

THE STATE OF GLOBAL HERITAGE 2016

**A REPORT BY THE
INTERNATIONAL
NATIONAL TRUSTS
ORGANISATION**



ACKNOWLEDGEMENTS

The report was written by the INTO team and with the generous contributions from our members.

INTO is an international network of National Trusts and similar non-governmental organisations, globally diverse but united in a shared commitment to work through cooperation, coordination and comradeship.

The overarching mission of INTO is to promote the conservation and enhancement of the cultural and natural heritage of all nations for the benefit of the people of the world.

INTO works to develop and promote best conservation practices, increase the capacity of individual organisations, establish Trusts where they do not presently exist, and advocate in the interests of heritage conservation.

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“The long-term sustainability of cultural heritage depends on ensuring its use and developing local support. Without heritage being valued and protected, it will become irrelevant and disappear.”

TABOROFF, 2002.

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STOPPING THE COUNTDOWN TO CATASTROPHE FOR GLOBAL HERITAGE

Our global heritage is under threat. I recently asked the 66 INTO member organisations that constitute the worldwide National Trust movement what they saw as the greatest threat to heritage. I expected climate change, war and conflict, bad planning or even tourism to be their response. But there was one resounding and clear answer from them - apathy on behalf of both governments and people.

INTO member organisations are the canaries in the coal mine. From Fiji to South Korea and Canada to Uganda, our local National Trusts defend some of the world's most special places. They are the ones who can see every day and at first hand the effects of these threats.

The danger is clear. Unless we act and work towards significantly changing public and official attitudes to heritage, then by 2025, largely through neglect and apathy, we risk letting a large proportion of our built and natural heritage disappear.

This report is a first step - and a call to action - towards increasing awareness of the social, spiritual and economic value of heritage sites across the globe. We need to come together as a sector and commit to a 2025 strategy that will both highlight the benefits of a thriving heritage sector and look at innovative ways to help countries and territories tackle threats on the ground.

I believe that with international support, local empowerment and joined up working we can make a difference. Beauty, identity, cultural heritage, nature, landscapes – these are the things that make us human. Our organisations stand for these things that bring joy to millions of people. The more people share these values, the more chance there is that protecting our heritage will become integral to our global society's future.

FIONA REYNOLDS.

Chair of the International National Trusts Organisation.

Master of Emmanuel College, Cambridge.



INTO is the umbrella body for the family of National Trusts and similar organisations around the world that come together to share experience and expertise, to grow the capacity of existing Trusts and establish new ones in countries where they don't currently exist, and to act as a global voice on international heritage matters.

INTO members are 'independent, nongovernmental, charitable, educational, not-for-profit, membership-based or like organisations that have as a principal purpose the conservation, enhancement, or promotion of cultural or natural heritage' (INTO Charter Article 5.1). INTO currently has sixty-six member

organisations that collaborate by exchanging information, developing and promoting best practice and working to effect beneficial change. They include established organisations which have been practising heritage conservation for many years as well as new and developing Trusts. No one has all the answers and there is as much for the mature bodies to learn as the fledgling ones.

In a recent survey of all INTO member organisations, apathy and a lack of backbone in the face of poor planning decisions and the relentless march of development were highlighted as their major concern. This report explores this and other challenges in more detail.

/ A CHILDREN'S NATURE WALK AT SPITTAL POND, BERMUDA.

c. Bermuda National Trust, 2009. (left page)

Spittal Pond Nature Reserve is one of Bermuda's most spectacular open spaces and is in the care of the Bermuda National Trust. The 64-acre reserve is part of a string of wetlands along the South Shore providing a diversity of habitats and an amazing variety of birds, especially during the migration seasons. It is Bermuda's largest bird sanctuary and a good barometer of environmental change.

_ bnt.bm/spittal-pond

/ THE TOWER OF THE WINDS, SHUGBOROUGH ESTATE, STAFFORDSHIRE, ENGLAND.

c. National Trust Images / Andrew Butler (previous page)

Designed by James 'Athenian' Stuart the Tower was completed about 1765, a copy of the Horlogium of Andronikos Cyrrhestes illustrated in Stuart's 'Antiquities of Athens'.

_ nationaltrust.org.uk

“There is greater public awareness but this is not necessary reflected in political actions or policy.”

The National Trust for Jersey.



/ LOVE PLÉMONT CAMPAIGN, JERSEY.

c. National Trust of Jersey, 2012.

The National Trust for Jersey recently ran a hugely successful campaign – including taking to the streets and protesting – to return the blighted coastline at Plémont back to nature. The 11.3 acres at Plémont were secured for the nation in 2014.

_ nationaltrust.je

“Working together through INTO, we can identify common problems and tackle these as a sector making our arguments more robust and our voice stronger”

MUHAMMED MUGHEIRY.

Chairman, Zanzibar Stone Town Heritage Society.



/ STONE TOWN OF ZANZIBAR.

cc. 2009

The Stone Town of Zanzibar is a UNESCO World Heritage Site.

_stonetownheritagesociety.wordpress.com





OUR BIGGEST THREATS

In our recent survey, INTO members highlighted five primary threats to our global heritage.





PLANNING AND DEVELOPMENT

MANY OF OUR NATIONAL TRUSTS FIND THEMSELVES FIGHTING DEVELOPMENT PRESSURES WHEN THE APPEAL OF SHORT-TERM ECONOMIC GAIN IS SET AGAINST THE LONGER-TERM BENEFITS OF A HIGH QUALITY CULTURAL AND NATURAL ENVIRONMENT. BUT WHERE THE HISTORIC ENVIRONMENT HAS BEEN PLACED AT THE CENTRE OF REGENERATION PROJECTS, WE SEE SUCCESSFUL URBAN RENEWAL.

One of our newest members is the **Yangon Heritage Trust**. Yangon boasts one of the most spectacular and diverse urban landscapes anywhere on our planet, where it retains one of the most complete ensembles of colonial architecture and urban design anywhere in the world

Today, Yangon's built heritage is at risk from decades of neglect and, more pressingly, a new wave of intense pressure for rapid urban development. Century-old buildings in the downtown area are being demolished with alarming speed. As new structures rise without a regulatory vision, intact architectural blocks and iconic views are being lost.

It was to address this growing concern that Yangon Heritage Trust (YHT) was founded in 2012 by Dr Thant Myint-U and a group of like-minded architects,

business people, historians, and others dedicated to preserving the city's unique architectural legacy.

INTO is working with the YHT in the Asia-Europe Network of Urban Heritage for Sustainable Creative Economies which aims to facilitate knowledge exchange and capacity building with a focus on creative economies for the sustainable management of historic environments.

It's a similar story in China where Professor Ruan Yisan, urban planner and campaigner for heritage preservation established the country's first heritage NGO and INTO member, the **Ruan Yisan Heritage Foundation**. China's growth as a major world economy has meant that whole towns, many of them deeply historical, have been razed to the ground in favour of new development. Professor Ruan's work in Shanghai and the Yangtze River Water Towns has saved

many architectural treasures but as legal protections for heritage can be unclear, historic structures are at risk from total destruction at any time.

“Twenty rural villages are destroyed by developers every day,” says Professor Ruan, “We don’t know what is being lost with them.” And where Ruan has been successful in saving the historic environment, unsustainable tourism

has become a new threat. Of Pingyao, the UNESCO World Heritage Site in Shanxi Province, Ruan says “The larger public buildings have been saved, but there are dozens of historic residential houses that are in urgent need of repair.” Pingyao is also being discovered by the first Chinese tourists, who travel in large bus groups and stay only briefly. As a result, the main crossroads has already been taken over by souvenir vendors, selling the same cheap



**/ YANGON URBAN HERITAGE CONSERVATION
LAW.**

c. Yangon Heritage Trust.

In mid 2013, YHT was asked to assist in the drafting of Myanmar’s first urban heritage conservation law. This was submitted to the Regional Government in May 2013 and allows, for the first time, urban heritage places such as buildings, parks, streetscapes, conservation areas, moveable objects and archaeological sites to be considered as heritage items.

— yangonheritagetrust.org

knick-knacks you can find in Shanghai or Beijing markets (or New York’s Chinatown). The rise in house prices is threatening to drive out residents. “We need to switch from mass sightseeing,” Ruan said. “People should stay for an extended time so they can understand Pingyao’s art, its culture, its cuisine. But it’s not easy to control tourism in China, because economic growth is such a focus for the authorities.” Rampant

commercialism has the power to destroy Pingyao just as efficiently as neglect¹.

INTO delegates were part of a mission to China in 2012 advising on how historic towns can balance tourism, economic growth and environmental issues. The Chinese forum delegates were very interested in ensuring that good planning decisions are made, how public and private funding streams

work, volunteerism and successful education programmes.

The same is true with regards a good quality natural environment. In its recent report, *Protecting People through Nature*, WWF highlights the intrinsic links between social, economic and environmental agendas.



/ RUAN YISAN HERITAGE FOUNDATION, CHINA.
c. INTO Images, 2012.

“Protecting these water towns is not about making a profit from tourism, but maintaining a cultural legacy.”

PROFESSOR RUAN YISAN.
Ruan Yisan Heritage Foundation.

INTO delegates visited the site of the Global Heritage Fund's conservation and heritage revitalisation project in the Fanjia Jie Historic District of Pingyao with colleagues from the Ruan Yisan Heritage Foundation in 2012.

— ryshf.org

¹ *The Shock of the Old* by Tony Perrottet, June 2012.
The Wall Street Journal.
— bit.ly/tonyperrottet

In the Channel Islands, the **National Trust for Jersey** had a challenge of a different sort. Since the 1930s, the coast at Plémont had been blighted with the development of a series of holiday camps. When such holidays went into decline the site became vulnerable to redevelopment proposals commencing with an application in 1998 for 117 residential units. In January 2000, The National Trust for Jersey (NTJ) began campaigning for the site to be “returned to nature”.

The Campaign to safeguard Plémont demonstrated immense tenacity, perseverance and commitment on many

levels. Ultimately, the campaign was effective as it secured the right outcome, but most importantly it engaged the local community in debating, demonstrating and ultimately supporting the need to protect Jersey’s coastline. With limited resources both in terms of staff and money, this campaign was delivered on a financial shoestring, and only succeeded due to the passion, generosity and foresight of its many supporters across the community.

The Love Plémont project resulted in the safeguarding of 11.3 acres of coastal headland located in the north west of Jersey in the Channel Islands in 2014.

“Protecting natural areas and ecosystems is not antidevelopment. It is in the interest of long-term, robust and sustainable development that systems, including our social stability, economic prosperity, and individual well-being. We are not going to develop a just and prosperous future, nor defeat poverty and improve health, in a weakened or destroyed natural environment.”

WWF.

Protecting People through Nature, 2016.



CLIMATE CHANGE AND NATURAL DISASTERS

CONSERVATION IS NOT A SCIENCE OR PRACTICE THAT CAN BE NEATLY PARCELLED INTO DISCRETE NATIONAL PACKAGES AND THE CONSERVATION OF OUR BUILT, CULTURAL AND NATURAL HERITAGE DEPENDS ON GLOBAL CO-OPERATION. EARTHQUAKES, FLOODS, VOLCANIC ERUPTIONS AND OTHER NATURAL DISASTERS – BOTH THE DRAMATIC AND THE MORE INSIDIOUS – IMPACT HERITAGE SITES ALL AROUND THE WORLD, EVERY YEAR. THERE IS A NEED FOR FUNDING AND EXPERTISE AS WELL AS THE INCLUSION OF APPROPRIATE STRATEGIES IN MANAGEMENT PLANS TO ADDRESS THESE THREATS.

Dame Helen Ghosh, Director General of the **National Trust of England, Wales and Northern Ireland**, talks about climate change being “the single biggest threat to the places we look after”. From crumbling historic buildings to coastal erosion, the impacts are visible across the Trust’s property portfolio as are efforts to adapt and mitigate through changing the way land is managed to offset the danger of flooding, for example or by developing renewable energy schemes on National Trust land.

The **Bermuda National Trust (BNT)** has done in depth research into the impacts of climate change on the island: Rising temperatures, sea level rise, heavier rainfall and more severe tropical storms. Bermuda is better placed than many small islands to mitigate the risks – and it has a National Trust which is able to

demonstrate good practice at its sites, such as removing stresses on nature by creating and protecting open space and natural corridors (like at the Vesey Nature Reserve, 8 acres given to the BNT as part of the Buy Back Bermuda campaign), the removal of invasive species and protecting beaches and dunes from development in order to allow them space to adapt and retreat².

The BNT is also able to communicate to the public about individuals’ own contribution to global warming.

Another example that shows the fragility of the island environments against extreme weather events is the case of Levuka, UNESCO Historical

² Glasspool, A. F., 2008. *The Impact of Climate Change on Bermuda. Report Prepared for the Bermuda National Trust*

Port Town. In February 2016 tropical storm Winston hit the Pacific, leaving significant damage to the historic port, which the **National Trust of Fiji** is just beginning to tackle.

Indonesia, located on the Ring of Fire, has had to face critical cyclical episodes related to natural disasters – earthquakes, volcano eruptions, floods and tsunamis. After recent

events, improvements to emergency and prevention systems have been introduced and INTO members the **Indonesian Heritage Trust** (BPPI) have contributed to programmes in vulnerable areas such as training in early warning systems and the recovery of cultural heritage.

In the words of Catrini Pratihari³, the Indonesian government has established “first aid” for cultural heritage. There



/ **MORRIS HEDSTROM BOND STORE, LEVUKA, FIJI.**

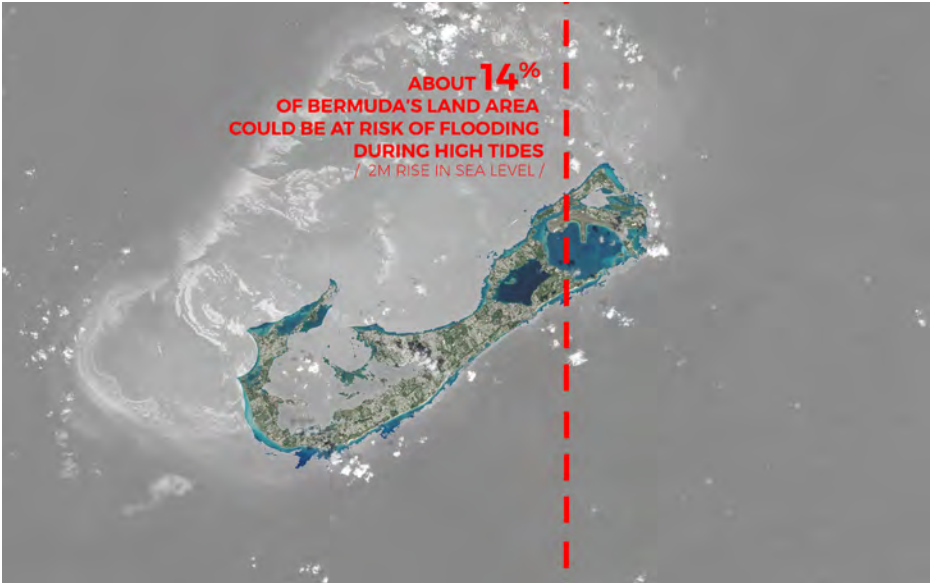
c. National Trust of Fiji / Bart van Aller, 2016.

The National Trust of Fiji is leading from the front with its efforts to protect and reconstruct the 1878 Morris Hedstrom store, given to the National Trust in 1980.

³ *Recovery and Sustainability of Historic Cities after Disaster, Sharing Experiences on Heritage Emergency Response in Indonesia* by Catrini Pratihari, April 2010. Australia ICOMOS. [_ bit.ly/pratihari](http://bit.ly/pratihari)

is a comprehensive programme for the recovery, reconstruction and rehabilitation of historic and cultural heritage. This effort is the first step towards recognising the value of heritage and the importance of cultural activities of communities.

In 2007, the Indonesian Heritage Trust brought together representatives of local heritage organisations, academics,



practitioners, activists, government, donors and local communities to establish a Heritage Emergency Response unit (HER). By generating solid documentation of past disasters and practical strategies for the future, the HER programme succeeded in

raising awareness of the importance of heritage conservation for both its historical value but – perhaps more importantly – for its symbolism and value within the community.



/ BERMUDA AGAINST CLIMATE CHANGE.
cc. Jorge Vicente, 2016 (left)

There is a double risk in Bermuda: a large flood area caused by sea level rise and a serious exposure to urban built environment at the intensity of storms. During hurricane Fabian (August 2003) 56 historic buildings and 25 contemporary buildings were damaged in the World Heritage Site of St. George. Agriculture and fishing will be affected in several ways. Unique ecosystems such as coral reefs, mangroves, beaches and dune systems, or Bermuda's famous peat-filled marshes are in serious jeopardy.

/ LYTTLETON TIME BALL STATION, CANTERBURY, NEW ZEALAND.
c. Heritage New Zealand, 2011. (this page)

Severe damage to heritage places caused by the Canterbury earthquakes of 2010 and 2011 has meant unprecedented, rapid loss of significant historic places, particularly in Christchurch, including some owned or looked after by INTO members Historic New Zealand, like the Lyttleton Time Ball Station.



“Cultural heritage is often highly valued and hence an irreplaceable asset for disaster-affected communities. Post-disaster recovery and relief for historic cities is not only a matter of housing rehabilitation and reconstruction, but has to cover the sustainable recovery of both physical settlement facilities and socio-cultural assets”.

CATRINI PRATIHARI.

Executive Director of Indonesian Heritage Trust.



/ BALINESE RICE TERACES, INDONESIA.

c. INTO Images / Oliver Maurice, 2005.

_ balikuna.org

_ bppi-indonesianheritagetrust.org

“There is no such thing as a single, linear narrative to history, or a neutral one. Buildings and monuments represent that multiplicity of stories, and are an essential part of a collective memory. They bind us in celebration and remind us of our errors. Without them we increase the frequency in which we reinvent the wheel and repeat the mistakes of the past⁴.”

JOHN DARLINGTON.

Executive Director, World Monuments Fund Britain.

⁴ “Why the Timbuktu monuments trial matters” by John Darlington, March 2016. *LinkedIn Pulse.*

– <http://bit.ly/johndarlington>.



/ TIMBUKTU, MALI.

cc. Emilio Labrador, 2007



WAR AND CONFLICT

WAR, LOOTING AND ICONOCLASM CAN WREAK HAVOC ON BOTH CULTURAL AND NATURAL HERITAGE. FEW INTO MEMBER ORGANISATIONS HAVE EXPERIENCE OF THIS ISSUE ON THEIR DOORSTEPS BUT NEVERTHELESS THESE TERRIBLE CONFLICTS IMPACT ON EVERYONE AND CAUSE US TO REDOUBLE OUR EFFORTS TO STRENGTHEN THE TIES BETWEEN COMMUNITIES AND CULTURES AROUND THE WORLD. AND WE REMEMBER THAT THE DESIRE TO EDIT HISTORY, TO REDACT AND REMOVE OTHERS PHYSICALLY THROUGH THE DESTRUCTION OF THEIR CULTURAL HERITAGE IS NOT SOMETHING THAT JUST HAPPENS IN THE WAR ZONES OF IRAQ, AFGHANISTAN OR SYRIA. OVER THE AGES, ALL NATIONS HAVE BEEN TEMPTED TO REWRITE HISTORY BUT THE IDENTITY, MEMORY AND DIVERSITY EMBODIED IN OUR SHARED HERITAGE AND SHOWCASED BY OUR NATIONAL TRUSTS REMINDS US OF WHO WE ARE AND WHERE WE COME FROM.

Armed conflict causes terrible and irreparable human damage – victims, refugees and displaced persons. There are many international organisations involved in this field and INTO seeks to support ngos on the ground with training and sharing experience but also by raising our collective voice for the protection of heritage in such circumstances.

It is worth highlighting the work of Peter Stone, a specialist in the protection of cultural property in the event of armed conflict, and the International Committee of the Blue Shield. Professor Stone began working with the British military back in 2003 when

he helped identify important historic sites that would be given similar levels of protection to hospitals and schools during the Allied bombing of Iraq. In 2011, in Libya, the work coordinated by Stone assured the protection of the Roman fortress of Fort Ras Almageb. Coordination is always essential to the protection of cultural property and heritage sites – even more so in times of conflict.

The 1954 Hague Convention is the primary piece of International Humanitarian Legislation concerning the protection of cultural property during armed conflict. It was first adopted by countries following the wholesale

destruction of tangible culture which took place during the Second World War and, since then, has provided a framework for those countries to protect cultural property from the effects of international and domestic armed conflict. Parties to the Convention are required to respect cultural property situated within the territory of other Parties by not attacking it, and to respect cultural property within

their own territory by not using it for purposes which are likely to expose it to destruction or damage during armed conflict.

In recent times, the actions of groups like ISIL-Daesh or the Taliban have caused us to wonder what on earth can be done. The protection of irreplaceable heritage cannot be set against the human tragedies but it is important to continue



*/ ROMAN FORT OF RAS ALMARGE, IRAQ.
c. Joris Kila, 2011.*

One of six destroyed mobile radar units at Ras Al-margeb with the Roman Fort undamaged except for minimal shrapnel scarring in the background.

to raise awareness and to maintain our commitment to supporting those who seek to protect these sites, often putting their own lives in danger.

INTO emphasises what is unique and special about the National Trust approach, and by developing and promoting best conservation practice at a global level is able to empower and support local NGOs in the achievement of

their objectives.

In 2012, we advised Cultural Heritage without Borders in Kosovo on the development of a national heritage organisation. We participated in a study visit involving a team of Kosovar heritage professionals and INTO member organisations provided comparative studies.

There are ongoing discussions about a National Heritage Organisation for Kosovo (NHOK), with the essential support of the Heritage without Borders Foundation (CHwB), and the experience learned from other INTO network projects in the UK, Italy, USA and Uganda, captured in a report by Rachel Nordström⁴.

“In any conflict, there are not just the human casualties but also casualties in terms of the cultural property and heritage of a society. The destruction of cultural property, and associated trade in illicit antiquities, strikes at the identity, cohesion, well-being, and economic potential of affected communities and undermines opportunities for intercultural dialogue. It robs the world of its past”.

PROFESSOR PETER STONE OBE.

UNESCO Chair in Cultural Property Protection and Peace, Newcastle University.

/ STARI MOST, OVER NERETVA RIVER IN MOSTAR, BOSNIA AND HERZEGOVINA.

cc. Jean-Pierre Bazard, 1974 (right above).

The 16th century Ottoman bridge at Mostar in Bosnia (Stari Most), a structure of little strategic value, was deliberately targeted and destroyed in 1993. Its reconstruction and reopening in 2004 has become a positive symbol of peace and the power of culture to rebuild. It was declared a UNESCO World Heritage Site in 2005.

/ BUDDHAS OF BAMIJAN, CENTRAL REGION OF HAZARAJAT, AFGHANISTAN.

cc. František Riháček, 1961 (right above).

Built between 507 AD and 554 AD, the Buddhas of Bamiyan were two monumental statues in central Afghanistan. They were destroyed in March 2001 by the Taliban.

⁴ *“The Development of a National Heritage Organisation for Kosovo supported by The Foundation, Cultural Heritage without Borders” by Rachel Nordström. February 2013.*
_ bit.ly/kosovoCHWB





INSUFFICIENT FUNDING

THE LAST TWO THREATS ARE VERY CLOSING LINKED: WITH MORE AND MORE CALLS UPON LOCAL GOVERNMENT AND INTERNATIONAL FUNDING HERITAGE CAN GET SQUEEZED OUT OF THE FUNDING PROCESS. COMBINE THIS WITH A LACK OF AWARENESS BY GOVERNMENTS AND INDIVIDUALS OF THE HUGE SOCIAL, FINANCIAL AND CONSERVATION VALUE OF A REGION OR COUNTRY'S HERITAGE ASSETS AND WE HAVE A PERFECT STORM OF UNDERFUNDING AND APATHY. THE RESULT OF WHICH COULD BE DEVASTATING TO WORLD HERITAGE. LET'S LOOK AT EACH IN TURN.

The funding challenge is simple and obvious, but very hard to overcome. Governments in stable countries will prioritise roads, schools and hospitals over protection of heritage. There is never enough money to do everything and heritage is often seen as either not good value or not good for votes. In less stable countries the last thing on a government's agenda is usually protection of heritage, either natural or built. The challenge is to find valid and practical strategies in each of these cases.

One of the biggest UK historic houses, Wentworth Woodhouse, was recently acquired by **SAVE Britain's Heritage**. The deal sees the **National Trust of England, Wales and Northern Ireland (NTEWNI)** partnering with the local Trust, **Wentworth Woodhouse**

Preservation Trust (WWPT), to ensure the public opening of the gorgeous building. The long term goal of this partnership is to combine public opening with diversification of uses to generate different income streams - events, holiday rents, etc. These income streams mean that the property will become self-sufficient in the shortest possible time. The key here is that the delivery on the ground will be by a local charity that is supported by both **English Heritage** and **NTEWNI**. This model of local ownership and operation, supported by either government or large NGOs is a model that could have far reaching applications.

Over the years, INTO has enabled the sharing of experience in both funding models and fundraising strategies. Our Central European Project saw representatives from heritage

organisations in Slovakia, the Czech Republic, Hungary and Poland exploring with their British counterparts different approaches to finding a viable future for historic buildings by balancing conservation, community outreach and financial return.

Another example of where two National Trusts have swapped ideas in the nuts and bolts of fundraising and outreach is the **National Trust for Canada's** 'This Lighthouse Matters' campaign, inspired by the work of fellow INTO members, the National Trust for Historic Preservation in the USA, which will be explored further in the next section. The project demonstrates the value of not reinventing the wheel but also how powerful the 'gamification' of heritage funding can be in attracting substantial attention from the general public and the media.

Through our **Small Grants Programme**, INTO also has specific amounts of money available to fund knowledge transfer between member organisations, for example internships, fundraising and membership recruitment projects. These small grants allow different organisations in very different parts of the world to share best practice and knowledge. Each member of INTO has a different political environment, climate or funding model but each has far more in common than usually perceived. INTO's goal is to make sure that we share these common endeavours and practices as widely as possible.

A good example is the **Zimbabwe National Trust** which is about to launch a new phase of the Cultural Heritage

Project of the Rhodes Nyanga Historical Exhibition (RNHE) through an INTO small grant. The project included the development and dissemination of information to visitors of the RHNE and the raising of public awareness of the value of Zimbabwe's cultural heritage. The INTO grant has also enabled the RNHE to attract additional local funding. "It is truly gratifying to see such encouraging results from initially small-scale but catalytic support for members of the INTO family – and to help spread our common philosophy." Susan van Schalwyk, INTO Small Grants Programme Manager

"A heritage trust aims to educate the public on heritage issues. The more visible the organisation, the more successful the projects, the greater involvement of members and effectiveness of marketing campaigns; the more value will be placed on heritage in general".

RACHEL NORDSTRÖM.

*A National Heritage Organisation for Kosovo
Report for Cultural Heritage without Borders,
February 2013.*

Another example comes from Fiji where Dutch INTO volunteer Bart van Aller joined the **National Trust of Fiji (NTF)** as a Built Heritage Advisor in October 2013. With seed funding provided by the INTO Small Grants programme, Bart has been helping NTF and the local municipality implement the management plan of Fiji's first World Heritage Site at the historical port town of Levuka. This has included developing heritage trails, conducting community based research into historical buildings and supporting the creation of partnerships to assist further work on heritage buildings in Fiji.

And finally to another INTO member, the **Taiwan Environmental Information Association**, who recently published a second edition of their TEIA Booklet, with support from an INTO Small Grant. The new edition has updated case studies, including many from INTO member organisations in the UK, USA, Canada, Zimbabwe, Japan, Fiji and Australia. It also includes detailed information and recommendations for the establishment of an environmental 'Trust' in Taiwan.

Funding can come from many different sources, and often it is not the amount that matters but the emotional and practical support that a grant will give an organisation. Yes there are huge funding needs for large projects that can run into the millions of dollars but most of the thousands of projects undertaken by members of INTO are much smaller in scale but no less important.

“The founders of the National Trusts in the UK had a vision of protecting and opening up beautiful places for everyone. It is wonderful to see these goals being met in every corner of the world. Octavia Hill would be very proud indeed.”

HELEN GHOSH.

Director General, National Trust of England, Wales and Northern Ireland.



/ ICKWORTH, SUFFOLK, ENGLAND.

c. INTO images, 2015.

“INTO serves as an indispensable resource for sharing information, best practice, inspiration and encouragement among National Trusts and like-minded non-governmental organisations. It takes the aspirations, visions and missions of the individual Trusts and leverages those on the global stage.”

DAVID BROWN.

*Executive Vice President and Chief Preservation Officer,
National Trust for Historic Preservation (USA).*



/ MIAMI MARINE STADIUM. FLORIDA, USA.

*c. National Trust for Historic Preservation Images /
Rick Bravo, 2015.*

Miami Marine Stadium, which has been closed for 20 years, is the only stadium in the United States built for the purpose of watching power boat races. It was designed by Hilario Candela, a Cuban-born architect who at age 27 conceived a stadium that is now viewed as a masterwork of civic architecture and modern construction.

*_ preservationnation.org
_ savingplaces.org*

“Our membership has benefited us tremendously. We were able to send one delegate to each of the last Conferences which enabled us to learn far more about awareness, education and strategies and it was also of great benefit to be able to network and meet with so many like-minded people. We greatly value the contact that we have with INTO and no longer feel as ‘isolated’.”

LIN GONÇALVES.

Council Member of the National Trust of Zimbabwe.



**/ WORLD'S VIEW, NORTH OF NYANGA,
ZIMBABWE**

c. G. Honeymoon, 2015.

World's View is a spectacular vista viewed from the northern part of the Eastern Highlands mountain range, just North of Nyanga, in eastern Zimbabwe. The view point is popular with tourists. The view includes the plains and hills that rolls away from the range to the far west. Land as far as Rusape and even (it is claimed) Harare beyond can be seen on clear days.

_ ntoz.org



PUBLIC AWARENESS AND ATTITUDES TOWARDS THE VALUE OF HERITAGE

IT IS NOT DIFFICULT TO IDENTIFY THE MAIN THREATS TO OUR COMMON GLOBAL HERITAGE, THE CHALLENGE COMES WHEN WE TRY AND UNEARTH THE MAIN ROOT CAUSES OF THEM. CHIEF SUSPECT MUST BE LOW PUBLIC AWARENESS AND UNDERSTANDING OF THE INTRINSIC VALUE OF HERITAGE. WHEN THE INTO SECRETARIAT CANVASSED OUR MEMBER ORGANISATIONS, LACK OF UNDERSTANDING OF THE HOLISTIC VALUE OF THE WORLD'S HERITAGE ASSETS WAS THE NUMBER ONE CONCERN. AND THEY ARE RIGHT, WITHOUT STRONG AWARENESS A PERCEIVED APATHY WILL BE MIRRORED BY THE LOW POSITION OF CONSERVATION ON A GOVERNMENT'S PRIORITIES AND CONSEQUENTLY LOWER LEVELS OF FUNDING AND SUPPORT.

Increasingly heritage trusts must act as an advocate for cause and promote the most relevant aspects of heritage that fit into their society.

Rachel Nordström (NHOK) insists on the need for an effective marketing strategy, "It is essential to point out the key priorities and generate social debate on the importance of heritage in contemporary culture". The media and social networks are a great tool for public participation but only when used thoughtfully and not used as a blunt instrument. Increasingly audiences who are open to protecting the historic environment expect marketing to be both cause driven and non-invasive, finding that balance could mean the difference between a successful venture

and a disaster.

Increasingly we are seeing educational tools being integrated into school syllabuses, promoting the value of heritage among children and helping their appreciation and understanding. A good example of this is in the devolved country of Wales where the new Welsh curriculum has intentionally and strongly embraced the historic and natural environment of the nation as a holistic learning tool for all Welsh students.

Last year, the **National Trust for Canada** and the Nova Scotia Lighthouse Society launched "This Lighthouse Matters", a crowdfunding website and competition, allowing groups with worthy heritage projects to compete for cash prizes and

raise funds using new technology and social media. In total, \$300,000 was distributed to community projects and 219,794 votes were cast with 6.5 million potential reach through earned media. The highly successful strategy also leads an awareness, outreach and fundraising programme. By specifically targeting a Canadian icon that is integral to the culture and memory of the countries' Atlantic seaboard, local support and

media coverage was greatly increased and the project has helped raise the profile of not just the lighthouse initiative but of the entire historic environment. This is a good instance where a local Trust can step in where government has failed to protect a historic asset.

The **Trust Youth Centre** is a programme of INTO member the **Amenity 2000 Association** in Japan and was started



/ KIDSTON ISLAND LIGHTHOUSE, BADDECK,
NOVA SCOTIA, CANADA.
cc. Dennis Jarvis, 2011.

Despite national legislation to protect them, lighthouses are an endangered species. The National Trust and the Nova Scotia Lighthouse Society launched "This Lighthouse Matters" – a strategy for saving Nova Scotia's lighthouses and encouraging economic renewal for many of the province's challenged communities.

– thisplacematters.ca

in 2013. Japan's heritage movement is very different to the UK and the status of heritage buildings, although high in the cultural psyche has not yet moved towards a National Trust model of popular engagement. Voluntary participation in heritage activities and fundraising as well as an understanding of the importance of protecting historical buildings has yet to gain wide public acceptance.

The Amenity 2000 Association understands that Japan's heritage consists of an extremely diverse range of buildings and areas of natural beauty, and they feel it is their duty to prevent the irreversible loss of such treasures. As with other INTO members they strongly believe that this is best done at a community level, and especially by engaging young people through their Trust Youth Centre to promote the development of a National Trust movement, and to advocate wider accessibility to heritage sites. Their campaign to increase this awareness focusses on youth centres and schools and as in Wales is championing the use of local and national heritage sites as a key delivery element of primary and secondary education in Japan.

The cost of running a heritage site can be very high but so can its purchase by a charitable trust. This is a problem in many places but particularly in Asia where property prices can be astronomically high.

Our INTO member in Taiwan, the **Taiwan Environmental Information Association (TEIA)** is using the two British Acts of Parliament that helped empower the National Trust of England, Wales and Northern Ireland as a guide to lobby for similar legislation in their own country. This new Trust Act, when passed, will let conservation NGOs more easily, cheaply and simply acquire both built and natural heritage properties.

The TEIA have already identified their first property, Nature Valley, which they hope will become a beacon for further purchase of historic land and buildings. Three more sites are on their radar once

they have proven that this model of governance and ngo partnership can work in Taiwan.



/ 'THIS LIGHTHOUSE MATTERS'.
c. National Trust for Canada, 2015.

_ thisplacematters.ca



/ TAIWAN ENVIRONMENTAL INFORMATION
ASSOCIATION (TEIA).

c. TEIA Images.

*TEIA is dedicated to two primary goals:
enhancing the distribution of environmental
information and promoting the model of
environmental charitable trust.*

_ teia.tw/en

“Although the organisations we represent are incredibly different, there are common threads running through our thinking, our set-ups, our priorities, what inspires us and the challenges we face. This is what is so special about the National Trust movement – big and small, old and new, different organisational models, different languages, different understandings of the notion

of ‘heritage’ or indeed ‘National Trust’ – all have an important role to play within the INTO family and can contribute to the debate. All of us have something to learn and something to share. And in times like these, we need good networks more than ever.”

CATHERINE LEONARD.

INTO Secretary General



/ CENTRAL EUROPEAN PROJECT.

c. INTO images.

INTO's Central European Project delegates visiting Culzean, the magnificent property of the National Trust for Scotland. This project was instrumental in the formation of the Czech National Trust three years ago and also helped reinvigorate the Slovak National Trust which in 2016 is celebrating its 20th anniversary with the opening of its new heritage centre in Bratislava for which INTO helped secure a significant donation.

“The National Trusts of the world have a blessedly simple mission: to acquire and hold places which people value for the benefit of everyone for ever [...] but each one is no more than an instrument for the preservation of places for the benefit of people.”

MARTIN DRURY.

Former Director-General of the National Trust of England, Wales and Northern Ireland.

International Conference of National Trusts, Alice Springs, 2000.



/ MARTINDALE HALL, MINTARO, SOUTH AUSTRALIA.

cc. Peter Hayward, 2009.

Entrusted to the nation by a donor in the 1950, the future of Martindale Hall has been in doubt for the past few months as the local government decided to sell it off to a property developer. Inspired by their visit to Wimpole Hall during the INTO conference last year, the National Trust of

South Australia is about to start working with the international National Trust movement to find a viable future for the property as a heritage-based tourism attraction utilising the buildings and grounds to create a unique destination celebrating its cultural and agricultural heritage.

_ nationaltrust.org.au/sa/

“Having INTO behind us has been crucial to the successful establishment of a Czech National Trust. INTO has added credibility to our project and we have been able to make good use of their contacts and expertise. They have provided ideas, funding, advice, a shoulder to cry on ... It is not unlike having a fairy godmother!”

IRENA EDWARDS.

Chairman of the Czech National Trust.



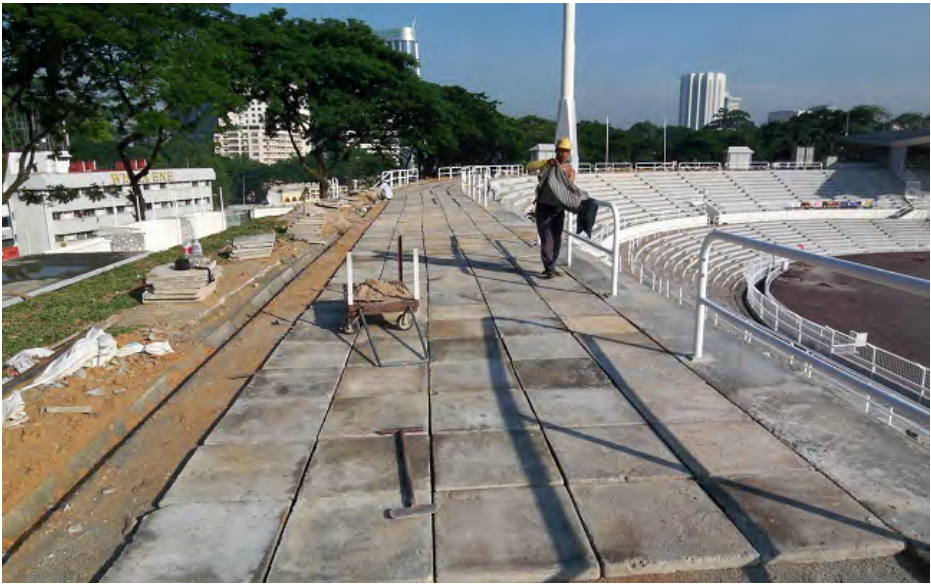
***/ CHINESE PAVILLION, CHATEAU GARDEN
KROMERIZ, CZECH REPUBLIC.***

cc. Altan Cinsky.

The Czech National Trust is helping to raise funds for the rescue of the Chinese Pavilion, a romantic folly in the wonderful Chateau Garden in Kromeriz, a UNESCO World Heritage Site.

“Knowing the value is crucial in understanding the preservation and conservation of heritage ... I see Merdeka as more valuable than my life because it was there that Tunku proclaimed Independence. It should be taken as a sacred place and I would attribute any attempt to destroy Merdeka Stadium as a sacrilegious act.”

TAN SRI AHMAD SARJI.
President of Badan Warisan Malaysia.



/ MERDEKA STADIUM, KUALA LUMPUR, MALAYSIA.
c. Badan Warisan Malaysia Images.

Reinstating the original concrete flagstones on the upper walkway which had been removed for safekeeping during the demolition process

When Prime Minister Tunku Abdul Rahman, proclaimed Malaysian Independence on 31st August 1957, he stood in the middle of the Stadium field and shouted out “Merdeka” seven times. This scene,

often shown on film and in print, is etched on the psyche of all Malaysians. Nevertheless the stadium was nearly demolished in the 1990s. It was the National Trust, Badan Warisan Malaysia, that was able to help save Merdeka as part of a public-private partnership and today the stadium has a new lease of life for sporting events and concerts alongside “The Road to Nationhood” museum.

_ badanwarisanmalaysia.org

HOW INTO HAS MADE A DIFFERENCE

SHARING EXPERTISE AND WORKING TOGETHER

Kampala, the capital city of Uganda, has a relatively short but rich history. Currently, there is little appreciation of the value of this legacy and even the most iconic buildings and sites are fast disappearing as pressure on land by property developers mounts in this already congested city.

The Cross-Cultural Foundation of Uganda (CCFU), a small organisation without the means to buy out any such developer, concluded that the only way to salvage the remnants of this heritage was to sensitise the public about its intrinsic value. As an initial, low cost step, a map of historical buildings and sites in the city was developed in collaboration with a number of partners.

INTO provided CCFU with two key ingredients in the project:



THE INITIAL IDEA FOR THIS INITIATIVE WAS INSPIRED BY A VISIT BY CCFU STAFF TO HARARE, ZIMBABWE, WHERE THE NATIONAL TRUST OF ZIMBABWE HAD PUBLISHED A SIMILAR MAP. LINKING WAS ONLY POSSIBLE BECAUSE OF INTO'S NETWORKING PLATFORM.



INTO ALSO PROVIDED AN OPPORTUNITY TO RAISE FUNDS FOR THE PROJECT. IN SEPTEMBER 2014, THE INTO SECRETARIAT (IN CONJUNCTION WITH INTO MEMBERS TESOUROS DE GALICIA) ORGANISED A FUNDRAISING WALK IN NORTHERN SPAIN. THE FUNDS RAISED BY TWO CCFU WALKERS ON THIS OCCASION PROVIDED MORE THAN 50% OF THE FINANCE NEEDED FOR THE PROJECT.

The map is (although important) only stage 1! The next steps are to develop briefing notes on the history of the most important buildings and sites, marking buildings with plaques, a campaign to have key buildings protected by law, encouraging a similar project in Jinja, the country's second largest city and building the interest and capacity of owners and managers to preserve their heritage.

ESTABLISHING NEW NATIONAL TRUSTS.

INTO has taken an active role in the establishment of the **Czech National Trust**: from convening a heritage roundtable group in the presence of HRH The Prince of Wales in Prague in 2011; to hosting the Central European Project in 2012 and offering on-going advice and support.

The Czech Republic is home to over 40,000 sites classified as national heritage and 12 UNESCO sites, which is more per km² than France or Italy. The communist era was very damaging on many different levels as it left properties uncared for, changed their use often to their detriment and discouraged any kind of community effort or involvement to use or maintain historic properties. These objects and sites are part of national heritage of international importance, and the National Trusts in the UK proved an inspiration to the founders of the Czech National Trust which seeks to:

FIND NEW SOURCES OF FUNDING FOR HERITAGE.

ADVOCATE FOR A BETTER HERITAGE PROTECTION REGIME.

CONNECT EXISTING HERITAGE ORGANISATIONS AND DEVELOP A CULTURE OF DONATION AND VOLUNTEERING.

TRAIN HERITAGE PROFESSIONALS TO INTERNATIONALLY ACCEPTED STANDARDS

INCREASE ENGAGEMENT OF LOCAL COMMUNITIES

PROGRESS THE PERCEPTION OF THE CZECH NATIONAL TRUST AS A 'SAFE PAIR OF HANDS' TO ADMINISTER, CHAMPION OR OWN PROPERTY FOR THE BENEFIT OF THE NATION.

INTO has provided a source of inspiration and experience, including:

VISITS TO THE CZECH REPUBLIC TO PROMOTE THE CONCEPT, MEET KEY SUPPORTERS AND OFFER GUIDANCE

ADVISING ON THE CONSTITUTION, BUSINESS PLAN AND STRATEGY

RECOMMENDATIONS ON THE PILOT PROJECT SITE, FROM INITIAL IDENTIFICATION AND ACQUISITION TO PREVENTATIVE CONSERVATION AND EXPLOITATION

BEING PART OF A FUNDRAISING EVENT IN LONDON AND HELPING SECURE THE SUPPORT OF HRH THE PRINCE OF WALES.



*/ CHAPEL AND TOMB OF MARIE VON EBNER-
ESCHENBACH, ZDISLAVICE, CZECH REPUBLIC.*

*c. Czech National Trust Images / James Palik,
2014.*

Through the reconstruction of Marie von Ebner-Eschenbach tomb, Czech National Trust aims to draw attention to the literary and cultural legacy of this remarkable woman, one of the most remarkable literary personalities of the 19th century.

_ czechnationaltrust.org

INCREASING AND ENHANCING THE CAPACITY OF INDIVIDUAL NATIONAL TRUSTS.

Tesouros de Galicia is another new organisation seeking to facilitate cooperation between public and private entities to:

ENABLE THE RESTORATION AND ADAPTIVE REUSE OF HISTORIC AND CULTURAL SITES IN THE REGION.

FIND WAYS TO ATTRACT VOLUNTEERS TO SUPPORT THE RECOVERY AND SUSTAINABLE MANAGEMENT OF HISTORIC AND NATURAL RESOURCES

DEVELOP A VOLUNTEER EXCHANGE PROGRAMME TO SHARE EXPERIENCES BETWEEN COUNTRIES AND LEARN NEW SKILLS AND WAYS OF WORKING.

EXPLORE THE OPPORTUNITIES AND VALUES OF GALICIA AT AN INTERNATIONAL LEVEL.

A member of INTO since 2012, we have been collaborating with **Tesouros de Galicia** to build their organisational capacity and promote their work.

As part of our on-going programme, Julie Thompson, our Volunteer Placements Manager, worked closely with the team to design new working holiday offers and in 2013 an INTO Task Force (with participants from England, France, Wales and Jersey with a range of experience and expertise) gave advice on existing projects and future strategies.

In 2014, a group of INTO volunteers walked the 'English Way' to Santiago de Compostela, to raise the profile of **Tesouros's** work and to offer guidance on the promotion of the Ways.

This collaboration demonstrates how INTO can work in partnership with its members to develop new heritage-based sources of income for local communities.

FORMULATING AND PROMOTING BEST CONSERVATION PRACTICES.

In 2013, we were invited by the Honourable Clifton de Coteau, Minister of National Diversity and Social Integration, to help restructure the **Trinidad and Tobago National Trust**.

The INTO Review drew on a background of accumulated knowledge of the different approaches taken by National Trusts around the world and offered relevant case studies of alternative statutory, financial, organisational and operational models, alongside recommendations for implementation.

As part of this on-going development process, the Trinidad and Tobago National Trust has joined INTO, sent representatives to our Ugandan and Cambridge Conferences, and is exploring our offer to second a senior level National Trust executive to assist efforts to grow the organisation into the strong, confident, successful, dynamic leader of efforts to preserve Trinidad and Tobago's remarkable built and natural heritage.

/ SANTIAGO DE COMPOSTELA CATHEDRAL,
GALICIA, SPAIN.
c. INTO Images, 2013 (right).

Tesouros de Galicia is a non-profit association which pretends to seek the enhancement of the heritage of Galicia (NW Spain), and its retrieval, dissemination and sustainable use.

— tesourosdegalicia.com



“We very much look forward to INTO continuing to develop its capacity building and staff exchange programmes. To date we have been immensely grateful to INTO for acting as a facilitator when we need assistance from our partner organisations.”

CHARLES ALLUTO.

Director, National Trust for Jersey.



/ LE DON HILTON, SAINT PETER, JERSEY

cc. Beechwood Photography, 2010.

Known colloquially as the 'White House' due to its distinctive whitewashed exterior, this 18th-century building was used as a powder magazine up until the end of the Napoleonic wars.

_ nationaltrust.je

“As a small and relatively young NGO we appreciate the possibilities of cooperation with all INTO members and we are very happy to be a member of bigger family of National Trust – kind of organisations. For us INTO is the source of inspiration and professional knowledge.”

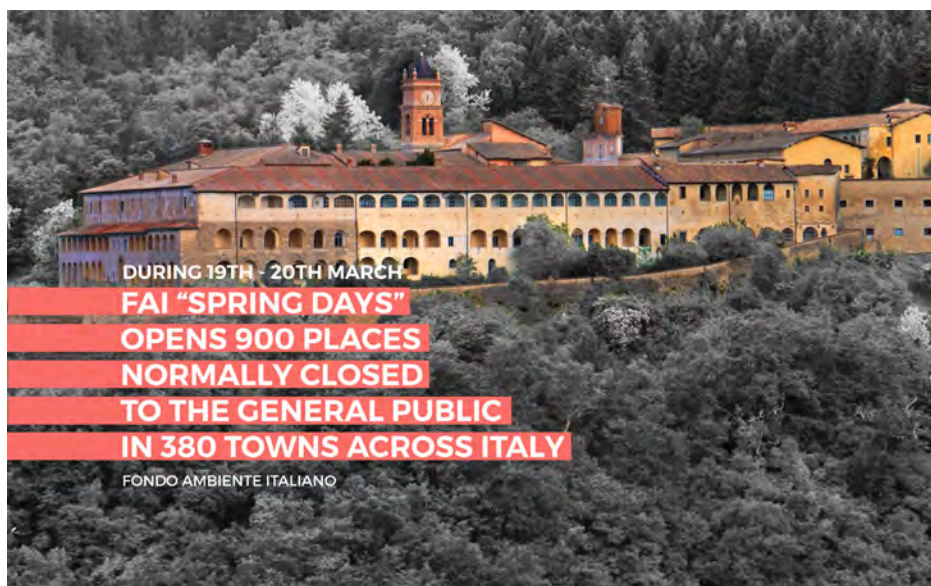
*MICHAELA KUBIKOVA.
Director, National Trust of Slovakia.*



*/ HRUŠOV, SLOVAKIA.
c. INTO Images, 2012.*

Expert Peter Brada speaking about building and maintaining thatch at a workshop in Hrusov run by the National Trust for Slovakia for students of landscape architecture.

_ nt.sk



DURING 19TH - 20TH MARCH

FAI "SPRING DAYS"

OPENS 900 PLACES

NORMALLY CLOSED

TO THE GENERAL PUBLIC

IN 380 TOWNS ACROSS ITALY

FONDO AMBIENTE ITALIANO

*/ CERTOSA DI TRISULTI, COLLEPARDO,
FROSINONE, ITALY.*

cc. 2013.

_fondoambiente.it



**90% OF TRENDY
BARS AND RESTAURANTS
OF THE FIVE MAJOR
US CITIES ARE IN
HISTORIC BUILDINGS**

THE NATIONAL TRUST FOR HISTORIC PRESERVATION

*/ WHITE HORSE TAVERN, NEW YORK CITY, USA.
cc. Peter Guthrie, 2007.*

_preservationnation.org



**45% OF LOCAL AUTHORITIES
ARE CONSIDERING
SELLING OR PASSING
ON MANAGEMENT OF
GREEN SPACES TO OTHERS.**

STATE OF UK PUBLIC PARKS.
HERITAGE LOTTERY FUND, 2014.

*/ STATE OF UK PUBLIC PARKS, HERITAGE LOTTERY
FUND, 2014*

c. Greenspace Information for Greater London.

_ gigl.org.uk

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National Trusts Organisation.*

*_ intoorg.org
_ info@intoorg.org*