Roadmap for Capacity Building (CB)

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ROADMAP FOR CAPACITY BUILDING (CB)

with a participatory approach

This roadmap has been created based on the experiences developed within the ILUCIDARE project and is also underpinned by a sound review of up-to-date literature. The experiences relate to **heritage-led innovation** and **international relations** promoted at local, national, transboundary and international levels.

What is a roadmap?

It is like a **navigation device** that connects the planned destination (main goal) and the best way to it.

What is it for?

A roadmap is the **basis of the operational activities** in innovation planning. All innovation activities should be reflected and monitored with a view to the roadmap.

How to use this roadmap?

An Innovation Roadmap is not set in stone but should be a living tool that helps to build a continuous monitoring process. The route proposed in this roadmap contain the following elements:

Five **MAIN STEPS** along with the roadmap: they are **milestones** in our route with their own resulting products.

RED or "warning" signs: **STOP** **Stop and reflect**, **U-turn** and come back

GREEN or "leading" signs: **ESSENTIALS** The essentials or **what** you need to help you move forward.

YELLOW or "guide" signs: **MECHANISMS** Mechanisms or **how** you can get to move forward.

WHITE or "assist" signs: Toolbox or **which** tools and groups of stakeholders are available in the different steps. Make sure to welcome them aboard or keep them on board at the beginning of each step or milestone.

STAKEHOLDERS:
Government · Academia · Owners · Professionals · Social Entrepreneurs · Craftsmen · Local Community

TOOLS:
Fieldwork · Interviews · Deskwork · Presentation · Participatory Workshops · Expert Sessions · Hands-on Activities

TRAFFIC LIGHT: Before moving forward at the traffic light, find **guidance** help in the checklist.

SERVICE STATION: Time to stop and reflect on whether you have the necessary or not. There is also a checklist available to help you move forward.

TIP SHIELD: **Suggestions** for you to consider.

WINDOW EXAMPLE: Look out the window and check out **examples** from the three ILUCIDARE institutions that developed CB: Cultural Heritage Without Borders-CHwB (Kosovo), World Monuments Fund-WMF (Spain) and University of Cuenca-UCuenca (Ecuador). They may inspire you.

This roadmap contains suggested steps and information that might help you to reach your goal, but do not forget to adapt it to your own context!

⚠ Due to the participatory principle of this tool, this roadmap starts from the **bottom up** ↑ and creates many connections between the different steps in a **dynamic** horizontal way.

Sometimes going uphill can seem the hardest, but remember that you have various tools, groups of stakeholders, examples and ways of how you can keep going.

Checklist
☑ Clear social, cultural, economic, politic, etc., context recognized
☑ Diversity of stakeholders attracted and involved
☑ First assessment of local stakeholders on the relevance of the main CB goal
☑ Mechanism to support the CB process

Result:
EXPLORATORY PLAN

It is always useful to go back and reflect on what is achieved so far. Do not be afraid of going back a few steps and adjusting. When **unexpected** problems occur, you can always do a U-turn, but do not forget that this implies more time!

2 PLANNING
Plan ahead and pace yourself!

Once we have a clear understanding of the actual situation and we have explored the feasibility to implement a CB process, it is time to draw up an operational plan.

4 CAPACITY BUILDING
Make it happen!

Now, the different actions start to jointly be carried out based on the CB plan set. In this phase we aim to develop initiatives that improve the awareness and capacities of local actors aligned to local needs and expectations.

FINISH

Depending on the type of training, it can be long-lasting or temporary and it depends on how current the knowledge transmitted can be maintained.

Result:
PRELIMINARY AND TEMPORARY IMPACT ASSESSMENT

Good to go?
Let's move on...

FIRST CONSENSUS & AGREEMENTS
Once we have a shared vision, it is best to establish a first consensus and agreements between the stakeholders identified.

TIP — MoUs can be useful to give continuity to the process, i.e., in case of governmental change.

EXAMPLE — The CB was planned to be developed between 3 transboundary nations, so an MoU was proposed (CHwB).

tools

Involve as many diverse actors as possible. It is diversity rather than quantity that matters.

STAKEHOLDERS
Who are the stakeholders we would be involved with? What do we know about the people we are working with? Who should we get in contact with to get reliable information?

VISION
Does the main goal of the CB respond to a need felt by the community, by the stakeholders involved?

Lets co-create and share a vision!

CONTEXT
Do we know the history of the place? What is the actual situation of the place? Are there existing projects, plans, and legislation related to the main goal of the CB topic? Can we complement or support ongoing initiatives?

PARTICIPATION
Who is involved and worried about the main goal of the CB? What level of interest and participation will we have along the process? What role does each stakeholder play?

stakeholders

MECHANISMS

PLACE
How is the place, territory, institution, neighbourhood, community, etc? Are we considering social, economic, cultural, political, environmental, etc. conditions?

EXPECTATIONS
How do we receive people's expectations regarding the proposal? What are the constraints and opportunities to be dealt with?

ESSENTIALS

PRIORITIZATION
During the CB, attention may be diverted to other problems and needs, so it is important to keep the CB goals in mind and prioritise needs.

TIP — Become a facilitator rather than a leader, so that local stakeholders can organise themselves and progressively take the lead.

Result:
CAPACITY BUILDING (CB) PROJECT

Checklist
☑ An adapted operational plan to the reality
☑ Resources (of all types) available
☑ Organisation and activities ready to be implemented
☑ Roles and responsibilities established
☑ Alternatives to controlled risks foreseen

tools

COMMUNICATION
Even when things are set, it is good to keep **stakeholders informed** about the upcoming activities and the results of previous steps. For better reception and participation, it is better to have ideas of what is needed (i.e., official invitations, timelines, etc.).
During the CB, is good that capacitors have an overview of the participants' profiles, so that communication may be appropriate.

MECHANISMS
stakeholders

SCHEDULE
"If you talk about it, it is a dream [...] but if you schedule it, it is real" (Tony Robbins).

Write when things will be done on paper.

TIP — Consider the fixed times of some of your stakeholders, i.e., academia, break times, weather feasible conditions, institutional accountability, etc.

OBJECTIVES
Set up the objectives of the CB in a more realistic way. What do we want to achieve through the CB? Why is it relevant? For whom this will be useful? When do we want the new capacities installed?

ESSENTIALS

RESPONSIBILITIES
Who are the initial local promoters? What commitments have we reached so far from the different stakeholders? How to promote individual responsibility? Is it possible to reach a consensus amongst roles and responsibilities?

EXAMPLE — In Ecuador, "engine groups" were established (UCuenca).

IMPACT AND RISK ASSESSMENT
What impact we will create through the CB? Are there any risks that might difficult the development of the CB?

EXAMPLE — Capacity building in the Balkans, Cuenca, etc.

Training, for example, professionals in conservation might not generate an impact on the territory if stakeholders are indifferent to heritage. Find creative strategies to engage stakeholders and lead to an awareness of its value and heritage.

DOCUMENTATION
Do not forget to make a full record of the different activities. Depending on the nature of our stakeholders involved, you might need to check permissions.

TIP — You can keep a record in a site book or logbook.

EXAMPLE — Cuenca ILUCIDARE Playground

You can even hold an event to showcase the results and attract new stakeholders to enlarge networks and build opportunities for collaboration (cross-fertilization).

Find creative ways to showcase the results. Dare to share, you never know how many more you can inspire with what you have done!

DISSEMINATION
An important part of the results is to show them and see how accepted they are. Are there any posts on media available and how were they accepted by the public?

TIP — Remember that not all installed capacities last forever, most only have a limited lifespan.

FOLLOW-UP ACTIVITIES
How large the group of stakeholders trained remain encouraged? Are there any self-initiated activities of the participants that are planned in the future? Do we know if some stakeholders are capable to replicate the CB with other stakeholders?

TIP — This is a good moment to apply monitoring tools as surveys to get the "after status" on the topic of the CB.

CAPACITIES GAINED ASSESSMENT
What capacities have the participants acquired? Are there innovative components related to heritage assets that are worth replicating?

SITE
There are different possibilities to approach the site at local, national, or international level. Where will the CB take place?

EXAMPLE — Transboundary (CHwB), international (WMF) and local (UCuenca) locations.

BUDGET
A budget should reflect the plan of priorities we have in mind.

MONITORING CRITERIA
This is the time to design criteria to evaluate the results of the CB or monitor the advances.

TIP — Use surveys before and after the implementation of the CB.

ENLARGING THE NETWORK
Who has been involved so far? Do we have a consistent network? Is it possible to create a workgroup?

ORGANISATION
How do we organise ourselves to do what is planned? What are the actions and methods needed through the CB? What are the first steps that motivate all stakeholders?

This is a good moment to apply monitoring tools such as surveys to get the "before status" on the topic of the CB.

DIFFUSION
Make ourselves known by our target media. This might be useful to attract new stakeholders and potential allies, experts, contributors, etc.

Check what are the better ways to disseminate information depending on the local context. Remember that the internet is not available everywhere.

EXAMPLE — CB summary records of the different CB in Ecuador.

Is the real situation aligned with our first goal of the CB? Are there other prior things that need urgent attention? What is the motivation of different stakeholders to take action or suggest something? What are the real local tangible and intangible resources available?

ESSENTIALS
stakeholders
MECHANISMS

START

1 EXPLORATION
Get to know!

In the first approaches to the territory, when possible, go on-site and carry out informal interviews in which you get as close to reality as possible. This first impression is also a good way to connect with stakeholders and evaluate local capabilities.
As you have an initial idea about the goal of the CB, make clear what the inputs and scope will be, consider people's expectations but do not generate something out of your reach.

tools

MECHANISMS

stakeholders

RESOURCES
It is crucial to have a clear vision of what is available as a resource. What are the materials (i.e., equipment, tools), economic (budget foreseen and/or external support) and human (capacitors, experts, students, etc.) resources available?

TIP — Consider the "intangible capital" of the site (non-monetizable resources, i.e., cultural expressions, organisation capability, etc.)

LOCAL CONTEXT
Is the real situation aligned with our first goal of the CB? Are there other prior things that need urgent attention? What is the motivation of different stakeholders to take action or suggest something? What are the real local tangible and intangible resources available?

CAPACITY EXPLORATION
Are the different stakeholders interested in participating and being trained with a new capacity? Do we know if some stakeholders are capable to assist in the CB? What does everyone know about the topic of the CB?

ESSENTIALS

STOP

ESSENTIALS
Keep your Capacity Building Project handy

TIP — Remember that overall, this is a smooth **learning process**, so do not stress out if this slightly alters. Above all, your project needs to be adaptable.

STOP

TIP — Don't go to the site empty-handed and empty-minded: Search for basic background information on the site, the society and its culture.

Before setting off on our journey, let's reflect on the essential starting points...

Set up our GPS!

You can use these questions:

What is the **main goal** of the capacity building (CB)? For what, why and for whom are we going to do it?

Result:
OPERATIONAL PLAN

Reflect and double-check!

3 COACHING SESSIONS
Lets co-create!

The objective is to validate and negotiate "in situ" with the diverse stakeholders by sharing the starting points outlined in the operational plan. This phase aims to:
Identify on-site and with diverse stakeholders, the local needs and prioritize them.
Understand the real dynamics when different stakeholders come together.
Detect different positions and expectations of the stakeholders and complement and/or re-define the operational plan.

Result:
CAPACITIES GAINED

Reflect on the results!

5 EVALUATION AND MONITORING
Sustain and improve!

Once the CB is completed, it is important to measure its success. Results can be both tangible and intangible. The first ones may be easier to measure in numbers (heritage assets intervened, gadgets developed, etc), but when intangible, you better use creative ways to measure the knowledge obtained. Perhaps no deep transformations can be seen right after the CB process, but leaving a seed is already a success!

Ready?
If not, do not worry, you can make a u-turn and check what is missing.