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CONVENTION CONCERNING THE PROTECTION OF THE WORLD CULTURAL
AND NATURAL HERITAGE

BUREAU OF THE WORLD HERITAGE COMMITTEE

Twenty-sixth session

Paris, UNESCO Headquarters, Room IV
8 - 13 April 2002

Item 8 of the Provisional Agenda: Progress report on the preparation of the proposed Strategic Orientations of the World Heritage Committee and revised structure of the budget of the World Heritage Fund

SUMMARY

This document presents a progress report on the preparation of proposed Strategic Orientations for the World Heritage Committee.

The document includes a proposed **framework** for the Strategic **Objectives** (Credibility, Conservation and Capacity-Building) and new **Tools** (Principles, Programmes and Partnerships) discussed at the 25th session of the Committee (Helsinki, December 2001).

The document makes reference to the **1992 Strategic Orientations** adopted by the 16th session of the Committee (see Annex 2).

The document also includes a proposed revision to the structure of the **budget** of the World Heritage Fund.

Action required:

The Bureau is requested to:

- (i) review and take note of the progress report; and,
- (ii) make a recommendation to the 26th session of the World Heritage Committee indicating a proposed process, participants and timetable for the finalisation of new Strategic Orientations (Strategic Plan) and a revised structure of the budget of the World Heritage Fund.

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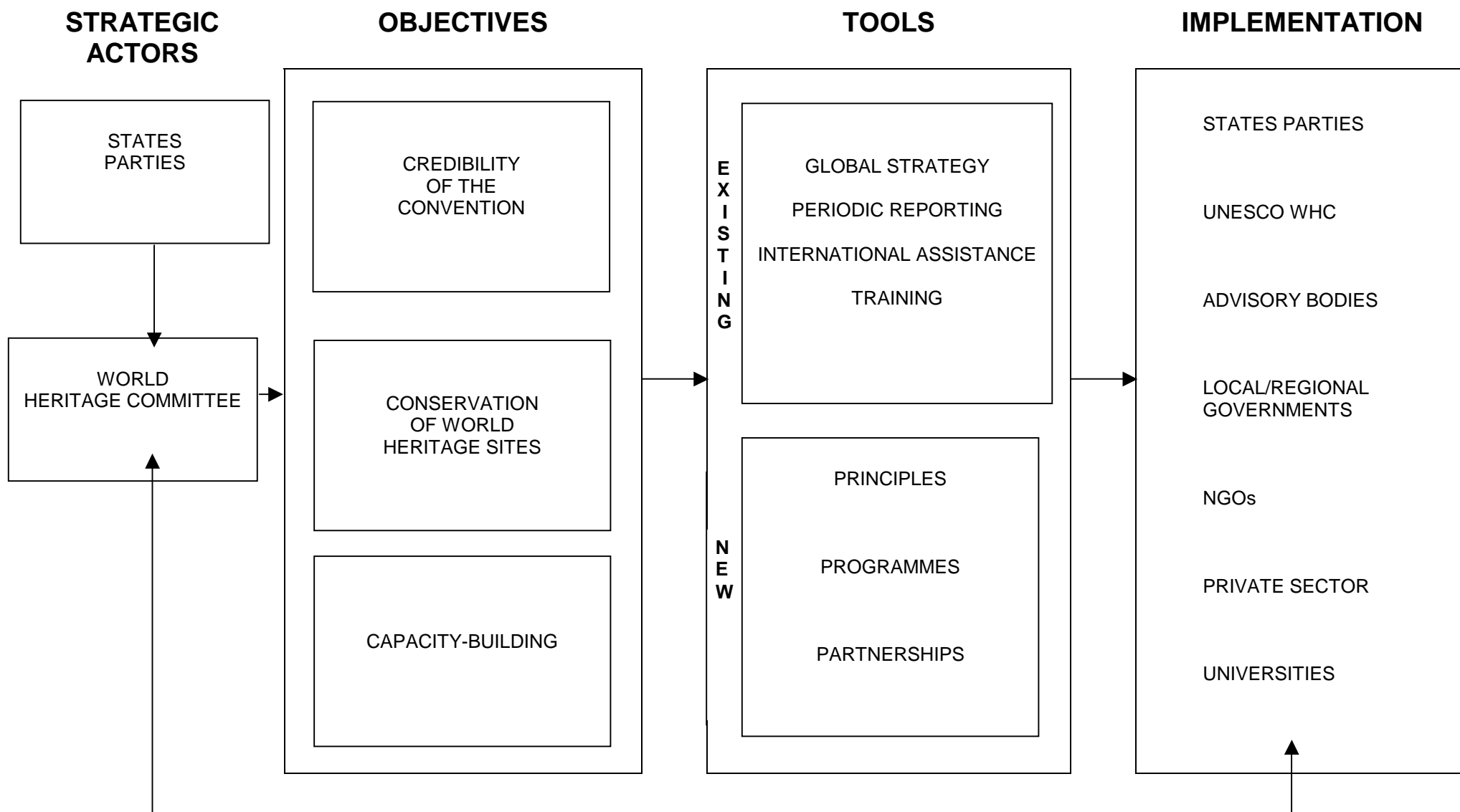
- Annex 1** Background to the proposal to develop new Strategic Orientations for the World Heritage Committee
- Annex 2** Strategic Orientations adopted by the World Heritage Committee at its sixteenth session in Santa Fe, United States of America (December 1992)

I. OVERVIEW OF THIS DOCUMENT - PROPOSED FRAMEWORK OF STRATEGIC OBJECTIVES FOR THE WORLD HERITAGE COMMITTEE

As follow-up to the decisions of the 25th session of the Committee (see Annex 1) this document includes:

- A proposed **Framework** of Strategic Objectives for the World Heritage Committee (see **Figure 1**);
- **Strategic Objectives** (Credibility, Conservation and Capacity-Building) proposed by the Delegate of Belgium at the 25th session of the Committee (see **Section II**). Reference is made to the **1992 Strategic Orientations** (see **Annex 2**) adopted by the Committee at its 16th session (Santa Fe, 1992);
- A further definition of the three new proposed **tools** (Principles, Programmes and Partnerships) to be used to achieve the strategic objectives that were proposed by the Director of the Centre to the 25th session of the Committee (Helsinki, 2001) as a further development of the existing set of tools (Global Strategy, Periodic Reporting, International Assistance and Training) (see **Section III**); and,
- A proposed revision to the structure of the **budget** of the World Heritage Fund designed to reflect the proposed objectives (see **Section IV**).

Figure 1: Proposed Framework of Strategic Objectives of the World Heritage Committee



II. PROPOSED STRATEGIC OBJECTIVES (CREDIBILITY, CONSERVATION AND CAPACITY-BUILDING)

The 1992 Strategic Orientations

The 1992 Strategic Orientations (see Annex 2), adopted by the Committee at its 16th session (Santa Fe, December 1992) were prepared following a year-long process including two separate meetings and the assistance of a high-level consultant.

The five goals identified in 1992 are shown in Figure 2.

Figure 2: 1992 Strategic Orientations
Goal 1. Promote completion of the identification of the world heritage
Goal 2. Ensure the continued representativity and credibility of the World Heritage List
Goal 3. Promote the adequate protection and management of the World Heritage Sites
Goal 4. Pursue more systematic monitoring of World Heritage sites
Goal 5. Increase public awareness, involvement and support

Implementation and review of the 1992 Strategic Orientations

In 1996 the World Heritage Centre reviewed the implementation of the Strategic Orientations and presented a document to the 20th session of the Committee (Merida, 1996) (see WHC-96/CONF.201/15). The general analysis performed in 1996 provided a status report on the implementation of the 5 goals and 17 objectives. The document suggested the organization of an international expert meeting to thoroughly review the implementation of the Convention, and plan strategically for the future. The decision of the Committee appears below:

“The Committee concluded that it did not support neither a thorough review of the implementation of the Convention nor the drafting of a strategic plan for the future as proposed, and did not allocate the funding required for this purpose.”

However, a review of many elements of the implementation of the *Convention* did occur from 1996 onwards (see Figure 3 in Annex 1), and is continuing. Implementation has included:

Activities of the Consultative Body of the World Heritage Committee, 1996 - 1999:

- Audit of the World Heritage Fund for the year ending 31 December 1996
- Management Review of the World Heritage Convention
- Technical issues (the application of cultural criteria (i) and (vi); the test of authenticity; the imbalance of the World Heritage List; and the implementation of the Global Strategy)
- Communications and Promotion
- Use of the World Heritage Emblem and Fund-Raising Guidelines

Discussion on reforms to working methods and the implementation of the Convention

- Task Force on the implementation of the World Heritage Committee, 2000

Revision of the Operational Guidelines

- International Expert Meeting to revise the Operational Guidelines, Canterbury, United Kingdom, April 2000
- Drafting Group to revise the Operational Guidelines, UNESCO Headquarters, October 2001
- Drafting Group to revise the Operational Guidelines, UNESCO Headquarters, March 2002

Development of Periodic Reporting

- Resolution of the 11th General Assembly, 1997
- Resolution of the 29th General Conference on Periodic Reporting, 1999
- Arab States Periodic Report 2000
- Africa Periodic Report 2001/2002

Implementation of the Global Strategy, 1994 -

- Expert Meeting on Evaluation of general principles and criteria for nominations of natural World Heritage sites (Parc national de la Vanoise, France, 22 to 24 March 1996)
- World Heritage Global Strategy Natural and Cultural Heritage Expert Meeting, 25 -29 March 1998, Amsterdam, The Netherlands
- Resolution of the 12th General Assembly on “The ways and means to ensure a representative World Heritage List”, 1999
- Working Group on Representivity of the World Heritage List, 2000
- Analysis of the application of cultural criterion (vi), 2001
- Resolution of the 13th General Assembly on the Representivity of the List, 2001

Development of a Training Strategy

- Strategic Action Plan for Training in the field of Natural Heritage adopted by the 19th session of the Committee, 1995
- Global Training Strategy for World Cultural and Natural Heritage adopted by the 25th session of the Committee, 2001

International Assistance

- Evaluation of International Assistance, 1999-2000

Development of a Strategy for Documentation, Information and Education

- Strategic Plan for Documentation, Information and Education approved by the 22nd session of the Committee, 1998
- New Guidelines and Principles for the Use of the World Heritage Emblem adopted by the 22nd session of the Committee, 1998

Discussion on the Equitable representation of the World Heritage Committee

- Resolution of the 12th General Assembly, 1999
- Working Group on Equitable Representation of the Committee, 2000
- Resolution of the 13th General Assembly, 2001

Despite these elements of analysis, a thorough reading of the 1992 Strategic Orientations (see Annex 2) demonstrates that a number of orientations decided upon by the Committee in 1992 are still under discussion.

The 1992 Strategic Orientations did not propose a time frame or designation of responsibilities for implementation. Furthermore, the Strategic Orientations were not broadly communicated to those involved in World Heritage conservation.

Decision of the 25th session of the World Heritage Committee

At its 25th session, the Committee discussed the development of strategic objectives (see Box 1).

Box 1: Extract from the Report of the Committee (25th session, Helsinki, December 2001)

V.11 Following the presentation of the Director, the Committee provided a number of significant comments and inputs to the proposal. The Delegate of Belgium asked for closer links between the proposal and the objectives of the Global Strategy and the results of Periodic Reporting. Furthermore, several delegates asked that the objectives underlying the proposal be more clearly defined. The Delegate of Belgium suggested that the objectives could usefully be summarized as follows (and called the proposal, the "3 C's"):

1. Strengthening the "Credibility" of the implementation of the *World Heritage Convention*.
2. Supporting "Conservation" of the World Heritage properties.
3. Fostering "Capacity-building" for conservation.

V.12 In order to meet these objectives, analyses of the World Heritage List, tentative lists and a complete evaluation of the state of conservation of sites through the periodic reporting exercise needed to be completed as soon as possible. The analytical work could lead to a revision to the way the budget is presented to better reflect regional needs. Several members of the Committee, observers, IUCN and ICOMOS agreed with the Belgian proposal, stressing the need to focus on long-term conservation, and the development of more effective tools for supporting the conservation efforts of States Parties. The need to link conservation and development was also stressed. Furthermore, the Committee recognized the need for an overall strategic reflection on the implementation of the *Convention* to be discussed in Budapest at the twenty-sixth session of the Committee in June 2002.

Following the comments and decisions of the Committee at 25th session, it is proposed that the following be considered as the objectives to underpin the future implementation of the World Heritage Convention. This is a preliminary proposal made for the purposes of facilitating the discussion of the Bureau.

- Strengthening the "Credibility" of the implementation of the *World Heritage Convention*
 - (i) *The high standard of the World Heritage List should be maintained as a select global inventory of heritage properties of "outstanding universal value". The List should be representative and balanced of the different geo-cultural regions.*
 - (ii) *The long-term conservation of World Heritage properties must be assured for all properties included on the World Heritage List. Inscription should demonstrate a tangible difference to the conservation and future protection of heritage (individual properties and the network of properties) on a global scale. In particular the World Heritage Convention must be seen to make a difference during emergency situations.*

- (iii) *The implementation of the World Heritage Convention must attract sustainable financing and other technical resources*
- (iv) *The World Heritage Convention will only be credible if it is visible as a flagship for global conservation.*
- Supporting "Conservation" of the World Heritage properties
 - (i) *Consistently high standards of site protection, management and planning should be applied to World Heritage properties.*
 - (ii) *World Heritage properties should receive regular monitoring - both reactive monitoring and Periodic Reporting.*
 - (iii) *There should be adequate mechanisms to address threats and damage to World Heritage properties.*
 - (iv) *Inscription of a property on the List of World Heritage in Danger will be used to focus international co-operation and support for its conservation*
- Fostering "Capacity-Building" for conservation
 - (i) *Capacity-building, training and education are required to ensure an improvement of the implementation of the World Heritage Convention*
 - (ii) *Capacity-building, training and education are required to ensure effective on-site management of World Heritage properties.*
 - (iii) *Technical, scientific and traditional skills of conservation of cultural and natural heritage need to be strengthened.¹*

Overall strategic reflection on the implementation of the *World Heritage Convention*

The 25th session of the Committee (Helsinki, December 2001) recognized the need for an overall strategic reflection on the implementation of the *Convention* to be discussed in Budapest at the 26th session of the Committee in June 2002.

Such an overview could most usefully begin with a review of the implementation of the 1992 Strategic Orientations. In developing new Strategic Orientations it will be useful to reflect on lessons learnt - a time frame and designation of responsibilities is required for implementation. Furthermore, there will need to be a focus on specific actions to be taken to communicate the Strategic Orientations to those involved in World Heritage conservation around the world.

¹ Extracted from the *Global Training Strategy for World Cultural and Natural Heritage* adopted by the 25th session of the World Heritage Committee (Helsinki, December 2001).

III. DEFINITION OF THE THREE NEW PROPOSED TOOLS (PRINCIPLES, PROGRAMMES AND PARTNERSHIPS) TO BE USED TO ACHIEVE THE STRATEGIC OBJECTIVES

Tools - the 3 Ps

At the 25th session of the Committee (Helsinki, December 2001), the Director of the Centre proposed that Principles, Programmes and Partnerships be developed as new tools to complement existing tools in order to ensure the effective implementation of the World Heritage Convention (see Box 2).

Box 2: Extract from the Report of the Committee (25th session, Helsinki, December 2001)

V.10 The proposal presented in Section III of Working Document WHC-01/CONF.208/5 is based on the development of the following tools (to be called, for the sake of synthesis, the "3 P's"):

1. a new document of "Principles" - Guidelines for World Heritage Conservation;
2. the reorientation of international assistance based on a "Programmes" approach; and
3. a new "Partnerships" initiative in support of World Heritage conservation.

Principles/Guidelines: tools for better guidance concerning the implementation of the World Heritage Convention.

Decisions of the 25th session of the World Heritage Committee

Box 3 outlines the presentation and discussion on Principles at the twenty-fifth session of the Committee (Helsinki, December 2001).

Box 3 : Extract from the Report of the Committee (25th session, Helsinki, December 2001)

V.13 The Director of the Centre explained the meaning of the proposed "Principles" tool. As the World Heritage List increases in size, and conservation needs become more and more important, the need to establish clear guidelines for World Heritage conservation becomes urgent.

V.14 The Director indicated that these guidelines would not replace existing "charters" developed by technical organizations such as IUCN and ICOMOS. The Guidelines would clarify to governments, site managers and potential partners directly involved in conservation of World Heritage, the accepted principles, methods and orientations on conservation of cultural and natural heritage recognized by the World Heritage Committee. The conservation guidelines could complement the *Operational Guidelines*.

V.15 The Committee offered comments on the proposal. It was questioned whether there should be separate guidelines for World Heritage as compared to other heritage. Others pointed out the difficulty of establishing procedures that would be applicable for the diversity of all regions.

V.16 Some members of the Committee supported the idea of a World Heritage Charter and recommended that it be annexed to the revised *Operational Guidelines*. Others recommended giving emphasis to the development of practical guidelines for site managers. The Committee noted that the only cultural heritage protection charter addressed to governments in the form of a "political document" is the 1931 Athens Charter developed by the League of Nations International Committee for Intellectual Co-operation.

Box 3 (continued) : Extract from the Report of the Committee (25th session, Helsinki, December 2001)

V.17 ICOMOS supported the second proposal but cautioned that the exercise could be complex, based on their extensive experience. IUCN stated that it is very important to clarify the objectives and target audience, particularly to ensure that it does not duplicate other exercises such as the process for revising the *Operational Guidelines*. IUCN considered that it would help to have a clear hierarchy in mind when considering Principles:

- First: A brief statement of heritage principles
Second: *The Operational Guidelines for the implementation of the World Heritage Convention*
Third: Detailed technical guidance.

V.18 IUCN informed the Committee that it has produced a great deal of technical guidance in the form of Best Practice manuals etc., however, there are gaps.

Follow-up to the decisions of the 25th session of the Committee

The 25th session of the Committee asked the Centre, working in co-operation with the Advisory Bodies, to indicate the nature of the Principles document, its target and the time frame needed to develop and finalize it.

In recent weeks the Centre has begun to discuss the further development of the Principles tool with the Advisory Bodies. The Director of the Centre met with members of the ICOMOS Executive and ICOMOS Secretariat on 19 January 2002. A meeting with all three Advisory Bodies (ICOMOS, IUCN and ICCROM) was subsequently held on 14 February 2002.

Target audiences for the Principles (Guidelines for conservation)

It was agreed that there needs to be a clear expression of Principles/Guidelines for conservation to provide guidance to two main target audiences: (i) **site managers** and (ii) other **partners** concerning their involvement in the practice of World Heritage conservation. For both site managers and other partners these principles could become the reference text in relation to the protection of World Heritage properties. It was agreed that the conservation of World Heritage should be conducted according to agreed principles and best practice so that World Heritage properties benefit from the best standards of conservation and can in turn be used as flagships for conservation of all heritage.

Just as World Heritage sites can be flagships for conservation, the *Convention* itself is a flagship standard setting instrument for cultural and natural heritage conservation. Article 5 of the *Convention* sets standards in relation to the various obligations of States Parties to the *Convention*. It was agreed that these standards need to be made more explicit and clear and need to more widely communicated and diffused.

It is important to underline that the Principles/Guidelines would constitute a reference standard that potential partners will be asked to accept and implement, thus providing a basic tool to orient and evaluate conservation activities.

Plan to develop the Principles/Guidelines relevant to World Heritage conservation

In order to develop the Principles/Guidelines tool further, it is recommended that a quick compilation of the basic texts of relevance to the implementation of the *World Heritage Convention* be prepared in the coming months. This compilation (in a publication and on the World Wide Web), to be prepared with a summary “at a glance” table or chart would place the *Convention* in historical perspective and provide a critical assessment of its application by different themes. Such an analysis could perhaps result in an identification of gaps in the coverage of legal instruments, international charters and guidelines for the conservation of

cultural and natural heritage. The analysis would also provide a reference to the historical and contemporary context in which the *Convention* originated and has been implemented. Such an exercise would give an overview that would provide the basis to develop this proposal further, provide a time frame for the development of these ideas and propose the necessary budget to the 26th session of the Committee in June 2002.

Programmes: a tool for more efficient use of resources for World Heritage conservation

Decisions of the 25th session of the World Heritage Committee

The rationale, characteristics, modalities of implementation and expected outputs were presented to the 25th session of the Committee

Box 4: World Heritage Programmes - Rationale, characteristics, modalities of implementation and expected outputs (see WHC-01/CONF.208/19)

Rationale:

- need for strategic use of the World Heritage Fund
- ensure long-term sustainability of technical assistance
- improve flexibility and speed of emergency actions
- reorganise reactive international assistance into proactive long-term programmes

Characteristics of the Programmes:

- coherent with overall mission of the World Heritage Convention
- benefit properties already inscribed on the World Heritage List
- based on tangible local actions yet global in scope
- long-term (10 years)
- co-financed with bilateral and private sector
- partnership approach

Modalities of implementation:

- establish Programmes addressing global conservation concerns (thematic) and related management issues;
- ensure scientific and technical rigour through involvement of IUCN, ICOMOS Scientific Committees, ICCROM training programmes and other bodies with relevant competence;
- develop a minimum of two regional sub-programmes within every thematic programme to enable the specificity of each problematic to be addressed within a regional context;
- develop country-specific or site-specific operational projects focused on national capacity-building activities under each sub-programme serving as demonstration cases to elaborate, then test to refine the methodological framework for global relevance;
- develop training opportunities at pilot-project sites for beneficiaries at the region or at global level (if appropriate) to maximise its impact for replication and adaptation elsewhere ;
- exchange of experiences between the States Parties and their experts at the national, regional and international levels;
- encourage States Parties to adhere voluntarily to the Programme by requesting Preparatory Assistance from the World Heritage Fund to develop relevant projects in their country, then to seek seed money from Technical Co-operation from the World Heritage Fund to initiate activities and to mobilise support from extrabudgetary funding sources or Partners.

Expected Outputs:

- framework of priority needs defined by the Committee to facilitate States Parties to seek international support, and for donors to offer technical and financial support, thus avoiding present dispersion of resources and lack of coherence through many short term and unrelated activities;
- publications such as kits, manuals, guidelines or site-specific monographs to enable the beneficiaries and the Centre to replicate the methodology and activities in relevant situations elsewhere within the country, in the region and in the world;
- accumulation of experiences to further enhance the capacity of the World Heritage Committee to anticipate and mitigate potential threats to World Heritage properties;
- more catalytic use of the World Heritage Fund's International Assistance to support States Parties to mobilise Official Development Assistance (ODA) funds, estimated to amount to over US\$48 billion per year from the OECD/DAC (Development Assistance Committee) members for the conservation and sustainable use of World Heritage properties;
- a climate favourable to private sector investments in activities that would support, rather than undermine the conservation of cultural and natural properties of concern to the World Heritage Convention;
- tangible demonstration of the role of the World Heritage Convention as a tool for conservation through ***principles, programmes and partnerships.***

Box 5 outlines the presentation and discussion on Programmes at the 25th session of the Committee.

Box 5: Extract from the Report of the Committee (25th session, Helsinki, December 2001)

V.19 The Director of the Centre informed the Committee that, following the orientation provided by the twenty-fifth session of the Bureau in June 2001, the Centre has proposed a preliminary set of Programmes for consideration by the Committee (see Working Document WHC-01/CONF.208/19). The proposal is, in the first instance, limited to four programmes and to a maximum of 10% of the total International Assistance budget (US\$200,000 for 2002).

V.20 The basic principle underlining the proposal is that International Assistance under the World Heritage Fund can be used strategically, as recommended by the Committee, to provide seed money to programmes that can then be supported financially and technically by other partners. The programmes proposed have been identified on the basis of International Assistance priorities adopted by the Committee in accordance with Section V of the *Convention*. These programmes represent an initial stage of a process of the redefinition of the use of International Assistance. Further strategic direction from the Committee on the application of International Assistance is required. A discussion on this item could be foreseen to take place at the twenty-sixth session of the Committee in Budapest in June 2002.

V.21 The Committee expressed its support for the proposal to develop long-term programmes and stressed the need to link this activity more closely to Global Strategy and Periodic Reporting, in order to reflect more accurately the programme needs. This would require analyses of the World Heritage List, the tentative lists and of the Periodic Reports and could, for example, result in a budget presented in regional groupings. The Centre's capacity to implement the proposals was questioned given staff and other constraints.

V.22 IUCN and ICOMOS welcomed the Programme approach proposed and stressed the need for the Centre to develop it in collaboration with the Advisory Bodies. IUCN stated that they considered that it is important to focus efforts and welcomed the approach. However, IUCN commented that it is important to clearly and openly explain the rationale for the selection of programmes, and also provide clear estimates of costs. It is also important to have an appropriate balance between natural and cultural topics. IUCN welcomes a focus on forests but also suggested adding other biomes such as the marine environment. Further discussion on the Programme proposal is reported in **Chapter XVII** of the report.

The Committee approved four thematic programmes:

- tourism management
- conservation of forest sites
- conservation management of cities
- conservation of earthen structures

The Committee approved US\$450,000 to launch the programmes in 2002 and 2003.

The link between the programmes, principles and partnerships as referred to in the report of the Committee is included in Box 6.

Box 6: Extract from the Report of the Committee (25th session, Helsinki, December 2001)

XVII.5 The programmes would be guided by the principles laid out in the World Heritage Convention and other international conventions on the protection of heritage and the environment, as well as recommendations and charters of UNESCO, ICOMOS and IUCN. These principles would also serve to ensure that the partners to be solicited to support the programme activities would do so upon adhering to the conservation objectives of these international norms and standards.

Follow-up to the decisions of the 25th session of the Committee

The 25th session of the Committee requested that an overall framework be developed for Programmes and to present the connections with the Global Strategy and Periodic Reporting.

In recent weeks the four programmes have been launched by the Centre. The coordinator within the World Heritage Centre for each of these Programmes was nominated and the Advisory Bodies have been requested to designate a focal point to provide technical support as required.

Framework

To ensure that the pilot projects to be adopted within the framework of these Programmes have sufficient content to serve as demonstration cases for practical measures in mitigating threats, both in strategic and methodological terms, an evaluation of on-going activities in each of the four themes of the Programme have been initiated.

It is to be recalled that the themes of the first four Programmes had been determined on the basis of an assessment of needs manifested in the reactive monitoring reports, the results of the Periodic Reporting exercise (concerning the Arab States, Africa and Asia and the Pacific), and on the analyses of the international assistance requests submitted to the World Heritage Committee. In view of the Committee's request to integrate the concerns of the Global Strategy in the Programme activities, and in the selection of future Programme themes, the Centre is now studying the feasibility of linking thematic and comparative studies into the four Programmes.

With regard to the Programmes on Cities and Forests the linkage between the Global Strategy and Periodic Reporting are already envisaged. More specifically, given the fact that more than 30% of the World Heritage cultural properties are historic centres or properties within living historic cities the Programme on Cities will include a reflection on the types of cities - as determined by geo-cultural, chronological and natural setting considerations - which remain unrepresented or under-represented on the World Heritage List. Similarly, under the Programme on Forests, thematic studies based on the typology of forests will be included in addition to addressing the particularity of the conservation challenges of forest properties. Under both Programmes, the rationale of "cluster" or "serial" nominations will be studied to enhance conservation measures.

Next steps

On the basis of experience gained in developing the four Programmes over the coming year, the Centre will prepare further Programme proposals to be submitted to the 27th session of the Committee for funding from the next biennial budget (2004-2005) of the World Heritage Fund.

Partnerships: a tool to strengthen long-term World Heritage conservation efforts

Decisions of the 25th session of the World Heritage Committee

Box 7 outlines the presentation and discussion on Partnerships at the 25th session of the Committee.

Box 7: Extract from the Report of the Committee (25th session, Helsinki, December 2001)

V.23 The Director of the Centre presented the proposal to develop an initiative aimed at strengthening and structuring partnerships for World Heritage conservation. UNESCO and the Centre, in line with the orientation provided by the Director-General and the increasing involvement of the United Nations in this area, have already begun to develop several partnerships involving Governments, local authorities, universities, private foundations and the corporate sector. Some of the most significant technical assistance programmes for World Heritage currently being implemented depend on partnership agreements (eg. the UNF-UNESCO partnership for the conservation of the World Heritage sites in the Democratic Republic of the Congo).

V.24 The proposed scheme intends to give coherence and to expand activities based on co-operation with partners in a significant manner according to the priorities established by the Committee.

V.25 The Committee asked for clarifications on the modalities of the proposal, noting the need to proceed with caution in an innovative area. ICOMOS stressed the need to establish clear selection criteria for partners and to clarify existing partnerships such as those established through Forum UNESCO. A clear distinction should be made between those seeking to become genuinely involved in conservation and those using World Heritage for marketing purposes only. IUCN noted that key partners are often local communities and it is important to consider bottom-up approaches to partnerships. IUCN commented that there is scope (to be explored) for linking partnerships with key events, such as the 2003 World Parks Congress. IUCN said they will work with the World Heritage Centre to encourage more effective partnerships.

V.26 The Committee noted that Articles 17 and 18 of the *Convention* encourage States Parties to consider or encourage the establishment of national public and private foundations or associations whose purpose is to invite donations for the protection of the cultural and natural heritage and to give their assistance to international fund-raising campaigns organized for the World Heritage Fund under the auspices of UNESCO.

V.27 The Representative of UNEP fully supported the proposal and its focus on long-term conservation. She mentioned the existence of mutually beneficial partnership and projects of UNESCO and UNEP.

V.28 A summary of the discussion concerning events in 2002 is presented in Section XIII of the report (see also WHC-01/CONF.208/INF.3).

Follow-up to the decisions of the 25th session of the Committee

At its 25th session, the Committee asked the World Heritage Centre to illustrate the proposal on the "Partnerships" scheme, its regulations, the types of partnerships being sought, the selection criteria and the plan for its development and implementation.

This section of the document aims to provide new information about the purpose, objectives, means chosen to achieve these objectives as well as the target groups for the Partnership scheme.

Defining the World Heritage Partnership Initiative

In recent years, the World Heritage Centre has promoted and developed a number of partnership agreements with governmental and non-governmental organisations. The aim of these partnerships is to strengthen the conservation strategy of several World Heritage sites, in the countries and regions with less technical and financial capacities.

Examples of these partnerships are:

- The UNESCO-UNF agreement to support conservation of several World Heritage sites (for example, in the Democratic Republic of the Congo etc.).
- The Convention for co-operation between UNESCO and the Government of France for the protection and presentation of monumental, urban and natural heritage, that has supported several city-to-city partnerships, Chinon-Luang Prabang; Lille-Hu  ; Bordeaux-Porto Novo etc) and the mobilization of technical expertise. Otehr similar agreements have been signed with Italy and the Netherlands.
- Partnerships with the tourism industry supporting conservation and awareness-building activities at several World Heritage sites.

On the basis of this experience, and considering the growing gap between assistance needs and the resources made available through the World Heritage Fund, the World Heritage Centre proposes to define an "umbrella" initiative that would comprise the existing partnerships and the new partnerships to be promoted.

The proposed World Heritage Partnership Initiative is therefore aiming to provide a framework to federate a wide range of governmental and non-governmental, private sector and civil society institutions and individuals and invite them to become involved in World Heritage conservation. The Partnership Initiative would aim at strengthening co-operation and resource generation for the conservation of World Heritage properties.

The activities and projects to be implemented through such a Partnership initiative would be closely linked to the main **Programme** areas defined by the World Heritage Committee. The priorities of the Partnership Initiative, would therefore be set by the Committee itself and could be adjusted to reflect changes in the Committee's agenda. Areas of action could include:

- a) Co-operation on capacity-building and conservation projects for World Heritage sites (including the provision of expert assistance) which are part of technical assistance programmes;
- b) Promotion of networking, exchange of information and expertise between Partners and joint ventures for the conservation of World Heritage sites;
- c) Fund raising to be earmarked for priority areas and projects as defined by the World Heritage Committee.

Launching the World Heritage Partnerships Initiative

Reference to the World Heritage Partnership Initiative was included in the 31C/4 (UNESCO Medium Term Strategy 2002-2007) and 31C/5 (UNESCO Programme and Budget 2002-2003) presented to the General Conference in October 2001. The 31C/4 describes the Partnership Initiative as one that will focus on effective management of World Heritage sites and that will seek to respond quickly (through public and private sector co-operation) to the various threats to World Heritage in order to ensure biodiversity and cultural heritage conservation.

It is proposed that the World Heritage Partnership Initiative would be developed in conformity with the provisions established by the UNESCO Constitution, the Financial Regulations, the World Heritage Convention and its current Operational Guidelines and the provisions set forth by the Regulatory Framework governing UNESCO Partnerships.

The Centre has verified the conformity of the World Heritage Partnership proposal with current United Nations Policy on establishing partnerships as well as internal UNESCO guidelines governing such matters. In particular, a meeting was convened by the Director of the Centre in February 2002 to discuss this proposal with representatives of the Culture Sector and a number of UNESCO services. The meeting was organized to gather data; examine existing models (including the already established Global Alliance for Cultural Diversity), identify the legal and operational issues involved and develop a system for making the proposed initiative viable. The Director of the Centre has also consulted with the UNESCO Office of Legal Affairs and International Standards.

It was recommended that standard UNESCO criteria and guidelines be used and future partners be asked to commit to the principles outlined in the UN Global Compact initiative as well as to the specific principles to be defined by the Committee. This would guarantee an element of consistent quality in the development of partnerships for World Heritage conservation.

Proposed action

An inventory of UNESCO guidelines of relevance to the Partnership Initiative will be prepared to assess potential mechanisms for establishing a network of partners. The next important stage of the work will be to establish clear selection criteria for potential partners and identify different levels of co-operation for those partners.

In order to develop the selection criteria for future partners and work on the basis of concrete proposals, it is recommended that a thorough analysis of similar existing partnerships (both financial and/or operational in nature) be undertaken in the coming months. Such an exercise would provide an opportunity to identify and compare the objectives of existing partnerships with those of the current proposal.

V. PROPOSED REVISION TO THE STRUCTURE OF THE BUDGET OF THE WORLD HERITAGE FUND

Decision of the 25th session of the World Heritage Committee

Box 8 outlines the proposals made at the 25th session of the Committee to restructure the budget of the World Heritage Fund.

Box 8: Extract from the Report of the Committee (25th session, Helsinki, December 2001)

V.12 In order to meet these objectives, analyses of the World Heritage List, tentative lists and a complete evaluation of the state of conservation of sites through the periodic reporting exercise needed to be completed as soon as possible. The analytical work could lead to a revision to the way the budget is presented to better reflect regional needs.

...

XVI.3 The Director of the Centre stressed that for the first time he submitted for the approval of the Committee a biennial budget (2002-2003), according to the decision taken by the Committee in Cairns in 2000 to adjust the budget of the Fund to the biennial budget cycle of the Regular Programme of UNESCO. He indicated that the presentation of the biennial budget would be improved for 2004-2005 based on discussions of a new format and a new organization of the chapters, reflecting the present reforms and the new strategic orientations. This revised structure and the adjustments to the current budget will be presented to the next Committee session in Budapest for approval (Agenda items 13 and 14).

...

XVI.7 It was suggested that the Centre take necessary measures to restructure the budget in line with the current reform process.

Follow-up to the decision of the 25th session of the Committee

The Director of the Centre has met with the UNESCO Comptroller to discuss options for changing the structure of the Budget of the World Heritage Fund. The Director of the Centre will report on further progress to the Bureau in April 2002.

A preliminary proposal for the new structure of the budget is presented in Figure 4.

Figure 4 Structure of the World Heritage Fund Budget		
Chapter	Existing structure	Proposed new structure
I	Implementation of the Convention	Statutory and Advisory Bodies services
II	Establishment of the World Heritage List	Establishment of the World Heritage List (including Global Strategy for a balanced and representative World Heritage List)
III	Technical Implementation of the Convention	Conservation (Management, monitoring and Periodic Reporting)
IV	Monitoring of the State of Conservation of sites	Capacity-Building and Education
V	Awareness and Education	Awareness-raising and communication

BACKGROUND TO THE PROPOSAL TO DEVELOP NEW STRATEGIC ORIENTATIONS FOR THE WORLD HERITAGE COMMITTEE

The proposal for the Committee to prepare new Strategic Orientations was presented at the twenty-fifth session of the Committee (Helsinki, December 2001) (see Box 9).

Box 9: Extract from the Report of the Committee (25th session, Helsinki, December 2001)

V.5 The Director of the Centre informed the Committee that an important cycle of implementation of strategic orientations adopted at the sixteenth session of the Committee in Santa Fe in 1992 is coming to an end. In summary the goals of the strategic orientations were to:

1. Promote completion of the identification of the World Heritage;
2. Ensure the continued representativity and credibility of the World Heritage List;
3. Promote the adequate protection and management of the World Heritage sites;
4. Pursue more systematic monitoring of World Heritage sites;
5. Increase public awareness, involvement and support. [see Annex 2]

V.6 The 1992 Strategic Orientations have been implemented through the adoption and implementation of the Global Strategy, Periodic Reporting, and the more recent recommendations of the Working Groups on Representivity of the World Heritage List and on the Equitable Representation in the World Heritage Committee endorsed by the twenty-fourth session of the World Heritage Committee (2000) and the Thirteenth General Assembly of States Parties (30-31 October 2001). [see Figure 3]

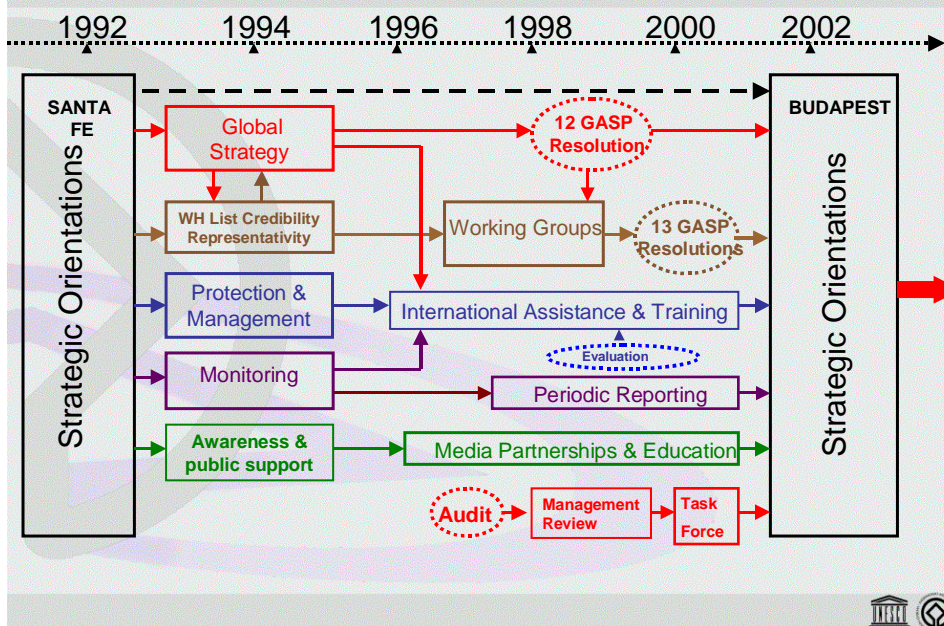
V.7 Although some reform activities have yet to be completed (revision of the *Operational Guidelines*) there is now a recognized need to give a new strategic orientation to the implementation of the *World Heritage Convention*. For example, there is a limitation in the amount of technical assistance available for the adequate and effective conservation of World Heritage properties. This is becoming more critical as more sites are added to the World Heritage List. While it is recognized that the primary responsibility for World Heritage conservation belongs to each State Party, the Director of the Centre underlined the responsibilities of the international community in providing help to States Parties for the conservation of World Heritage properties, especially in regions of the world with less technical and financial capacities. He asked the Committee to evaluate whether the current international assistance system is adequate for the long-term conservation of World Heritage sites.

V.8 The Director of the Centre recalled that a preliminary "Agenda" for future reform and strategic orientations had been outlined in four points by the Chairperson of the World Heritage Committee, Ms Cameron (Canada), during her speech at the opening of the fifth extraordinary session of the World Heritage Committee (1 November 2001):

1. the necessity to focus more on the conservation needs of sites on the List of World Heritage in Danger;
2. strengthening efforts in support of the Global Strategy;
3. the need to align the World Heritage Fund with strategic priorities, in part by exploring new avenues for securing significant new funds through partnerships, foundations, extra-budgetary initiatives and other;
4. the need for a statement of principles for World Heritage conservation or a World Heritage Charter for World Heritage conservation, to be prepared.

V.9 The Director of the Centre informed the Committee that following discussions at the twenty-fifth session of the Bureau of the Committee (June 2001) and as a follow up to the thirteenth General Assembly (30-31 October 2001), the Centre had formulated elements of new proposed strategic orientations to be discussed by the Committee in 2001 and 2002.

Figure 3 : World Heritage: 10 years of strategic developments



Decisions of the 25th session of the World Heritage Committee

The decisions of the 25th session of the World Heritage Committee are shown in Box 10.

Box 10 : Extract from the Report of the Committee (25th session, Helsinki, December 2001)

V.29 The Committee adopted the following decision:

The Committee requested the World Heritage Centre, in consultation with the Advisory Bodies, to further develop a concept paper on Principles, Programmes and Partnerships taking into consideration the opinions expressed by the Committee, with specific reference to the need to define terms within a framework of strategic objectives. In particular, the paper should consider the need to define and strengthen the "credibility", the "conservation" and the "capacity building" objectives of the World Heritage Convention.

Taking this into consideration, the Committee requested the Centre to:

1. indicate the nature of the "Principles" document, its target and the time frame needed to develop and finalize it;
2. provide an overall framework on the proposed "Programmes" system, and to present its connections with the Global Strategy and Periodic Reporting; and
3. illustrate the proposal on the "Partnerships" scheme, its regulations, the types of partnerships being sought, the selection criteria and the plan for its development and implementation.

The paper should be prepared in time for consideration by the twenty-sixth session of the Bureau in April 2002 and decision by the Committee in June 2002. The paper should be provided to Committee members as soon as possible to allow time for it to be studied.

**STRATEGIC ORIENTATIONS ADOPTED BY THE WORLD HERITAGE
COMMITTEE AT ITS SIXTEENTH SESSION IN SANTA FE, UNITED STATES OF
AMERICA (DECEMBER 1992)**

Strategic Orientations (1992, Annex II of the Santa Fe Report)

I. BACKGROUND

1. As of 1 October 1992, the Convention concerning the protection of the world cultural and natural heritage (henceforth called the "Convention") adopted 16 November 1976 by the 17th Session of the UNESCO General Conference, comprising 127 States' Parties (henceforth called the "Parties") from all regions of the world regardless of their political regimes, their socio-economic systems, their centralized or federal governmental structures, their cultural diversities, their differing forms of cultural or natural heritage, their policies with regard to administration of their heritage etc.

2. At the XIVth session of the World Heritage Committee (Banff, Canada in December 1990) (henceforth called the "Committee") it was decided that 1992, the year during which the Twentieth anniversary of the Convention of the World Cultural Heritage is to be celebrated, should be the occasion for an in-depth evaluation of the implementation of the Convention prior to undertaking the preparation and the adoption of a future strategy.

3. In 1991, as a follow-up to this decision, the Secretariat called in a consultant, Mr. Azzedine Beschouch, who was given the task of preparing an evaluation of the work done by the Convention.

4. A meeting took place in Washington between 22-24 June 1992 during which a panel of experts, provided with the evaluation report, drew up a series of recommendations which were examined by the Bureau of the Committee (henceforth called the "Bureau") at its 16th Session in Paris (6-10 July 1992).

5. This panel of experts has met once again in Paris from 27-30 October 1992. The aim of the meeting was to finalise a plan set down in this document, which is to be submitted to the Committee at its 16th Session (Santa Fe, 7-14 December 1992) taking into consideration the recommendations, proposals or suggestions put forward by Mr. Azzedine Beschouch, those of the panel of experts, the Bureau of the Committee and its consultative bodies (ICCRUM, ICOMOS, IUCN), as well as the proposals contained in a report prepared by Mr Gérard Bolla.

6. During its 140th Session, the Executive Board of UNESCO has taken into consideration a report of the Director-General (document 40 EX/13) concerning "the revitalization of UNESCO 's action for the protection of world cultural and natural heritage".

- geo/cultural regions of the world
- Consider situation of sites no longer qualifying for listing
- 3 - Goal *Promote the adequate protection and management of the World Heritage Sites*
- Objectives
- Take specific steps to assist in strengthening site protection and management
 - Take appropriate actions to address threats and damage to sites
- 4 - Goal *Pursue more systematic monitoring of World Heritage sites*
- Objectives
- Define elements and procedures for monitoring
 - cooperate with State parties and competent authorities on regular monitoring work
- 5 - Goal *Increase public awareness, involvement and support*
- Objectives
- Provide support to site presentation and interpretation
 - Implement a professionally designed marketing strategy
 - Attract donations and public support, including through demonstration of accountability in World Heritage Fund management

*[ANNEX 2/4]

- Reinforce the image of a World Heritage Site network by introducing standards in the design and content of site programs and general information materials
- Compile and regularly distribute reports highlighting the success stories of the Convention
- Encourage appropriate co-operation with local populations in promoting and protecting World Heritage sites
- Provide support for circulation of exhibits on World Heritage sites among States Parties to the Convention

III. RECOMMENDATIONS

I. THE CONVENTION AND ITS LINKS WITH OTHER INTERNATIONAL CONVENTIONS AND RECOMMENDATIONS

1. Every effort should be made to ensure that the States which have not yet done so become Parties to the Convention.

2. It is not necessary to revise the Convention, but only its Operational Guidelines should be periodically reviewed.

3. There should be closer links between the World Heritage Convention and the other Conventions (the Hague Convention, the Convention concerning Illicit Traffic of cultural property, the Geneva Convention, the Ramsar Convention, the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), the Biodiversity Convention, etc.). These could be achieved by the States Parties to the World Heritage Convention becoming Parties to those Conventions, by organizing consultations between the secretariats, when they exist, and by regularly inviting observers from the other Conventions' governing bodies to attend meetings of the Committee. Moreover, it must be recalled that it is necessary to study the means by which to strengthen these links between the different conventions and avoid all overlapping of their actions. In this context, it is advisable that in the future the World Heritage Centre plays an increasingly important role, in order to take into consideration all the problems relating to the safeguarding of World Heritage in Danger.

*[ANNEX 2/5]

II. BODIES RESPONSIBLE FOR IMPLEMENTATION

4. The three pillars on which implementation of the Convention rests, namely, the Committee, the Secretariat, and the consultative bodies, should play their role fully and equitably.

A. The Committee

5. To ensure observance of Article 9.3 of the Convention, which stipulates that the Member States of the Committee should be represented by experts, it is recommended that:

- States communicate in advance to the Secretariat the names and status of their representatives. The Secretariat should remind them, if necessary, of their obligations in this regard;
- The attendance of experts, not only from the LDCs but from all the developing countries, should be facilitated as necessary by assistance from the Fund. Attendance of not more than two representatives (one for cultural sites, one for natural sites) by country to any Committee meeting will be considered in as far as the Fund resources permit;
- Pursuant to Article 10.2 of the Convention, the Committee should invite to its meetings public or private bodies or individuals who would attend the Committee's sessions as observers and augment the expertise available to it. These observers would be chosen with the utmost attention to the need for equitable representation, within the Committee, of the different cultural and natural areas, and would be consulted on specific matters.

6. In order to improve the functioning of the Committee, it is recommended that:

- Specific working groups be established not only during the Committee sessions but also between its sessions in order to examine questions such as the budget, the monitoring of the state of conservation of property, requests for international assistance and revisions of the Operational Guidelines. These

working groups should report to the Committee;

- Meetings of the outgoing Bureau should be organized before each regular session of the Committee, with the attendance being sought of those members of the outgoing Bureau who would no longer be members of the Committee;

*[ANNEX 2/6]

- Strict procedures for debate should continue to be followed in the Committee and the Bureau sessions, enabling each member to express his or her position, and to more accurately record decisions taken on each item of business, possibly even by a vote, but without the search for a consensus being abandoned;
- The rule that the representative of a State should not intervene to support a nomination or assistance request from his or her own country should be more strictly applied.

B. The Secretariat

7. The Committee appeals to the Director-General of UNESCO to provide sufficient financial resources to the World Heritage Centre to ensure the effective functioning of the Committee and the implementation of its decisions, as required by Article 14 of the Convention. Until this is done, it is recommended that the Committee continue to consider requests by the Centre for temporary assistance for this purpose.

8. States Parties to the Convention should be encouraged to second competent staff to the Centre, in order to strengthen it. Closer and more constant cooperation between the Centre and other UNESCO sectors as well as the implementing bodies of other conventions, when they exist, is strongly encouraged for mutual strengthening and support of the Convention.

C. The Consultative Bodies

9. Cultural and natural heritage should no longer be considered separately for purposes of site planning, management, and conservation. A common philosophy should be promoted which would merge the human dimension of the heritage with the environmental aspect. Such philosophy would not supplant the definitions of the natural and cultural heritage in the Convention, but could be used to further efforts to enhance site planning and conservation by a more integrated approach. It recommended that the Centre should take all the necessary steps in this direction.

10. Every means should be employed to improve the structures and expertise of ICOMOS and IUCN. With respect to ICOMOS, States Parties should be encouraged to give more vigorous support to the National Committees, and ICOMOS should ensure the representation of the different disciplines concerned, by drawing fully on its constituent professional groups and networks.

11. The offer of ICCROM to continue and even expand its cooperation with the Committee in areas of training, expertise, documentation, and research should be accepted and developed further.

*[ANNEX 2/7]

12. The Centre should build on the special historic and traditional partnership which exists between IUCN, ICOMOS, and ICCROM in implementation of the Convention.

13. Furthermore a genuine partnership should be established, on the basis of the guidelines of the Committee, between the Centre and the three organizations, both regarding the techniques and the doctrine of conservation.

14. The Centre should draw up a list of NGOs and institutions with which it would be desirable to have closer ties and which might also be consulted by the Committee and the Centre on specific matters, pursuant to Article 10.1 of the Convention.

D. The General Assembly

15. The General Assembly of States Parties should be held as early as possible during the General Conference of UNESCO, and the Chairman of the World Heritage Committee should present its report to the General Assembly.

III. IMPLEMENTATION OF THE CONVENTION

A. The World Heritage List

16. No quantitative limits should be set to the List, but encouragement should be given to the establishment of tentative lists with more systematic assistance being given with their preparation to countries which have not yet drawn up such lists.

17. It is not necessary to limit the number of nominations submitted each year. However, in order to take account of the difficulties that the Committee and the advisory bodies have had in making a more thorough evaluation and a more searching examination of nominations, consideration should be given to several solutions, which could complement each other: They include: States being asked to submit more detailed applications and adhering to the deadlines set by the Operational Guidelines; nominations received after the deadlines, and/or incomplete nominations should not be put forward for consideration; all available documentation should be sent to the members of the Committee early in the annual cycle of nomination review; and, the advisory bodies should be given more time for their reviews by:

- expediting the referral of nomination files from the Secretariat; and,
- producing a draft Bureau report during the Bureau meeting to confirm recommendations with respect to nominations.

*[ANNEX 2/8]

18. To make the List more representative, the Centre should examine, with the appropriate experts, the List's deficiencies and ways of correcting them.

19. A critical evaluation should also be made of the criteria governing the cultural heritage and the criteria governing authenticity and integrity, with a view of their possible revision. The World Heritage Centre should, in consultation with ICOMOS, organize a meeting of experts in accord with the decision already made during the fifteenth session of the World Heritage Committee.

20. At each inscription, the characteristics which justified the inclusion of the property on the List and which must, as a result, determine the basis of its future management, should be clearly stated.

21. Inscriptions of sites should be deferred until evidence of the full commitment of the nominating government for site protection is available. Evidence should in particular take the forms of national legislation, staffing, funding within the capabilities of the government, and management plans, as currently required in the nomination document.

22. In order to insure a rigorous procedure for the inscriptions, nominations deferred by the Bureau on the basis of Category D of the *Operational Guidelines* should not be changed to a different category/status except by consent of the Committee, and should not be reexamined in the same calendar year.

B. List of World Heritage in Danger

23. Inscription on the List of World Heritage in Danger should not be seen as a sanction, but as the acknowledgement of a condition that calls for safeguarding measures, and as a means of securing resources for that purpose. The Centre should promote this idea among States.

24. In compliance with Article 11.4 of the Convention, the possibility of inscribing a site on the List of World Heritage in Danger, without a prior request from the State concerned, should be included in the *Operational Guidelines*.

25. The assistance envisaged in Article 11.4 of the Convention should allow for messages from the Committee drawing attention to the potential or actual dangers threatening a site ; paragraph 58 of the *Operational Guidelines* should be modified accordingly. In the case of an emergency, priority should be given to the allocation of financial resources from the World Heritage Fund to properties inscribed on the World Heritage in Danger.

*[ANNEX 2/9]

C. Withdrawal of a property from the World Heritage List

26. The Committee should strictly apply the existing procedures for withdrawing a property from the List when the characteristics which justified its original inscription no longer exist and when consultations with the State concerned have not led to an agreement. Public notice of this action should be issued by the Committee.

D. Monitoring the state of conservation

27. The Committee should systematically ensure that the recommendations made at the time of inscription have been put into practice.

28. All requests for assistance from the Fund should be accompanied by an assessment of the state of conservation of the property.

29. Monitoring should no longer be seen as a periodical inspection, but as a process of continuous co-operation involving local partners in a regional context, and including information and research activities. Each State Party could draw the attention of the Committee to situations of risk or deterioration of a World Heritage site or to a possible violation of the obligations foreseen by the Convention. The possibility should be considered of a clause which would require a periodical review of the properties on the World Heritage List, in order to determine after

a given period whether the sites still meet, totally or partially, the criteria under which they had been originally included. Representatives of the Centre or experts from the NGOs will participate at this periodical review.

30. The Centre should produce a document on the state of the world cultural heritage, beginning with the Latin American region, for which a monitoring exercise along these lines has already been undertaken.

31. In order to strengthen the guidelines and procedures for systematic and continuous monitoring of the state of conservation of World Heritage Sites, the Centre, in cooperation with IUCN, ICOMOS, and ICCROM, should convene an experts' meeting during the year 1993.

E. The World Heritage Fund

32. Improved efforts to increase financial resources of the World Heritage Fund should be carried out by the World Heritage Centre.

*[ANNEX 2/10]

There should be a number of aspects to these efforts, including systematic reminders to States Parties asking them to pay their contributions, the seeking of contributions for specific projects from private foundations and other public or private sources.

33. States requesting and receiving assistance should be required to produce more precise reports, based on defined standards, and the reports should be referred by the Centre, as appropriate, to the advisory body and, together with their assessments, should be reviewed the Committee, with respect to further assistance requests from the State Party. The Committee may request the World Heritage Centre to publish periodically a resumé of these reports accompanied by illustrated documentation to better inform the public of the successes of the Convention in the field of conservation

34. The Centre should note, in connection with each technical assistance request, the status of the requesting State Party's financial contribution to the Fund, the amount of assistance from the World Heritage Fund previously allocated to the project and/or site, and, in the case of training, the percentage involvement of World Heritage Site related management or conservation staff.

35. No more than 20 per cent of the total annual assistance budget (excluding emergency assistance) should be allocated by the Chairman without discussion and approval of the full Committee.

36. The Committee should consider re-establishing a contingency reserve as a percentage of the annual budget to be available for responses to unforeseen emergencies affecting World Heritage Sites.

37. Assistance requests should be referred, as appropriate, to the advisory bodies for review/evaluation, and their evaluations should be presented to the Bureau, appropriate sub-committee and Committee.

38. The Fund should be invested more systematically in projects which could attract funding, rather than in small, isolated projects. Training should preferably, but not exclusively, involve the managers of World Heritage sites. When several training assistance requests compete for funding that is not adequate to

support all, priority should be given to requests involving World Heritage Site management and/or technical conservation personnel.

F. Promotional work

39. Promotional activities, in general, should cover three complementary aspects, as follows:

a) communication, i.e. public information by means of the media;

*[ANNEX 2/11]

b) promotion itself, by way of exhibitions and various cultural events; and,

c) development of financial and human resources to promote the Convention, with the assistance of associations, information from decision-makers, sponsorship and the sale of products credited to the Fund.

d) Information programmes proposed by the Committee to the States Parties should include action to be taken at already at primary school level.

40. All promotional activities concerning the Convention should, within UNESCO, be the primary responsibility of the World Heritage Centre, which would report to the Committee.

41. A report on the state of World Heritage property, showing the effects of inscription on conservation, should, if possible, be published by the Centre on a two-yearly basis.

42. The Committee should devote more time, during its sessions, to the discussion of questions concerning promotion, which should be examined by specialists.

43. The advisory bodies should increase their respective efforts to increase awareness of, and support for, the Convention.

44. States Parties should promote the Convention, particularly on World Heritage sites, by producing publications, plaques, etc., explaining to the public and groups concerned the philosophy and principles of the Convention and the qualities which had justified the inscription of the site. States Parties also should promote the establishment and activities of associations concerned with the safeguarding of cultural and natural sites.

45. The World Heritage Centre should recognize the growing concern over the impact of tourism on World Heritage sites and consider sponsoring a study on the topic. This study should take into consideration other similar efforts, including particularly a 1992 publication by WTO/UNEP tourism in- protected areas, in order to avoid duplication.