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UNITED NATIONS EDUCATIONAL, SCIENTIFIC
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CONVENTION CONCERNING THE PROTECTION OF
THE WORLD CULTURAL AND NATURAL HERITAGE

WORLD HERITAGE COMMITTEE

Thirty-fifth Session

Paris, UNESCO Headquarters
19-29 June 2011

Item 12 of the Provisional Agenda: Reflection on the Future of the *World Heritage Convention*

12D: Progress report on the preparation of the 40th Anniversary of the *Convention*

SUMMARY

The Committee at its 34th session requested the World Heritage Centre to report on the progress made towards the organization of the 40th Anniversary celebrations.

The Committee also invited the Director-General of UNESCO to carry out a feasibility study of possible measures to recognize best practices in the implementation of the *World Heritage Convention*.

This document presents:

Part I: the progress made towards the organization of the 40th Anniversary celebrations and

Part II: a report on a study of possible measures to recognize best practices in the implementation of the *World Heritage Convention*.

Draft Decision: 35 COM 12D, see Point III.

I. Progress made towards the organization of the 40th Anniversary celebrations

A. Background

1. On November 16, 2012 the *World Heritage Convention* will be 40 years old. The celebration of this important anniversary will present an opportunity for the international community involved in cultural and natural heritage conservation to reflect on the achievements of the *Convention* to date as well as to take stock of the challenges with which it is confronted. The focus of the global community should be directed towards World Heritage with the aim to further improve the public image and awareness of the *Convention*, which, 40 years after, is more relevant than ever. In this context it is planned that a series of activities, events and thematic workshops will take place from November 2011 to November 2012 throughout the five regions of the world, organized by States Parties in cooperation with the World Heritage Centre. A variety of pertinent communication tools and visibility-targeted activities will be developed. The final celebration will be hosted by Japan at a 3-days event, where the outcomes of the different workshops and studies will be presented that will feed the reflection on the future of the *Convention*.
2. The Anniversary should allow the World Heritage community: the States Parties, site managers, local communities, UNESCO as the Secretariat of the *Convention*, as well as all other stakeholders in the World Heritage processes, to situate the real place of the *Convention* as a tool for preserving humanity's heritage of outstanding universal value within the current context of the world, as expressed through the 8 Millennium Development Goals.
3. The coordination of the celebration activities will be undertaken by the World Heritage Centre in collaboration with States Parties to the *Convention*, UNESCO Field Offices, Advisory Bodies, UNESCO Category 2 Centres dedicated to World Heritage, partners and major conservation NGOs.
4. Decision 34 COM 12 requested the World Heritage Centre to ask States Parties for comments regarding the main theme of the celebration year. A circular letter was sent by the World Heritage Centre to all World Heritage Committee members, States Parties and the Advisory Bodies proposing to re-centre the theme of the Anniversary Year to: "World Heritage and Sustainable Development: the Role of Local Communities in the management of World Heritage Sites". The World Heritage Centre received reactions from 14 countries, all globally in favor of the proposed theme.
5. The theme of the anniversary was adopted as "World Heritage and Sustainable Development: the Role of Local Communities". By focusing on this theme, issues pertaining to the well-being and responsibilities of the local communities will concern all States Parties. The following subthemes have been proposed to States Parties as focus for thematic meetings throughout 2012:
 - a) The role of local communities in the nomination process, in the day-to-day management of properties, and in the conservation of sites;
 - b) The role of communities as actors and beneficiaries from the social and economic points of view;
 - c) Indigenous management practices at World Heritage sites;
 - d) Mapping of traditional knowledge in conservation techniques and practices;

- e) Strengthening the local communities' role in sustainable cultural tourism and eco-tourism at and around World Heritage sites;
- f) Public-private sector partnerships to foster local development and economic revenues of local communities.

B. Activity plan

6. The main objectives of the celebration activities are to:
 - a) Demonstrate the value of heritage preservation towards enhancing the social and economic conditions of communities linked to World Heritage sites;
 - b) Increase the visibility of the *Convention* and the activities undertaken to preserve World Heritage while contributing to sustainable development;
 - c) Assert the role of research, training and capacity building towards improved conservation of World Heritage;
 - d) Strengthen the role of private sector partners as support to conservation and sustainable development efforts at World Heritage sites.

7. Two main audiences are targeted: World Heritage experts and stakeholders through thematic meetings, and the general public through open activities and a variety of communication tools.

8. Following the first circular letter in September 2010, another circular letter was sent in April 2011 requesting States Parties to inform the Centre about their envisaged celebratory activities. The World Heritage Centre has held preliminary discussions and received a number of expressions of interest by States Parties for organizing events or activities related to the 40th anniversary of the *Convention* such as:
 - a) Brazil: Possible side event linked to Rio+20
 - b) Canada: WH-related topic for final school exams
 - c) China: A regional conference on the local communities as beneficiaries from social and economical aspects of World Heritage and sustainable development
 - d) Norway: International meeting
 - e) South Africa/ Nigeria: Regional workshops
 - f) Spain: Youth forums; website
 - g) UK: British Museum two-days conference
 - h) USA: Smithsonian Institution/White House event

9. The Japanese government has offered to host the final event: a 3-days event (15-17 Nov. 2012). Discussions are underway with the Japanese government to provide assistance to the preparation of the 40th anniversary through the Japanese Funds in Trust.

10. The official launch of the anniversary year will take place at the General Assembly of States Parties on 7-8 November 2011. Other organizations will relate to the anniversary celebrations on the occasion of their special institutional events, namely the ICOMOS 17th General Assembly (Paris, 27 Nov. - 2 Dec. 2011) which theme is "Heritage as driver of development"; the ICOMOS Monuments and Sites Day (18 April 2012) and the IUCN World Conservation Congress (6-15 Sep. 2012).

11. Cooperation with partners:

A number of existing or potential World Heritage Centre partners have expressed interest to participate in the activities celebrating the 40th anniversary, such as:

- a) Providing moving images on World Heritage for use on the UNESCO website: NHK (Japan Broadcasting Corporation). The activity consists of UNESCO re-editing, recording, mixing and encoding NHK footage available and uploading these on UNESCO's website and/or on YouTube, through the NHK-UNESCO agreement;
- b) Providing World Heritage Centre with Public Service Announcements on World Heritage: History Channel;
- c) Dedicating one newspaper special page on the occasion: the International Herald Tribune;
- d) Organizing a global photo exhibition: OurPlace;
- e) Donating a financial contribution to help promote World Heritage through educational activities: Panasonic;
- f) The creation of a web portal and a virtual exhibition as well as the creation of a mobile application, with the possibility of launching the activity at the White House: The Smithsonian Institution;
- g) Developing a cause marketing and campaign targeting the travelling public and special events to celebrate the 40th anniversary: Seabourn.

Discussions with media partners and broadcasters are underway to produce and diffuse short films on World Heritage throughout 2012.

The World Heritage Centre will work with States Parties and partners to provide information, content and coordination support, as well as to control the quality of the various materials throughout the duration of the anniversary events.

C. Communication

12. The following communication components are being developed by the World Heritage Centre to promote the anniversary year and to assist States Parties in their celebratory activities:

- a) Creation of a specific logo and visual identity to be used on all anniversary material;
- b) Creation of a flyer specifically designed to attract the interest of sponsors;
- c) Creation of dedicated pages on the World Heritage website;
- d) Brochure to launch the 40th year of the Convention (release planned for November 2011);
- e) 200-page publication in English and French on the main theme to increase awareness about the role of local communities as actors and beneficiaries throughout the nomination process, the day to day management and the conservation of World Heritage properties. The publication will present case studies of diverse sites throughout the world, highlighting among other sustainable tourism, social and economic benefits for World Heritage sites, community involvement, and media work (release planned for Nov. 2012);
- f) Special focuses in the World Heritage Review throughout 2012;
- g) Special edition of World Heritage Diary;
- h) Global Media coverage;
- i) Exhibits;
- j) A series of environmentally and culturally sensitive commemorative products will be developed to celebrate the Anniversary and promote the Convention. The commercialization of these products could be explored together with DPI and external partners.

D. Resources

13. The World Heritage Centre has initiated discussions with a number of private sector entities to seek support for financing the planned activities and to benefit from potential partners' know-how, technology, networks and outreach potential. Currently, agreements have been reached with Panasonic and History Channel, and discussions are ongoing with Tokyo Broadcasting System (TBS) and Seabourn. Bilateral donors are also approached.
14. A small team at the World Heritage Centre has been established to coordinate all 2012-related activities, ensure a wide communication on the anniversary and the specific theme, and assist States Parties in their celebratory efforts.

E. Timeline

June 2011	Development of visual identity including 40 th anniversary specific logo
June 2011	Start of work on the publication on "World Heritage and Sustainable Development: the Role of Local Communities"
June 2011	Development of working plan with the Smithsonian Institution
July 2011	Development of TORs for the WH internet portal/pages
September 2011	Development of strategy for media coverage
November 2011	Launch of the anniversary during the Convention's General Assembly
November 2011	Development of concise guidelines for States Parties and partners for the use of the specific logo
November 2011	40th anniversary brochure
Throughout 2011	Fund raising efforts
Throughout 2011	Coordination with States Parties for the organization of thematic workshops (dates, locations, descriptions, participants)
Throughout 2012	Coordination with States Parties and partners
Up to November 2012	Coordination with Japan for the final event

II. Report on a study of possible measures to recognize best practices in the implementation of the *World Heritage Convention*

A. Introduction

1. The World Heritage Committee at its 34th session discussed a proposal by the World Heritage Centre presented in Document 34COM12.B to establish, as a specific

component of the 40th anniversary celebrations, a biennial Prize for Excellence in World Heritage Site Management.

2. In its Decision 34COM12, the Committee welcomed an initiative to recognize and promote best practices in the implementation of the *World Heritage Convention* and invited the Director-General of UNESCO to carry out a study of possible measures to recognize best practices in the implementation of the *World Heritage Convention* and forward the results if appropriate, for the consideration of the Executive Board at its meeting in April 2011 and thereafter the World Heritage Committee at its 35th session in 2011.
3. Due to calendar constraints as well as to the nature of the recommendations, the report contained in the present document is being directly submitted for consideration by the 35th session of the World Heritage Committee. The present report comprises a study of the possible measures and aspects of such an initiative and the related recommendations, so as to enable the Committee to provide its observations and decisions.
4. Given that the initiative proposed is not a UNESCO Prize, the process does not need to undergo the process of submission by the Director-General to the Executive Board. The related decision can be made by the World Heritage Committee.

B. Objectives of the study

5. The study took place from December 2010 to March 2011 with an overall purpose of exploring possible measures that will:
 - a) recognize best practice in site management;
 - b) recognize best practices in the fields of training, education and/or awareness-raising;
 - c) capture and record the impact of good management practices and innovation;
 - d) create opportunities to share learning, expertise and best practice examples;
 - e) create platforms for promoting the recognition of best practices, such as for example, institutionalizing an International World Heritage Day;
 - f) inspire, incentivize and promote continuous improvement of good practices in the implementation of the *World Heritage Convention*;
 - g) create an inclusive framework and methodology which:
 - inspires and encourages best practice,
 - stimulates dialogue,
 - supports continuous developments,
 - recognizes and rewards good management practice and innovation;
 - h) influence stakeholders and wider society to raise awareness of the value of global heritage, and the importance of conserving, preserving and sustaining the legacy of Outstanding Universal Value.

C. Analysis

6. The study involved:
 - a) desk research and review: to explore the definition of best practice and existing frameworks used in the international community;
 - b) one-to-one telephone interviews with key contacts, including representatives from States Parties, UNESCO World Heritage Centre, UNESCO regional offices and Advisory Bodies to seek opinions and ideas to develop an initiative. A total of 14 interviewees (see Appendix 2) participated with the purpose of:

- investigating key components and tools that will offer value to World Heritage sites to encourage active engagement and reputation enhancement;
- exploring ideas and options that will effectively meet the objectives of the study and inform and shape the development of an initiative;
- considering factors that will create a unique initiative capable of working within and across the economic, social, political and environmental diversity of World Heritage sites;
- considering current and anticipated future [next 10-15 years] trends and strategic directions of World Heritage;
- considering the concept of heritage, sustainable development, tourism and the role of local communities to understand the environment within which the initiative may operate;
- considering the financial sustainability of the initiative.

c) consultation with UNESCO World Heritage Centre.

D. Summary of key findings

7. On the basis of desk research and interviews, a powerful sense of the value of conservation, preservation and sustaining heritage emerged. The interviews provided a valuable and informative insight into the visions, ideas, skills, networks, relationships and strategies of a diverse global community of people and organizations, all connected by the challenges and opportunities of sustaining World Heritage. The clear message is: The more best practice lessons can be captured, learned and shared, the greater the likelihood of collaboration and empowerment, resulting in continuous conservation improvement and a strengthened understanding of heritage. Both the UNESCO Secretariat and World Heritage national and local authorities will be in a better position to continue to meet the needs of implementing the *World Heritage Convention*.
8. The following attempts to summarize the most pertinent and common points that have emerged:
 - a) there is a lack of mechanisms to 'gather the good' and disseminate best practice;
 - b) any initiative created should have a holistic approach to foster good practice; it should celebrate excellence and success, recognize, encourage and incentivize, be inclusive and relevant to all including in particular those struggling with issues;
 - c) measures and activities that have been translated into practical action and have achieved tangible impact or have realized benefit should be recognized;
 - d) sustainable management practices that integrate conservation with a developmental focus of key issues such as sustainable tourism, poverty alleviation, sustainable financing, rapid economic growth, community involvement and socio-economic challenges should be captured;
 - e) best practice examples should be utilized and promoted for:
 - wider capacity building for sites and their local community in conservation, heritage and tourism management;
 - creating dialogue between sites to strengthen co-operation and enhance a sense of shared values and ownership that enables an open exchange on issues of cultural and natural context, values, bio-and cultural diversity, similar experiences, challenges or common objectives;
 - creating networks and forums to facilitate peer to peer learning, exchange of experience and sharing opportunities;
 - f) impact for all stakeholders and wider society should be maximized, by creating an initiative to influence and raise awareness of:

- the value of global heritage;
- the importance of conserving, preserving and sustaining the legacy of Outstanding Universal Value;
- the advantages and benefits of conservation and the opportunity to inspire social cohesion and national identity;
- a sustainable initiative that engages broader community involvement comprising partnership and funding from the private sector, including foundations whose interests and objectives reflect the values of World Heritage.

E. What is best practice?

9. In order to recognize best practices which are relevant to World Heritage sites and the implementation of the *World Heritage Convention*, a definition is required which simply and succinctly communicates transparent expectations, is inclusive, can be supported by criteria / guidelines and is justified in its method to capture enhanced standards of site management for the benefit of promoting and sharing. The following tentative definition is offered:

Best management practice: that which has evolved as a result of tested experiences and/or lessons learned and shared, and/or practical measures that have proven to provide the most effective methods of delivering, improving and sustaining Outstanding Universal Value.

F. Relating best practice to implementing the *World Heritage Convention*

10. The *World Heritage Convention* provides a unique framework for securing the conservation of the world's most important natural and cultural places. Among the greatest strengths of the World Heritage List is the diversity of the Outstanding Universal Value of World Heritage Sites. It is proposed that an initiative would seek to recognize and promote best practice in implementing the *World Heritage Convention* by reflecting the strategic objectives of the *World Heritage Convention*, the 5 Cs: Credibility, Conservation, Capacity-building, Communication and Communities.
11. These objectives provide a natural framework to encompass all aspects of World Heritage and reinforce the strong identity and holistic vision required to sustain World Heritage.

G. Connecting objectives with a framework to recognize and promote best practice

12. The study has so far attempted to demonstrate the context within which a framework of recognizing and promoting best practice could yield a wide range of achievements, minimize shortcomings and maximize opportunities. Therefore, options have been considered on the assumption that while a number of mechanisms are theoretically possible, a framework that is resource efficient (in terms of both time and financial investment), pragmatic, practical and concentrates on empowering, capturing, celebrating and sharing best practices, is the fundamental basis of successful design and delivery.

H. Recommendations

13. This section seeks to present an integrated and holistic set of recommendations that incorporates all objectives, leverages existing significant investment and explicitly considers all stakeholders. Recommendations are :

Recommendation one: *Recognize sites by identifying biennial “World Heritage Mentors of Best Practice”, by implementing an application process which draws on elements from*

the periodical reporting framework and is based on the themes of the five 'Cs' (addresses objectives 1,2,3 and 7)

Recommendation two: *Invest in a Site Management Network to facilitate exchange and sharing of what constitutes best practice (addresses objectives 4,5 and 6)*

Recommendation one: *Recognize sites by identifying biennial "World Heritage of Best Practice Mentors", by implementing an application process which draws on elements from the Periodic Reporting framework and based on the themes of the five 'Cs' (addresses objectives 1,2,3 and 7)*

14. Despite the diversity of the World Heritage List, the *World Heritage Convention* provides a common framework for achieving the common goal of implementing the strategic objectives of the *World Heritage Convention*. Drawing on the Periodic Reporting framework, using the five Cs as themes and incorporating key indicators that focus on capturing best practice, provides a sound basis on which to build an initiative which will achieve the objectives of recognizing and promoting best practices. The sense of universality about this vision will help to ensure that an impressive range of best practice achievements and innovations are captured in a meaningful and well versed manner, while leveraging existing resources and investment effectively. This approach encourages continual review within the context of the periodical reporting cycle and reinforces the connection and value of World Heritage. The five themes can be used to award five separate, themed World Heritage Best Practice Mentors as well as the option for an overall award to a site delivering management practices that best illustrate how they are fulfilling all five themes. This proposal could also allow awards on a regional and / or global level.
15. It is envisioned that using Periodic Reporting as the basis of a framework will deliver value for World Heritage and partners and is a simple, yet powerful mechanism to capture meaningful results from a grass roots level. Facilitated through a virtual process, this framework allows for cultural diversity and encourages flexibility to communicate what is considered success, in the context of the environment, constraints, responsibilities and challenges faced by each site. It is envisioned that this proposal of drawing criteria from the periodic reporting indicators will create a 'laboratory' to feed World Heritage with ideas, opportunities and innovations which will enable UNESCO, World Heritage and partners to integrate and adapt policy to meet the continual and evolving challenges to sustain heritage in the longer term.
16. Care should be taken not to burden sites with a laborious or resource rich process and should ideally include an opportunity to creatively express best practice successes to yield the most benefits. Understanding what elements of the Periodic Reporting framework works in the context of capturing best practice, and what can be enhanced or cut back will be crucial to ensure most sites feel encouraged and inspired to participate.
17. It is recommended, based on interviews and desktop research, that the essential elements of the initiative's architecture include:
 - recognition would be seen as a prestigious achievement for sites;
 - the quality of management of the initiative and a clearly communicated and positioned assessment and selection process that is rigorous, fair and celebrates best practice;
 - participants in the network would have greater access to the experience of peers in other sites, as well as access to support from partners in the initiative, which could include the Advisory Bodies and other partners, leading to future potential areas of collaboration.

18. The McKinsey* report lists a number of different prize archetypes. With careful positioning, the initiative could fit neatly into the 'network' prize archetype:

Network prizes identify, celebrate, empower and invest in prize participants and the broader stakeholder ecosystem. The goal is to build networks, strengthen communities by creating more forums for interaction, and assemble the next generation of leaders in a field... What the network chooses to do once it is connected is the key to achieving real impact and this choice needs to be reinforced by the Prize process and the post-prize activities.

This positioning becomes a compelling reason for sites to participate.

19. Verification using rigorous methodology is compatible with this proposal and sites can be considered equally and inclusively. In collaboration with the Advisory Bodies, an initiative should be delivered that comprehensively addresses the objectives and utilizes existing expertise, resources, research and networks to maximise success.

Recommendation two: *Invest in a Site Management Network to facilitate exchange and sharing of what constitutes best practice (addresses objectives 4, 5 and 6)*

20. The initiative would provide the opportunity to create strong connections between ideas, skills and relationships to add value to and continually improve management practices. The intention to share learnings through a virtual and / or physical network of peer to peer exchange, enhances a sense of shared vision, strengthens co-operation and translates into benefit for others through guidelines, resource manuals, tailored training etc. Sites which have been recognized as a Best Practice Mentors could mentor other similar sites nationally or internationally and would participate in World Heritage Expert and/or Committee meetings. This concept of mentoring is already being used by the African World Heritage Fund, with support from IUCN, regarding the work on supporting World Heritage nominations in Africa. A mentoring status for sites would be potentially more complicated and the modalities of how that would work need to be clarified.
21. This could be facilitated via an online Network. Using the results from the application, "Mentor" sites can be matched with sites that have indicated a weaker area of impact, to work together in partnership to establish adapted management practices. Identifying and making these connections may just lead to some of the most innovative collaborations and outcomes. Most research and evidence confirms that peer to peer exchange between organizations with a common goal or activity is a highly valuable experience and functions as an empowering mechanism. By extracting the critical elements of management success and creating a two-way communication mechanism, rather than being a purely 'reporting' initiative, there is increased potential to solve issues. Furthermore, extracting specific information from the application process that reflects the importance of collaboration between stakeholders will encourage a sense of shared ownership to achieving the common goal of conserving and preserving heritage.

I. Investing in communications and marketing of the initiative

22. Investing in the publicity and promotion of the initiative will maximize the opportunity to inspire and communicate the value of sustaining shared heritage within the context of global co-operation and solidarity with a view to celebrating an envisaged International World Heritage Day (16 November) which should be adopted through relevant procedures.
23. Communications and marketing is a critically important element in the overall structure and development of the initiative and addresses objectives 4,5 and 8. As such, no

* McKinsey and Co. (2009) 'And the winner is... Capturing the promise of philanthropic prizes'

detailed recommendations are included in this report. Rather it is recommended the World Heritage Centre plan and develop a comprehensive marketing and communications strategy and assign resources and responsibilities accordingly. Some of the questions that would need to be addressed include:

Questions	Potential answers
What?	
What exactly is being marketed and why?	An initiative to recognize and promote best practice to identify, protect, conserve and present World Heritage
The (possibility of) engaging partners and wider collaboration?	Different partners will have the common goal combined with their own specific objectives. The success of the initiative will be better achieved with strategic partners
Talking very publicly about best practice and sustaining heritage?	Most relevant for World Heritage and partners to reach wider society and stakeholders
The quality of a judging panel?	Most relevant to sites to reinforce a rigorous and fair verification
Who?	
Who is the audience for the initiative?	Most relevant to sites. The results will be communicated to wider society and stakeholders
Which stakeholder audiences is World Heritage interested in reaching with this initiative?	Potential partners and communities, governments, corporate sector, civil society, funders
Where?	
Could there be better marketing of the initiative at country level?	By engaging States Parties, sites would be encouraged to participate
What social networking opportunities exist for promoting outcomes of the initiative?	YouTube, Twitter, Facebook, creating an online network
How?	
Could a celebration ceremony attract media coverage and enhance World Heritage promotion?	Using tailored case studies to inspire a sense of shared global heritage and enabling sites to carry out public relations locally and nationally
Could platforms be identified for the jury and Mentor sites to talk about the initiative and heritage in other settings?	Potentially on a local, regional, national and global basis
Could major foundations or funding agencies be invited to the celebration ceremony and/or site visits in order to provide additional funding?	Working closely with Mentor sites, potentially engaging national and regional opportunities and partners
How can a website be best used to support all of this effort?	Given the global nature of the initiative, online effort best supports and promotes the initiative
How can the initiative help to open conversation and dialogue about best practice and sustaining heritage?	Effectively identifying and utilizing platforms at events and conferences, enabling Mentor sites to promote their activities, using the online network to identify key and common issues

24. Through the interview and research process, a number of specific threats to World Heritage were identified including the growing pressure of urbanization, tensions between globalization and local development, environmental degradation including climate change, lack of capacity in terms of resources, finance, expertise, and sustainable tourism to name a few. It is impossible for site management to effectively address all these issues without the involvement and co-operation of local communities and wider society. Creating an initiative provides an opportunity to engage with and communicate the importance of protecting, preserving and celebrating our shared heritage.
25. The introduction of a International World Heritage Day - 16 November, with reference to 16 November 1972, the date of the adoption of the *World Heritage Convention* by the UNESCO General Conference - would provide a global platform to mark not only the 40th anniversary of the *World Heritage Convention* but also to celebrate the World Heritage List in its entirety and in a regular manner, it would also enable to communicate publicly what constitutes Outstanding Universal Value, the challenges of sustaining heritage and the rationale to sustain our shared global heritage.
26. There are a number of existing initiatives that celebrate heritage:
 - European Heritage Days: a weekend in September, specific to European sites, monuments and buildings and a joint action of the Council of Europe and the European Commission,
 - The ICOMOS International Day for Monuments and Sites: 18 April, focusing each year on a different theme,
 - Heritage Days: celebrated in specific countries throughout the year with a focus on cultural heritage.
27. It is recommended to adopt an International World Heritage Day to engage with multi-stakeholders and partners to truly celebrate outstanding heritage and its universal value and raise awareness on the challenges and issues it faces.
28. A number of the interviews conducted noted enthusiasm towards advocating the pertinent need for a comprehensive marketing and communications strategy to achieve success. Well planned publicity and promotional activities was viewed as a core tool for the success of the initiative.

J. Financial sustainability

29. To enable the financial sustainability and viability of an initiative, and reflect the importance of collaboration to sustain heritage, a funding source needs to be established. UNESCO is a prestigious 'brand' offering visibility and high profile to partners who reflect the interests of World Heritage. It is recommended that funding be derived in the form of sponsorships from and associations with corporations, the private sector and / or foundations. Any sponsorship will be subject to a formal agreement with UNESCO. Additionally, there are a number of strategic links that could be established to provide the reward to those sites recognized for best practice in the form of training from institutions or the *Convention's* Advisory Bodies.
30. The financial details still need to be worked out but the following costs should at least be taken into account: secretariat, two committees to run the exercise, the costs of the selection panel, the costs of the initiative, and the costs of activity of the mentors.
31. The financial viability of the programme will rely predominantly on funding and sponsorship from the corporate/private sector. This funding will be invested to maximize the value of:

- a) World Heritage Best Practice Mentors rewards such as monies or training grants and the Site Management (online) Network of World Heritage, which could identify and facilitate future opportunities for collaboration and partnership, networking and learning opportunities, cross sector training sessions, site visits etc,
- b) maintaining momentum and interest with protecting, conserving and promoting heritage including events and publicity opportunities to promote Best Practice Mentors, marketing and communication activities for the International World Heritage Day, recognition ceremony etc.

K. Management

- 32. A management structure co-ordinated by an independent third party appointed by UNESCO and which will report back to the World Heritage Committee and work under its guidance, is recommended in order to facilitate delivery of cohesive objectives with multiple stakeholders and partners. Third party management should be facilitated by an experienced individual / organization whose role is to plan, stimulate, co-ordinate and deliver the significant resource required to establish and develop the initiative. Ensuring transparent and objective communication between stakeholders and partners who have clearly defined roles and objectives and are committed to achieving a common goal, will ensure the success of the initiative.
- 33. Third party management would (see Appendix 3):
 - coordinate with the UNESCO World Heritage Centre the development of sponsoring partnerships;
 - coordinate work with sponsoring partners;
 - establish management committees ;
 - develop and deliver the initiative;
 - coordinate delivery of the communication and marketing strategy;
 - facilitate exchange and maximize leverage of information to relevant stakeholders and partners;
 - be responsible for reporting to and delivering the objectives defined and agreed by the management committees;
 - be responsible and accountable to the World Heritage Centre and ultimately to the Committee.
- 34. The proposed management structure would comprise:
 - a) Advisory Committee: a maximum of 8-10 individuals representing World Heritage Committee, World Heritage Centre, Advisory Bodies, strategic partners, States Parties, funding partners, and in time, Best Practice Mentors. Consulted annually to approve strategic objectives;
 - b) Steering/working Committee: a maximum of 10-12 individuals representing World Heritage Committee, World Heritage Centre, Advisory Bodies, strategic partners, States Parties, funding partners, Best Practice Mentors . Consulted quarterly to provide expertise, input and assistance where required (use of networks for example).
- 35. Managed by a third party organization, this management structure will create a sustainable and credible initiative that maximizes and ensures value to all stakeholders.

L. Conclusion

36. As a result of implementing these recommendations, the initiative could create a tangible difference for World Heritage as a result of the ideas, relationships and collaborations that flow, which can link to:
- The strategic objectives of the *World Heritage Convention*, priority regions and programmes, helping to enhance understanding and the value of sustaining heritage;
 - The programme areas of UNESCO, helping to maintain the organization at the leading edge of heritage development thinking;
 - The activities of UNESCO and partner organizations, helping to meet some of the world's most urgent social, economic and environmental challenges in relation to sustaining heritage.

III. Draft decision

Draft Decision: 35 COM 12D

The World Heritage Committee,

1. Having examined Document WHC-11/35.COM/12D,
2. Takes note of the progress made in preparing for celebrating the 40th anniversary of the World Heritage Convention under the theme "World Heritage: the Role of Local Communities",
3. Encourages States Parties to develop, support and carry out activities to promote the Anniversary;
4. Invites the World Heritage Centre to implement the proposed programme of activities assisted by extrabudgetary funding available or to be identified;
5. Acknowledging the benefits of an initiative to recognize best practices in the implementation of the World Heritage Convention as a contribution to heritage preservation for the longer term and contributing to UNESCO's sustainable development efforts;
6. Takes note of recommendations 1 and 2, and requests the World Heritage Centre, with the support of the Advisory Bodies, and in consultation with the Chairperson of the World Heritage Committee to develop these ideas further in order to prepare an initiative that will recognize best practices in the implementation of the World Heritage Convention, with the aim to announce the first World Heritage Best Practice Mentors at the closing event of the 40th anniversary of the World Heritage Convention (November 2012, Japan);
7. Requests the World Heritage Centre to seek extrabudgetary funding to secure the necessary resources and technical support;
8. Requests the World Heritage Centre to undertake the necessary steps for establishing an International World Heritage Day as a global platform for the promotion of the Initiative and for raising awareness on World Heritage in general;
9. Requests the World Heritage Centre to report on the progress made to the 36th session of the World Heritage Committee (2012).

Appendix 1: Timetable of activities 2011-2014

June 2011	Present Initiative proposal to the 35th session of the World Heritage Committee
July 2011	Commence development of the initiative, and search of funding sources
August-December 2011	<p>Prepare and develop initiative requirements:</p> <ol style="list-style-type: none"> 1. Objectives and priorities 2. Identifying third party management organization 3. Criteria 4. Marketing and communication strategy including International World Heritage Day 5. Engaging management committees 6. Developing visual identity 7. Confirming jury 8. Infrastructure for online Site Management Network <p>Obtain approval for criteria</p>
January 2012	<ol style="list-style-type: none"> 1. Call for nominations and applications 2. Meeting of Advisory Committee 3. Establishment of Jury
March 2012	Closing date for applications
April-July 2012	<ol style="list-style-type: none"> 1. Jury selects best practice examples 2. Mentoring groups established via online Network
August-October 2012	<ol style="list-style-type: none"> 1. Collating materials for communications 2. Announcements, press releases, preparation for national and global level ceremonies
16 November 2012	Announcements of first recognitions
December 2012 – February 2013	<ol style="list-style-type: none"> 1. Review inaugural year; improvements and recommendations to integrate 2. Create programme and calendar of events to promote Best Practice Mentors
March 2013-July 2013	<ol style="list-style-type: none"> 1. Use best practice examples for developing peer to peer exchange and online resources 2. Proactively maintain and stimulate online Network
August-October 2013	Preparations for International World Heritage Day
16 November 2013	<ol style="list-style-type: none"> 1. International World Heritage Day 2. Celebration of World Heritage best practice 3. Launch of nomination and application process
March 2014	Closing date for applications

Appendix 2.a: One-to-one interviews

APSARA	Kérya Chau Sun	Authority for the Protection and Management of Angkor and the Region of Siem Reap (APSARA), Cambodia
Australia	Gregston Terrill	Assistant Secretary, Department of Environment, Water and Art, Government of Australia
China	Lu Qiong	Deputy Director, Division of Relics Protection and Archaeology, State Administration of Cultural Heritage, China
Equilibrium	Sue Stolton	Equilibrium Environmental Research and Policy, Bristol, United Kingdom
ICCROM	Joe King	Unit Director, Sites Unit, ICCROM
IUCN	Tim Badman	Special Advisor on World Heritage, IUCN
Mexico	Francisco Morales	Mexican Delegation to the World Heritage Committee Former Rapporteur to the World Heritage Committee
Oman	Hassan Al-Lawait	Director, General Archaeology, Ministry of Heritage and Culture of Oman
South Africa	Louise Graham	South African Delegation to the World Heritage Committee Former Rapporteur to the World Heritage Committee
Switzerland	Rudolphe Imhoof	Ambassador, Permanent Delegation of Switzerland to UNESCO
UNESCO	Kishore Rao	Director, UNESCO World Heritage Centre
UNESCO	Mechtild Rössler	Chief, Policy and Statutory Section, UNESCO World Heritage Centre
UNESCO	Tim Curtis	Programme Specialist for Culture UNESCO Bangkok Office
UNESCO	Montira Unakul	Programme Officer, World Heritage and built heritage, UNESCO Bangkok Office

Appendix 2.b: Requested but not interviewed

ICOMOS	Regina Durighello	Director, World Heritage Programme, ICOMOS
ICOMOS	Bénédicte Selfslagh	Secretary General, ICOMOS Belgium
France	Hubert de Canson	Deputy Permanent Delegate, Permanent Delegation of the French Republic to UNESCO
Jiuzhaigou	Zhang Xiaopin	Management Bureau, Jiuzhaigou Valley Scenic and Historic Interest Area World Heritage site

Appendix 3: Roles and responsibilities

Who	Responsibilities
Stakeholders & partners (including management committees)	<ul style="list-style-type: none"> • Fund the initiative • Determine requirements of the initiative • Select Managing Partner and establishes conditions • Approve initiative criteria provided by Managing Partner • Promote the initiative using internal and external networks and communications • Contribute to annual nominations for Jury • Approve all materials produced by Managing Partner • Approve communications and marketing strategy provided by Managing Partner • Approve design and costs for marketing materials • Approves budgets and costs for the initiative
Managing partner	<p>Strategic Provides counsel to World Heritage Centre and management committees on:</p> <ul style="list-style-type: none"> • The context and positioning • Structure and format, including criteria, categories, adjudication process etc • Selection of jury and facilitation of contact • Events - advise on speeches/press material produced • Communication and marketing plan • Ensures sustainability of Initiative through continuous outreach with potential and official sponsors <p>Development</p> <ul style="list-style-type: none"> • Prepares papers which record the structure of the initiative based on various inputs (and maintains over the year to produce a definitive guide) • Develops initiative criteria • Compiles nomination form materials • Provides collateral and web based materials for approval • Annually reviews and updates processes, submits altered material for approval • Explores and engages partners, in particular funding and media • Manages translations of core documents into the six UN languages <p>Events</p> <ul style="list-style-type: none"> • Event management and logistics (e.g. media events, annual celebration event, learning and exchange events) • Attendance and logistics for site visits for verification, knowledge exchange or marketing purposes • Attends and provides support at events • Provides content for Network and experience exchange <p>Managing the initiative</p> <ul style="list-style-type: none"> • Maintains regular program updates / feedback to management committees • Maintains database

	<ul style="list-style-type: none"> • Prepares nomination packs and distribute following launch • Utilizes stakeholders, partners and networks to publicize and promote the initiative • Responds to requests for information and nomination details • Reviews proposals • Manages selection of shortlist by convening Jury • Co-ordinates and briefs Jury in terms of role, responsibilities and facilitating contact among members • Ensures entries are verified • Identifies opportunities for initiative refinements and improvements • Supports communications with sites, distribution of information or logistics, travel etc. <p>Managing Relationships</p> <ul style="list-style-type: none"> • Monitors progress of Mentors and reports to management committees on annual basis • Tracks budgets and reports accordingly • Prepares background material for approval • Advises and supports for opportunities of knowledge exchange/mentoring • Coordinates relationships with external partners such as training providers etc <p>Marketing and Communications</p> <ul style="list-style-type: none"> • Provides strategic oversight of the communications and marketing agenda • Develops communication materials for approval • Specifies requirements for website and web based communications • Provides text for web content • Provides website structure, design and functionality • Makes recommendations to stakeholders and partners for communications • Leverages existing relationships to increase the profile of the initiative • Identifies announcement, profile raising and celebration platforms • Coordinates design, production, printing and distribution of materials, including folders, brochures, mailings, etc. • Explores media partnership opportunities • Collaborate with stakeholders and partners to support effective media relations
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