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NINETEENTH SESSION OF THE GENERAL ASSEMBLY OF STATES PARTIES TO THE CONVENTION CONCERNING THE PROTECTION OF THE WORLD CULTURAL AND NATURAL HERITAGE

Paris, UNESCO Headquarters
19- 21 November 2013

Item 10 of the Provisional Agenda: Future of the World Heritage Convention: Outcomes and Progress in the implementation on the Strategic Action Plan, including a Report on the 40th anniversary celebrations

Future of the *World Heritage Convention*: Outcomes and Progress in the implementation on the Strategic Action Plan, including a Report on the 40th anniversary celebrations

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 Implementation Plan following Decision **36 COM 12A** of the World Heritage Committee (Saint Petersburg, 2012) as well as links between the Strategic Action Plan and the recommendations by the External Auditor Report.

This document also includes a report on the 40th anniversary celebrations.

Draft Resolution: see point VI.

I. BACKGROUND

1. This document has been prepared based on the Resolution **18 GA 11** by the 18th General Assembly (UNESCO, 2011). The 18th General Assembly adopted the Vision for the Future of the World Heritage Convention and the Strategic 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

2. 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. The Strategic Action Plan set 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.

3. The Draft Implementation Plan was presented to the World Heritage Committee at its 36th session in document WHC-12/36.COM/12A. The Committee acknowledged the adoption of the Strategic Action Plan and Vision by the 18th General Assembly of States Parties (UNESCO, 2011) and welcomed 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 a list of priority actions.

4. The Committee noted 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 and requested 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. The World Heritage Centre therefore reviewed the follow-up to Resolution **18 GA 8** and Resolution **18 GA 11** and presents a table (Section IV) concerning the linkages between the two implementation plans.

5. The Committee at its 36th session also requested that the outcomes and progress in the implementation of the Strategic Action Plan be presented to the General Assembly at its 19th session in 2013 for its consideration which is included in Section III as an updated table indicating the implementation status.

6. Furthermore, this document also includes in section V a brief report on the 40th anniversary of the World Heritage Convention in 2012. The closing ceremony adopted the "Kyoto Vision" which further contributes to the implementation and operationalization of the Strategic Action Plan and Vision (see <http://whc.unesco.org/uploads/news/documents/news-953-1.doc>).

III. UPDATED IMPLEMENTATION PLAN

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

Resolution **18 GA 11** requested the World Heritage Centre and the Advisory Bodies to develop a draft Implementation Plan for the Strategic Action Plan which was presented to the 36th session of the World Heritage Committee, 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	Implementation Status
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	Primacy of OUV reconfirmed at 37 COM with inscriptions and SOUVs adopted
		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	To be completed by 2016: retrospective statements of OUV adopted at each session of the Committee (see Decision 37 COM 8E); Further funding required;
		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	Statements of OUV included on web-pages of each site at whc.unesco.org for consultation during SOC discussions;
1.2 <i>Monitoring Mechanisms</i>	Focus monitoring mechanism and resources on critical conservation issues while allowing	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	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	Monitoring indicators considered at 37 COM	Advisory Bodies contracts (WHF) Cost estimates	State of conservation Information System established, using PR indicators for threats (see Decision 37

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications	Implementation Status
1.2 Monitoring Mechanisms (cont)	States Parties time to implement recommendations	setting exercises and lessons drawn from Periodic reporting.	its Outstanding Universal Value.	Bodies	(2013)		COM 7C)
	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	On-going: Increase in media reports and web-page information at whc.unesco.org ; enhanced focus on Danger-sites;
		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	Priority system in place (see working document 7B at 37 COM);
		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	No funding for workshop received, but monitoring information strengthened through State of conservation Information System; pro-active monitoring State Party driven;
		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	States Parties Local/regional IUCN/ICOMOS	On-going	Various	Dialogue enhanced and should be further strengthened (see also document WHC-13/19.GA/12)

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications	Implementation Status
			Advisory Bodies defined and understood by States Parties.	committees			
		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	Integrated in Periodic Reporting training in 2 nd cycle; further reflection for 3 rd cycle envisaged;
		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	States Parties notified when information requested from them for 1 February deadline (see documents 7A and 7B at 37 COM)
		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	2-year cycle in place (except for urgent cases and potential danger listing);

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications	Implementation Status
1.3 Conservation requirements	Requirements for conservation of Outstanding Universal Value are implemented transparently and consistently	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	No funding received for strategy;
		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	State of conservation Information System established; Best practice dissemination enhanced through: (1) best practice recognition at Kyoto event 2012; (2) On-line publishing of best practices; (3) Focus in WH Review Nr 67 (May 2013) and (4) publication "World Heritage Beyond Borders" (UNESCO/Cambridge University Press)
1.3 Conservation requirements	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	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	Gaps identified by 37 COM (2013) Guidance development as funds permit	Seek extra-budgetary funding to secure resources and technical support Source donor	No funding for gap analysis received; Guidance on EIA/HIAs available (http://openarchive.icomos.org/266/) Work on traditional management systems and protection mechanisms on-going

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		Heritage Centre, b)the uses, limits and documentation requirements for traditional management systems and c)protection mechanisms for setting (beyond and including buffer zones)		Bodies			including on para. 115 of the Operational Guidelines (see below);
		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	On-going: discussed by working group on Operational Guidelines at 37 COM;
		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 attributes /elements of Outstanding Universal Value in place, and which do not.	KPI.1.3.5 Details of missing attributes/element of Outstanding Universal Value are voluntarily submitted by States Parties for consideration of remedial actions.	World Heritage Centre	Inventory linked to indicators established for 38 COM (2014)	Staff time	On-going; including for retrospective statements of OUV;
		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	No funding received;
		A.1.3.7 Prepare a thematic report on significant global and regional factors negatively impacting the Outstanding	KPI.1.3.7 Thematic report produced on key threats on an agreed regular basis.	Advisory Bodies World	Thematic report presented at	Seek extra-budgetary funding to secure	No funding received;

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications	Implementation Status
		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.		Heritage Centre	39 COM (2015)	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	See Decision 37 COM 12.ii ;
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	Global capacity building programme being implemented with extrabudgetary support;
		A.1.4.2 Explore opportunities presented by Category 2 regional centres and new regional funds for capacity building on conservation methods and outcomes.	KPI 1.4.2 As above	Advisory Bodies	On-going	Seek extra-budgetary funding	Workshops carried out to ensure that category 2 centres' work is aligned with Periodic Reporting results and regional Action Plans;
		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	Steps made towards the establishment of a site management network. Several networks already operational (e.g. marine World Heritage site)

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications	Implementation Status
							managers' network, and networks set up for Periodic Reporting);
1.5 Mitigation of serious threat	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	Guidance for the Desired State of Conservation adopted (see Decision 37 COM 7A.40) Revisions to Rules of Procedures presented to 37 COM (see Decision 37 COM 11)
		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	On-going; requires inclusion into TOR for monitoring missions to properties under threat and in-Danger List;
		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 or loss of Outstanding Universal	Operational Guideline s working group	<i>Operational Guidelines</i> revisions in place for 38 COM (2014)	Staff time	Reviewed by Operational Guidelines Group; see also Decision 37 COM 7A.40 on Desired State of Conservation

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			Value.				Guidance;
		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	Resource Manuals published and made available on-line including on risks;

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications	Implementation Status
World Heritage Goal 2: The World Heritage List is a credible, selection of the world's most outstanding cultural and natural heritage							

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications	Implementation Status
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	No funding received; Evaluation of Suzhou-Cairns Decision (para 61 of OGs) foreseen for 2015;
		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	Limited to no funding available for additional thematic studies;
		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	On-going;

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications	Implementation Status
		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	On-going (e.g. marine heritage outside territorial waters);
2.2 <i>Nominations</i>	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	Up-stream processes on-going with very limited funding provided by States Parties or preparatory assistance;
		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	Revisions to <i>Operational Guidelines</i> proposed at 37 COM to make deadline of 31 September statutory; however was not adopted (see decision 37 COM 12.II)
		A.2.2.3 Upgrade registration process (between 1 Feb and 1 March year 1) to include both technical check for	KPI 2.2.3 All inscribed properties demonstrate Outstanding Universal Value in line with criteria for inscription and comply	World Heritage Centre	Revisions to <i>Operational Guidelines</i>	Staff time	On-going (next revision to <i>Operational</i>

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications	Implementation Status
2.2 Nominations (cont)	Inscriptions on the World Heritage List fully meet requirements set out in the Operational Guidelines (cont)	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. Nominations that do not meet all elements not permitted to proceed further.	with integrity/authenticity, protection and management requirements, as set out in the <i>Operational Guidelines</i> .	Centre Operational Guidelines working group	considered at 38 COM (2014)		Guidelines only foreseen at 39 COM in 2015)
		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	On-going improvements for “advanced search” function;
		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	Resource Manual for the preparation of World Heritage nominations published and online http://whc.unesco.org/en/activities/643/ and best practices received from States Parties published online http://whc.unesco.org/en/recognition-of-best-practices/

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications	Implementation Status
		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	On-going (including cooperation with other Conventions and programmes through BLG and CCLG);

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WORLD HERITAGE GOAL 3: Heritage protection and conservation considers present and future environmental, societal and economic needs							
3.1 Sustainable development	Increased consideration of sustainable development through connecting conservation communities to	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	No funding received, but studies on-going by different universities, including category 2 centres;
		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	No funding received, but Policy Guidelines considered at 37 COM (see Decision 37 COM 13)
		A.3.1.3 Develop tools to guide States Parties in integrating heritage	KPI 3.1.3 Submissions sought on tools in use by State Parties on heritage and	World Heritage	Tools considered	\$30,000	No funding received; but

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		protection into planning processes and on effective community engagement, especially in World Heritage sites where there is traditional land ownership and management.	planning and community engagement. Consultant engaged to develop tools in specific priority areas, particularly those vulnerable to threats from unregulated development.	ge Centre Advisory Bodies	at 37 COM (2013)		workshop on 2011 UNESCO Recommendation on the Historic Urban Landscape scheduled (Brazil, September 2013), see Decision 37 COM 12.II ;

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WORLD HERITAGE GOAL 4: World Heritage maintains or enhances its brand quality							
4.1 Awareness raising	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	Consultations on-going;
		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	No funding received, but States Parties organize various exhibitions;
		A.4.1.3 Publicise best practice examples of heritage protection, showcasing World Heritage properties as best practice for	KPI 4.1.3 Submissions sought from State Parties and others, with annual recognition of best practice heritage protection examples by Committee;	World Heritage Centre States Parties	On-going	Staff time Seek extra-budgetary funding	Best practice dissemination enhanced through: (1) best practice recognition at Kyoto

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications	Implementation Status
		heritage protection.	information received remains on web.				2012; (2) Online publishing of best practices; (3) Focus in WH Review Nr 67 (May 2013) and (4) publication "World Heritage Beyond Borders" (UNESCO/Cambridge University Press)
		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	On-going, no funding;
r	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	No funding. Exploring possibility of mobilizing extrabudgetary funding sources;
		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	Briefing for Chair provided and media information organized; on-going monitoring of media reports including statistical analysis;
		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	Done

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications	Implementation Status
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	Document on Policy Guidelines presented to 37 COM; see Decision 37 COM 13 ;
		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	No funding received; Document presented to 37 COM; see Decisions 37 COM 12.II and 37 COM 13 ;
		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	Report on thematic programmes foreseen at 38 COM;
		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	On-going (at 37 COM two consultative bodies established; Budget and Operational Guidelines)
		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	On-going
		A.5.1.6 Subject to funds, hold three regular (not extended) sessions of the	KPI.5.1.6 Funds are found to hold three regular sessions of the Committee each	World Heritage	On-going	WHF/Regular Programme/	Feasibility study presented to 37 COM;

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications	Implementation Status
		Committee each biennium, including each odd year at UNESCO Headquarters immediately after the General Assembly.	biennium.	Centre		Host country Cost estimate	no funding available for 3 rd session;
		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	All expert groups reported in Secretariat's report at each session; no revisions to Operational Guidelines on this item;
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	Recognition of best practice at Kyoto event (November 2012);
		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	On-going cooperation with other Conventions and programmes (reported to each Committee session under Secretariat report)

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications	Implementation Status
WORLD HERITAGE GOAL 6: Decisions of statutory meetings are informed and effectively implemented							
6.1 Decision making	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	Referral/Deferral options reported to 36 and 37 COM; no revisions to OGs;
		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	In 2013: two Orientation Sessions for Committee members held;
		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	On-going database improvements;
		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	No funding received but done through Orientation Sessions;
		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	Standard drafting available;
		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	Staff time	Revisions to Rules of Procedure presented to 37 COM, see Decision 37 COM 11 ;

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications	Implementation Status
					(2013)		
		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	On-going implementation (e.g. for all monitoring missions) and follow-up on Decisions reported in Secretariat's report;
		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	On-going implementation through State of Conservation Information System
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	On-going: Bureau meets regularly every day at Committee sessions to facilitate work;
		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	On-going
		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	On-going as required by para 61 of the Operational Guidelines and foreseen for 2015;

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications	Implementation Status
		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	On-going and reported to 36 COM, 37 COM;
		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	Done in Secretariat report (Annex) at 36 COM and 37 COM;
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 COM (2013)	Staff time	Done
		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	Annual calendar reviewed at Advisory Body meetings; List of events included in Annex to Secretariat's report;
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	On-going	Staff time	On-going monitoring (e.g. missions)

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications	Implementation Status
				committee			
		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	Priorities established and adopted for Operational Guidelines (see Decision 36 COM 13.I);
		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	Done
		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	On-going and reported in budget document at each Committee session;
		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	Not fully funded due to financial constraints;
		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	Options considered by budget group at 36 and 37 COM but not adopted; No funding for fundraising strategy, but partnerships target

Priority	Outcome	Activities	Key Performance Indicator (KPI)	Allocation of responsibility	Timing	Financial implications	Implementation Status
							priorities;
		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	On-going reporting;
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	Done
		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	Done
		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	No funding received

IV. LINKS BETWEEN THE STRATEGIC ACTION PLAN AND THE RECOMMENDATIONS BY THE EXTERNAL AUDITOR REPORT	
<p>Strategic Action Plan for the Implementation of the World Heritage Convention 2012-2022</p> <p>(See : <u>implementation plan in document WHC-12/36.COM 12A and update under Section III</u>)</p>	<p>Summary of activities from:</p> <ul style="list-style-type: none"> • Implementation Plan for Strategic Action Plan (A) • Recommendations of the Independent Audit of the Global Strategy (GS) • Recommendations of the Independent Audit of the PACT (PACT) <p>(See implementation plan in document WHC-13/19 GA/9)</p>
Goal 1: The Outstanding Universal Value of World Heritage sites is maintained	
<p>Outcome 1.1: Statements of outstanding universal value are the basis for protection and management</p>	<p>A1.1.1: Reconfirm the primacy of OUV</p> <p>A1.1.2: Complete Statements or retrospective statements of OUV for all WH properties</p> <p>A1.1.3: Post statements of OUV to the web</p>
<p>Outcome 1.2: Focus monitoring mechanisms and resources on critical conservation issues while allowing States Parties time to implement recommendations</p>	<p>GS 18/ A1.2.1: Define monitoring indicators for state of conservation reports, review standard setting exercises and lessons from periodic reporting</p> <p>A1.2.2: Create tools to recognise conservation excellence</p> <p>A1.2.3: Develop a system to prioritise and select properties for state of conservation reporting</p> <p>GS 18/ A1.2.4: Establish a system of proactive monitoring</p> <p>A1.2.5: Encourage regular dialogue between States Parties and advisory bodies</p> <p>GS 18/ A1.2.6: Encourage advisory body involvement in periodic reporting</p> <p>A1.2.7: Enable States Parties reply on upcoming state of conservation reports</p> <p>A1.2.8: Implement a 2 year cycle for state of conservation reports</p> <p>GS 18: Actively promote best practice exchanges for conservation.</p>
<p>Outcome 1.3: Requirements for conservation of Outstanding Universal Value are implemented transparently and consistently</p>	<p>GS 15/ A1.3.1: Develop a global conservation strategy</p> <p>A1.3.2: Develop a database of known factors with negative impacts on OUV and existing tools for management</p> <p>A1.3.3: Develop guidance on implementation of OG para 172, traditional management and protection mechanisms for setting</p> <p>A1.3.4: Confirm degree management systems and legal frameworks need to be in place prior to inscription</p> <p>A1.3.5: Inventory listed properties meeting OUV and those that do not</p> <p>A1.3.6: Develop standards for site management and tools for assessing management effectiveness</p> <p>A1.3.7: Prepare a thematic report on major categories of threats identified in the periodic report</p> <p>A1.3.8: Develop a 4 year cycle of changes to the Operational</p>

	Guidelines
Outcome 1.4: Capacity needs of communities and agencies to address conservation are met, including those identified through Periodic Reporting (training and research)	<p>A1.4.1: Use the Global Strategy for Capacity Building to develop sub-regional strategies</p> <p>A1.4.2: Explore opportunities from Category 2 Centres and regional funds for capacity building</p> <p>A1.4.3: Establish a site management network</p> <p>GS 16: Prioritise assistance for conservation and management and reinforce training in the field of management and conservation</p>
Outcome 1.5: Requirements for removal from the List of World Heritage in Danger or World Heritage List are clear and applied consistently (Mitigation of serious threats)	<p>GS 20/ A1.5.1: Use the In Danger List</p> <p>A1.5.2: When inscribing on the In Danger List, cost corrective measures and encourage access to international assistance</p> <p>A1.5.3: Clarify thresholds for in danger listing and delisting</p> <p>A1.5.4: Identify threats to properties and publish guidance on risk assessment and threat management</p> <p>GS 13: Delete from the List properties that have irremediably lost their outstanding universal value</p> <p>GS 19: Establish a rapid reaction fund for threatened cultural properties</p> <p>GS 20: Forbid a Committee member taking part in the decision on state of conservation reports concerning a property located in its territory</p>
Goal 2: The World Heritage List is a credible selection of the most outstanding world's cultural and natural heritage	
Outcome 2.1: Activities under the Global Strategy for representative, balanced, and credible world heritage list reflect agreed priorities and are consistent with the Convention	<p>GS 1/GS2/GS3/ A2.1.1: Define the objectives, criteria and monitoring indicators for the Global Strategy and consider the role of sub-regions in achieving the objectives</p> <p>A2.1.2: Establish priorities for thematic studies linked to the Global Strategy and identify funding</p> <p>A2.1.3: Implement paragraph 59c of the Operational Guidelines</p> <p>A2.1.4: Develop approach to sites of OUV beyond state party sovereignty</p> <p>GS 9: Continue to diversify Advisory Body experts and fund their travel costs</p>
Outcome 2.2: Inscriptions on the WH List fully meet requirements set out in Operational Guidelines	<p>GS8/ A2.2.1: Complete and assess the upstream process pilot projects; develop guidance on tentative lists</p> <p>A2.2.2: Encourage States to seek 30 September preliminary advice</p> <p>A2.2.3: Registration process to include technical check for completion and check list to indicate whether nomination might meet OUV</p> <p>A2.2.4: Develop searchable database of WH and tentative listed sites</p> <p>A2.2.5: Develop guidance on comparative analysis, conservation and management, integrity and authenticity</p> <p>GS7/A2.2.6: Publicise alternative options for recognition and preservation of sites</p> <p>GS 8: Encourage States Parties to update and harmonise tentative lists; consider regional or thematic tentative lists; link</p>

	<p>Preparatory Assistance for tentative lists to gaps on the WH List; assist States Parties to maintain the values, integrity and authenticity of tentative listed properties with likely OUV.</p> <p>GS 17: Review para 115 OGs to oblige a management system for public use; review para 116 of the OGs to make obligatory corrective measures; require a risk and catastrophe management plan.</p>
<p>Goal 3: Heritage protection and conservation considers present and future environmental, societal and economic needs</p>	
<p>Outcome 3.1: Increased consideration of sustainable development through connecting conservation to communities</p>	<p>A3.1.1: Develop methodology for assessing social and economic impact of inscription and strategies for sustainable development investment</p> <p>A3.1.2: Develop policy and standards on conservation and sustainable development</p> <p>A3.1.3: Develop tools to assist integrate heritage protection into planning processes and on community engagement</p> <p>GS 24: Strengthen cooperation between the Convention and UN mechanisms on sustainable development and culture and the environment</p>
<p>Goal 4: World Heritage maintains or enhances its brand quality</p>	
<p>Outcome 4.1: World Heritage is widely recognised as the highest standard of heritage and conservation</p>	<p>A4.1.1: Consider an International World Heritage Day</p> <p>A4.1.2: Celebrate WH successes</p> <p>GS25/ A4.1.3: Publicise best practice examples of heritage protection</p> <p>A4.1.4: Develop systems to identify WH insights and experiences</p> <p>GS 25: Develop tools to implement Articles 4 to 6 of the Convention; envisage an additional protocol or new thematic conventions</p>
<p>Outcome 4.2: World Heritage value, credibility and quality widely known and understood</p>	<p>A4.2.1: Develop a clear WH brand strategy based on an audit of public perceptions</p> <p>A4.2.2: Educate the media on WH objectives and achievements</p> <p>A4.2.3: implement activities to promote the 40th anniversary</p> <p>PACT 4: Make clear partner obligations to report and use of the emblem; measure the impact of information dissemination</p>
<p>Goal 5: The Committee can address policy and strategic issues</p>	
<p>Outcome 5.1: Time is allowed to address strategic and policy issues in a consultative and systematic manner</p>	<p>A5.1.1: Develop searchable database of policy recommendations</p> <p>A5.1.2: Develop Policy Guidelines</p> <p>A5.1.3: Streamline thematic programs</p> <p>A5.1.4: Consider options for greater consultation on policy agenda items</p> <p>A5.1.5: Consider advisory body and observer interventions in policy debates</p> <p>A5.1.6: Hold 3 regular sessions of the Committee per biennium</p> <p>A5.1.7: Clarify rules for membership, terms of reference and status of expert working groups</p> <p>PACT 5: Consider establishment of a partnerships consultative body</p> <p>GS 4: Strengthen the representation of natural scientific experts</p>

	<p>within the World Heritage Centre and synergies with other international mechanisms for environmental protection</p> <p>GS 5: Consider how to preserve sites of OUV outside of the sovereignty of States</p>
<p>Outcome 5.2: Increased synergy with UNESCO's broader objectives and programmes and other relevant international instruments</p>	<p>A5.2.1: Publish examples of heritage based development</p> <p>A5.2.2: Promote cooperation between cultural and natural heritage institutions</p> <p>PACT 2: Establish a reporting tool on partnerships based on the FABS budgetary and financial system</p> <p>GS 23: Establish a convention between UNESCO and other UN institutions to cooperate on World Heritage properties</p> <p>PACT 8: Develop a database of focal points for private sector cooperation</p> <p>PACT 3: Implement the recommendations of the Administrative Manual for private sector partnerships</p> <p>PACT 7: Redraft the Administrative Manual as an operational guide for managers of private sector partnerships</p> <p>PACT 9: Consider establishing a UN consultative body on partnerships</p>
<p>Goal 6: Decisions of statutory meetings are informed and effectively implemented</p>	
<p>Outcome 6.1: Decisions are informed, consistent and implemented</p>	<p>A6.1.1: Develop criteria on decisions for inscription/referral/deferral/right of reply</p> <p>A6.1.2: Develop the induction program for Committee members</p> <p>A6.1.3: Develop a searchable database of decisions</p> <p>A6.1.4: Develop a simple WH procedures manual for Committee members</p> <p>A6.1.5: Use standardised text in draft decisions</p> <p>A6.1.6: Develop a consultation procedure for technical amendments to decisions</p> <p>A6.1.7: Develop an inventory of actions arising from decisions and costs</p> <p>A6.1.8: Link state of conservation reports to a searchable database on the property</p> <p>GS 11: Ensure experts have a central role in delegations to the Committee, or revise the Convention to clearly recognize its evolving geopolitical nature</p> <p>GS 12: Revise the Committee Rules of Procedure to forbid a State Party presenting a nomination during its mandate and taking part in the decision on state of conservation reports of its properties; forbid the presentation of signed amendments before the opening of the debate on the nomination of the site; publicise debates and prohibit nominations that do not fulfil the conditions set out in the Operational Guidelines</p>
<p>Outcome 6.2: Reduced workload while maintaining quality</p>	<p>A6.2.1: Consider enhancing the role of the Bureau</p> <p>A6.2.2: Explore options to manage workloads</p> <p>GS6/ A6.2.3: Re-examine the Suzhou decision</p> <p>GS10/ A6.2.4: Report on allocation of responsibility between the Centre and the advisory bodies</p>

	<p>A6.2.5: Develop a consolidated annual list of proposed meetings</p> <p>GS 14: Limit the period for new nominations after consultation with the Advisory Bodies</p>
<p>Outcome 6.3: Strengthened secretariat support to the Committee</p>	<p>A6.3.1: Review implementation of Audit report on Centre operations</p> <p>A6.3.2: Develop an annual calendar of activities and deadlines</p> <p>PACT 6: Make available information on partnerships</p> <p>PACT 1: Develop an archiving method for PACT documents</p>
<p>Outcome 6.4: Decisions are costed, reporting considers all sources of funding and funding reflects agreed priorities</p>	<p>A6.4.1: Develop cost modules for key activities and cost decisions prior to adoption</p> <p>A6.4.2: Improve allocation of International Assistance to identified needs</p> <p>A6.4.3: Establish a standing budget consultative body</p> <p>A6.4.4: Review budgetary allocations and analyse resource and expenditure</p> <p>A6.4.5: Link Committee and UNESCO budget cycles</p> <p>A6.4.6: Explore ways to increase contributions to the WH Fund and link extra budgetary contributions to Committee priorities</p> <p>GS22/A6.4.7: Establish an annual report on extra budgetary contributions to WH properties</p> <p>GS 21: Allocate a part of accumulated funds to conservation; estimate the funding needs for the safeguarding of properties in danger; develop a conservation programme for properties requiring assistance from the international community; consider collecting ad hoc resources for conservation through public campaigns.</p>
<p>Outcome 6.5: Actions under the Strategic Action Plan are linked to priorities and available budget and outcomes monitored and reviewed</p>	<p>A6.5.1: Outcomes of the Strategic Action Plan are reported to the GA</p> <p>A6.5.2: Centre report to Committee reflects priorities of Strategic Action Plan and is outcomes focused</p> <p>A6.5.3: Consider options for oversight and monitoring of Committee and GA</p>

V. 40TH ANNIVERSARY CELEBRATIONS

1. The 40th anniversary of the World Heritage Convention was celebrated throughout 2012 under the theme “World Heritage and Sustainable Development: the Role of Local Communities,” to review the achievements so far and to reflect upon policies and procedures on how to mainstream sustainable development into the processes of the *World Heritage Convention* while striking best balance between heritage conservation and social, economic and environmental development.
2. A variety of activities took place at international, regional, national and local levels. 122 events have been reported to have taken place in 48 countries, in addition to the official launch ceremony at UNESCO Headquarters in January 2012, with participation of a legendary jazz musician and UNESCO Goodwill Ambassador Herbie Hancock. Moreover, 50 youth work camps in 25 countries were organized under the World Heritage Volunteers project. The list of events can be found at the following web address <http://whc.unesco.org/en/40years>. The World Heritage Centre published a report brochure “Looking Forward: Report on the 40th Anniversary of the World Heritage Convention” (available in print and online <http://whc.unesco.org/en/40years>) in English and French, with financial support of the Japan Funds-in-Trust, which provides a record of the various initiatives and the results achieved.
3. To conclude the 40th anniversary year, the World Heritage Centre and the Government of Japan co-organized the closing event in Kyoto, Japan, on 6-8 November 2012, financed by the host government. Over 600 persons from 61 countries participated. Reflecting upon the founding spirit of the *Convention*, its achievements and its evolution over the last forty years, the event discussed the significance of World Heritage to humankind today. The outcome document of the meeting, the Kyoto Vision, stresses the importance of people-centred conservation of World Heritage to contribute to sustainable development and ensure a harmonious relationship between communities and the environment, as the best way to ensure long-term protection of the Outstanding Universal Value of World Heritage sites. For the text of the Kyoto Vision, please see <http://whc.unesco.org/uploads/news/documents/news-953-1.doc>
4. A special anniversary logo was created, widely used by States Parties and organizations: close to 300 logo uses by 55 countries have been approved throughout 2012.
5. A flagship publication commemorating the anniversary and entitled *World Heritage: Benefits Beyond Borders* was co-published by UNESCO Publishing and Cambridge University Press, with the financial support of the Government of Japan. The 368-pages book (English and French) presents case studies of 26 World Heritage sites which illustrate how World Heritage status benefits local communities and ecosystems and what lessons are learnt from involvement of diverse stakeholders. See <http://whc.unesco.org/en/activities/711/>
6. A number of World Heritage Centre partners have actively collaborated in the activities celebrating the 40th anniversary, among others: Panasonic, Jaeger-LeCoultre, Tokyo Broadcasting System, Nippon Hoso Kyokai, HISTORY, the Smithsonian Institution and CitiBank.
7. As per Decision **35 COM 12D**, a One-off initiative to explore ways of recognizing and rewarding best practice was coordinated by the Centre in cooperation with the Advisory Bodies. 28 submissions from 23 States Parties were received. A 10-member selection committee examined the submissions and selected the Historic Town of Vigan in the Philippines as a best practice of heritage management, in particular for: managing with relatively limited resources; a good integration of the local community in many aspects of the sustainable conservation and management of the property, and; an interesting multi-faceted approach to protection.

8. In line with the World Heritage Capacity Building Strategy, adopted by the World Heritage Committee at its 35th session in 2011, the best practices shared through this Initiative are now available to the public as resource materials. They can be consulted on the WHC website, at <http://whc.unesco.org/en/recognition-of-best-practices/>.
9. Following this first World Heritage Centre-led initiative, the World Heritage Committee requested, by Decision **37 COM 5E**, the World Heritage Centre, in cooperation with the Advisory Bodies and in the framework of the Capacity Building Strategy, to seek extrabudgetary support with a view to the possible establishment on a biennial basis of a recognition of a best practice in priority domains of the implementation of the World Heritage Convention. Extrabudgetary sources for funding this activity are to be identified.
10. With reference to Goal 1 of the Strategic Action Plan for the Implementation of the World Heritage Convention 2012 - 2022 (Document WHC-12/36.COM/12A and Decision 36 COM 12), the World Heritage Committee requested, by Decision **37 COM 5E** (paragraph 4), the Advisory Bodies to seek extrabudgetary funding in consultation with the Centre to develop a scoping study on the establishment of a Site Management Network, for consideration at its 38th session in 2014. The network would be to facilitate sharing best heritage management practices, including on its possible composition and functioning, its added value and cost implications, and report on this within the framework of the item on capacity building.

VI. DRAFT RESOLUTION

Draft Resolution: 19 GA 10

The General Assembly,

1. *Having examined Document WHC-13/19.GA/10,*
2. *Recalling Resolutions 17 GA 9 and 18 GA 11 adopted at the 17th (UNESCO, 2009) and 18th sessions (UNESCO, 2011) of the General Assembly of States Parties respectively, and the adoption of the Strategic Action Plan and Vision by the 18th General Assembly of States Parties (UNESCO, 2011);*
3. *Welcomes the progress made in the Implementation Plan of the Strategic Action Plan in particular with regards to links between the Draft Implementation Plan and the follow-up to Resolution 18 GA 8 of the General Assembly of States Parties (UNESCO, 2011);*
4. *Requests the World Heritage Centre, in collaboration with the Advisory Bodies, and with the support of States Parties to continue its implementation efforts;*
5. *Also requests that a progress report on the implementation of the Strategic Action Plan be presented to the General Assembly at its 20th session for its consideration.*