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**UNITED NATIONS EDUCATIONAL, SCIENTIFIC
AND CULTURAL ORGANIZATION**

**CONVENTION CONCERNING THE PROTECTION OF
THE WORLD CULTURAL AND NATURAL HERITAGE**

WORLD HERITAGE COMMITTEE

Thirty-sixth session

**Saint Petersburg, Russian Federation
24 June – 6 July 2012**

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

**12A Future of the *World Heritage Convention* - Progress report on
implementation**

SUMMARY

The Strategic Action Plan and Vision to guide the implementation of the *World Heritage Convention* over the decade 2012-2022 was adopted by Resolution **18 GA 11** of the 18th session of the General Assembly of States Parties (UNESCO 2011).

This document provides an update on the elaboration of a draft of the Implementation Plan in conformity with Decision **35 COM 12A** of the World Heritage Committee (UNESCO, 2011) and Resolution **18 GA 11** of the 18th session of the General Assembly of States Parties (UNESCO, 2011).

All decisions on the "Reflection of the Future of the World Heritage Convention" (**35 COM 12A** to **35 COM 12E**) are available in the Decisions Report of the 35th session of the World Heritage Committee at <http://whc.unesco.org/en/sessions/35COM>.

Draft Decision 36 COM 12A, see Point IV.

I. BACKGROUND

1. At its 32nd session (Quebec City, 2008), the World Heritage Committee decided to initiate a process of reflection on the future of the *World Heritage Convention*. At its 33rd session (Seville, 2009), the Committee took the decision that it would be useful to develop an overall strategic plan to guide the implementation of the *World Heritage Convention* over the next decade. The 17th session of the General Assembly of States Parties (UNESCO, 2009) called for further work on the development of this plan based on the Strategic Objectives. At its 34th session (Brasilia, 2010), the Committee decided that a draft of the Strategic Action Plan and Vision should be elaborated by the 35th session of the Committee for transmission to the 18th session of General Assembly (UNESCO, 2011). A specific open-ended Working Group, established by the Committee at its 33rd, 34th and 35th sessions respectively, and chaired by Australia met to discuss the issues regarding the Future of the *Convention*.
2. The present document has been prepared based on the Resolution **18 GA 11** by the 18th General Assembly (UNESCO, 2011). The 18th General Assembly thanked the Working Group for elaborating the Vision and Action Plan in an open and participative way and adopted the Vision and Action Plan and requested the World Heritage Centre to disseminate it widely. The Resolutions were uploaded on the web-page of the World Heritage Centre at <http://whc.unesco.org/en/sessions/18GA>.

II. DEVELOPMENT OF THE IMPLEMENTATION PLAN

3. With Decision **35 COM 12A** the Committee at its 35th session (UNESCO, 2011) noted the need to develop an Implementation Plan to operationalize the priorities detailed in the Draft Strategic Action Plan and Vision, and requested the World Heritage Centre to work with the Advisory Bodies to develop a draft Implementation Plan, including potential sources of funding for actions included within it, for consideration by the 36th session of the World Heritage Committee. It asked for drawing upon inter alia the external audits on the implementation of the Global Strategy from its inception in 1994 to 2011 and the Partnership for Conservation Initiative (PACT), other existing strategy documents (such as the World Heritage Capacity Building Strategy and the Disaster Risk Reduction Strategy), as well as the recommendations of various expert working group meetings held.
4. Discussions on the Implementation Plan took place at the January 2012 meeting between the Advisory Bodies and the World Heritage Centre. The meeting noted specifically that close links exist between the Report on the Evaluation of the Global Strategy and PACT Initiative carried out by the External Auditors in 2010-2011 and adopted by the General Assembly in Resolution **18 GA 8** and the Strategic Action Plan and Vision to guide the implementation of the *World Heritage Convention* over the decade 2012-2022 adopted by the General Assembly with Resolution **18 GA 11**. This was specifically pointed out in a working document prepared for the Open-ended Working Group established by Resolution **18 GA 8**. This document was made available by Circular Letter dated 1 February 2012. This document and a further updated document including financial implications (dispatched on 24 April 2012) have been made available on the web-page of the Open-ended Working Group: <http://whc.unesco.org/en/open-ended-working-group/>.
5. Therefore, this working document has been prepared after the First Meeting of the Open-ended Working Group established by Resolution **18 GA 8**, which met from 15-16 May 2012 at UNESCO (see working document WHC-12/36.COM/9A). A specific meeting between the Chairperson of the Open-ended Working Group on the Future of the *World Heritage Convention*, the Advisory Bodies and the World Heritage Centre on the Draft Implementation Plan took place on 16 May 2012.

III. DRAFT IMPLEMENTATION PLAN

STRATEGIC ACTION PLAN FOR THE IMPLEMENTATION OF THE WORLD HERITAGE CONVENTION 2012-2022

Since 2008 at its 32nd session (Quebec), the World Heritage Committee has focused on a process of reflection on the future of the *World Heritage Convention*. A specific Open-ended Working Group on the future of the Convention, chaired by Australia, was established by the Committee at its 33rd (Seville, 2009), 34th (Brasilia, 2010) and 35th (UNESCO, 2011) sessions. Based on the recommendations of the Working Group, the Committee decided to develop an overall strategic plan to guide the implementation of the *World Heritage Convention* over the next decade. The Strategic Action Plan and Vision was considered by the 17th session of the General Assembly and adopted by the 18th session of the General Assembly in 2011.

The Strategic Action Plan sets six World Heritage Goals to assist in structuring the work of the Convention over the next ten years, with 17 priorities and key outcomes to be achieved (see document WHC-11/18.GA/11).

Resolution **18 GA 11** requests the World Heritage Centre and the Advisory Bodies to develop a draft Implementation Plan for the Strategic Action Plan, drawing upon *inter alia*:

- The Independent Evaluation by the UNESCO External Auditor on the Implementation of the Global Strategy for a credible, representative and balanced World Heritage List and the Partnerships for Conservation Initiative (PACT)
- The World Heritage Capacity Building Strategy
- The Disaster Risk Reduction Strategy
- The Policy on the Impacts of Climate Change on World Heritage sites
- The recommendations of expert group meetings held on:
 - Global state of conservation challenges for World Heritage properties
 - Decision-making procedures of the statutory organs of the *World Heritage Convention*
 - Improvements to the 'upstream processes' prior to consideration of nominations by the World Heritage Committee
 - The relationship between the *World Heritage Convention*, conservation and sustainable development

The Implementation Plan is to be updated biennially, with outcomes against the Strategic Action Plan to be reported to the General Assembly of States Parties.

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications
World Heritage Goal 1: The Outstanding Universal Value of World Heritage sites is maintained						
1.1 <i>Statements of Outstanding Universal Value</i>	Statements of Outstanding Universal Value are the basis for protection and management	A.1.1.1 Reconfirm the primacy of Outstanding Universal Value within the <i>Convention</i> and its purpose to protect and conserve places of Outstanding Universal Value that require the assistance of the international community.	KPI 1.1.1 World Heritage nominations focus on the most outstanding properties and for others not meeting the threshold, develop new tools for recognition and preservation.	World Heritage Committee States Parties	Statement of confirmation of primacy of Outstanding Universal Value made at 37 COM (2013)	Staff time
		A1.1.2 Complete statements of Outstanding Universal Value or retrospective statements of Outstanding Universal Value for all World Heritage properties.	KPI 1.1.2 100% of properties on the World Heritage List have approved statements of Outstanding Universal Value.	States Parties Advisory Bodies	Statements of Outstanding Universal Value approved by Committee prior to commencement of third cycle of periodic reporting	Advisory Bodies review: US\$550 per Statements of Outstanding Universal Value Translation Staff time Requires Extrabudgetary funds
		A.1.1.3 Statements of Outstanding Universal Value are included on web.	KPI 1.1.3 From 37 COM onwards Statements of Outstanding Universal Value are the basis for decision making on the state of conservation of World Heritage properties.	World Heritage Centre	On-going	Staff time
1.2 <i>Monitoring Mechanisms</i>	Focus monitoring mechanism and resources on critical conservation issues while allowing States Parties time	A.1.2.1 Define monitoring indicators (related to the Outstanding Universal Value) for all properties that are the subject of state of conservation reports, including review of other standard setting exercises and lessons drawn	KPI 1.2.1 Agreed monitoring indicators used by States Parties and Advisory Bodies that give accurate snapshot of state of conservation of a property in relation to the attributes of	World Heritage Centre Advisory Bodies	Monitoring indicators considered at 37 COM	Advisory Bodies contracts (WHF)

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications
1.2 <i>Monitoring Mechanisms (cont)</i>	to implement recommendations	from Periodic reporting.	its Outstanding Universal Value.		(2013)	Cost estimates
	Focus monitoring mechanism and resources on critical conservation issues while allowing States Parties time to implement recommendations (cont)	A.1.2.2 Create tools to recognise excellence (i.e. shift focus of Committee from sole focus on problems in SOC context) as reported by external bodies.	KPI 1.2.2 Increased media reporting of state of conservation successes (e.g., recent monitoring mission, local or regional Advisory Bodies committees); Used as showcase models for capacity building and training by the centre and Advisory Bodies.	World Heritage Centre Advisory Bodies	On-going	Set up Advisory Bodies contracts (WHF) Cost estimates
		A.1.2.3 Develop and disseminate widely a system to prioritise and systematically select properties for state of conservation reports (e.g. for properties on or proposed for in danger listing, then those who had missions, then routine reports).	KPI 1.2.3 Prioritisation system for examination of state of conservation reports established and on website; critical sites reported on via website and Committee meetings.	Operational Guidelines working group	Operational Guidelines revisions in place from 37 COM (2013)	Staff time
		A.1.2.4 Strengthen monitoring of properties; hold a workshop to discuss establishment of a system of proactive monitoring without waiting for the occurrence of serious problems.	KPI 1.2.4 Relevant tools developed for States Parties to establish a system of proactive monitoring at national level; States Parties have a system of proactive monitoring incorporated into Plan of Management for each inscribed property Advisory Bodies also encouraged to develop local monitoring networks.	Expert Working Group	Working group reports to 37 COM (2013)	Workshop \$200,000 Extrabudgetary funding required
		A.1.2.5 National governments encouraged to have regular dialogue with ICOMOS and IUCN about state of conservation of properties	KPI 1.2.5 Fewer irreversible impacts recorded by the World Heritage Committee; ICOMOS, IUCN and Centre record fewer unexpected issues arising; state of conservation monitoring mechanisms used by Advisory Bodies defined and understood by States Parties.	States Parties Local/regional IUCN/ICOMOS committees	On-going	Various

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications
		A.1.2.6 National governments encouraged involving ICOMOS and IUCN, including their regional structures, in process of preparing response to periodic reporting. Involvement includes Periodic Reporting training and information provision.	KPI 1.2.6 Periodic Report training undertaken including local or regional structures of ICOMOS and IUCN; IUCN and ICOMOS demonstrating; active engagement between States Parties and Advisory Bodies.	States Parties Local/regional IUCN/ICOMOS committees	On-going	Various
		A.1.2.7 Formally notify States Parties of the state of conservation reports on World Heritage properties in their territory which will be the subject of examination by the Committee at the session indicated; to enable dialogue, consider options for providing concerned State Party comment on state of conservation reports and/or State party right of reply (similar to nomination process).	KPI 1.2.7 States Parties notified of upcoming state of conservation report by Centre 2 months before Committee meeting and States Parties fully prepared to respond; reduction in provision of last minute information by States Parties (trend line down).	World Heritage Centre Advisory Bodies	Notification occurring from and options considered 37 COM (2013)	Staff time
		A.1.2.8 Decisions to default to a minimum two-year cycle for the examination of state of conservation reports for individual properties on the World Heritage List, and for the discussion of those inscribed on the List of World Heritage in Danger, except for cases of utmost urgency; World Heritage Fund to assist developing countries with state of conservation reporting and monitoring.	KPI 1.2.8 Increased compliance with remedial actions and reduced reports of little progress (trend line down); trend graphs show fewer properties on annual SOC reporting cycle; two year cycle implemented; increased on-going dialogue between States Parties and the Centre between Committee sessions.	World Heritage Centre Advisory Bodies	Established by 37 COM (2013)	Staff time
1.3 Conservation requirements	Requirements for conservation of Outstanding Universal Value are implemented	A. 1.3.1 Develop a global conservation strategy that includes but is not limited to points below (these activities could be transferred to the conservation strategy once established)	KPI. 1.3.1 Global conservation strategy developed and fully funded for implementation	World Heritage Centre Advisory Bodies	Established by 37 COM (2013)	\$100,000 extrabudgetary funds required

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications
1.3 Conservation requirements	transparently and consistently	A.1.3.2. Develop a database of existing guidance on key factors negatively impacting on the Outstanding Universal Value of World Heritage properties and tools for best management practice.	KPI.1.3.2 Database updated annually including provision for States Parties and Advisory Bodies to contribute new advice as it arises. Awards provided to States Parties for best practice management at each Committee meeting.	World Heritage Centre Advisory Bodies States Parties	Database established by 37 COM (2013) Recognition on-going	Advisory Bodies contracts, WHF (or may need extrabudgetary funds) Staff time
	Requirements for conservation of Outstanding Universal Value are implemented transparently and consistently	A.1.3.3 Develop guidance to fill gaps in existing guidance, including: a) the need for EIAs/HIAs of potential developments' impact on Outstanding Universal Value, the range of proposed activities with a likely impact on Outstanding Universal Value to be reported on and the documentation required by the World Heritage Centre, b) the uses, limits and documentation requirements for traditional management systems and c) protection mechanisms for setting (beyond and including buffer zones)	KPI.1.3.3 Submissions/ Consultancy undertaken to identify gaps and develop guidance on conservation requirements and practices; States Parties widely consulted on tools currently in use addressing gaps. Guidance provided on the website.	States Parties Consultant World Heritage Centre Advisory Bodies	Gaps identified by 37 COM (2013) Guidance development as funds permit	Seek extra-budgetary funding to secure resources and technical support Source donor
		A.1.3.4 Confirm the degree to which management systems and legal frameworks need to be in place before inscription (paragraph 115 of the <i>Operational Guidelines</i>).	KPI 1.3.4 Para 115 of <i>Operational Guidelines</i> revised and provides greater clarity to States Parties.	<i>Operational Guidelines</i> working group	<i>Operational Guidelines</i> revisions considered at 37 COM (2013)	Staff time
		A.1.3.5 Provide an inventory on the website, based on retrospective Statements of Outstanding Universal Value and linked to indicators, of World Heritage properties which have all	KPI.1.3.5 Details of missing attributes/element of Outstanding Universal Value are voluntarily submitted by States Parties for	World Heritage Centre	Inventory linked to indicators established for 38 COM	Staff time

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications
		attributes /elements of Outstanding Universal Value in place, and which do not.	consideration of remedial actions.		(2014)	
		A.1.3.6 Develop and disseminate widely global standards for site management and tools for management effectiveness assessments, including risk and catastrophe planning for vulnerable sites.	KPI.1.3.6 Workshop/ consultancy undertaken to develop global management standards and tools; standards agreed by States Parties, subsequent voluntary submissions by States Parties and others, with best practice management recognised.	Consultant States Parties World Heritage Centre	Global standards adopted at 38 COM (2014)	Seek extra-budgetary funding to secure resources and technical support Source donor
		A.1.3.7 Prepare a thematic report on significant global and regional factors negatively impacting the Outstanding Universal Value of the properties, grouped according to the five categories of factors identified in the Periodic Report and any additional threats identified in the reporting process.	KPI.1.3.7 Thematic report produced on key threats on an agreed regular basis.	Advisory Bodies World Heritage Centre	Thematic report presented at 39 COM (2015)	Seek extra-budgetary funding to secure resources and technical support Source donor
		A.1.3.8 Develop a four-year cycle for revisions to the <i>Operational Guidelines</i> .	KPI.1.3.8 Clarity provided regarding process and timelines for revisions to the <i>Operational Guidelines</i> .	Operational Guidelines Working Group	<i>Operational Guidelines</i> revisions considered at 37 COM (2013)	Staff time
1.4 Training and research	Capacity needs of communities and agencies to address conservation are met, including those identified through Periodic Reporting	A.1.4.1 Use the Global Strategy for Capacity Building as a base to develop capacity building sub-strategies by region and sub-region, incorporating needs identified through periodic reporting.	KPI 1.4.1 The Global Strategy of Capacity Building is funded and implemented and fewer capacity needs identified in future Periodic Reporting.	Advisory Bodies	on-going	Seek extra-budgetary funding
		A1.4.2 Explore opportunities presented	KPI 1.4.2 As above	Advisory Bodies	On-going	Seek extra-

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications
		by Category 2 regional centres and new regional funds for capacity building on conservation methods and outcomes.				budgetary funding
		A.1.4.3 Consider establishment of a Site Management Network to facilitate exchange and sharing of information on best practice heritage management.	KPI 1.4.3 As above.	Advisory Bodies	On-going	Seek extra-budgetary funding
1.5 <i>Mitigation of serious threat</i>	Requirements for removal from the List of World Heritage in Danger or World Heritage List are clear and applied consistently	A.1.5.1 The In-Danger listing mechanism is used in conformity with the provision of the <i>Operational Guidelines</i> (both for inscription and removal).	KPI 1.5.1 Working group established at the 36 COM; Rules of Procedure revised to forbid a State Party serving on the Committee to take part in the decision following debates on state of conservation reports concerning a property located in its territory.	World Heritage Committee Working Group	In place for 37 COM (2013)	Staff time
		A.1.5.2 Draft decisions for inscription of properties on the List of World Heritage in Danger include a costed program of operations needed, based on the agreed Corrective Measures needed to achieve the Desired State of Conservation for the removal of the property from the Danger List (article 11.4 of the <i>Convention</i>) and encourage the use of international assistance in meeting these needs.	KPI.1.5.2 Draft decisions on Danger Listing incorporate costed programme of remedial actions for removal from the Danger List; States Parties have clear set of expectations about remedial actions required; programme of remedial actions remains constant; follow up reporting on meeting funding goals; States Parties meet funding gaps.	World Heritage Centre Advisory Bodies	In place for 37 COM (2013)	Advisory Bodies contracts (WHF) Cost estimates
		A.1.5.3 Clarify criteria/thresholds for in danger listing and for delisting properties in relation to Outstanding Universal Value.	KPI.1.5.3 Decisions to inscribe on the Danger List or remove from World Heritage List are consistent across all States Parties World Heritage sites and clearly documented in relation to threats to Outstanding Universal Value	Operational Guidelines working group	<i>Operational Guidelines</i> revisions in place for 38 COM (2014)	Staff time

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications
			or loss of Outstanding Universal Value.			
		A.1.5.4 Analyse inscribed properties to identify key risks and publish a list of existing guidance on, risk assessment and threat management.	KPI.1.5.4 States Parties are assisted to develop (and use) a list of key risks associated with their properties and guidance to manage serious threats; all existing guidance material distributed through website and other communication channels.	Advisory Bodies World Heritage Centre	In place for 38 COM (2014)	Advisory Bodies contracts (WHF) Cost estimates

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications
World Heritage Goal 2: The World Heritage List is a credible, selection of the world's most outstanding cultural and natural heritage						
2.1 Strategy for representative, balanced and credible World Heritage List	Activities under the Global Strategy for a representative, balanced and credible World Heritage List reflect agreed priorities and are consistent with the <i>Convention</i>	A.2.1.1 Define and disseminate widely the objectives for the Global Strategy consistent with the objectives of the <i>World Heritage Convention</i> and based on evaluation of successes and continuing challenges of 1994 Global Strategy - Establish criteria and monitoring indicators for the Global Strategy to assess nature and causes of major gaps -Establish effective analytical frameworks and statistics to allow understanding of how sub-regions might contribute to the Global Strategy.	KPI 2.1.1 Objectives, criteria and monitoring indicators developed through States Parties submissions for consideration by Committee; World Heritage Centre reporting on implementation of the Global Strategy through criteria and monitoring indicators; reporting on effectiveness sub-region in meeting the Global Strategy through the analytical frameworks and statistics.	World Heritage Centre Advisory Bodies	Objectives, criteria and indicators considered at 38 COM (2014) Reporting framework considered at the 39 COM (2015)	USD 100,000
		A.2.1.2 Establish priorities for thematic studies and initiatives linked to the Global Strategy and identify additional resources for their completion, publication and dissemination.	KPI 2.1.2 Thematic studies identified, produced and fully funded on priority topics.	Advisory Bodies	Thematic Studies priorities identified for consideration at 39 COM (2015)	USD 60,000 per thematic study
		A.2.1.3 Encourage States Parties whose heritage is already well represented on the World Heritage List to consider supporting a nomination with one presented by a State Party whose heritage is unrepresented or under-represented, as foreseen in paragraph 59c of the <i>Operational Guidelines</i> .	KPI 2.1.3 Increased number of linked nominations between well and less represented States Parties.	States Parties	On-going	Various

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications
		A.2.1.4 Develop options for means to preserve sites that are outside of the sovereignty of States Parties responding to the conditions of Outstanding Universal Value.	KPI 2.1.4 Submissions received and paper prepared for discussion by Committee on options for protecting sites outside the sovereignty of States Parties.	World Heritage Centre Advisory Bodies	Options considered by 38 COM (2014)	Seek extra-budgetary funding
2.2 Nominations	Inscriptions on the World Heritage List fully meet requirements set out in the <i>Operational Guidelines</i>	A.2.2.1 Complete and assess the effectiveness and efficiency of the 'upstream processes' pilot projects, with a view to continuing and expanding the program of work; consider the development of guidance to assist and encourage States Parties to formulate, and prioritise tentative lists through community engagement, and harmonise lists in sub-regions.	KPI 2.2.1 Assessment of upstream pilot projects completed and used to inform possible extension of the program; Guidance on tentative lists published on web; States Parties and others encouraged to submit case studies, with best recognised by Committee; Submissions received on tentative list prioritisation and options published on web.	World Heritage Centre Advisory Bodies	Assessment of pilot Upstream projects considered at 40 COM (2016), with Tentative List revisions considered at 42 COM (2018)	Seek extra-budgetary funding
		A.2.2.2 Disseminate widely the benefits of States Parties undergoing the 30 September preliminary advice stage (before year 1) and the requirements to pass the technical/completeness check stage before nominations proceed to Advisory Bodies for assessment.	KPI 2.2.2 Reduction in nominations that do not meet all requirements of <i>Operational Guidelines</i> , proceeding to evaluation by Committee. States Parties expect that the nomination process will take 2.5 years, not 1.5.	World Heritage Centre Operational Guidelines working group	Revisions to <i>Operational Guidelines</i> considered at 38 COM (2014)	Staff time
2.2 Nominations (cont)	Inscriptions on the World Heritage List fully meet	A.2.2.3 Upgrade registration process (between 1 Feb and 1 March year 1) to include both technical check for completeness and to indicate whether prima facie all elements of justification of Outstanding Universal Value are met, including those where judgement is required E.g. check list to indicate whether nomination compares each claim to Outstanding Universal Value against all sites on World Heritage List, Tentative Lists and other obvious sites; that all elements of protection and management are articulated.	KPI 2.2.3 All inscribed properties demonstrate Outstanding Universal Value in line with criteria for inscription and comply with integrity/authenticity, protection and management requirements, as set out in the <i>Operational Guidelines</i> .	World Heritage Centre Operational Guidelines working group	Revisions to <i>Operational Guidelines</i> considered at 38 COM (2014)	Staff time

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications
	requirements set out in the Operational Guidelines (cont)	Nominations that do not meet all elements not permitted to proceed further.				
		A.2.2.4 Develop a web database of sites on World Heritage and Tentative List searchable by theme, place, size, time on in danger lists and other characteristics to assist States Parties in development of Tentative Lists and nominations	KPI 2.2.4 Searchable database of World Heritage and Tentative List sites available on web.	World Heritage Centre	Database operational by December 2015	Staff time
		A.2.2.5 Develop and disseminate widely guidance on comparative analysis, conservation and management, integrity and authenticity, including through publication of best practice examples.	KPI 2.2.5 Guidance on preparation of nomination developed and published on web; States Parties use nomination advice.	World Heritage Centre Advisory Bodies	Guidance on nominations considered at 38 COM (2014)	Seek extra-budgetary funding
		A.2.2.6 Publicise alternative options for recognition and preservation of sites that may not meet the standards of Outstanding Universal Value at the regional level or by themes.	KPI 2.2.6 State Parties aware of options for recognition beyond World Heritage.	World Heritage Centre	On-going	Staff time

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications
WORLD HERITAGE GOAL 3: Heritage protection and conservation considers present and future environmental, societal and economic needs						
3.1 <i>Sustainable development</i>	Increased consideration of sustainable development through connecting conservation to communities	A.3.1.1 Develop methodology for assessing and evaluating social and economic impact of inscription on World Heritage List and strategies for sustainable development investment for communities before and after inscription.	KPI 3.1.1 State Parties undertaking studies on World Heritage impact and publish on web. Cost, benefit analysis undertaken to provide greater understanding of the pre-conditions for potential economic and social value of inscription and conservation for communities.	World Heritage Centre Advisory Bodies	Methodology considered at 37 COM (2013)	\$30,000
		A.3.1.2 Develop clear policy, including standards on conservation and sustainable development, drawing on Rio+20 outcomes.	KPI 3.1.2 Individual States Parties have policies on conservation and sustainable development which are shared through World Heritage website; standards defined, evaluated and adopted.	World Heritage Centre Advisory Bodies	Policy considered at 37 COM (2013)	\$30,000
		A.3.1.3 Develop tools to guide States Parties in integrating heritage protection into planning processes and on effective community engagement, especially in World Heritage sites where there is traditional land ownership and management.	KPI 3.1.3 Submissions sought on tools in use by State Parties on heritage and planning and community engagement. Consultant engaged to develop tools in specific priority areas, particularly those vulnerable to threats from unregulated development.	World Heritage Centre Advisory Bodies	Tools considered at 37 COM (2013)	\$30,000

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications
WORLD HERITAGE GOAL 4: World Heritage maintains or enhances its brand quality						
4.1 <i>Awareness raising</i>	World Heritage is widely recognised as the highest standard of heritage and conservation	A.4.1.1 Consider further the implications of and possible timing for an International World Heritage Day for raising awareness on World Heritage.	KPI 4.1.1 Submissions received on options for International World Heritage Day.	World Heritage Centre Advisory Bodies	Options considered at 37 COM (2013)	Staff time
		A.4.1.2 Subject to funds, organise exhibitions celebrating World Heritage successes e.g. a tribute to Egyptologist Christiane Desroche-Noblecourt and her role in saving the Nubian Temples in 1959.	KPI 4.1.2 World Heritage successes identified and funds found to hold exhibitions.	States Parties	On-going	Seek extra-budgetary funding
		A.4.1.3 Publicise best practice examples of heritage protection, showcasing World Heritage properties as best practice for heritage protection.	KPI 4.1.3 Submissions sought from State Parties and others, with annual recognition of best practice heritage protection examples by Committee; information received remains on web.	World Heritage Centre States Parties	On-going	Staff time Seek extra-budgetary funding
		A.4.1.4 Develop systems to identify and assist the adoption of World Heritage insights and experiences.	KPI 4.1.4 As above.	World Heritage Centre	On-going	Seek extra-budgetary funding
4.2 <i>Public image</i>	World Heritage value, credibility and quality widely known and understood	A.4.2.1 Develop a clear brand strategy for World Heritage, including the use of the World Heritage Emblem, based on an audit of public perceptions of World Heritage and linked to PACT.	KPI 4.2.1 Encourage individual State Parties to undertake audit of public perceptions of World Heritage to enable brand focussed approach at national level; develop Brand Strategy to enable capture of value from global value of brand.	World Heritage Centre Brand consultant States Parties	Brand Strategy considered at 37 COM (2013)	\$100,000
		A.4.2.2 Media briefing by Chair on World Heritage objectives and achievements prior to statutory sessions and capacity building sessions held for journalists on World Heritage.	KPI 4.2.2 Increased and accurate media reporting on World Heritage – via a media portal. Media monitoring undertaken, and responses made when appropriate.	World Heritage Centre	On-going	Staff time

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications
		A.4.2.3 Develop, support and carry out activities to promote the 40th anniversary.	KPI 4.2.3 States Parties report on activities to World Heritage Centre and published on web.	States Parties	By December 2012	Various

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications
WORLD HERITAGE GOAL 5: The Committee can address policy and strategic issues						
5.1 <i>Inclusive and systematic policy development</i>	Time is allowed to address strategic and policy issues in a consultative and systematic manner	A.5.1.1 Collect all policy recommendations from Committee or General Assembly together on web in searchable format and identify gaps.	KPI 5.1.1 Initial collection of policy guidance searchable on web.	World Heritage Centre Advisory Bodies	Existing policy guidance on web by end 2014	Staff time
		A.5.1.2 Develop 'Policy Guidelines' (similar format to the <i>Operational Guidelines</i>) by drawing on policy database and separating out the policy elements of <i>Operational Guidelines</i> into new structure.	KPI 5.1.2 Policy guidelines developed and policy elements removed from <i>Operational Guidelines</i> .	Consultant Operational/Policy Guidelines working group	Revisions to <i>Operational Guidelines</i> /policy guidelines considered at 39 COM (2015)	\$80,000
		A.5.1.3 Streamline thematic programs in accordance with needs identified in Periodic Reporting.	KPI 5.1.3 Fewer thematic programmes focus on agreed priorities and are effective and sustained.	World Heritage Centre	On-going	Staff time
		A.5.1.4 Consider options for the greater use of Consultative Groups during Committee sessions or the recognition of requests for interventions from non-members of the Committee on policy agenda items, at the discretion of the Chair.	KPI.5.1.4 Committee considers options for greater consultation on policy issues.	World Heritage Committee	On-going	Staff time
		A.5.1.5 Consider options for Advisory Body and Observer interventions in policy debates at the Committee and General Assembly.	KPI. 5.1.5 Advisory Body and Observer interventions are reflected in decision documents.	World Heritage Committee	On-going	Staff time
		A.5.1.6 Subject to funds, hold three regular (not extended) sessions of the Committee each biennium, including each odd year at UNESCO Headquarters immediately after the	KPI.5.1.6 Funds are found to hold three regular sessions of the Committee each biennium.	World Heritage Centre	On-going	WHF/Regular Programme/ Host country Cost estimate

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications
		General Assembly.				
		A.5.1.7 Clarify rules of membership, terms of reference and the status of reports of expert working groups.	KPI.5.1.7 Rules and status of expert working groups clarified.	Operational Guidelines working group	<i>Operational Guidelines</i> revisions considered at 37 COM (2013)	Staff time
5.2 <i>Coordination with related instruments</i>	Increased synergy with UNESCO's broader objectives and programmes and other relevant international instruments	A.5.2.1 States Parties submit examples of heritage based development for publication on the web to illustrate linkages between heritage and the larger context of national capacity building.	KPI 5.2.1 Recognition of best practice heritage based development at each session of the Committee.	States Parties	On-going	Staff time
		A.5.2.2 Establish and promote cooperation and understanding between cultural and natural heritage institutions, including those responsible for UNESCO programme implementation, economy, finance, regional development/planning, tourism and social welfare.	KPI 5.2.2 Secretariat report under item 5B continues to report cooperation between national heritage and other institutions.	UNESCO World Heritage Centre	On-going	Staff time

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications
WORLD HERITAGE GOAL 6: Decisions of statutory meetings are informed and effectively implemented						
6.1 <i>Decision making</i>	Decisions are informed, consistent and implemented	A.6.1.1 Develop and disseminate clear and consistent criteria for decisions on inscriptions/ referrals/ deferrals and right of reply.	KPI.6.1.1 Trend up on consistency of decisions.	Operational Guidelines working group	<i>Operational Guidelines</i> revisions considered at 37 COM (2013)	Staff time
		A.6.1.2 Develop further the induction programme for Committee members.	KPI.6.1. 2 Committee members are better informed of processes and procedures.	Advisory Bodies	On-going	Staff time
		A.6.1.3 Develop a searchable database of decisions and test it for ease of use.	KPI.6.1.3 Database search tool developed and a trend up on use of database. Targeted user testing undertaking in all regions and subregions.	World Heritage Centre	Database tested by December 2014	Staff time
		A.6.1.4 Develop a manual explaining key procedures e.g. nominations, state of conservation, voting, provision of documents.	KPI.6.1.4 Committee members are better informed of processes and procedures.	World Heritage Centre	Manual considered at 37 COM (2013)	\$30,000
		A.6.1.5 Develop and use standard, concise text in draft decisions, focused on priority <i>Convention</i> issues and implementation.	KPI.6.1.5 Trend up on consistency of decisions.	World Heritage Centre	On-going	Staff time
		A.6.1.6 Develop a procedure enabling consultation of secretariat and Advisory Bodies on technical or <i>Operational Guidelines</i> implications of amendments to draft decisions.	KPI.6.1.6 Decisions are consistent with <i>Operational Guidelines</i> .	World Heritage Committee	Revisions to <i>Rules of Procedures</i> considered at 37 COM (2013)	Staff time
		A.6.1.7 Develop and distribute to members an inventory of actions arising from Committee meetings and the costs associated with implementation.	KPI.6.1.7 Implementation of decisions is monitored and budget implications considered.	World Heritage Centre	On-going	Staff time

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications
		A.6.1.8 Link state of conservation reports to an integrated online database compiling all relevant background information concerning the property necessary for well-informed decision-making	KPI.6.1.8 Decisions are consistent and well informed.	World Heritage Centre	Database established by December 2016	Staff time
6.2 Workload	Reduced workload while maintaining quality	A.6.2.1 Consider options to enhance the role of the Bureau (without assuming a decision-making role or increasing meeting time).	KPI 6.2.1 Committee work facilitated by Bureau.	World Heritage Centre	Options for Bureau considered at 37 COM (2013)	Staff time
		A.6.2.2 Review working methods of other conventions and explore options to manage workloads, including prioritisation, secret ballots and sub-committees.	KPI 6.2.2 Submissions on working methods of other conventions.	World Heritage Centre	Working methods considered at 38 COM (2014)	Staff time
		A.6.2.3 Re-examine the Suzhou Decision.	KPI. 6.2.3 Paper to Committee on purpose and evolution of the Suzhou decision.	World Heritage Centre	Suzhou paper considered at 38 COM (2014)	Staff time
		A.6.2.4 Report on actions arising from the Committee includes allocation of responsibility between World Heritage Centre and Advisory Bodies in accordance with roles outlined in the <i>Operational Guidelines</i> .	KPI.6.2.4 Greater consistency with <i>Operational Guidelines</i> of roles and responsibilities between World Heritage Centre and Advisory Bodies.	World Heritage Centre Advisory Bodies	On-going	Staff time
		A.6.2.5 Develop and distribute widely a consolidated annual list of proposed meetings to assess priorities and available human and financial resources.	KPI.6.2.5 Non-statutory meetings prioritised.	World Heritage Centre	On-going	Staff time
6.3 Secretariat support	Strengthened secretariat support to the Committee	A.6.3.1 Review implementation status of Audit Report on operations of World Heritage Centre	KPI.6.3.1 Audit Report recommendations fully implemented.	World Heritage Centre	Audit implementation status considered at 37	Staff time

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications
					COM (2013)	
		A.6.3.2 Develop and publish an annual calendar of activities and deadlines for the implementation of the Convention, resolving any anomalies.	KPI 6.3.2 Annual calendar published.	World Heritage Centre Advisory Bodies	On-going	Staff time
6.4 Budget	Decisions are costed, reporting considers all sources of funding and funding reflects agreed priorities	A.6.4.1 Develop cost modules for key activities and cost decisions and assess workload implications of decisions prior to adoption.	KPI.6.4.1 Key decisions are costed before adoption.	World Heritage Centre Advisory Bodies Standing Budget Consultative committee	On-going	Staff time
		A.6.4.2 Consider means to improve the allocation of International Assistance to identified needs.	KPI.6.4.2 International Assistance targets identified needs (trend up) through supporting conservation priorities identified through state of conservation reporting and Periodic Reporting cycles. States Parties assisted in application process if necessary.	World Heritage Centre	International Assistance approach/priorities considered at 37 COM (2013)	Staff time
		A.6.4.3 Establish a standing consultative body for review of the Committee's biennial budget.	KPI.6.4.3 Standing Budget consultative committee established and operating.	World Heritage Committee	On-going	Staff time
		A.6.4.4 Review budgetary allocations and analyse resource and expenditure patterns.	KPI.6.4.4 Reporting on finance considers the full picture of funding the work of the Convention from all sources.	World Heritage Centre Standing Budget consultative committee	On-going	Staff time
		A.6.4.5 Link Committee and UNESCO budget cycles to ensure all statutory functions are fully funded by the regular budget.	KPI.6.4.5 Statutory functions fully funded by regular budget.	UNESCO World Heritage Centre	On-going	Staff time

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications
		A.6.4.6 Explore ways to increase contributions to the WHF and develop a fundraising strategy which considers means to link extra-budgetary contributions to Committee priorities.	KPI.6.4.6 Increased contribution of private sponsorship to target priorities.	Consultant	Fundraising strategy considered at 38 COM (2014)	\$50,000
		A.6.4.7 Establish an annual report on the extra-budgetary funds benefiting World Heritage properties.	KPI. 6.4.7 Reports on extra-budgetary funds benefitting World Heritage included in budget materials supplied by World Heritage Centre to World Heritage Committee and General Assembly.	World Heritage Centre	On-going	Staff time
6.5 <i>Implementation Plan</i>	Actions under the Strategic Action Plan are linked to priorities and available budget and outcomes monitored and reviewed	A.6.5.1 Outcomes under Strategic Action plan are reported to General Assembly State Parties.	KPI 6.5.1 Actions associated with priority policy issues are implemented.	World Heritage Centre	On-going	Staff time
		A.6.5.2 World Heritage Centre annual report to Committee reflects priorities of the Strategic Action Plan and reports against outcomes/results rather than activities.	KPI 6.5.2 World Heritage Centre annual report focuses on results.	World Heritage Centre	On-going	Staff time
		A.6.5.3 Present a study on options for oversight and monitoring mechanisms for the statutory organs of the World Heritage Convention.	KPI 6.5.3 Actions associated with priority policy issues are implemented.	World Heritage Centre Advisory Bodies	Options for monitoring of implementation considered at 38 COM (2014)	\$50,000

IV. DRAFT DECISION

Draft Decision: 36 COM 12A

The World Heritage Committee,

1. Having examined Document WHC-12/36.COM/12A,
2. Recalling Decisions **32 COM 10**, **33 COM 14A.2**, **34 COM 12**, and **35 COM 12A** adopted at its 32nd (Quebec City, 2008), 33rd (Seville, 2009), and 34th (Brasilia, 2010) sessions respectively and Resolutions **17 GA 9** and **18 GA 11** adopted at the 17th (UNESCO, 2009) and 18th session (UNESCO, 2011) of the General Assembly of States Parties respectively,
3. Acknowledges the adoption of the Strategic Action Plan and Vision by the 18th General Assembly of States Parties (UNESCO, 2011);
4. Welcomes the progress made in drafting the Implementation Plan by the World Heritage Centre and the Advisory Bodies including appropriate roles, responsibilities and accountabilities, an implementation schedule and list of priority actions;
5. Notes the close links between the Draft Implementation Plan and the work of the Open-ended Working Group established by Resolution **18 GA 8** of the General Assembly of States Parties (UNESCO, 2011);
6. Requests the World Heritage Centre, in collaboration with the Advisory Bodies, and with the support of interested States Parties to continue its efforts to further define various activities contained in the Draft Implementation Plan;
7. Also requests that the outcomes and progress in the implementation of the Strategic Action Plan be presented to the General Assembly at its 19th session for its consideration in line with Resolution **18 GA 11** point 8.