize three main actions amongst those suggested for each of those areas. Here are the main actions selected by level of priority:

Guidance:

1. Develop a joint Resource Manual on managing natural and cultural World Heritage properties;
2. Revise the Resource Manual for Preparing World Heritage Nominations to incorporate guidance on how to link culture and nature;
3. Develop guidance for Tentative Lists, including best practices.

Outreach/communication:

1. Appeal to the World Heritage Committee to put out a message encouraging State Parties to adopt a connected approach to considering nature and culture;
2. Promote communication about project results;

Advisory Bodies' internal work and possible 2nd phase of Connecting Practice:

1. Develop the capacity of professionals working with the World Heritage system about the interconnected biocultural character of the natural, cultural and social values of landscapes and seascapes;
2. Streamline the evaluation of mixed sites based on lessons learnt from the Connecting Practice project;
3. Develop a one-page document about conceptual and practical arrangements for the consideration of culture and nature within the implementation of the World Heritage Convention; and
4. Implement more field-based joint advisory activities.

3.5 Presentations at relevant internal and external fora

Throughout the life of the project, IUCN and ICOMOS had several occasions to share the activities and results of the project at relevant internal and external fora namely during the 38th Session of the World Heritage Committee (held in June 2014 in Doha, Qatar); at the ICOMOS General Assembly (held in November 2014, in Florence, Italy); and the IUCN World Parks Congress (also held in November 2014, in Sydney, Australia). In all those occasions, the workshops were extremely well attended.

The project attracted a lot of attention at the 38th Session of the World Heritage Committee as one of the topics for discussion related to mixed sites. It is important to note that the Connecting Practice project was underway prior to these issues being formally identified by the World Heritage Committee in 2014 and 2015, and that the project was not limited in its scope to 'mixed' World Heritage properties alone. However, the relevance to our work is obvious, and underscores the necessity of continuing to work on several levels. Please watch some of the highlights of the discussion by clicking on the link below:

<http://whc.unesco.org/en/sessions/38COM/records/?pattern=9B#tNp7rS2eqmAA5490>

We also ran a side event to present the project and share initial results at the World Heritage Committee session in Doha. We were very pleased with the interest and support received through these sessions. At the same time we were also concerned about people's enormous expectations of what the project would deliver; we know we cannot fully live up to these expectations in the short term, given the scale, duration and resources available.

In other events, we experienced similar reactions but by then we had learnt how to better communicate the strengths and limitations of what we were trying to do. At ICOMOS's General Assembly, we made a short presentation about the project followed by an open discussion. Again we gathered a lot of support (with several people approaching us later asking us to be involved), resulting in the adoption a specific Resolution about the Connecting Practice Project, which will result in the programme being formally incorporated into the triennial work plan for the period 2014-2017.

We ran a successful, well-attended workshop on the Connecting Practice project at the IUCN World Parks Congress, held in November 2014 in Sydney, immediately after the ICOMOS General Assembly. Again, the attendance was impressive and supportive, and included representatives of The Christensen Fund who were able to contribute directly to the discussions. Importantly, this event allowed connections to be made to the work of the Globally Important Agricultural Heritage Sites (GIAHS) initiative of FAO, an area of obvious general relevance to the larger issues of nature and culture within the World Heritage context and beyond.

Finally, some of the lessons learnt through the project have been incorporated into an official document to be discussed at the next World Heritage Committee Session, to take place in late June in Germany. As in 2014, the project team will organise a specific side event in Bonn to present the results of the Connecting Practice project and collect feedback.

4. Lessons learnt from project implementation

Aside from the risks implicit in the challenging nature of the project, the more prosaic risks were those surrounding fundraising, partnership management and practical fieldwork. Here is how we minimised these risks and adapted to challenging situations.

4.1 Setbacks and challenges and how we dealt with it

Given the pilot and learning nature of the Connecting Practice project, we knew we would be navigating uncharted waters, so we had prepared for setbacks. Still, in some circumstances we underestimated the challenge, particularly when assembling the teams. Some people were too busy to participate; others decided not to join the fieldwork teams because of the limited



honorarium offered compared to the amount of work needed; and coordinating a date that would suit everyone, including our hosts was extremely challenging. After a lot of negotiation and emails, we finally got everyone to agree on dates, and the fieldwork periods were arranged, although as noted above, these took place later than we would have liked.

Gathering support from the host countries also took time and we had very different experiences in the three cases; some were very welcoming of the process from the beginning, and others required official permission and lengthier exchanges. The level of support offered from in-country was also quite different amongst the fieldwork sites. This was one element where we really underestimated the difficulties. As the project was not part of the World Heritage official processes, certain logistics usually extended by the host country for official missions were not available. For instance, in one case we had to rent cars (which we did not budget for) when this is always provided for in evaluation or monitoring missions.

Overall, we always managed to find a solution and at no point did this present an insurmountable obstacle; we just had to put some extra energy and time to it. The issue was never lack of support or commitment of all those involved but rather that everyone was very busy, and that the needed formalities and logistic needs had to be discovered for each case. We are very grateful to all those involved for their patience, their generous contribution of their time (very often voluntary) and mostly for their openness in accepting to embark on an adventure without really knowing what to expect. We would also like to express our sincere appreciation to those colleagues helping us with the local logistics for the fieldwork. For instance, the fieldwork in Mongolia took place at the last possible moment where we could still access the site before winter. Without the deep knowledge of Mr. Chimed-Ochir Bazarsad and Mr. Ayt Khaan Atai, the visit could have been hazardous. In addition to offering their generous time and knowledge, the Mongolian colleagues made available some of their own resources (such as vehicles, accommodation, etc.) for which we are extremely appreciative.

Likewise, Mr. Julio Moure in Mexico was tireless in helping us prepare the visit. In several occasions, he personally paid directly for some of the required logistics in advance until we could reimburse him. Mr. Omar Ortiz Moreno, the director of the World Heritage site spent several days with our team at a time when he was extremely busy preparing for the upcoming publication of the management plan for Sian Ka'an.

Last but not least, we want to extend a sincere thank you to Ms. Tsehay Eshetie, who helped us organise the visit in Konso from the start and who accompanied the team throughout the duration of the visit. Organising the logistics for this visit was particularly challenging given that the site is many hours away by road from Addis Ababa, where she is located, and in a remote part of the country.

4.2 External and internal factors that contributed to or impeded the success of the project

As already mentioned above, the remote location of the sites visited (in particular Altai and Konso) was one of the factors that complicated the implementation of the fieldwork visits. Communication was sometimes difficult, getting to the sites was complicated and time consuming, reducing the time available for visiting the site. In addition, some of the team members had very long journeys before even reaching the country where the fieldwork was taking place. Adding this to the long period of travel within the country, plus very long days to take as much advantage as possible to experience the sites, discuss with the local colleagues and long evenings preparing for the next day, meant the visits were very tiring.

The support we received from colleagues in the field was definitely one of the external factors that contributed to the success of the project.

A further essential element of the project was the engagement of partners, to broaden the dialogue from a focus only on IUCN and ICOMOS. In practical terms, the generous contributions from the Swiss Federal Office for the Environment and the German Nature Conservation Agency (BfN), which allowed us to organise the initial expert roundtable and concluding expert workshop was another important factor in achieving good results. These meetings were essential to draw some of the key lessons of the project. However these partners also engaged directly in sharing their experiences and lessons from extensive field project experience, and their direct knowledge and observations of seeing ICOMOS and IUCN's work in the World Heritage Convention. The participation of representatives of COMPACT in both fieldwork, and the programme workshops, as well as leverage of their project relations in Sian Ka'an was similarly an important element of the project. Less direct input from GIZ was possible in the earlier stages of the project, but the inputs of a senior GIZ consultant in the final workshop also enabled their strong input, and to identify the potential for future collaboration.

Internally, the enormous workload of those involved with the project made it sometimes extremely difficult to effectively implement the different activities. Not because of lack of interest but rather over competing deadlines, and the reality that most participants contributed to the project as volunteers. ICOMOS and IUCN's increasing lack of capacity to deliver the continuous working demands related to their role as Advisory Bodies is widely recognised. Although demanding, the belief and commitment of all those internally involved with this project, that

this project was extremely important, meant that we always managed to get the job done. The commitment of the growing group of involved natural and cultural heritage practitioners was therefore a key element of the ability of the project to achieve its goals and set some new ones for the future.

4.3 What could be done differently if we would have the chance

There are a number of things we would do differently if we could have the chance. This was after all a pilot project, “based on a learning by doing” approach, so it is only to be expected.

First, we would like to have more time and resources to prepare the fieldwork. Although in the end we got everything we needed, we put a lot of pressure on the team members and local colleagues to deliver, which was at times excessive. We had to rely on their generosity for some of the logistics and the time needed to deliver the work.

Second, we would prefer longer site visits and longer planning timelines. As mentioned above, in some cases, time travelling to and from the sites meant almost half of the duration of the visit. This limited the time to properly get to know and engage with the local communities, site managers and partners. Whereas the colleagues were extremely generous with their time, they could not however dedicate more time to it on a honorarium/voluntary basis. Overall, we need to account for at least three full weeks of work: one preparing for the visit; another visiting the site; and another one preparing the report. This included opportunities to collaborate with local partners and staff of The Christensen Fund. Whilst the colleagues at the Fund offered to help and we could feel they would like to be more actively involved, on our side we could not really respond to all of the opportunities for collaboration.

Thirdly, we would like to provide more support to the State Party partners involved and work more closely and over a longer period of time with the sites in order to ensure that our work could be of tangible benefit to the sites themselves (rather than only useful for the ‘take-away’ learning outcomes). Once we got over some initial reservations about the nature of the project, we received enormous support and willingness to work together. Unfortunately, aside from the reports of the visits and some recommendations, we could not give back as much as we received nor will we be able to provide real support in addressing some of the issues raised.

Lastly, as a key theme of the closing workshop, it was confirmed that for further work it would be valuable to seek greater synergies between the other developing area of IUCN/ICOMOS collaboration, related to the introduction of rights-based approaches to heritage management in the work of the World Heritage Convention (a programme operating since 2011 titled ‘Our Common Dignity’ led by ICOMOS Norway and supported by the Norwegian Government). This is in view of both clear overlaps in the issues being considered (such as realisation of cultural rights), as well as the need to coordinate resources as part of a coordinated programme.

5. Results/ Achievement of project objectives

The anticipated outcomes for which the grant was made were:

- Draw credible, workable and robust lessons by taking a local-global learning approach engaging in three contrasting landscapes/seascapes (selected to be regionally diverse, representing different stages in the World Heritage designation and management process) to endure that lessons are credible, workable and robust.
- Define practical strategies to deliver a fully connected approach to considering nature and culture in the practices and institutional cultures of IUCN and ICOMOS, in order to deliver advice that will achieve better conservation and sustainable use outcomes that reflect the perspectives, interests and rights of custodians and local communities.

As explained in section 3.3, the three sites selected were: 1) Petroglyph Complexes of the Mongolian Altai (Mongolia); Konso Cultural Landscape (Ethiopia) and Sian Ka'an (Mexico). In addition to being regionally diverse, they are also different in terms of the World Heritage categories for which they have been inscribed: the first is a cultural property; the second is a cultural landscape (defined as the combined work of people and nature) and the third is a natural property.

In order to draw credible lessons, as mentioned before, we used essentially the same terms of references (with only slight changes depending on the category of site and a few additional details specific to the site's management). This allowed us to better compare the results.

As the World Heritage system currently works, official joint IUCN and ICOMOS missions to nominate or existing World Heritage properties follow the same timetable and programme but they have different objectives and terms of reference, and they create different reports. Thus we wanted to test how to brief the team as a whole, using the same terms of reference for cultural and natural heritage professionals, and involving collective preparation and exchanges before the visit occurred. While in the field, we wanted a strong collaboration between the team members, including shared planning and preparation for each day and continuous discussion of the main issues arising from their experiences in order to have common approach reflected in their reports. In addition, we were eager to test how to truly ensure a two-way collaboration with the local colleagues. Last but not least, we wanted to see how challenging it would be to write a common report and if conflicting views would arise regarding nature and culture or if they could really have a common and complementary approach. We chose not to provide the teams with a template for their reports, preferring to allow their own experiences, discussions and perceptions to shape their reports. As a consequence of this decision – and the diversity of the selected sites – the outcomes were not the same across the three cases.

Results related to the fieldwork can be structured around the following main themes and lessons learnt:

a) *Joint briefing of the teams and preparation for the site visit:*

- define team compositions early on including a mix of people with an expertise on linking culture and nature, good knowledge of the World Heritage system and specific expertise about the site and/or category of site;
- ensure that team members receive key World Heritage documents about the site early on and that they have enough time to read it and look for additional documents and other references;
- allow enough time for the visit including: a) one day preparation for the team prior to the visit and one day at the end to start working on the report; b) pre-meetings with representatives of organisations involved with the site management; and c) sufficient time to properly explore the site;
- involve the team and key stakeholders in developing the programme of the visit;
- clearly communicate with team members the key objectives of the visit and to whom the report will be communicated to;
- define early on in the project what logistical arrangements are needed, what kind of support can be obtained from the hosting countries and budget appropriately for it (including some contingent funding to cover unexpected situations);
- fully brief team members on logistics, who is responsible for what and who is covering different expenses;
- overall suggested Terms of Reference were well received and in line with the objectives of the fieldwork however specific details/requests on particular management issues should be included in a separate session.

b) *Collaboration amongst team members and between them and locals colleagues:*

- promote exchange amongst team members prior to the visit, ensure that every is on the same page, that they are well prepared and fully briefed on what to take into account when interacting with local colleagues and main stakeholders;
- communicate clearly to the team that ICOMOS and IUCN reserve the right to edit their report and provide support to team members when they write the report;
- after agreeing on the final internal draft of the report seek comments from local colleagues involved and ensure that final version includes their views;
- decide early on who will be the local colleagues accompanying IUCN and ICOMOS' team and what their role will be;
- there was overall agreement from all the teams that working together was a constructive experience without major disagreements but rather as being complementary;
- identify team members that can speak local languages so far as possible, to facilitate interaction with local stakeholders;
- promote exchange between different teams involved so those who are involved in early visits can make suggestions and share their experiences with team going to the field later;

c) *Holistic approach over the interconnected character of the natural, cultural and social values of the property:*

- select team members who are open to new ideas and open to listening to the views of colleagues from the “other side” of the IUCN/ICOMOS relationship (either nature or culture);
- ensure that team members have a clear understanding of the Outstanding Universal Value of the property and why it was inscribed, are able to effectively identify what values are important but not the focus of the inscription and, how an holistic view of all those values can be better articulated in the management system;
- ensure that team members are able to articulate their findings from a theoretical and academic point of view into concrete recommendations to reinforce traditional and conventional/legal management approaches.

d) *Common report:*

- suggest a report template while leaving it sufficiently open for team members to adapt it if needed to be able to express their views, as well as to account for the type of site;
- allow enough time to complete the report taking into account time necessary for exchange between team members, internal revision of the draft and input from local colleagues, which greatly increases the complexity of the process;
- ensure that report provides necessary input to IUCN and ICOMOS work as well as feasible and effective recommendations to the State Party in order to deliver advice that will achieve better conservation.

As for practical strategies to deliver a fully connected approach to considering nature and culture in the practices and institutional cultures of IUCN and ICOMOS, the following will be considered and put into action:

- formally-constituted joint IUCN and ICOMOS governance group and process to create and govern implementation of lessons learnt and steer further stages of work;
- IUCN/ICOMOS joint communiqué to their constituencies about interlinkages between nature and culture;
- harmonised standards and evaluations processes and protocols between IUCN and ICOMOS to the extent possible;
- collective briefing of team members involved in joint IUCN and ICOMOS missions;
- common main terms of references for joint IUCN and ICOMOS missions, with additional terms specific to nature and culture, when necessary;
- guidance on approaches to linking nature and culture in tentative lists/upstream processes, nominations, and management of sites;
- joint Resources Manual on how to manage natural and cultural World Heritage properties, and an interim document to link the two;
- capacity building activities to create a linked group of experts within the Advisory Bodies with a common understanding and shared skillsets on linking nature and culture to support missions and other IUCN and ICOMOS’ work.

Beyond the above detailed conclusions, we consider a core achievement of the project was to start and build a shared process. This (remarkably) is the first project that IUCN and ICOMOS have jointly managed in the history of their work on the World Heritage Convention. The process has enabled a small but real foundation in IUCN and ICOMOS to be built. Key constituencies in ICOMOS and IUCN have been connected and the project has proved that not only can they work together, but that they want to work together. The project has also engaged the other main partners in the Convention, ICCROM and the World Heritage Centre in the dialogue, especially in the closing workshop, creating the possibility to build a larger process and synergies inside the Convention. Partnerships have been built with supporting organisations who are not primarily focused on World Heritage, and who have engaged strongly in the project - showing a model for engaging others as a programme builds. Partnerships have also been built in landscapes and with stakeholders, and demonstrated the essential importance of testing and ground-truthing ideas. We consider this to be the most important result of the process, and that it is crucial to maintain the momentum and build on the successful start that has been made in Connecting Practice.

6. Plans and goals for a second phase of Connecting Practice

We are very happy with the results achieved, which have exceeded expectations in terms of the foundation for collaboration between IUCN and ICOMOS experts, and building further partnerships. As mentioned above IUCN and ICOMOS intend to continue working towards the long-term objectives defined for the Connecting Practice project:

- Influence a shift in conceptual and practical arrangements for the consideration of culture and nature within the implementation of the World Heritage Convention, and to engage new actors in promoting positive results for conservation and communities; and
- Establish new and stronger partnerships with organizations that are already engaged in World Heritage and are taking biocultural, and community-based approaches to sustainable development - and support these partners to multiply results through their wider programmes, with States Parties and within the meetings of the World Heritage Convention.

Priorities for a potential second phase of the project could include:

- continue working at the site level, implementing more fieldwork in contrasting landscapes/seascape as well as continue working with sites selected in this pilot phase. As mentioned above, we felt that we did not give back as much as we could have through the work carried out so far;
- work more closely with State Parties and site stakeholders, providing more sustained support and further exchange by developing a common programme of actions (with possible

- multiple visit to the site) that can achieve better conservation of the sites;
- establish closer collaboration with partners in implementing further fieldwork, particularly in World Heritage properties where they are already involved, but also to support them in multiplying results through their wider programmes;
- establish closer links between Connecting Practice and the work of other organizations that are taking biocultural, and community-based approaches to sustainable development so that we can multiply the impact.

Overall, IUCN and ICOMOS are confident about the importance of the results achieved in this pilot phase, and the potential to build on them. We could not have hoped for a more committed group of people to support the project, from those directly involved with the implementation of the project at IUCN and ICOMOS, our partners, those involved in the fieldwork, people who attended the expert meetings and the colleagues in the field. Last but not least, we want to thank the colleagues at The Christensen Fund. We hope it will be possible to continue our collaboration, building on the catalytic support that The Christensen Fund has provided to “Connecting Practice” over the past 19 months.

