

World Heritage Catalysis

World Heritage Catalysis' purpose is 'to support regenerative resilience across communities living in and around World Heritage'. Our mission is 'through transformative tourism and visitor management support commoning as a triad of social practices, acts of provisioning and forms of peer governance'.

[VMAST - The UNESCO Visitor Management Assessment & Strategy Tool](#) > improving practice

[WHETS - World Heritage Exchange Trading Systems](#) > improving provisioning

WHAO - World Heritage Autonomous Organisations > improving peer governance

DAOs for peer governance

To develop into an organisation enabling and supporting peer governance World Heritage Catalysis is exploring the potential of Decentralised Autonomous organisations (DAOs) and web-3 technology. Considering alternative approaches, we are in 2023 taking part of [HYPHAs](#) Flow Journey and applying the [DAO OS Canvas](#) adapted from a canvas model developed by [The Ready](#). The purpose is to create a fully operational scaffolding for World Heritage Catalysis as a DAO and Anchor DAO supporting an [ecosystem of DAOs](#) for World Heritage: the **WHAO - World Heritage Autonomous Organisation(s)**.

#9(#2): GOVERNANCE

How we operate, make decisions, and share power.

Governance, or how we make decisions, is a key part of the DAO OS. DAOs distribute power and authority to the community based on the values of shared freedom and autonomy. If everyone has the power to create change, then we need systems that promote decision-making and self-managing teams.

DAOs use a variety of governance models to facilitate decision-making: advice-based, consent-based, gated voting, quorum requirements, soft and hard consensus. Each of these models has their own advantages and disadvantages, and there is not a one-size-fits-all model for DAOs. DAOs are complex and adaptive systems, which require governance models that use a continuous improvement cycle. They are constantly learning and experimenting, sensing and responding to what is happening in order to find a way forward.

Example: Consent vs Consensus

Consensus: Everyone in the group must universally agree that this is the right decision before moving on.

Consent: A decision is made when no one has any objections (Note you don't have to agree with the decision – just have no valid objection to it)

More to read:

<https://www.fearlessculture.design/blog-posts/make-good-decisions-faster-move-from-consensus-to-consent>

Questions to be answered:

1. Who can tell others what to do?
2. How do we make important decisions?
3. What is safe to try? What is not?



World Heritage Catalysis WHAO: GOVERNANCE

How we operate, make decisions, and share power

WORK IN PROGRESS

1. Who can tell others what to do?

The Code of Conduct

Anchor Council

2. How do we make important decisions?

Currently most if not all decisions are made by the founder of WHCatalysis (ie. WHCatalysis is, founded as a company under Norwegian law, a centralized/hierarchical organization).

The following forms of organizations are considered:

Centralized / Hierarchical
Cooperative / Employee-owned
Sociocratic / Consent-driven
Holacratic / Process-driven
Teal-based / Self-managed
Community / Volunteer-based
Democratic / Consensus-driven
Chaordic / Self-organized

The purpose of creating a DAO (the WHOA) is to support an inclusive and volunteer based community applying both sociocratic and holacratic principles to empower individuals, groups, and roles.

Roles

Community members	(free membership; all members are part of the community)
Club members	(paid membership; open to anyone)
Facilitators	(of Circles ensuring adherence to Code of Conduct; must be Club or Catalyst members)
Catalysts	(by application or invitation; based on relevant competencies)

Anchor council

Catalysts

Focus on the overall and general

Circle structure

APPROACH (tools, technologies, methodology, protocols, principles)

VMAS

WHETS

Governance / WHAO

ToC

PRACTICE (implementing and localizing the approach)

A1 - D10: Mirroring the 40 strategic objectives set out through VMAST

IMPLEMENTATION

Community/Site Labs

Circle governance

XXX

3. What is safe to try? What is not?

As long as proposals and activities go against the purpose and mission of World Heritage Catalysis, compromises the lives and/or integrity of people or any living creature, or are illegal, it could be considered safe.

Proposals put forward through WHAO must be critically examined by members of a Circle for any potential and unintended negative impacts.

Experiments not considered safe are, for example, where financial innovation (whether it is blockchain based or mutual credit) could be used as a speculative instrument.

Holacracy

<https://en.wikipedia.org/wiki/Holacracy>:

- Roles instead of job descriptions

The building blocks of Holacracy's organizational structure are roles. Holacracy distinguishes between roles and the people who fill them, as one individual can hold multiple roles at any given time. A role is not a job description; its definition follows a clear format including a name, a purpose, optional "domains" to control, and accountabilities, which are ongoing activities to perform. Roles are defined by each circle—or team—via a collective *governance process*, and are updated regularly in order to adapt to the ever-evolving needs of the organization.^[2]

- Circle structure

Holacracy structures the various roles in an organization in a system of self-organizing (but not self-directed) circles. Circles are organized hierarchically, and each circle is assigned a clear purpose and accountabilities by its broader circle. However, each circle has the authority to self-organize internally to best achieve its goals. Circles conduct their own governance meetings, assign members to fill roles, and take responsibility for carrying out work within their domain of authority. Circles are connected by two roles known as "lead link" and "rep link", which sit in the meetings of both their circle and the broader circle to ensure alignment with the broader organization's mission and strategy.

- Governance process

Each circle uses a defined governance process to create and regularly update its own roles and policies. Holacracy specifies a structured process known as "integrative decision making" for proposing changes in governance and amending or objecting to proposals. This is not a consensus-based system, not even a consent-based system, but one that integrates relevant input from all parties and ensures that the proposed changes and objections to those changes are anchored in the roles' needs (and through them, the organization's needs), rather than people's preferences or ego.

- Operational process:

Holacracy specifies processes for aligning teams according to operational needs, and requires that each member of a circle fulfill certain duties in order to work efficiently and effectively together.^[15] There are also key roles to help organise the process and workflow of each circle including Facilitator, Secretary, Lead Link, and Rep Link.^[2]

Sociocracy

<https://sociocracy30.org/the-details/why-sociocracy-3-0/>

Sociocracy 3.0 moves primary focus from vision, mission, aims or purpose, towards the source of motivation, and aligns the organization towards discovering and addressing what it needs. Organizations which are already need-driven, value driven or customer-centric, find this immediately accessible.

Sociocratic principles

<https://sociocracy30.org/the-details/principles/>:

The Principle of Effectiveness: *Devote time only to what brings you closer toward achieving your objectives.*

The Principle of Consent: *Raise, seek out and resolve objections to decisions and actions.*

The Principle of Empiricism: *Test all assumptions you rely on, through experiments and continuous revision.*

The Principle of Continuous Improvement: *Change incrementally to accommodate steady empirical learning.*

The Principle of Equivalence: *Involve people in making and evolving decisions that affect them.*

The Principle of Transparency: *Record all information that is valuable for the organization, and make it accessible to everyone, unless there is a reason for confidentiality.*

The Principle of Accountability: *Respond when something is needed, do what you agreed to do, and take ownership for the course of the organization.*

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