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)**.

#5(#6): INNOVATION

How we learn and evolve collectively.

In BanklessDAO, everyone is encouraged to form a squad around ideas. Before going through the proposal process and seeking funding for a project, start with building something and see what sticks.

DAOs should encourage ideas to percolate and for groups to form around ideas. Many of those groups will dissolve, but some will go on to produce loonshots. Often, we think about innovation as the work that happens in the organization, but sometimes the most important innovation is working *on* the organization.

> "The whole notion of how you build a company is fascinating. I discovered that the best innovation is sometimes the company, the way you organize." –Steve Jobs

INNOVATION: How we learn and evolve; the creation of something new; the evolution of what already exists.

Questions to be answered:

1. Who participates in innovation? Who has the right to innovate?
2. What is the role of failure and learning in innovation?
3. How do we balance the short term and the long term?
4. How do we encourage and support innovation to better actualise our purpose?
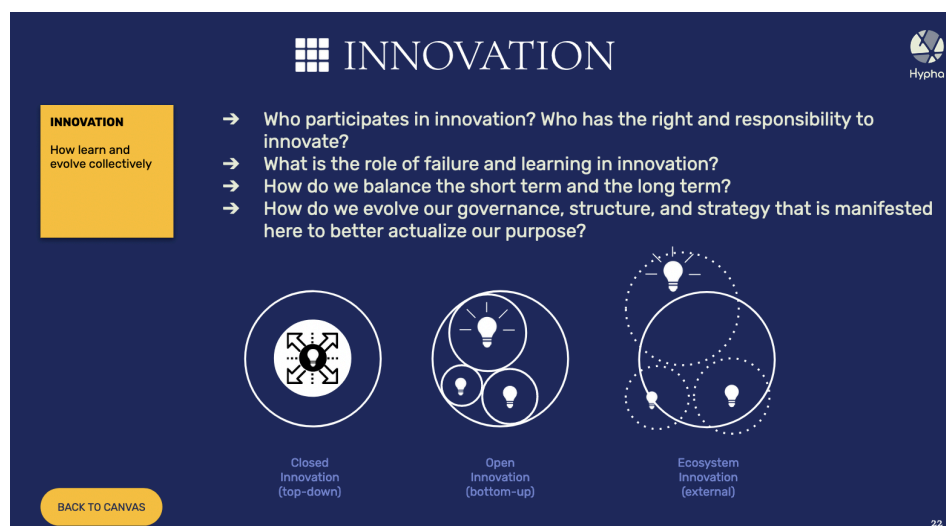
World Heritage Catalysis WHAO: INNOVATION

How we learn and evolve collectively.

WHCatalysis hosts a community of practice.

> *Communities of practice are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly. (Wenger-Trayner)*

Improvement of practice takes place in several ways:

Problem solving

"Can we work on this design and brainstorm some ideas; I'm stuck."

Request for information

"Where can I find committee decisions and other relevant resources on this specific topic?"

Seeking experience

"Has anyone supported a site manager in this situation?"

Reusing assets

"I have a relevant proposal I wrote last year. I can send it to you and you can easily tweak it for your purpose."

Coordination and synergy

"Can we bring our proposals together and increase our chances for a successful bid?"

Building an argument

"How is this done in your community/site/country? Armed with this information it will be easier to convince my Ministry to make some changes."

Growing confidence

"Before I do it, I'll run it through my community first to see what they think."

Discussing new developments

"What do you think of WHETS? Does it really help communities to become more resilient?"

Documenting projects

"We have faced this problem five times now. Let us write it down once and for all."

Visits

"Can we come and visit your site/community? We need to establish one in our city."

Identifying gaps in competence

"Who knows what, and what are we missing? What other groups should we connect with?"

Adapted from https://www.wenger-trayner.com/introduction-to-communities-of-practice/

1.   Who participates in innovation? Who has the right to innovate?

Improving practice relies on incremental as well as disruptive innovation. In WHCatalysis there is room for both.

Examples:

> Incremental innovation:
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> > Improving practice through the application of VMAST. This could however lead to disruptive innovation locally, for example by shifting focus from how heritage can support tourism to how visitor management can support community resilience through the investment into renewable energy.
>
> Disruptive innovation:
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> > WHETS - innovation supporting provisioning
> >
> > WHAO - innovation supporting peer-governance

The scope and potential for innovation is set out across the various circles.

> APPROACH Circles - (open?) innovation in the cross cutting technology (VMAST, WHETS, WHAO, ToC)
>
> > Example:
> >
> > - how VMAST can help connect practice across the Advisory Boards (ICOMOS, IUCN and ICCROM) such as what was done through the operationalisation of a Charter (2022)
> > - how WHETS through an energy backed credit can contribute to energy transition
> > - how WHAO could support local governance and develop into an ecosystem
>
> PRACTICE Circles - (ecosystem?) innovation specifically relating to achievement of that objective.
>
> > Example:
> >
> > - how visitor management can contribute to energy transition (VMAST B5) through economic innovation (WHETS) or new forms of governance made possible through the WHAO ecosystem.
>
> CATALYST Circles - locally applied innovation
>
> > COMMUNITY/SITE LABS
> >
> > Example:
> >
> > - how the application of VMAST effectively can support systems thinking and change focus from extractive to regenerative practices
> > - how WHETS and/or WHAO can support local objectives
> >
> > ORGANISATION LAB
> >
> > Example:
> >
> > - how VMAST/WHETS/WHAO can be applied by external organisations and thereby expand the ecosystem(s) and scale impact

2.   What is the role of failure and learning in innovation?

WHCatalysis seeks to evolve according to Senges (1994) Five Disciplines of a Learning Organization

> **1. A shared Vision**
>
> > - by with a purpose that inspire individuals and guides the organisation

2. Systems Thinking

- by looking at the big picture and patterns, considering the interconnectedness of different parts of a system and the impact of actions on the whole.

3. Mental Models

- by acknowledging that we all carry underlying assumptions and beliefs that shape our thoughts and actions, and encourage members to reflect on their own mental models and seek a deeper understanding of the world and systems we operate within.

- by supporting "learningful" conversations that balance inquiry and advocacy, where people expose their own thinking effectively and make that thinking open to the influence of others.

4. Team Learning

- by creating a safe and supportive environment where community members can openly share their ideas and experiences and learn from one another.

5. Personal Mastery

- by encouraging members to take ownership of their learning and development and providing opportunities to learn and grow.

3.   How do we balance the short term and the long term?

XXX

4.   How do we encourage and support innovation to better actualise our purpose?

By organizing around generally applicable VMAST objectives

By not being too prescriptive in our own innovations (WHETS and WHAO) but allowing them to be emerging through application in various locations and contexts.

References:

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