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UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL
ORGANIZATION

CONVENTION CONCERNING THE PROTECTION OF THE WORLD CULTURAL
AND NATURAL HERITAGE

WORLD HERITAGE COMMITTEE

Twenty-fifth session

Helsinki, Finland
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Item 11 of the Provisional Agenda: Progress Report on Global Training Strategy

This document presents a Global Training Strategy, integrating concern for both cultural and natural heritage, developed by ICCROM in cooperation with the World Heritage Centre, ICOMOS and IUCN. The Strategy includes a Priority Action Plan, with a number of proposed activities.

Action by the Committee:

The Committee is requested to note the information contained in this document and to adopt:

- The Global Training Strategy for World Cultural and Natural Heritage
- The Priority Action Plan for Training in the field of Natural and Cultural Heritage

Global Training Strategy for World Cultural and Natural Heritage

The following synthesis document is based on the Global Training Strategy for Cultural Heritage prepared by ICCROM (WHC-2000/CONF.204/INF.16) and the Global Training Strategy Working Document prepared by the World Heritage Centre (WHC-2000/CONF.204/18). This document has been prepared by ICCROM for the Committee in collaboration with the Centre, ICOMOS and IUCN.

A. Background

Following presentation of various elements of the Global Training Strategy by ICCROM (for cultural heritage) and by the Secretariat (for both cultural and natural heritage) during the 24th Session of the World Heritage Committee held in Cairns, Australia, in December 2000, the Committee asked the Secretariat and ICCROM to produce an integrated synthesis document in collaboration with the other Advisory Bodies for consideration by the Bureau at its 25th session in Paris, in June 2001.

During preparatory meetings in Rome and Paris, in March and April of 2001, the Advisory Bodies and the Centre initiated efforts to produce a single Global Training Strategy integrating concern for cultural and natural heritage. On the advice of the Chair, the initial request by the Committee to produce a synthesis strategy was also extended to include an action plan supporting this strategy. The action plan to be developed was to address in particular:

1. *Criteria for reviewing of requests of training activities.*
2. *Preliminary list of training resources.*
3. *Preliminary list of training modules to be developed.*

Consideration of the revised document was deferred until the 25th Session of the Committee to be held in Helsinki, Finland in December 2001.

This working document has been prepared as a result of the ensuing collaboration among Advisory Bodies and the Secretariat.

The working document includes three further sections:

- a) A statement of purpose for the WH Global Training Strategy.
- b) A set of supporting principles, and an exploration of related operational implications, including suggested appropriate follow up actions aimed at strengthening the administrative and operational framework for training, to be undertaken by the Committee, the Secretariat, and the Advisory Bodies. These actions include the need to review and update the criteria for review of requests for training assistance and preparation of a training resources data-base, mentioned above, as well as other measures.
- c) A Priority Action Plan which outlines particular training initiatives (including suggestions for particular training modules and programmes) in three broad areas (implementation of the Convention, site management and technical and scientific support. Suggestions focus on both thematic and regional priorities.

B. Purpose

The purpose of the WH Global Training Strategy is to strengthen conservation of world cultural and natural heritage by increasing the capacity of those responsible for, and involved with, the management and conservation of World Heritage sites.

C. Principles and Operational Framework for Training

1. Training is a highly cost-effective means to achieve Committee objectives

Training activities should be recognized as providing important benefits and returns on investment to the various stakeholders, decision-makers, and managers involved with World Heritage. The operational implications of adhering to this principle are the following:

- The WH Committee should give priority to use of training as a means to strengthen implementation of the Convention.

Required action

- The Committee should ensure that training issues have a prominent place on Bureau and Committee agendas, and ensure budget allocations commensurate with its importance. **(Action by the Committee)**
- Training initiatives should be designed to attract necessary funding from other public and private sources on the basis of benefits provided. Potential benefits/returns to target audiences should be analysed and taken into account in the design of training activities and programmes.

Required action

- The Committee should promote benefits/returns coming from training activities to potential partners and supporters, and ensure catalytic use of the World Heritage Fund to attract spending by others. **(Action by the Committee)**

2. Training should be integrated into the World Heritage planning framework

Training should be mainstreamed within the overall World Heritage analysis and decision-making framework, so that training activities can efficiently and effectively respond to inputs from all current planning streams, including the Global Strategy and Periodic Reporting process (at both the international and regional levels). The operational implications of adherence to this approach are the following:

- The World Heritage Committee would benefit from working within a single, strategic planning process, integrating all relevant training inputs and assuring training outputs reflect a synthesis of concerns raised throughout the system. Until such time as the Committee implements a fully unified strategic planning process, training needs should still be identified within all planning streams (such as the Global Strategy and the Periodic Reporting process), and results analyzed together so that appropriate measures can be designed.

Required actions

- Training needs should be collected from relevant planning streams (Global Strategy, Periodic Reports etc.) and analyzed for presentation to the Committee and development of appropriate responsive actions **(Action by the Secretariat and Advisory Bodies)**
- Training review should be placed within a cycle of regular reporting to the Bureau and Committee. **(Action by the Committee)**

- The Committee should adopt an integrated strategic planning process with training as an important element. **(Action by the Committee)**
- Preference should be given to proactive approaches, which result in training modules and long term strategic programmes designed to respond to priority needs.

Required actions

- Regular planning of proactive training modules and programmes, internationally and by specific regions, on the basis of training information collected from planning streams, evaluation of reports of specific training exercises, and periodic review of the global training strategy **(Action by the Secretariat, Advisory Bodies, and others)**
- A periodical synthesis meeting on training needs and issues resulting in specific training programme proposals to be presented to the Committee. **(Action by the Secretariat and Advisory Bodies)**
- Responses to individual training proposals from States Parties should be assessed relative to the criteria developed by Advisory Bodies for review of requests for training assistance, adjusted to reflect periodically updated assessments of priority needs. Where possible, these requests should be placed within the framework of existing and planned training initiatives.

Required actions

- The criteria and check list developed by ICCROM in Nov. 1998 to assist the Committee to review requests for cultural heritage training assistance should be reviewed to integrate concern for natural heritage, and updated to reflect current circumstances and priorities. **(Action by ICCROM, the Centre and Advisory Bodies).**
- Criteria used by the Secretariat and Advisory Bodies to review training requests should be adopted by the Committee and annexed to the Operational Guidelines. **(Action by the Committee)**

3. Commitment to high impact, professionally organised training activities

World Heritage training programmes and activities should be planned to make best use of existing resources and acquired experiences in order to achieve desired objectives. The operational implications of adherence to this principle are the following:

- A commitment should be made to the use of professionally developed training methodologies, targeted to clearly defined learning objectives. Methodologies should integrate use of “best practice” case studies, and results of evaluations of past training experiences, with a view to short term and long term improvements in efficiency, sustainability, and quality.

Required actions

- Preparation of a “Guidelines for organising effective World Heritage training activities” document. Use of such guidelines would be a prerequisite for the preparation of integrated World Heritage training programmes and in the preparation of requests for training assistance by States Parties. **(Action by the Advisory Bodies and the Secretariat)**
- Required evaluations for each World Heritage training activity should be systematically collected by the Secretariat and Advisory Bodies for use in planning of training activities. **(Action by the Secretariat and the Advisory Bodies)**
- Systematic collection of case study data should be undertaken for easy reference and use in training situations. **(Action by the Secretariat and the Advisory Bodies)**
- Experienced trainers and training institutions (operational at the national, regional, and/or international levels), where available, should be used for training activities. These trainers and institutions would both support and benefit from the World Heritage training activities.

Required actions

- Establishment of a World Heritage training database. This database would include information on criteria used in assessment of training requests, reports of past training activities, updated regional training strategy overviews, reports prepared by Advisory Bodies and others, a directory of training centres and trainers qualified to support World Heritage training initiatives, and possible funding sources. **(Action by the Secretariat and the Advisory Bodies. Note: this database could be linked to the already existing ICCROM training directory, and other ICCROM and World Heritage Centre's data-bases. This World Heritage training data-base, still to be fully refined, would respond to the Committee's interest in a list of training resources for World Heritage.)**
 - A global network of institutions involved with World Heritage training should be built, maintained, and linked to the Advisory Bodies and to the Secretariat. **(Action by the Secretariat and the Advisory Bodies.)**
 - Consideration should be given to establishing a fellowship programme that would, as in the previous Hungarian proposals on the subject, provide ongoing forums for sharing of experiences among those in developed and developing countries, and result over time in a network of experienced professionals and managers for World Heritage. **(Action by the Centre, and States Parties).**
- Where practical, training components should be included in all conservation activities planned for World Heritage sites.

Required actions

- ICOMOS and IUCN evaluation missions should include training components where possible. **(Action by ICOMOS and IUCN, in agreement with States Parties)**
- States Parties should be encouraged to include training components within their requests for technical assistance for site-based work. Inclusion of a training component could become one criterion for assessment of the request. **(Action by States Parties, Advisory Bodies, and the Secretariat.)**

D. Priority Action Plan

In the Global Training Strategy document prepared by ICCROM for the World Heritage Committee, and presented in Cairns (Dec. 2000), the strategic emphasis was placed on proactive, programmatic solutions to training needs. The strategy called for development of both off-the-shelf training modules and programmes at both the international and regional levels. Initiatives at the international level were proposed to address global themes or issues of concern for the better implementation of the World Heritage Convention. Regional components were to be designed to meet the specific needs and cultural contexts of a given region and its heritage. One example of this approach, at the regional level, is the AFRICA 2009 Programme, which is now moving from its pilot phase to a consolidation phase.

The Secretariat in a presentation to the 25th session of the Bureau in June 2001 on future orientations for international assistance, reinforced the importance of a programmatic approach, and suggested the importance of developing thematic programmes, addressed to priority themes, with selective implementation on a sub-regional basis. An example of this approach, endorsed by the Committee in 1996, is ICCROM's ITUC (Integrated Territorial and Urban Conservation) programme, focussed on a particular conservation approach, supported by seminars and research carried out at the international level, and tests of applied methodologies at regional levels.

An overall training strategy for World Heritage would include both training modules available off-the-shelf, and long term training programmes both targeting priority regions within which important themes are addressed, and priority themes and their application in selected regions, (the choice of particular instruments depending on context and circumstances).

Priority areas for the development of training modules and programmes have been identified below, based on analysis carried out during the Global Training Strategy exercise. (Note that priorities will change with time, and should be reviewed periodically.)

Efforts should be made to promote use and integration of existing initiatives within long term training programmes, such as the Best Practice Guidelines Series of the IUCN World Commission on Protected Areas, the currently available volumes of the UNESCO/ICCROM/ICOMOS Management Guidelines series, and curricular materials emerging from ICCROM's ITUC programme for integrated management of historic cities and landscapes, among others developed and successfully tested by renowned institutions worldwide.

It is expected that the priorities identified below will provide a basis from which training proposals prepared periodically by the Centre and the Advisory Bodies will be drawn and updated. The next step in the implementation of the Global Training Strategy would be the development of a 5 to 10 year framework programme outlining specific recommended modules and programmes to be developed thematically, and by regions.

Area 1: Improvement of implementation of the World Heritage Convention

The emphasis in the following actions should be on providing clear, easy to understand materials for those involved in the implementation of the Convention. Specific requirements of the Convention should be demystified, and where possible put into specific cultural contexts.

Proposed actions

- Development of an illustrated guide to the Operational Guidelines, which would include well developed case studies and other descriptive materials.
- Production and dissemination of off-the-shelf World Heritage training modules on selected themes such as the nomination process, the periodic reporting process, development of tentative lists, reactive monitoring, the global strategy, a general introduction to World Heritage, etc. These training modules should be designed to be adaptable to specific regional and national situations.

Area 2: Improvement of on-site management of World Heritage properties.

The emphasis here should be on promoting integrated, sustainable, and participatory approaches to conservation and management of heritage properties based on retention of their significant heritage values.

Current priorities for development would include:

- Tourism management
- Cultural landscape management
- Integrated approaches to historic city management
- Risk preparedness
- Citizen involvement in management

Proposed actions

- Continued development of the UNESCO/ICCROM/ICOMOS Management Guidelines series, including translation of existing volumes into key languages, the development of volumes in new subject areas, and accompaniment of various Management Guidelines by related technical notes. These should be seen as offering useful

guidance in their own right, but also as comprising core materials within training modules.

- Production of compendia of standards, charters, conventions, and recommendations as previously published by UNESCO, and the Advisory Bodies.
- Development of off-the-shelf training modules (possibly to be included in long term programmes), in the particular areas of risk preparedness, the management of cultural landscapes, the integrated conservation and management of historic cities, the development of monitoring strategies within site management, tourism management, and participatory management planning.

Area 3: Strengthening of technical, scientific, and traditional skills for conservation of cultural and natural heritage.

- Emphasis here should be initiatives, which focus on technical, scientific, and traditional conservation processes. For cultural heritage, this could include techniques and practices relevant for conservation of materials such as stone, wood, earth, thatch, and decorated surfaces. For natural heritage, this should include an emphasis on measures for measuring and promoting ecological integrity of particular sites. Training in Area 3 should also address specific technical skills useful in identifying, understanding and managing properties of heritage value.
- Priority areas for development at present would include:
 - Conservation of masonry
 - Conservation of decorated plaster surfaces (mural paintings)
 - Development of inventories and evaluation systems
 - Use of GIS and other mapping tools
 - Development of indicators for use in monitoring management effectiveness
 - Integrating parks into the surrounding landscape
 - Fundraising
 - Negotiation and conflict management

Proposed actions

Development of off-the-shelf training modules in core areas (possibly to be integrated in later programmes), for the general priority areas mentioned above.