

Distribution limited

WHC-06/30.COM/12

Paris, 5 July 2006

Original: English/French

UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL
ORGANIZATION

CONVENTION CONCERNING THE PROTECTION OF THE WORLD
CULTURAL AND NATURAL HERITAGE

WORLD HERITAGE COMMITTEE

Thirtieth Session

Vilnius, Lithuania

8-16 July 2006

Item 12 of the Provisional Agenda: Performance indicators for World Heritage

SUMMARY

By Decision **29 COM 12**, the World Heritage Committee requested that “the Director of the World Heritage Centre to present a completely integrated Result Based Management Framework (RBM) including the Thematic Programmes and to develop the corresponding performance indicators for examination by the Committee at its 30th session (Vilnius, 2006)”.

Draft Decision: 30 COM 12, see point III

This document should be read in conjunction with Document *WHC-06/30.COM/INF. 12*

I. Background: creation of the Thematic and Regional World Heritage Programmes

1. The following four Thematic Programmes were adopted by the Committee at its 25th session (Helsinki, 2001):
 - a) Safeguarding and Development of Cities;
 - b) Forests;
 - c) Sustainable Tourism; and
 - d) Safeguarding of World Earthen Architecture
2. When it approved these four Thematic Programmes, the Committee stressed the need to strongly link their work to the priorities it has established with regard to Global Strategy and as a result of the outcomes of the Periodic Reporting exercises for the different regions. The implementation of the Thematic Programmes is therefore linked to the Regional Programmes approved by the Committee at its 27th session (UNESCO, 2003).
3. Furthermore, the World Heritage Committee at its 26th session (Budapest, 2002) invited the Director-General “to develop new Regional Programmes based on the needs specifically identified through the regional periodic reporting exercise with a view to achieve the new Strategic Objectives, to submit these Programmes for consideration and adoption at the 27th session of the Committee (UNESCO, 2003) and to propose outputs and a timetable for their implementation” (Decision 26 COM 17B). Proposals of new Regional Programmes were therefore submitted to the Committee and adopted at its 27th session. These Regional Programmes are dealt with within the framework of the different follow up of Periodic Reporting in all regions.
4. At its 27th session, the Committee also requested the World Heritage Centre to establish performance indicators to measure the effectiveness of the Regional and Thematic Programmes for examination by the World Heritage Committee at its 28th session (Suzhou, 2004). A number of insights for defining indicators and targets were derived from the document *WHC-03/27.COM/INF.20A* and were presented in document *WHC-04/28.COM/18*.
5. Even if the Thematic Programmes are structured around the four Strategic Objectives, each programme has its own specificity as well as its own range of activities. Furthermore, the Thematic Programmes have considerably evolved and their present activities surpass now the initial targets set up in 2003. During its 29th session (Durban, 2005), the Committee adopted two new Programmes: the World Heritage Marine Programme and World Heritage Programme for Small Island Developing States (SIDS) and among the Thematic Programmes of the World Heritage Centre. These two programmes are presented first.

6. By Decision 29 COM 12, the Committee furthermore requested “the Director of the World Heritage Centre to present a completely integrated Result Based Management (RBM) framework including the Thematic Programmes and to develop the corresponding performance indicators for examination by the Committee at its 30th session (Vilnius, 2006)”.
7. Considering these latest evolutions, the Performance Indicators for these Thematic Programmes are set in a realistic manner taking into consideration the prevailing human and financial constraints as well as the new orientations of these Programmes. They have been fine-tuned in light of Result Based Management’s methodology.

II. Performance Indicators of the World Heritage Programmes

A. Performance indicators of the World Heritage Marine Programme

Vision and Mission of the Marine Programme

The Twenty-Year Vision: all marine areas of “outstanding universal value” will be inscribed as World Heritage thus leading to a better protection of marine biodiversity. All marine World Heritage properties will be exemplary models of effective and results-based management benefiting coastal communities around the world.

The Mission: The World Heritage Marine Programme mission is to safeguard the world’s marine cultural and natural heritage by assisting States Parties with the nomination of marine properties and with the effective management of these sites. This will ensure that these precious marine areas will be maintained and thrive for generations to come.

Objective 1: Increase the credibility of the World Heritage List through addressing the gap on sites nominated for their marine values

Outputs:

- Active promotion of marine nominations to States Parties and partner organizations with special focus in underrepresented regions, including SIDS
- Innovative use the *World Heritage Convention* to promote large-scale marine conservation, for example through encouraging transboundary and serial nominations
- Targeted guidance for the marine site nomination process
- Assistance for finding partners to help with nomination preparation
- Coordination and collaboration with World Heritage Centre regional units

Outcomes:

- Marine areas of Outstanding Universal Value are better protected through the international attention and collaboration for their conservation triggered by the pursuit and achievement of the World Heritage status
- Progress made towards implementation of the World Heritage Global Strategy of balanced and credible World Heritage List by inclusion of new sites from underrepresented categories (marine) and regions (e.g. Pacific, Caribbean, Arctic)

Performance indicators:

- Number of marine sites on Tentative Lists submitted to the World Heritage Centre
- Number of new marine sites nominated as World Heritage
- Number of workshops / consultations held
- Guidance documentation developed

Benchmarks:

- Ten new marine sites included on Tentative Lists submitted to the World Heritage Centre by 2010
- Five new serial and/or transboundary marine World Heritage sites nominated by 2010 of which four from underrepresented regions such as Caribbean and Pacific
- Five other marine/coastal and/or mixed sites nominated by 2010 of which at least four from underrepresented regions such as Caribbean and Pacific
- Five regional or sub-regional workshops or meetings held to promote new nominations and provide training on the nomination process

Objective 2. Increase the conservation of existing and proposed World Heritage marine sites through development of strategic partnerships

Outputs:

- Activities to increase visibility and knowledge of the *World Heritage Convention* as a marine conservation tool
- Collaboration with the World Heritage Sustainable Tourism Programme for joint projects at marine sites on tourism issues
- Development of joint activities and projects with other UNESCO sectors (IOC, MAB, CSI), partner organizations and States Parties
- Engage with fisheries, tourism, oil & gas industries to raise awareness and support for marine World Heritage site conservation

Outcomes:

- Better conservation of World Heritage marine sites through increased awareness by partners on the importance of the World Heritage sites and support for their conservation
- *World Heritage Convention* recognized as a credible marine conservation partner

Performance indicators:

- Number of meetings / consultations held
- Number of partnerships established
- Number of Memorandum of Understanding signed
- Number of projects developed and implemented
- Amount of financing raised
- Number of congresses in which World Heritage Centre participated
- Number of papers and posters published

Benchmarks:

- Minimum of five new projects developed in collaboration with partners by 2010

- Financing raised at least from two new donors
- On-going collaboration with at least five partner organizations or States Parties, including signing of Memoranda of Understanding
- Participation to at least two international marine conservation congresses presenting a paper or poster on World Heritage Marine Programme

Objective 3. Build capacity to manage existing and proposed World Heritage marine sites through networking and sharing

Outputs:

- Promotion of networking among practitioners at World Heritage marine sites
- Further development of a Marine World Heritage Managers Network to strengthen conservation capacity and effective management
- Sharing of experiences with sites preparing marine nominations as well as with sites already inscribed on the List
- Development of concept of marine World Heritage sites as Centres of Excellence with partner organisations

Outcomes:

- World Heritage marine sites recognized as well-managed models of best practice
- World Heritage marine sites serving as learning centres for other marine protected areas in the country or region

Performance indicators:

- Number of workshops/meetings held for site managers
- Number of Centres of excellence concept developed and implemented
- Number of surveys among site managers
- Number of communications (emails, website visits etc)

Benchmarks:

- At least two workshops held to develop the concept of centres of excellence
- Centres of excellence document prepared
- Positive feedback from site managers and other partners

B. World Heritage Programme for Small Island Developing States (SIDS)

Vision and Mission of the Marine Programme

The Twenty-Year Vision: At the next review meeting of the 1994 Barbados Plan of Action for the Sustainable Development of Small Island Developing States in 2014 (Barbados +20), the natural and cultural heritage of Outstanding Universal Value in SIDS is well-represented on the World Heritage List, and at the same time fully utilized to develop sustainable development activities on the islands of the Caribbean, Atlantic, Indian and Pacific Ocean.

The Mission: The World Heritage Programme for Small Island Developing States (SIDS) will provide support services to the concerned regional Units at the World Heritage Centre to offer

technical assistance in the preparation of new nominations of cultural and natural heritage in SIDS, as part of the 1994 Global Strategy for a representative, balanced and credible World Heritage List, as well as in developing pilot projects to seek sustainable development using World Heritage designated sites.

Objective 1: Increase the Credibility of the World Heritage List through addressing the under-representation of specific (sub-) regions

Outputs:

- Active promotion of the 1972 *World Heritage Convention* and assistance in its ratification
- Targeted guidance in the World Heritage nomination process through establishment of Tentative Lists and encouragement of transboundary and serial sites, as well as the organization of Thematic Studies and Expert Meetings in particular on categories of heritage relevant to SIDS (for example on volcanic landscapes; slave & indentured labour routes; plantation landscapes; archaeological sites)

Outcomes:

- Ratification of the 1972 *Convention* by all SIDS
- Better representation of SIDS heritage on the World Heritage List, including transboundary and serial sites

Performance Indicators:

- Number of SIDS that have ratified the 1972 *Convention*
- Number of sites nominated and inscribed as World Heritage
- Number of workshops and expert meetings held

Benchmarks:

- Ratification of the 1972 *Convention* by all remaining SIDS (Sao Tomé and Príncipe from the African region; Tuvalu, Tokelau, Nauru and the Cook Islands from the Pacific region; and the Bahamas from the Caribbean region) by 2014
- All SIDS have established a Tentative List by 2014
- At least 15 new World Heritage sites in SIDS by 2014 (5 in the Caribbean; 3 in the Atlantic and Indian Ocean regions; 7 in the Pacific region)

Objective 2: Ensure effective Conservation of World Heritage through technical assistance in the preparation of site management and sustainable use plans

Outputs:

- Increased assistance aimed at post-inscriptional processes, such as conservation, management, presentation and monitoring of heritage assets, natural and cultural, to initiate and support a process of sustainable development

Outcomes:

- World Heritage sites well preserved and managed for future generations

- Projects for the sustainable development of inscribed World Heritage sites, or in process of nomination, seeking to mitigate threats and increase direct tangible benefits to governments and local communities derived from registration on the World Heritage List

Performance Indicators:

- Number of site management plans developed
- Number of pilot projects of sustainable development in or around World Heritage sites
- Amount of revenue income for local government and/or communities generated

C. Safeguarding and Development of Cities, World Heritage Cities Programme

Vision and Mission of the Marine Programme

The Twenty-Year Vision: With over 200 historic cities or city centres inscribed on UNESCO's World Heritage List and their constant need for upgrading or further development of infrastructure, housing and office space, the *World Heritage Cities Programme* addresses the state-of-the-art in urban heritage conservation in dealing with the permanent challenge of how to accommodate the needs for modernization and investment in historic cities and city centres, without compromising historic character, identity and existing values, among which their Outstanding Universal Value.

The Mission: To facilitate proper protection, conservation management and development of World Heritage cities through further development of the theoretical framework for urban heritage conservation, as well as the provision of technical assistance to States Parties for the implementation of new approaches and methodologies.

Objective 2: Ensure effective Conservation of World Heritage through updated theoretical framework and technical assistance in the implementation of methodologies

Outputs:

- Organization of international conferences and seminars to facilitate debate on trends and specific themes to establish or update international standards that include approaches to and methodologies in conservation management of historic urban ensembles
- Technical assistance aimed at post-inscriptional processes, such as conservation, management and monitoring of urban heritage assets, to initiate and support a process of sustainable development

Outcomes:

- World Heritage cities well-managed and developed according to modern standards of living, social and ecological sustainability through schemes sensitive to their OUV and put down in international documents
- Pilot projects to implement new approaches to and methodologies in urban heritage conservation in World Heritage cities

Performance Indicators:

- Number of international meetings organized

- International standards updated or newly developed
- Number of pilot projects in or around World Heritage cities that facilitate implementation of new schemes
- Number of site management plans developed

Benchmarks:

- At least five regional meetings organized by 2008 (Eastern Europe; Asia; Arab States; Latin America; Sub-Saharan Africa) to discuss local context and tools for safeguarding historic urban landscapes as input for a global approach
- A UNESCO Recommendation on the Safeguarding of Historic Urban Landscapes submitted to UNESCO's General Conference in 2009
- At least 5 pilot sites in World Heritage cities by 2009 (one each in Eastern Europe; Asia; Arab States; Latin America; Sub-Saharan Africa)
- At least 10 site management plans developed for World Heritage cities by 2010

D. Performance indicators for the World Heritage Forest Programme

The World Heritage Forest Programme was approved by the World Heritage Committee in its 25th session (Helsinki, 2001). It is circumscribed by the draft “Natural World Heritage Strategy” (under consideration for World Heritage Committee approval at its 30th session) and as such, is subjected to that strategy’s guidance. An initial USD 100,000 budget was approved for the 2002-2003. An additional USD 20,000 were approved for the 2006-2007 biennium. During this period, an extrabudgetary project portfolio of over USD 23 Millions focusing on 21 World Heritage Forest properties has been managed by the World Heritage Centre natural heritage team.

In 2005, there were 89 natural and mixed World Heritage properties considered as World Heritage Forests, in 49 countries, with an area of over 70,000,000 hectares, representing 18% of all protected forests of the world. The World Heritage Committee is uniquely positioned amongst multi-lateral mechanisms to play a leading role in promoting their long term conservation.

This World Heritage Forest Programme performance indicator framework is based on input obtained predominantly from:

- i) an international forest conservation experts meeting, held at Nancy (France) in March 2005;
- ii) lessons learned from the implementation of 1998 Berastagi (Indonesia) World Heritage Forest meeting recommendations;
- iii) the Convention on Biological Diversity’s Programme of Work on Protected Areas and its ecosystem approach;
- iv) lessons learned while implementing several large extrabudgetary projects within many World Heritage forest properties;
- v) the 2004 IUCN study: *The World Heritage List: Future priorities for a credible and complete list of natural and mixed sites.*

Benchmarks are relatively modest, reflecting the limited resources available to focus specifically on carrying out the World Heritage Forest Programme.

Vision and Mission of the Forest Programme

The Twenty-Year Vision: World Heritage Forests are models of forest protected area conservation at the national and international levels. They are integrated into landscape level decision-making processes and form the nucleus around which sustainable livelihoods are practiced.

The Mission: To promote the fullest and broadest application of the *World Heritage Convention* by all relevant stakeholders, from site level individuals to global organizations, in the pursuit of long term conservation of World Heritage forests and sustainable development.

Objective 1: Assemble and disseminate information and knowledge related to World Heritage Forests and the role of the World Heritage Convention in their conservation

Outputs:

- Publications, workshops, presentations and other knowledge exchange mechanisms are implemented.
- World Heritage Forest programme website contains pertinent information of value to forest protected area stakeholders worldwide.

Outcomes:

- Better understanding of the comparative advantages of the *World Heritage Convention* amongst conservation stakeholders worldwide.
- The *World Heritage Convention* is leveraged by conservation stakeholders to promote forest conservation objectives.
- The *World Heritage Convention's* reputation as a standard setting instrument for the effective management of forest protected areas is enhanced.

Performance indicators:

- Number of information and knowledge dissemination events
- Number of major international conservation NGOs participating at World Heritage Committee meetings.
- Pertinence and Forest section of World Heritage Centre website contains

Benchmarks:

- 2 information / knowledge dissemination events are carried out per biennium (e.g. publication, workshop, presentation at international conferences).
- At least 2 major international conservation NGOs participating at World Heritage Committee meetings in 2007 and 2008.
- Number of monthly visits to the World Heritage Forest Programme section of the World Heritage Centre website grows from 80 per month (January - April 2006) to 240 per month (January - April 2008).

Objective 2: Support the integration of World Heritage properties into the broader landscape with World Heritage which they are ecologically connected.

Outputs:

- Existing and future World Heritage Centre initiatives focusing on World Heritage Forest properties include a landscape level component focusing on the interaction between ecological processes inside and outside of the property.

Outcomes:

- The long term ecological integrity of World Heritage Forest properties is enhanced.

Performance indicators:

- Number of World Heritage Forest site managers participating in landscape level decision-making processes.
- Landscape level initiatives incorporate World Heritage Forest site interests

Benchmarks

- At least 4 World Heritage Forest property managers are formally involved in landscape level decision-making processes by the 32nd session
- At least two World Heritage Forest sites have enhanced their involvement with a corresponding UNESCO Biosphere Reserve by the 32nd session

Objective 3: Seek out and take advantage of opportunities to channel technical and financial support to World Heritage Forests in an effort to enhance management capabilities and in dealing with priority management actions

Outputs:

- Extrabudgetary projects in World Heritage Forest sites are being developed and coordinated by the World Heritage Centre.
- Partner conservation organizations are coordinating their conservation investments in and around World Heritage Forest sites with input from the World Heritage Centre.
- Enhanced cooperation between UNESCO World Heritage Centre and the UNESCO Man and the Biosphere Programme (MAB).

Outcomes:

- Resources available for conservation of World Heritage Forest sites are used effectively and priority issues are being addressed.
- Effective implementation of UNESCO programmes and conventions in regards to sustainable forestry and forest conservation.

Performance indicators

- World Heritage Centre involvement in extrabudgetary projects focusing on World Heritage.
- Cooperation between World Heritage Centre and MAB Programme

Benchmarks

- World Heritage Centre participating in at least 5 extrabudgetary projects focusing on World Heritage Forests by the 32nd session
- World Heritage Centre and MAB Programme cooperating on at least 2 initiatives relating to sustainable forestry and forest conservation by the 32nd session

E. The World Heritage Sustainable Tourism Programme

The over-riding importance of tourism to World Heritage, both as an opportunity and if poorly managed as a threat, was recognized by the World Heritage Committee when it authorized the Centre, in 2001, to develop a World Heritage Sustainable Tourism Programme. Since the Programme has undergone extensive evolution and development.

Vision and Mission of the World Heritage Sustainable Tourism Programme

The Twenty-Year Vision: Based on the work carried out the last five years, much progress has been made on forging a viable process for tourism and conservation interventions at World Heritage properties. The lessons learned have provided a framework and processes for continuing Programme activities. These use the strengths of the UN, the recognized importance of World Heritage, combined with the abilities of an international NGO to carry out the implementation of basic training and community development activities.

The Mission: The mission of the Tourism Programme is to aid the Committee and site management using tourism as a positive force to retain World Heritage site values and to help mitigate site threats. The Programme's four areas of activity are:

- Facilitating World Heritage Centre's Regional Desks work;
- Increasing World Heritage capacity to plan and manage tourism;
- Promoting alternative livelihoods for local communities, and
- Engaging the tourism industry to affect increased conservation benefits.

In general, the Tourism Programme facilitates linkages between the key actors in the sustainable tourism and conservation chain and develops tools and methods for practical tourism applications. Management policies and processes for broad tourism applications for World Heritage properties are being developed, including processes for determining visitor limits, World Heritage visitor interpretation, facilitating the involvement of the private sector, developing tourism related activities in communities, and exploring methods to aid sites with their operational costs. The programme encourages the development of planning methodologies so that tourism development remains within the limits of acceptable change to those values upon which the sites were listed as World Heritage.

The Programme provides advice on tourism issues such as input to state of site conservation reporting, project design and project management. The Programme is engaged in training site managers and policy makers on sustainable tourism methods so as to provide managers and

policy makers with vision of tourism that reflects World Heritage property values. Training has been carried out in Sri Lanka, Benin, Vietnam, Russia, China, Central America and other will be carried out in the future. Training materials are being developed. The Tourism manual for site managers (World Heritage paper #1) is now available in English, Spanish, Chinese and Vietnamese.

Since 2001 the World Heritage Tourism Programme has initiated a number of tourism related projects. These have involved actions to build site staff capacity, train local people in skills to enter the tourism industry and build awareness in the local communities through conservation campaigns and to engage the tourism industry on these efforts. These have provided a base for the development of the World Heritage Tourism Programme and has stimulated initiatives far beyond originally imagined. Many of these activities such as establishing public use planning and visitor management systems will be reinforced by a new series of continuing activities programmed to begin in 2006 and aimed at building on past efforts.

Objective 1: Aiding the work of the World Heritage Committee and World Heritage regional officers

Outputs:

- Tourism/public use plans are part of the nomination dossiers
- World Heritage Programme officers designing initiatives using the Programme framework training on sustainable tourism, tourism planning, site financing and interpretation linked to the Outstanding Universal Value;
- Coordination with other World Heritage Thematic Programmes on policies and joint initiatives;
- Coordination and harmonization of tourism policies and methodologies with Advisory Bodies (ICOMOS, IUCN, ICCROM);
- Public use planning guidelines used by States Parties for the development of public use and/or management plans;

Outcomes:

- World Heritage Sustainable Tourism Programme fully integrated into all activities

Performance Indicators:

- Number of World Heritage sustainable tourism training workshops implemented and project designs carried out with the participation of Regional Desks;
- Number of initiatives developed with other World Heritage Thematic Programmes;
- Number of public use plans submitted by State Parties with the nomination dossiers.

Objective 2: Increasing World Heritage property capacity to plan and manage tourism

Outputs:

- World Heritage Tourism manual published in Spanish, English, French, Russian, Chinese, Vietnamese and Arabic;
- Tourism public use plans in each of the five World Heritage regions either with or apart from the nomination;

- Tourism public use plans implemented at the above mentioned sites;
- World Heritage Centre's staff trained in sustainable tourism public use planning;
- World Heritage sustainable tourism training materials for site managers developed and translated;
- Workshops on using tourism for site financing and concessions;
- Joint management capacity building initiatives with other thematic Programmes;

Outcome:

- Increased capacity at World Heritage sites to spread planning and management skills throughout the five World Heritage regions

Performance Indicators:

- Number of tourism public use plans generated at World Heritage properties;
- Number of tourism public use plans implemented at the sites;
- Number of site staff trained in sustainable tourism public use planning;
- Number of languages in which the World Heritage Tourism manual;
- Number of World Heritage sustainable tourism materials produced for site managers;
- Number of workshops and publications on sustainable tourism and site financing policy/mechanisms.

Objective 3. Promoting alternative livelihoods for local communities

Outputs:

- Pilot projects developed in communities around World Heritage sites using tourism to promote alternative livelihoods to mitigate site threats;
- World Heritage awareness building campaigns in local communities complementing economic development activities.

Outcomes:

- Demonstration model projects using World Heritage sites and tourism to develop alternative livelihoods for local communities aiding the conservation of World Heritage sites.

Performance Indicators:

- Number of pilot project in communities around World Heritage sites using tourism to promote alternative livelihoods;
- Number of World Heritage awareness building initiatives.

Objective 4. Engaging the tourism industry to affect increased conservation benefits.

Outputs:

- Partnerships, accords or agreements established with tour industry enterprises wishing to contribute directly to site conservation through solving problems of visitor management

- and tourism development, improving site management capacity, aiding local communities and coordinating and raising the awareness of their clients;
- Tour industry partners carrying out joint projects at sites coordinated with World Heritage, regional UNESCO offices and site management;
 - Promotion of the partnerships through relevant outlets.

Outcome:

- Key tourism industry leaders engaged in solving visitor management and infrastructure site issues, providing funds and in-kind services for sustainable tourism projects at World Heritage Properties and contributing funds for the ongoing activities of the World Heritage Sustainable Tourism Programme.

Performance Indicators:

- Number of interventions by tour operators and tour operator associations to aid in solving site problems;
- Number of initiatives to aid site management and local communities either through direct financing or in-kind services;
- Number of promotional outlets accessed to tell the story of the activities.

F. The World Heritage programme on Safeguarding of World Earthen Architecture

This programme which mainly concerned the Central Asia Region is now being re-formulated for other regions.

III. Draft Decision

Draft Decision: 30 COM 12

The World Heritage Committee,

1. *Having examined Document WHC-06/30.COM/12,*
2. *Recalling Decision **29 COM 12** adopted at its 29th session (Durban, 2005),*
3. *Emphasizing that setting precise but realistic and measurable results and indicators is essential for effective performance appraisal and monitoring,*
4. *Takes note of the set of performance indicators of all the World Heritage Thematic Programmes which are structured according to the four Strategic Objectives set at its 26th session (Budapest, 2002);*
5. *Encourages the Director of the World Heritage Centre to seek appropriate funding for these Thematic Programmes and invites donors to provide financial support to this effort;*

6. *Agrees to launch a strategic planning exercise with the integrated Result Based Management Framework (RBM) in close consultation with all stakeholders and the subsequent projects of the roadmap;*
7. *Requests States Parties and other funding sources to financially support the projects of the roadmap.*