

**STRATEGIC RECOMMENDATIONS FOR  
PROMOTING AND FUNDRAISING  
FOR  
WORLD HERITAGE**

by

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and

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## CONTENTS

	<u>Pages</u>
• INTRODUCTION	1 - 2
• ACKNOWLEDGEMENT	2
• EXECUTIVE SUMMARY	3 - 4
• STRATEGIC RECOMMENDATIONS	5 - 14
• ANNEX	15 - 19

## INTRODUCTION

This report was commissioned by the Director General of UNESCO in response to the call by the World Heritage Committee at its 1992 meeting in Santa Fe, USA, for a professionally designed marketing strategy to increase public awareness, involvement and support (*Proceedings of Santa Fe Meeting, Goal 5, Strategic Goals and Objectives.*)

Article 15 of the World Heritage Convention establishes "the World Heritage Fund" and stipulates that its resources shall consist of:

- (a) compulsory and voluntary contributions made by the States Parties to this Convention;
- (b) contributions, gifts or bequests which may be made by:
  - (i) other States
  - (ii) the United Nations Educational, Scientific and Cultural Organization, other organizations of the United Nations system, particularly the United Nations Development Programme or other intergovernmental organizations;
  - (iii) public or private bodies or individuals;
- (c) any interest due on the resources of the Fund;
- (d) funds raised by collections and receipts from events organised for the benefit of the Fund, and
- (e) all other resources authorised by the Fund's regulations, as drawn up by the World Heritage Committee.

This report addresses the potential for raising funds from the non-governmental sector (i.e. (b) (iii) and (d) above). However, the strategic recommendations contained herein will equally influence the obtention of voluntary contributions from States Parties to the Convention and the raising of funds from intergovernmental organizations, bilateral aid agencies and other sources.

This report and its strategic recommendations are based on:

- (a) a marketing and opinion audit of the Bureau of the World Heritage Committee, the World Heritage Steering Committee and other relevant senior personnel within UNESCO, and representatives of the cooperating organizations, ICOMOS and IUCN;
- (b) consultations (as contrasted to structured interviews for the audit) with other senior personnel within UNESCO and with third parties;
- (c) the worldwide marketing experience of the authors.

The marketing and opinion audit, which is a tried and tested business technique, consisted of personal and confidential interviews lasting between one and one and a half hours each. A questionnaire served the interviewers to maintain consistency in their approach but was used in a flexible manner, appropriate to the person interviewed (see Annex for list of persons interviewed and consulted).

#### ACKNOWLEDGEMENT

The authors of this report express their appreciation to the World Heritage Bureau, the Director General of UNESCO and all other individuals interviewed or consulted for their warm welcomes and valuable insights.

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## EXECUTIVE SUMMARY

**There is substantial medium and long-term potential for raising money from the private sector for the World Heritage Fund and for promoting the World Heritage Convention provided that:**

- (A) The World Heritage concept - protecting the ensemble of "**The world cultural and natural heritage**" (as referred to in the Convention's title) and not just individual sites - is developed into a "marketable" product and a World Heritage "brand" is created, carefully nurtured, developed and protected so that it cannot be copied or stolen by others.
- (B) More definitive conservation and education objectives and priorities are set and publicised for World Heritage; activities are focused in pursuit of these priorities, and results achieved (as well as failures) are reported on in a transparent, credible and easily comprehensible form.
- (C) There is a fully-integrated approach to all aspects of implementing the Convention under the authority of the Director of the Centre, reporting to the Director General.
- (D) There is strict financial accountability, including audited reports, in respect of income raised for, and expenditure from, the World Heritage Fund.

**The following strategic actions are therefore recommended:**

1. Make the existing logo more relevant to World Heritage  
  
or  
  
adopt a new, more emotive and more marketable logo, representative of cultural and natural sites of universal value, situated around the globe.
2. Ensure that there is no confusion as to whom the logo belongs (i.e. the World Heritage Committee, on behalf of all the States Parties to the Convention), and as to who can authorise use of the logo and provide official endorsements of activities related to World Heritage.
3. Give the World Heritage Committee or Fund or Centre a legal corpus to enable it to own and license the use of the World Heritage logo so as to earn income for the World Heritage Fund.
4. Register the logo as a trademark in major markets for relevant product categories.

5. Ensure that UNESCO's creation of, support for, and endorsement of, World Heritage is recognised, acknowledged and publicised, wherever appropriate, to the mutual benefit of World Heritage and UNESCO.
6. Concentrate ultimate responsibility, on behalf of the World Heritage Committee, for all World Heritage activities (programme, fundraising and communications) in the World Heritage Centre, while encouraging the delegation of specific functions to other units within the UNESCO Secretariat or field offices and to Cooperating Organizations.
7. Give the Centre more autonomy in order to enable it to minimise bureaucracy and to interface more effectively and rapidly with the private sector.
8. Contract private sector expertise to develop and implement, on behalf of and responsible to the trademark owner, an integrated communications and fundraising plan for clearly defined World Heritage conservation and education objectives and ensure that no unit within UNESCO, nor any third party, detracts from this plan by engaging in competitive or confusing promotional or fundraising activities.

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# STRATEGIC RECOMMENDATIONS FOR PROMOTING & FUNDRAISING FOR WORLD HERITAGE

*There is substantial medium- and long-term potential for raising money from the private sector for the World Heritage Fund and for promoting the World Heritage Convention provided that:*

- (A) *The World Heritage concept - protecting the ensemble of "The world cultural and natural heritage" (as referred to in the Convention's title) and not just individual sites - is developed into a "marketable" product and a World Heritage "brand" is created, carefully nurtured, developed and protected so that it cannot be copied or stolen by others.*
- (B) *More definitive conservation and education objectives and priorities are set and publicised for World Heritage; activities are focused in pursuit of these priorities, and results achieved (as well as failures) are reported on in a transparent, credible and easily comprehensible form.*
- (C) *There is a fully-integrated approach to all aspects of implementing the Convention under the authority of the Director of the Centre, reporting to the Director General.*
- (D) *There is strict financial accountability, including audited reports, in respect of income raised for, and expenditure from, the World Heritage Fund.\**

## Re: (A) - Marketable Product

"World Heritage" could become a valuable, marketable product or "brand", but it is far from being one today. It is often described as UNESCO's crown jewel for promotion and fundraising purposes. World Heritage certainly has the potential to be a beautiful and valuable jewel, but it is today only a collection of greatly varying, uncut and unset gems (i.e. the 411 Sites).

In respect to World Heritage, all that UNESCO and the World Heritage Committee have to market or "sell" is the value of their endorsements and their logos and, perhaps, some data, information on sites and expertise. While it is in the power of UNESCO and the World Heritage Committee absolutely to control their endorsements and logos (even though this is particularly badly done at present), anyone is free to visit, film, write about, promote and raise funds for the protection of World Heritage Sites. Anyone can make and sell a series of films, books, encyclopedias, stamp collections, etc. about World Heritage Sites, and refer to the World Heritage Convention in promoting these products. Anyone can use the words "world" and "heritage", which cannot be protected by copyright or trademark registration.

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**Note: \* Text in italics is reproduced in the Executive Summary.**

### Re: (B) - More Definitive Objectives and Priorities

Surprisingly, the interviews revealed that people are unclear as to what are the priority objectives of the World Heritage Convention, the priorities of the World Heritage Centre's programme and the priorities for which the World Heritage Fund should be utilised.

Outsiders, too, are confused about World Heritage's priorities. For example, it is natural to assume that the Sites which are on the *List of World Heritage in Danger* should receive priority attention and funding. Yet, this is not reflected in the World Heritage Centre's programme, nor in the allocation of grants from the World Heritage Fund.

### Re: (C) - Fully Integrated Approach

The potential for creating, polishing and maintaining an untarnished "World Heritage" jewel is being eroded because some elements of its setting are being sold off cheaply or given away.

At present there are at least eight distinct units within the UNESCO Secretariat that take initiatives related to the Convention. Coordination of these efforts is currently far from satisfactory and it is unclear who has final authority over Convention-related promotion and fundraising, and even over programme and project activities.

### Re: (D) - Strict Accountability

Raising money from the private sector for the World Heritage Fund will constitute a transfer of financial resources from the "North" (where most income from marketing the World Heritage "brand" will be generated) to the "South", which is in the greatest need of, and, presumably, will receive from the Committee the major share of grants and assistance paid for from the World Heritage Fund. It is vital that the donating public on the one hand, and the States Parties to the Convention on the other, have absolute confidence that income raised for the World Heritage Fund is well invested and well spent on World Heritage conservation and education priorities. Transparent and easily comprehensible financial reporting is therefore essential.

## **The following strategic actions are recommended:**

### ***1. Make the existing logo more relevant to World Heritage***

*or*

***adopt a new, more emotive and more marketable logo, representative of cultural and natural sites of universal value, situated around the globe.***

The World Heritage logo is, as designs go, a good one - distinctive and uncluttered - but unlike UNESCO's outstanding logo, does not convey to the public what it



represents. An option is to encircle the logo with the descriptive text "World Heritage" and "Patrimoine Mondial" the two operating languages of the Convention and the Centre. A third, national language can be added when relevant. The designer of the logo is being approached for his approval to this possible amendment to his design.

Many interviewees suggested that, since the existing logo has virtually no public recognition and is not particularly appealing, the time is ripe to adopt a new logo. There would be no loss of accumulated goodwill in the existing logo since it is, to all intents and purposes, unknown. The cost of replacing plaques, featuring the old logo, at World Heritage Sites would be minimal in comparison to the gains to be made from having a distinctive, noteworthy and marketable new logo.

An internationally renowned designer, who has developed many successful "brands" for multinational corporate clients, has confirmed his willingness to design a new logo at a greatly reduced fee in time for submission to the World Heritage Committee for approval or rejection at its December meeting.

- 2. Ensure that there is no confusion as to whom the logo belongs (i.e. the World Heritage Committee, on behalf of all the States Parties to the Convention), and as to who can authorise use of the logo and provide official endorsements of activities related to World Heritage.***

To market a product or "brand" to the general public, it cannot have more than one owner, nor a confused image.

The owner of the "World Heritage" concept and of the World Heritage logo is, or should, be the General Assembly of the States Parties to the Convention, represented by the World Heritage Committee.

Since the logo is the Convention's primary fundraising asset and will increase in value as it achieves greater renown and produces more income, its ownership by the Committee should be confirmed and legally protected by copyright and trademark registration.

Use of the logo and the granting of "official endorsements" must be meticulously controlled by the Centre on behalf of the Committee. Presently a number of units within the UNESCO Secretariat, as well as cooperating organizations, are raising, or are attempting to raise, funds in relation to World Heritage or have given official endorsements or moral support (usually interpreted as an official endorsement) to promotional or income-generating activities related to World Heritage, with the World Heritage Fund receiving little or no financial benefit therefrom.

Within the Secretariat, for example, one unit is marketing World Heritage publications, another has, or is, concluding agreements in relation to World Heritage stamps and coins, another is running some twenty major campaigns to raise funds for what are, or encompass, World Heritage Sites, but with only passing mention of the fact that they are indeed World Heritage Sites.

Among cooperating organizations, for example, ICOMOS has attempted to mount a World Heritage fundraising campaign, IUCN has endorsed and received financial benefit from the publication of a World Heritage coffee-table book, the World Heritage Cities Organization proposed to raise funds for its exclusive use and the Japanese Federation of UNESCO Associations has requested that it be given discretionary use of the World Heritage logo for fundraising purposes. These well-meaning initiatives by cooperating organizations should not be allowed without the specific, prior, written approval and overview of the World Heritage Centre. (Note: The Cities fundraising initiative has, at the Director General's request, been converted into one for the World Heritage Fund, as a whole).

Authorised commercial promotions relating to World Heritage Sites are undertaken using distortions of the name, (e.g. Treasures of the World: Heritage of Mankind) which detract from the World Heritage brand. The Centre itself has been using a logo mixing both the World Heritage and UNESCO names and images. This leads to confusion, damage to the separate images of World Heritage and UNESCO and serious opportunity loss.

The separate identities of the Centre and UNESCO should not be blurred. The name "UNESCO" should not be used in such a way that people are led to believe it has any logo other than its universally recognised "Temple" logo.

***3. Give the World Heritage Committee or Fund or Centre a legal corpus to enable it to own and license the use of the World Heritage logo so as to earn income for the World Heritage Fund.***

None of the World Heritage Convention, the General Assembly of States Parties thereto, the World Heritage Committee, Fund or Centre constitutes a legal entity capable of owning trademarks, entering into contracts or engaging in trading activities.

Legal commitments presently entered into in respect of World Heritage are in the name of UNESCO, which is a legal entity. This is unsatisfactory because of confusion in respect of ownership and functional authority, because of confusion in "corporate" images and because of fiscal implications, such as VAT and income tax for UNESCO, under whose charter it is questionable whether it can become involved in widespread and large-scale commercial licensing and trading.

A legal entity, controlled by the Committee, or by the Director General on behalf of the Committee, is therefore required to own and register the trademark. Dependent on the country in which this is registered - and some countries provide distinct fiscal advantages over others - different legal bodies can be registered such as a Foundation, Association or Company Limited by Guarantee. A Foundation best conveys the notion of public service, is easy to register and can be established under the authority of the Committee in terms of the Convention.

**4. Register the logo as a trademark in major markets for relevant product categories.**

Article 117 of the *Operational Guidelines for the Implementation of the World Heritage Convention* requires that:

"States Parties to the Convention should take all possible measures to prevent the use of the emblem of the Convention and the use of the name of the Committee and the Convention in their respective countries by any group or for any purpose not explicitly recognised and approved by the Committee".

To date, the only State Party that appears to have taken steps to protect the emblem (logo) by trademark registration is Canada, which did so in 1983.

UNESCO presently owns the copyright to the World Heritage logo, by assignment from the designer, since it was UNESCO, in the course of providing services to the Convention, that entered into a contract with the designer on 20 April 1977.

The design was approved by the World Heritage Committee in late 1978 and, on 10 May 1979, the then Deputy Director General of UNESCO wrote to the World Intellectual Property Organization seeking international protection for the emblem. This was, however, not possible at the time and the logo remains unprotected. No steps have been taken by the World Heritage Secretariat to date to protect the logo by trademark registration.

The existing, or the new World Heritage logo (after decision of the Committee) should be registered in key market countries, in each of the relevant trademark classes, e.g. Class 9 - films, videos, etc.; Class 16 - books, brochures, publications, magazines and stationery; Class 25 - articles of clothing; Class 28 - games and toys; Class 41 - educational and entertainment services (see Annex F for list of all trademark classes).

**5. Ensure that UNESCO's creation of, support for, and endorsement of, World Heritage is recognised, acknowledged and publicised, wherever appropriate, to the mutual benefit of World Heritage and UNESCO.**

UNESCO's contributions, in terms of staff costs and support activities to the operation of the World Heritage Centre should be included in the Centre's budget. The fact that all funds raised for World Heritage from the private sector can, thanks to UNESCO's support, go into the Fund and be utilised for programme and project activities, is an important selling point and confidence booster in the private sector and should be publicised.

Clear instructions should be included in Corporate Identity and Graphic Style Guidelines for World Heritage as to how UNESCO's logo should be portrayed in association with that of World Heritage on publications, plaques at World Heritage Sites, credits on films, etc.

**6. Concentrate ultimate responsibility, on behalf of the World Heritage Committee, for all World Heritage activities (programme, fundraising and communications) in the World Heritage Centre, while encouraging the delegation of specific functions to other units within the UNESCO Secretariat or field offices and to Cooperating Organizations.**

The World Heritage Centre should be given a full and unambiguous mandate to implement the Convention.

Opportunities for promotions or fundraising will inevitably arise within units of the UNESCO Secretariat, its regional offices or National Committees which the unit concerned will feel strongly should not be missed. However, exploiting such an opportunity may well jeopardize others within an overall, worldwide promotional and fundraising plan recommended below (see Strategy 8). Only the Director of the Centre or his appropriate senior staff person will have the necessary overview of the worldwide plan to know whether or not an opportunity should be followed up. It is therefore essential to make it clear that, where there is a difference of opinion, it is the Director of the Centre who decides, subject to possible over-ruling by the Director General.

Also, there is no clearing house for, nor data bank of, promotional and fundraising activities relating to the World Heritage Convention and World Heritage Sites undertaken by units other than the World Heritage Centre. Confusion and embarrassing duplication result, with potentially damaging legal, financial and image implications for UNESCO, under whose name World Heritage activities are presently carried out.

An unambiguous directive should therefore be issued by the Director General that all promotional and fundraising activities relating to the World Heritage Convention or World Heritage Sites should be approved in advance by the Director of the Centre or, exceptionally, the Director General. This should include Special Campaigns relating to World Heritage Sites, many of which are currently promoted with little, if any, mention of World Heritage - a great opportunity loss. This directive should not be allowed to be circumvented by units using the UNESCO name and logo alone, without those of World Heritage, in relation to World Heritage Sites.

In his directive the Director General should ask each unit within the Secretariat to provide the Centre, with definitive lists, with relevant details, of:

- a) existing promotional or fundraising commitments relating to the Convention or to any World Heritage Site, whether such commitment is by formal contract, exchange of letters or verbal;
- b) current negotiations regarding promotional or fundraising activities;
- c) contracts entered into in the past relating to the Convention of any World Heritage Site, the sums raised therefrom and how these proceeds were distributed/utilised;

- d) approaches received or made for promotional or fundraising activities related to the Convention or any World Heritage Site since the setting up of the Centre in mid-1992, which did not lead to any contract or cooperative activity with a third party.

It is important that the expertise available within the various UNESCO units, which have an interest in World Heritage, should continue to be used where it is cost-effective and such units should, if necessary, be financially compensated for their work. To maintain the enthusiasm and cooperative support of these units, there should be practical, ongoing consultation by the Centre's staff at the operational level. A systematic process for obtaining input from these units, when establishing the Centre's bi-annual plan and budget, should also be introduced.

To facilitate cooperation between the Centre and the Culture and the Sciences Sectors (and to put an end to damaging rumours that the Centre wants to divorce itself from UNESCO), these units should, if possible, be accommodated in the same building. If this cannot be achieved in the near future, an early announcement that this is the intent would be helpful.

**7. *Give the Centre more autonomy in order to enable it to minimise bureaucracy and to interface more effectively and rapidly with the private sector.***

To raise extra-budgetary funds, which are increasingly going to be required as government funding becomes more difficult to obtain, it is essential to be able to react rapidly to private sector opportunities. Confidence must be established that the Centre can operate effectively and cost efficiently.

In order to operate in an effective, rapid, cost-efficient and transparent way, the Centre should be released from the constraints of the UNESCO bureaucratic system, control its own budget and be able to recruit and keep staff only on the basis of expertise and performance. This does not imply total independence of the Centre. Strict control, accountability and transparency of activities and expenditure, within an approved programme and budget, must be insisted upon by the Director General and the World Heritage Committee.

The Centre should also be released from some of the constraints included in the *Operational Guidelines for the Implementation of the World Heritage Convention*. Thus, for example, Article 118 states:

"The name, symbol or depiction of a World Heritage Site, or of any element thereof, should not be used for commercial purposes unless written authorization has been obtained from the State concerned on the principles of using the said name, symbol or depiction, and unless the exact text or display has been approved by that State and, as far as possible, by the national authority specifically concerned with the protection of the Site. Any such utilization should be in conformity with the reasons for which the property has been placed on the World Heritage List".

The first sentence of this guideline is impractical. It cannot be, nor is it being, observed. The World Heritage Centre could virtually never enter into a commercial agreement if it requires written authority even to mention the name of a Site. (As mentioned above, anyone can freely refer to or depict a Site without obtaining government approval).

While recognising the sovereignty of States Parties to World Heritage Sites on their territories, the Centre should be authorised to market the World Heritage concept or "brand" as an ensemble and, in this context, should be able to feature the names and depictions of sites without reference to States Parties on each occasion, provided that, (as stated in the second sentence of Article 118 above), this is done "in conformity with the reasons for which the property has been placed on the World Heritage List". The Centre should have the confidence of States Parties that it will look after their interests and should be given authority commensurate with its responsibilities.

It should also be recognised and confirmed that fundraising for World Heritage as a whole (the ensemble) will be for the World Heritage Fund, controlled by the World Heritage Committee. No country should have a prior claim to grants from the World Heritage Fund simply because one of its sites was featured among a small selection from among the total (presently 411) in some marketing initiative. Nor should a country have a prior claim on funds raised from marketing the World Heritage "brand" in its territory. This would defeat the objective of raising money, where most is to be found, and transferring it to where it is most needed.

Naturally, where there is site-specific fundraising and the public is to be told that funds are to be used for a specific site and/or purpose, the prior approval of the authority responsible for the site should be sought and the funds subsequently raised should be used for the specified site and/or purpose.

8. ***Contract private sector expertise to develop and implement, on behalf of and responsible to the trademark owner, an integrated promotional and fundraising plan for clearly defined World Heritage conservation and education objectives and ensure that no unit within UNESCO, nor any third-party, detracts from this plan by engaging in competitive or confusing promotional or fundraising activities.***

As stated on page 1 of this report, there are many who consider World Heritage to be UNESCO's crown jewel. However, the World Heritage Convention has been in existence for over twenty years and the question can be raised as to what has been done to protect and preserve the 411 listed Sites that would not otherwise have been done? Has the World Heritage Convention really made a difference? Has the Convention's Secretariat been effective in helping to protect the listed Sites?

What is needed is a re-launch of World Heritage - organised by professionals in close cooperation with the World Heritage Centre and other relevant units within UNESCO, in the context of a medium-term, worldwide promotional and fundraising plan, directly related to World Heritage's conservation and education priorities. There must be a coherent set of objectives and overall activities to meet them.

The World Heritage Committee has two options as to how it approaches promotion to, and fundraising from, the private sector:

- 1) to engage staff with relevant expertise in the Centre (or the Foundation), or
- 2) to contract with a private sector company that has, or can bring together, the necessary expertise for the particular type of opportunities which World Heritage presents for promotion and fundraising.

Without exception, all those interviewed, who were asked which option they favoured, preferred contracting outside expertise. Indeed, most felt it could be done no other way.

At the World Heritage Bureau meeting last July, strong concern was expressed that engaging in fundraising from the private sector might substantially increase the Centre's staffing requirements, if the Centre were to undertake this task.

It is therefore recommended that, in close cooperation with the World Heritage Centre, a company be contracted to promote public awareness and understanding of, and support for, the World Heritage Convention. Income should be raised for the World Heritage Fund from the private sector, through licensing the World Heritage name and logo, through "World Heritage" endorsement, through special appeals, special events, corporate sponsorships and, in due course, through membership of global, regional or national World Heritage supporter groups, as envisaged in Article 17 of the Convention.

There are few organizations with a significant track record of successfully licensing a "brand" which represents a cause of worldwide public benefit. There is no such organization in the field of conservation of culture and only WWF-World Wide Fund for Nature, with its widely recognised Panda logo, exists in the field of conservation of nature. While there are many excellent licensing companies to promote and raise funds for sporting and artistic stars, for world events such as the Olympics and the Football World Cup and for intellectual property such as Donald Duck, Snoopy and the Muppets, there is no existing organization with the necessary experience and expertise to promote and fundraise, across the range of activities mentioned above, for World Heritage, which is a unique product.

Expertise can, of course, be gained by an existing company through trial and error over a period of time. However, a more effective way of proceeding would be to identify one or a team of individuals with experience in this field and invite him, her or them to submit proposals for the establishment of a special company dedicated to promoting and raising funds for World Heritage. Such a company should be asked to operate on an income sharing basis, covering its costs from its share of income. This would relieve World Heritage from the costly and risky need to invest in fundraising. World Heritage's promotional budget would, however, need to reflect the growth in the overall budgets of the Centre and Fund since more attention clearly needs to be devoted to the task of building awareness of World Heritage as an indispensable element in any fundraising campaign and in attaining the overall objectives of the Convention.

## CONCLUSION

There is substantial potential for increasing public awareness, involvement and support for World Heritage, as called for at the Santa Fe meeting of the World Heritage Committee. Great things can be achieved if the World Heritage Committee approves the principle of the Director General adopting a professional, commercial approach to promotions and fundraising for World Heritage (as has, for example, so successfully been done by WWF - World Wide Fund for Nature ).

But, miracles should not be expected and certainly not in the short-term. What is needed is regular annual income for the World Heritage Fund, not "flash-in-the-pan", one-time bonanzas which increase long-term expectations and short-term, non-sustainable spending. It will take time and considerable investment in creating and promoting a World Heritage "brand" before substantial annual income can be achieved for the Fund. In this process, care must be taken not to license the brand, long-term, for too small a financial return. Commercial partners are all too inclined to say that they are offering an opportunity that will never be repeated. This is rarely so. World Heritage is a unique product and should, in time, be a unique and valuable "brand", if well controlled and nurtured. For this, strict discipline is required.

Article 15 of the Convention states:

"The States Parties to the Convention shall give their assistance to international fundraising campaigns organised for the World Heritage Fund under the auspices of UNESCO".

Such assistance will be vital to achieve World Heritage's potential.

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# MARKETING STRATEGY FOR WORLD HERITAGE

## Persons Interviewed or Consulted

### A. PERSONS INTERVIEWED

Interviewers  
Mr. de Haes    Mr. Mitchell

#### World Heritage Bureau Members

Ms. Olga Pizano <b>Chairperson</b>	X	X
Mr. José Salazar <b>Colombia</b>	X	X
Mr. Zhan Guo <b>People's Republic of China</b>		X
Mr. Musa Bin Jaffar Bin Hassan <b>Oman</b>	X	
Mr. El Hadji Mbaye Bassine Dieng <b>Senegal</b>		X
Ms. Maria Marine Isidro <b>Spain</b>		X
Mr. Adul Wichlencharoen <b>Thailand</b>		X
Mr. Robert Milne <b>United States of America</b>	X	X

#### World Heritage Steering Committee

Mr. Federico Mayor Director General of UNESCO		X
Mr. A. Badran Deputy Director General a.i. Assistant Director General for Sciences		X

Interviewers  
Mr. de Haes   Mr. Mitchell

Ms. M. Lourdes Arizpe Assistant Director General for Culture	X	
Mr. H. Lopes (Former) Assistant Director General for Culture		X
Mr. T. Keller Assistant Director General Bureau for Relations with Extra-budgetary Funding Sources	X	
Mr. C. Power Assistant Director General for Education		X
Mr. N. Bouchenaki Director, Division of Cultural Heritage	X	
Ms. H. Gosselin Director, Office of Public Information	X	
Mr. B. von Droste Director, World Heritage Centre	X	

**World Heritage Centre**

Mr. G. Riccio Deputy Director		X
Mr. H. Eidsvik Senior Programme Specialist	X	
Ms. B. Pavlic Senior Programme Specialist		X
Mr. L. Levi-Strauss Consultant	X	
Mr. R. Bandhari Administrator	X	
Ms. M. Rössler Programme Specialist		X
Ms. Saouma-Forero Programme Specialist	X	
Mr. A. Tonello Programme Specialist		X

Interviewers  
Mr. de Haes   Mr. Mitchell

Mr. H. van Hooff  
Programme Specialist

X

Ms. N. Khromchenko  
Assistant Programme Specialist

X

**Sector for Culture**

Mr. W. Arfwedson  
Principal Director & Coordinator  
World Decade for Cultural Development

X

Mr. A. Beschouch  
"Chargé de Mission" for Assistant Director General

X

Mr. S. Zulficar  
Secretary  
World Decade for Cultural Development

X

Mr. R. Engelhardt  
Regional Adviser for Culture in Bangkok

X

Mr. F. Childe  
Chief of Monitoring Section

X

Ms. S. Ramzi  
Programme Specialist for Promotion

X

Ms. M. Yang  
Chief of Unit on Angkor

X

**Divisional of Ecological Sciences**

Mr. P. Lasserre  
Director of Division

X

Ms. M. Jardin  
Programme Specialist

X

Ms. J. Robertson Vernhes  
Programme Specialist

X



