

FORMAT		
1. Name of resource	Overall Operational Guidelines for the CURE [Culture in City Recovery and Reconstruction] framework	
2. Location	http://documents1.worldbank.org/curated/en/678161583386208712/pdf/Overall-Operational-Guidelines-for-the-Culture-in-City-Reconstruction-and-Recovery-CURE-Framework-Technical-Note.pdf	
3. Alternative location	https://www.preventionweb.net/publications/view/71084	
4. Author[s]	R. Amirtahmasebi	
5. Publisher/producer/host	Global Facility for Disaster Risk Reduction and World Bank	
6. Year	2020	
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8. Languages in which available	English, French	
9. Geographic area resource relates to	Global	
10. Does the resource relate to a specific time frame?		
11. Type	Report	Yes
	Toolkit/Framework/Roadmap	Yes
	Sign-post to other resource (database)	
	Case studies	Yes
	Other	
12. If this is part of an initiative, what is the initiative?	<p>“In 2018, the World Bank and the United Nations Educational, Scientific and Cultural Organization (UNESCO) jointly issued a position paper on Culture in City Reconstruction and Recovery (CURE), reflecting the shared commitment of these two organizations to place culture at the forefront of the reconstruction and recovery of cities in post-conflict, post-disaster, and urban distress situations. The paper presented a new approach, the CURE Framework, intended to help practitioners integrate culture and cultural heritage into post-crisis recovery processes. The CURE Framework draws from existing frameworks and tools for reconstruction and recovery in urban settings. It seeks to knit together people-centered and</p>	

	<p>place-based approaches to produce integrated policies that share a common cultural thread (see Figure 1). By integrating culture into sustainable urban development policies that address the impact of crises on urban communities, the CURE Framework will help make cities more inclusive, safe, resilient, and sustainable.”</p> <p>The original Culture in City Reconstruction and Recovery (CURE framework) paper is available at https://openknowledge.worldbank.org/handle/10986/30733 and contains many case studies and detailed explanation of the CURE framework.</p>	
COLLECTIONS AND COLLECTIONS-BASED INSTITUTIONS		
13. Explicit links to collections	Yes	
14. Explicit links to museums/libraries/archives	Yes	
15. Types of institutions the resource covers	Museums	X
	Archives	X
	Libraries	X
	Other	X
16. Does the resource relate to specific disciplines?	Arts, humanities and social sciences: philosophy, psychology, religion, social sciences, law, politics, language, arts and recreation, architecture, literature, history, geography and ethnology, anthropology, archaeology	X
	Science, natural history, technology, medicine, engineering, manufacturing	
17. If no explicit links to collections, justification for inclusion	The Guidelines can help collection-based organisations participate in, and facilitate, reconstruction, rehabilitation and recovery following disasters, both their own and their communities’.	
HOW IT CONTRIBUTES TO SUSTAINABLE DEVELOPMENT		
18. Collections-related activities the resource relates to (mark all that apply)		
Develop collections to protect and safeguard wider cultural and natural heritage more effectively, for example by targeting collecting to threatened forms of heritage in strategic ways		
Use collections to promote learning and educational opportunities that contribute to sustainable development more effectively, for example education for sustainable development		

and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development and/or skills development relating to collections	
Use collections to promote cultural participation/social inclusion more effectively , for example by reducing barriers to participation, to ensure no-one is 'left behind'	X
Use collections to promote sustainable tourism more effectively , for example by developing new products based on local cultural heritage, and/or considering the rights of stakeholder groups in relation to collections	X
Use collections to support research that contributes to sustainable development (including all forms of personal and self-directed research at all levels that make use of stored collections) more effectively, for example by providing effective facilities, collections and information to meet researchers' needs	
Make decisions around collections that contribute to sustainable development more effectively	X
i. employment (recruiting, staff training, staff safety)	
ii. energy consumption, greenhouse gas emissions, reduction, monitoring and reporting	
iii. waste management and reduction of waste	
iv. transport (forms of transport, energy use)	
v. commercial activities including copyright and IP	
vi. governance and management	X
vii. security, disaster preparedness and risk reduction	X
Direct external leadership, partnerships and collaborations towards sustainable development more effectively , for example by developing impactful partnerships	X
19. Does the resource relate clearly to any international conventions (mark all that apply)?	
Culture conventions:	
1952, 71 Protection of Copyright and Neighbouring Rights	
1954 Protection of Cultural Property in the Event of Armed Conflict	X
1970 Fighting Against the Illicit Trafficking of Cultural Property	X
1972 Protection of the World Cultural and Natural Heritage	X
2001 Protection of the Underwater Cultural Heritage	X
2003 Safeguarding of the Intangible Cultural Heritage	X
2005 Protection and Promotion of the Diversity of Cultural Expressions	X
Rio Conventions:	
Convention on Biological Diversity (CBD), Convention to Combat Desertification (UNCCD), Framework Convention on Climate Change (UNFCCC)	
AIMS AND CONTENT	

<p>20. What issues does the resource aim to address?</p>	<p>“The CURE Framework draws from existing frameworks and tools for reconstruction and recovery in urban settings. It seeks to knit together people-centered and place-based approaches to produce integrated policies that share a common cultural thread.. By integrating culture into sustainable urban development policies that address the impact of crises on urban communities, the CURE Framework will help make cities more inclusive, safe, resilient, and sustainable... To complement the previous work, three technical notes were developed to provide additional guidance on the nexus of culture, peacebuilding, and disaster risk management. The Technical Note on Overall Operational Guidance provides further elaboration on the guidance and tools introduced in chapter 3 of the CURE position paper” (p.2)</p>
<p>21. Intended audience of resource</p>	<p>[Culture and heritage practitioners]</p>
<p>22. Process of development</p>	<p>“These technical notes complement the Culture in City Reconstruction and Recovery Position Paper, which was the product of a joint reflection between the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the World Bank... The three technical notes have been developed under the leadership of Christianna J. Brotsis by Laura Bailey and Robert Wrobel (Peacebuilding, Recovery, and Prevention in the CURE Framework), Barbara Minguez Garcia and James Newman (Disaster Risk Management in the CURE Framework), and Rana Amirtahmasebi (Overall Operational Guidelines for the CURE Framework).” (p.1)</p>
<p>23. Organisation/structure/contents</p>	<p>ACKNOWLEDGMENTS 1 INTRODUCTION 2 Background: The CURE Framework 2 Culture in Post-Crisis Recovery 4 GUIDELINES 5 Module 1.A: Damage and Needs Assessment: Assessment 9 Module 1.1: Assessing Damage to Tangible Cultural Assets 10 Module 1.2: Assessing Damage to Intangible Cultural Assets 12 Module 1.3: Assessing Damage to Creative and Cultural Industries 13 Module 1.4: Assessing Damage to the Cultural Tourism Sector 14 Module 1.5: Assessing Damage to the Historic Housing Stock and Land Resources 15 Module 1.B: Damage and Needs Assessment: Scoping 15</p>

	<p>Module 1.6: Data Collection and Analysis 15</p> <p>Module 1.7: Asset Mapping 16</p> <p>Module 1.8: Stakeholder Mapping 17</p> <p>Module 1.9: Vision Development 18</p> <p>Module 2: Policy and Strategy 19</p> <p>Module 2.1: Designing the Planning Process 19</p> <p>Module 2.2: Regulatory Mechanisms 22</p> <p>Module 2.3: Civic Engagement 27</p> <p>Module 3: Financing 29</p> <p>Module 3.1: Identifying Financial Resources 29</p> <p>Module 3.2: Management of Land Resources 30</p> <p>Module 3.3: Managing Land in Times of Conflict 31</p> <p>Module 3.4: Land Value Capture 32</p> <p>Module 3.5: Land Readjustment 32</p> <p>Module 3.6: City-Led Financing Tools 33</p> <p>Module 4: Implementation 33</p> <p>Module 4.1: Institutional Arrangement 33</p> <p>Module 4.2: Risk Management 40</p> <p>Module 4.3: Communications and Engagement Strategy 43</p> <p>Checklist for Operational Teams 44</p> <p>CONCLUSION 45</p> <p>RESOURCES 46</p> <p>ANNEX 1: FRAMEWORK FOR ASSESSING DAMAGE TO TANGIBLE AND INTANGIBLE CULTURAL PROPERTIES 48</p>
<p>FRAMEWORKS</p>	
<p>24. Framework structure</p>	<p>The CURE framework is organized around seven principles, which themselves can be regarded as a framework:</p> <ol style="list-style-type: none"> 1. The city is regarded as a “cultural construct,” with its culture weaving through the urban (built and unbuilt) and social fabrics. 2. The reconciliation process can be started using cultural landmarks and places of significance to local communities. 3. Cultural expressions offer appropriate ways to deal with post-crisis trauma and reconcile affected communities. 4 Culture is prioritized to appear early in the planning process, starting with needs assessments and coupled with the implementation of quick-win interventions that reflect communities’ priorities. 5 Communities and local governments take part in every step of the recovery process. 6 Finance models are used that balance immediate/short-term needs with the medium-/long-term development time frame in reconstruction plans. 7 Effective management of the reconstruction process is ensured by striking a balance between people’s needs and

the recovery of a city's historic character.

These principles are applied through the four phases of the CURE framework:

1. Damage and Needs Assessment and Scoping. The first phase includes assessment of damage and impacts to tangible and intangible cultural heritage, cultural and creative industries, housing stock and land resources, services and infrastructure, and the tourism sector, as well as the economic losses to the affected population resulting from the interruption of services and use of assets.

Building on these damage and needs assessments, the scoping process includes data collection, asset mapping, stakeholder mapping, and the development of a vision for city reconstruction and recovery.

2. Policy and Strategy. The second phase covers the design of policies, strategies, and planning processes that translate the damage and needs assessments and the vision into plans and planning regulations, through participatory approaches in which stakeholders and communities are fully engaged.

3. Financing. Modalities to finance the reconstruction and recovery process are identified that combine public and private financing, as well as other funding sources, the management of land resources, and the development of financing tools and incentives. Identifying specific sources of funding for cultural heritage aspects of DRM is usually very challenging, and establishing the necessary financing measures to develop and maintain the DRM plans for cultural heritage, including budgeting for emergency situations, is fundamental to this process. Investment in the protection and promotion of cultural heritage has proved profitable. The regeneration of historic centers and cities, including measures to increase resilience, significantly improves living conditions for both inhabitants and visitors. At the same time, it makes cities more appealing and competitive, which enhances prospects for attracting private investments and fostering job creation.

4. Implementation. Essential to implementation are setting up effective institutional and governance structures, a risk management strategy, and a communication and engagement strategy.

In addition, an appendix includes frameworks for assessing damage to each of the following:

	<p>Table A1.1. Sample List of Items to Consider When Assessing Damage to Tangible Cultural Assets</p> <p>Table A1.2. Sample List of Items to Consider When Assessing Damage to Creative and Cultural Industries (Commercial Sector)</p> <p>Table A1.3. Sample List of Items to Consider When Assessing Damage to Creative and Cultural Industries (Manufacturing Sector)</p> <p>Table A1.4. Sample List of Items to Consider When Assessing Damage to Cultural Tourism</p> <p>Table A1.5. Sample List of Items to Consider When Assessing Damage to the Housing Sector</p>
25. Relevant policy considerations	Yes
26. Resources for implementation identified	Yes
27. Specific assessment points/indicators/milestones/action plan for monitoring	Yes
28. ASPECTS OF SUSTAINABILITY COVERED BY RESOURCE (mark all that apply)	
People (social sustainability)	X
Planet (environmental sustainability)	X
Prosperity (economic sustainability)	X
Peace	X
Partnerships	X
29. CROSS-CUTTING CONSIDERATIONS COVERED BY RESOURCE (mark all that apply)	
Gender perspectives	X
North and South perspectives	X
HOW THE RESOURCE CONTRIBUTES TO AGENDA 2030 AND THE SDGs	
HOW AGENDA 2030 AND THE SDGs FEATURE IN THE RESOURCE	
30. SDGs and Agenda 2030 specifically mentioned?	Yes
31. SDGs specifically mentioned?	No
32. SDG targets specifically mentioned?	No
33. SDG indicators	No

specifically mentioned?	
SDGs AND SDG TARGETS AND LINKAGES	
34. Comments on SDG linkages	Implementing these Guidelines helps implement the Sendai Framework for Disaster Risk Reduction and the SDGs, notably in terms of SDGs 1.5 (strengthening the resilience of those in vulnerable situations), SDG 3.D (managing health risks), SDG 11.3 (participatory urban planning and decision-making), SDGs 11.4 (strengthening efforts to protect and safeguard cultural and natural heritage), SDGs 11.5 (reducing losses due to disasters) and 11.B (which includes implementing Disaster Risk Reduction plans), strengthening resilience and adaptive capacity to climate change (SDGs 13.1 and 13.3), and supporting sustainable tourism (SDG 8.9). Inclusive decision making and effective institutions supports SDGs 16.6, 16.7, 17.14 and 17.17.
35. SDGs and SDG targets the resource helps advance	
SDG 1: End poverty in all its forms everywhere 1.5 By 2030, build resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.	Number of collecting programmes that aim to build resilience to climate-related events and other shocks and disasters, for example by forming collections that can contribute to related educational and research programmes. Number of educational programmes drawing on collections that incorporate resilience perspectives. Number of targeted programmes drawing on collections that are aimed at vulnerable groups, to build their resilience to climate-related and other shocks and disasters. Number of research programmes drawing on collections that are aimed at building resilience to climate-related and other shocks and disasters. <i>Strengthen the resilience of employees, communities and suppliers by paying at a minimum the living wage and offering insurance to employees and their families, such as accident insurance; and by paying fair prices to all suppliers</i>
SDG 3: Ensure healthy lives and promote well-being for all at all ages 3.D Strengthen the capacity	Number of collecting initiatives that aim to build capacity for risk reduction to national and global health risks, for example by storing and preserving collections that may be

<p>of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks.</p>	<p>of use in post-disaster scenarios, or that can be used in early warning and risk communication activities.</p> <p>Number of educational programmes incorporating perspectives on early warning, risk reduction and management of national and global health risks.</p> <p>Number of awareness raising programmes that target marginalized and vulnerable groups most exposed to health risks.</p> <p>Plans in place for early warning, risk reduction and management to national and global health risks.</p> <p>Relationships and partnerships in place for risk reduction and management in light of national and global health risks.</p>
<p>SDG 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products</p>	<p>Numbers of jobs created or supported that relate to sustainable tourism drawing on local products (e.g. craft producers).</p> <p>Develop and implement plans to reduce and remove negative impacts of tourism.</p> <p>Numbers of activities and/or products drawing on local culture.</p> <p>Value to artisans and source communities of activities and products drawing on local culture.</p>
<p>SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable 11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries</p>	<p><i>11.3.2 Proportion of cities with a direct participation structure of civil society in urban planning and management that operate regularly and democratically</i></p> <p>Plans in place for collections-based institutions to facilitate the incorporation of communities' views into local planning and town management processes in a regular way.</p> <p>Plans in place for collections-based institutions to facilitate the incorporation of minorities' views into local planning and town management processes in a regular way.</p>
<p>SDG 11. Make cities and human settlements</p>	<p><i>11.4.1 Total expenditure (public and private) per capita</i></p>

<p>inclusive, safe, resilient and sustainable 11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage</p>	<p><i>spent on the preservation, protection and conservation of all cultural and natural heritage, by type of heritage</i></p> <p>Plans, policies and procedures in place for the safe use of collections for a variety of purposes, protecting and safeguarding both collections and those who use them.</p> <p>Plans, policies and procedures in place for the identification, safeguarding and protection of cultural and natural heritage at risk.</p> <p>Collecting programmes in place to protect, safeguard and make use of cultural and natural heritage, addressing the needs of communities and stakeholders, and ensuring that collections can be an effective resource for sustainable development.</p> <p>Number and diversity of educational, awareness-raising, research programmes, and partnerships that aim to strengthen protection of cultural and natural heritage.</p>
<p>SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable 11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations</p>	<p>Collections-based research that supports the understanding and management of disasters of all kinds.</p> <p>Plans in place for public education and awareness drawing on collections and collections-based institutions to reduce exposure and vulnerability to disasters of all kinds.</p> <p>Plans in place to ensure collections-based institutions steadily work to reduce their contributions to disaster risk, for example by reducing pollution and waste of all kinds.</p> <p>Plans in place to ensure collections-based institutions, and people related to them (including workers) are protected from economic losses as a result of disasters.</p> <p>Plans in place to provide special support/protection to poor and vulnerable people and groups in and following disasters.</p>
<p>SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable 11.B By 2020, substantially increase the number of</p>	<p><i>11.B.1 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030a</i></p>

<p>cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels</p>	<p>Disaster Risk Reduction strategies and plans in place, in line with the Sendai Framework for Disaster Risk Reduction, to ensure collecting institutions and collections are factored into planning, and contribute effectively to Disaster Risk Reduction.</p>
<p>SDG 13. Take urgent action to combat climate change and its impacts 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p>	<p>Plans in place for near and longer term to withstand and actively adapt to climate-related hazards and natural disasters.</p>
<p>SDG 13. Take urgent action to combat climate change and its impacts 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p>	<p>Plans in place to enhance positive contributions to addressing climate change through use of collections. Plans in place to ensure collections, collections institutions and broader society can adapt effectively to climate change.</p> <p>Plans in place for effective education and awareness raising on climate change mitigation, adaptation, impact reduction and early warning.</p> <p>Plans in place to reduce negative contributions of collections-related functions, e.g. measuring greenhouse emissions with plans and targets in place to reduce them.</p>
<p>SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. 16.6 Develop effective, accountable and transparent institutions at</p>	<p>16.6.2 Proportion of the population [audience/users/non-users] satisfied with their last experience of public services Access to information, and accountability policies and mechanisms, in place.</p> <p>Effective institutional arrangements, both for own working and for working in partnership with other sectors, in place.</p> <p>Plans and arrangements in place for extraordinary</p>

<p>all levels</p>	<p>circumstances such as natural and human-caused disasters.</p> <p>Effective arrangements in place to fulfil legal and social obligations and responsibilities.</p> <p>Effective arrangements in place for transparent communication and reporting of institutional performance.</p> <p>Effective arrangements in place for transparent decision-making and accountability.</p>
<p>SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels</p>	<p><i>16.7.1 Proportions of positions (by sex, age, persons with disabilities and population groups) in public institutions (national and local legislatures, public service, and judiciary) compared to national distributions</i> <i>16.7.2 Proportion of population [audience/users/non-users] who believe decision-making is inclusive and responsive, by sex, age, disability and population group</i></p> <p>Decision-making addresses societal, environmental and economic challenges related to the community, considering short-term and long-term risks and opportunities.</p> <p>Decision-making draws on diverse backgrounds, viewpoints and interests, reflecting a broad base of stakeholders, and working to promote inclusion and provide effective services for all of society.</p>
<p>SDG 17. Partnerships for the goals 17.14 Enhance policy coherence for sustainable development</p>	<p>Proportion of policies that incorporate sustainable development considerations, linking to SDGs and targets.</p> <p>Incorporation of policy considerations from outside the collections sector into policies of collections-based institutions, to facilitate partnerships and effectiveness.</p>
<p>SDG 17. Partnerships for the goals 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships</p>	<p><i>17.17.1 Amount of United States dollars committed to public-private and civil society partnerships</i></p> <p>Number and/or increase in number, and diversity of local, national and regional multi-stakeholder (public, public-private and civil society) partnerships that address the SDGs drawing on collections, or that otherwise involve collections-based organizations and institutions.</p>

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13	14	15	16	17	