

**EVALUATION OF THE WORLD
HERITAGE INSTITUTE OF TRAINING
AND RESEARCH FOR ASIA AND THE
PACIFIC REGION (WHITR-AP) UNDER
THE AUSPICES OF UNESCO**

EVALUATION REPORT

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List of Acronyms

ACCU	Asia-Pacific Cultural Centre for UNESCO
HEADS	Human Evolution: Adaptations, Dispersals and Social Developments
HUL	UNESCO Recommendation on the Historic Urban Landscape (November 2011)
ICCROM	International Centre for the Study of the Preservation Restoration of Cultural Property
ICOMOS	International Council on Monuments and Sites
IUCN	International Union for Conservation of Nature
NGO	Non-governmental organizations
SACH	State Administration of Cultural Heritage in China
UNESCO	United Nations Educational, Scientific and Cultural Organization
WHC	UNESCO World Heritage Centre
WHITR-AP	World Heritage Institute of Training and Research for Asia and the Pacific Region

EXECUTIVE SUMMARY

Purpose of the Evaluation

The purposes of this evaluation are:

- To assess the Institute's performance with respect to its objectives and functions, as specified in the Agreement between UNESCO and the host Government,
- To determine its contribution to UNESCO's sectorial programme priorities and themes, as defined in Programme and Budget for 2014-2017 (37 C/5 document) sectorial or inter-sectorial programme priorities and themes and to the World Heritage Committee's "5Cs" Strategic Objectives.

The findings of the evaluation will serve as the basis for the Director-General's recommendation to the Executive Board as to whether the Agreement should be renewed or not or needs revisions. The Director-General will then recommend whether or not to renew the Agreement between UNESCO and the Government of the People's Republic of China, subject to the approval of the Executive Board.

The Terms of Reference for the Evaluation are attached in Annex A.

Overview of Findings

Overall, the work of WHITR-AP has been far-reaching, with participants coming from around the globe. It is also seen to be of very high quality, making a valuable contribution to the preservation and maintenance of World Heritage. This evaluation has found evidence that strongly supports renewing the agreement between the government of the People's Republic of China and UNESCO. The potential for complementary action between the entities might provide for a unique Institute providing a range of World Heritage activities spanning nature and culture. This opportunity should not be lost.

It is difficult to assess whether the longer-term goals as set out in the agreement have been achieved. Although WHITR-AP does keep extensive records, the data collected by the Institute over the years was not linked to established indicators of success, nor was it linked to key evaluation questions. At this point, WHITR-AP has been carrying out its work for approximately six years. During that time the number of World Heritage properties increased from 36 to 47 in China and from 176 to 231 in the Asia-Pacific region. It is not possible to determine WHITR-AP's contribution to that increase, in part because there is other activity related to World Heritage occurring. There is evidence of a growing body of knowledge and increase in activities that should pave the way for the other World Heritage related Centres. The transfer of the Secretariat to Shanghai, and the appointment of a Vice Director focusing on international affairs have resulted in a sharp increase of activities aimed at increasing collaboration at a regional level by reaching out

through the HUL programme. It would be useful to create that picture retrospectively and begin monitoring changes in indicators such as the number of properties in each of the States Parties in the Asia-Pacific Region, the involvement of WHITR-AP in the creation of any new properties, and the ways in which training is done and how conference participants use their training.

Within an overall positive context, the most significant concerns are:

1. The need for improvement in the functioning of the Board through better attendance, specified expectations for Board members, specified terms of office, more frequent meetings and the creation of an Executive Committee. Since having the Secretariat in Shanghai, steps have been taken to have a working group meet more frequently. This has provided stronger support to the Shanghai and Suzhou entities, but has had little impact on the Beijing entity since they have not attended the meetings. This group might be formalized as an Executive Committee with a commitment from Beijing entity to attend. No Advisory Board has been constituted.
2. Involvement of the Beijing entity and improved coordination between Beijing and the other two entities. The lack of direction and staffing at the Beijing entity creates a situation where there are no resources for Beijing to work with the other entities. As well, the lack of attendance of the Beijing entity representative at Board meetings undermines efforts for coordinated planning.
3. The lack of Asia-Pacific governance. There is no real Board representation from Asia-Pacific Member States. While these activities are on the rise, there has not been a strong strategic thrust to reach out to potential partners or collaborators. This is a priority articulated in the Mid-Term Strategy (2014 – 2018).
4. The aggregation of a comprehensive programme strategy including all the entities.

All of these concerns can be resolved. In fact, as noted, action to address some of the areas that need improvement is already underway. While WHITR-AP staff and some Board members have acknowledged the need for change, there is still a need to show tangible evidence that the changes are occurring.

Recommendations

1. That the agreement between UNESCO and the Government of the People's Republic of China be renewed and revised, with a review built in to ensure that there is stronger involvement of the Peking University. The new agreement should place the onus for outreach to the region on WHITR-AP rather than on the Member States, as it is in the current agreement.
2. In order to ensure that Peking University becomes more involved in the governance and operation of WHITR-AP, the University needs to take the following steps:

- Ensure that its representative on the Governing Board attends all Board and Executive Committee meetings. This will support Peking University's involvement in coordinated strategic planning.
 - Create at least five academic/professional positions at the Peking University including: three for nature, one for archaeology and one for cultural landscape together with the necessary administrative staff.
3. If Peking University's involvement shows no improvement during the coming year, UNESCO should consider, at its Executive Board session in fall 2015, modifying the agreement, and eliminating Peking University as one of the entities.
 4. In order to strengthen the functioning of its Governing Board, WHITR-AP needs to take the following steps:
 - Modify its constitution to identify the length of terms of office and the number of terms that an individual can serve. Two terms of three years (or one term of four years for World Heritage Asia-Pacific members) would be a reasonable maximum. This should be effective from the coming Board meeting.
 - Ensure that the Executive Committee and Advisory Board are constituted and have clear terms of reference each with a different chairperson.
 - Modify its rules of procedure to specify expectation of Board members, particularly in relation to attendance at Board and Executive meetings. It should also include a consequence for non-attendance such as requesting that the organization replace its representative after two meetings are missed.
 - Full number of Board members should be appointed ensuring that there is academic or institutional representation from at least 3 – 4 Member States in the Asia-Pacific region and representation of the incumbent Asia-Pacific members of the World Heritage Committee.
 5. In order to support the evolution of WHITR-AP as a strong regional institute, it needs to ensure that a greater emphasis be given to capacity building and programme development for the Asia-Pacific region. To do so, it may want to consider having at least three staff people, possibly from the region, focus on this priority. These could operate from Shanghai or be placed in each of the three entities.
 6. An Advisory Board should be constituted with representation from the Asia-Pacific region and might include reaching out to relevant UNESCO associated institutions, universities and bodies and other national frameworks in the region. The terms of reference for the Advisory Board will need to be clearly defined in the rules of procedure.
 7. The Results Based Management process initiated in 2013 could be used as the foundation to establish a regular monitoring and evaluation framework that supports regular monitoring of outcomes such as the upgrading of World Heritage properties with emphasis on the updating of Tentative Lists ensuring a better regional representation through harmonization, and the nominations from States Parties with

no inscribed properties. WHITR-AP's involvement in providing good-practice examples and specific successes in safeguarding World Heritage properties especially together with other relevant UNESCO conventions, programmes and mechanisms should be strengthened.

8. WHITR-AP needs to create a consolidated programme and budget, clearly indicating revenue sources and categories of expenditures for each of the three entities as well as for the Secretariat and any joint activities. Regular financial reporting to the Board and Executive Committee should indicate the extent to which the actual revenue and expenditures are consistent with the budget. Reasons for any deviations of actual from budget should be noted.
9. A mid-term evaluation should be prepared and presented to the Governing Board in order to support ongoing improvement and ensure that WHITR-AP is moving towards achieving the intended goals.
10. While the constitution indicates that WHITR-AP is a non-profit organization, the chair of the Governing Board indicated that its incorporation is currently underway. This process needs to be completed as soon as possible.

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1. THE WHITR-AP PROGRAMME

1.1 UNESCO'S WORLD HERITAGE MISSION

1. UNESCO's World Heritage mission is to:

- encourage countries to sign the 1972 World Heritage Convention and to ensure the protection of their natural and cultural heritage¹;
- encourage States Parties to the Convention to nominate sites within their national territory for inclusion on the World Heritage List;
- encourage States Parties to establish management plans and set up reporting systems on the state of conservation of their World Heritage sites;
- help States Parties safeguard World Heritage properties by providing technical assistance and professional training;
- provide emergency assistance for World Heritage sites in immediate danger;
- support States Parties' public awareness-building activities for World Heritage conservation;
- encourage participation of the local population in the preservation of their cultural and natural heritage;
- encourage international cooperation in the conservation of our world's cultural and natural heritage.²

2. As part of accomplishing this mission, UNESCO has established eight category 2 institutes/centres, which serve as international or regional centres of excellence with specific expertise in World Heritage in order to provide services and technical assistance to Member States, cooperation partners and also internally to the network of UNESCO field offices. In this context, the category 2 institutes/centres are expected to contribute directly to achieving the “5Cs” Strategic Objectives³:

- Strengthen the **Credibility** of the World Heritage List;
- Ensure the effective **Conservation** of World Heritage Properties;
- Promote the development of effective **Capacity-building** in States Parties;
- Increase public awareness, involvement and support for World Heritage through **Communication**.
- Enhance the role of **Communities** in the implementation of the World Heritage Convention.

¹ There are currently 191 States Parties to the World Heritage Convention – 2 African and 3 Asia and Pacific Member States have yet to ratify the Convention for it to become universal.

² <http://whc.unesco.org/en/about/>

³ Paragraph 26 Operational Guidelines to the World Heritage Convention

1.2 AN OVERVIEW OF WHITR-AP

3. The WHITR-AP, a Category 2 Institute, is a non-profit organization, according to the constitution, with entities located in Shanghai, Beijing, and Suzhou. The Institute's mission is to strengthen implementation of the World Heritage Convention in the Asia and the Pacific region, by building the capacity of States Parties with World Heritage property inscription, protection, conservation and management in the Asia and the Pacific region, through training, research, the dissemination of information and network building.

WHITR-AP Objectives and Functions

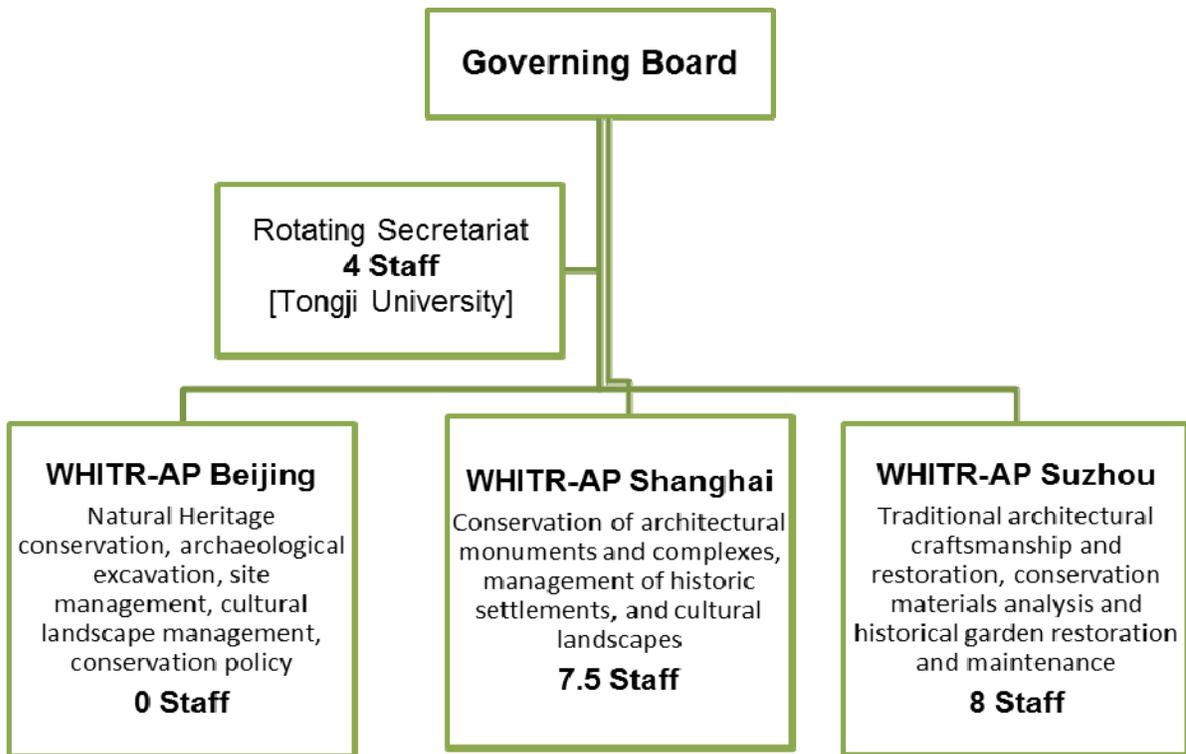
4. The main objectives of the Institute, as outlined in the agreement between WHITR-AP and UNESCO are:
 - to contribute to the achievement of a more balanced geographical distribution of training and research institutions and activities in the field of World Heritage conservation in the Asia and the Pacific region;
 - to increase the balanced representation of Asia-Pacific properties on the World Heritage List;
 - to promote better protection and management of World Heritage properties in the region;
 - to raise awareness of World Heritage amongst the general public and promote the free flow of information to improve the visibility of World Heritage programme;
 - to foster international collaboration with UNESCO and other national and international bodies, by implementing cooperative projects in favour of World Heritage in the Asia and the Pacific region.
5. In support of these objectives, the main functions of the Institute are to:
 - execute short-term and long-term education and training activities for site managers, local government officials, educators and technicians in China and in the Asia and the Pacific region, for the conservation of both cultural and natural heritage, including those directed at the preparation of World Heritage nomination files, strengthening of conservation and management approaches for World Heritage properties, the monitoring of the state of conservation of World Heritage properties and the drafting of periodic reports;
 - undertake research on important regional World Heritage issues, and investigations of particular heritage resources in cooperation with relevant conservation training and research centres in the region;
 - hold scientific symposia, conferences and workshops (regional and international) in all areas related to world heritage;
 - collect available information in order to set up an accessible, secure, and reliable database for World Heritage in the region;

- collect and disseminate relevant knowledge and information, and the outcomes of research activities in Asia-Pacific countries through internet, and the publication of books, articles and other media;
- promote collaborative programmes in specific areas of World Heritage conservation and the exchange of conservation practitioners at the regional level in this context;
- encourage the development of a World Heritage site manager’s regional network to exchange information, experience and best practices;
- facilitate the introduction of disciplines relating to World Heritage conservation and other academic activities in universities and colleges in China and in the Asia and the Pacific region.

WHITR-AP’s Organizational Structure

6. WHITR-AP is a complex organization that is just reaching maturity. Due to the enormity and diversity of China, let alone the entire Asia/Pacific region, it has moved incrementally from zero to where it is today. *Figure 1* depicts its current structure for the three entities.

Figure 1: Current Organizational Structure



Source: WHITR-AP Documents

7. The three entities are intended to complement each other with each taking on the following roles:
 - Beijing Centre is to focus on natural heritage conservation, archaeological excavation, site management, cultural landscape management, and conservation policy;
 - Shanghai Centre is to focus on conservation of architectural monuments and complexes, management of historic settlements, and cultural landscapes; and
 - Suzhou Centre is to focus on traditional architectural craftsmanship and restoration, conservation materials analysis, and historical garden restoration and maintenance.

Staffing

8. Initially, when the Secretariat was located in Beijing, there were three staff persons with responsibilities for coordination. When the Secretariat was transferred to Shanghai, Tongji University assigned four staff to the Secretariat. The following describes the current staff responsibilities.

Secretariat

9. **Secretary-General** is responsible for the overall management of the Secretariat. This is a part-time position with the person also having responsibility for the management of WHITRAP Shanghai.
10. **Vice Secretary-General** is responsible for research programmes such as the Creative Cities Network and aquatic ecology project and for the management of the WHITR-AP website and newsletter.
11. **Programme Specialist** is responsible for the publication of the newsletter, domestic training and conferences.
12. Two **Programme Assistants** are responsible for interpretation, translation, assisting with the newsletter, conferences, training, board meetings, and other administrative tasks.

Shanghai Centre- Tongji University

13. **Director of WHITR-AP Shanghai** is responsible for the overall management and coordination with the person also responsible for the Secretariat.
14. **Executive Deputy Director** is responsible for administration, accounts, audits, human resources, internal management, and the day to day operations. He is also responsible for coordination of programs with French partners and the Asia-Pacific Cultural Centre for UNESCO (ACCU).
15. **Vice Director** is responsible for coordination with international organizations, the HUL domestic training course and the HUL-related programs on the website.
16. **Special Coordinator of International Projects** is responsible for capacity-building in the Asia-Pacific region and coordination of affairs with Europe.

17. **Programme Specialist for Research** is responsible assisting with HUL-related programs and daily maintenance of the HUL website.
18. Two **Programme Specialists** are responsible for coordinating and implementing all other domestic and international programmes, logistic affairs, and administrations.
19. **One librarian** is responsible for management of WHITR-AP archives.

Suzhou

20. **Director** is responsible for the overall management and coordination of WHITR-AP Suzhou
21. **Head of Training and Research** is responsible for World Heritage training and research programmes.
22. **Training and Research** assists with world heritage training and research programs.
23. **Head of Monitoring Division** is responsible for conservation and monitoring of World Heritage.
24. Two **Monitoring Division staff** assist with conservation and monitoring of World Heritage.
25. **Head Office** is responsible for administration, office affairs, and coordination among divisions.
26. **Office staff** is responsible for administration and logistics.

2. PURPOSE AND SCOPE OF THIS EVALUATION

2.1 PURPOSES OF THE EVALUATION

27. The purposes of this evaluation are:

- To assess the Institute's performance with respect to its objectives and functions, as specified in the Agreement between UNESCO and the host Government,
- To determine its contribution to UNESCO's sectorial programme priorities and themes, as defined in Programme and Budget for 2014-2017 (37 C/5 document) sectorial or inter-sectorial programme priorities and themes and to the World Heritage Committee's "5Cs" Strategic Objectives.

28. The findings of the review and evaluation will serve as the basis for the Director-General's recommendation to the Executive Board as to whether the Agreement should be renewed or not or with conditions. The Director-General will then recommend whether or not to renew the Agreement between UNESCO and the Government of the People's Republic of China, subject to the approval of the Executive Board. The Terms of Reference for this evaluation are attached in Annex A.

2.2 SCOPE OF THE EVALUATION

29. The evaluation is to cover the period from WHITR-AP's inception through 2014. It will look at implementation, relevance, outcomes and sustainability.

2.3 EVALUATION QUESTIONS

30. The following high level questions will be used to guide this evaluation.

1. To what extent do the activities of the Institute conform to the agreement?
 - a. To what extent has there been an outreach to the Asia and Pacific Region?
 - b. How have the programmes been monitored to ensure efficacy?
2. In what ways do the Institute's programmes and activities help to achieve UNESCO's sectorial programme and how does the Institute's programme strengthen the five strategic goals?
 - a. What are the contributing factors (e.g. alignment of extra-budgetary resources to strategic programme objectives of UNESCO, organizational strengths, inclusion of 5 "C"s)?
 - b. What are the detracting factors?

3. What are the organizational strengths of WHITR-AP? What changes are needed?
 - a. What is the quality of coordination and interaction among the principal founding centres?
 - b. What is the nature and quality of the organizational arrangements including management, governance and accountability mechanisms?
 - c. To what extent is the structure of WHITR-AP appropriately streamlined?
4. What is WHITR-AP doing with government agencies, public/ private partners and donors to support its sustainability?
 - a. What is the process of mobilizing extra-budgetary resources?
 - b. What financial arrangements are being made by the Government of the People's Republic of China and the founding institutions?
5. With the new proposed Millennium Development Goals, what changes are to be planned to meet these goals, and how?

3. METHODOLOGY

3.1 DATA COLLECTION METHODS

30. The data collection methods included:

- **Desk Review** contributing to all of the evaluation questions as well as providing contextual background. The documents reviewed are listed in Annex B.
- **Interviews** contributing to all of the evaluation questions. Group interviews were conducted during the site visits to Shanghai, Suzhou and Beijing. A list of people interviewed is in Annex C.
- **Surveys** - A survey of WHITR-AP staff and Board members contributed to a better understanding of organizational strengths, the contribution of the Institute to achieving the World Heritage five strategic goals, and the sustainability of the Institute. A survey of training and research participants contributed to a better understanding of the quality of the training and conferences as well as how the learning is applied.
- **The Site Visit** contributed to addressing all of the evaluation questions. The site visit to all three entities was conducted between May 23rd and May 29th. During the site visit, the consultants had the opportunity to participate in the Annual meeting of World Heritage related Category 2 Centres, observe a launch ceremony of one of the WHITR-AP's projects, as well as a WHITR-AP working group meeting at the Shanghai Centre. During the site visit face-to-face interviews with Board members, management, staff, and interns were conducted. At the group meeting with representatives from all three entities, there was the opportunity to review their interactions and engage in discussion regarding streamlining and changes needed to address the workings of the Institute, UNESCO's sectorial programme priorities and themes (37 C/5 document) and the new Millennium Development Goals.
- **Website reviews** – WHITR-AP currently has two websites, one developed by the Beijing secretariat until 2010 and an up-to-date one subsequently developed by the Shanghai entity. The Shanghai secretariat website provides extensive information and it would be useful that these sites be merged to provide a continuous institutional memory. The review contributed to a better understanding of the links between the Shanghai and Beijing entities as well as providing information regarding the work being carried out by WHITR-AP and its dissemination through the digital media. This includes a regular newsletter which appears also in hard copy.

3.2 EVALUATION STRENGTHS AND LIMITATIONS

31. As with any evaluation, this has both strengths and limitations. The use of multiple lines of inquiry strengthens this evaluation as we were able to compare findings from different sources. The site visits to Beijing, Suzhou and Shanghai provided the opportunity to conduct face-to-face interviews with key stakeholders as well as to observe one of the research projects, thus providing a richer understanding of the work of WHITR-AP. As well, the entities had prepared materials to support the evaluation, including a self-assessment carried out by the Shanghai and Suzhou centres. All entities were extremely cooperative in providing us with information.
32. This evaluation is being conducted six years after WHITR-AP was established without the benefit of a previously established monitoring and evaluation and without the benefit of the experiences of similar Institutions. It is clear that 'starting from scratch' has demanded that the Institute forges its own way, gaining speed in the process. Hence, while WHITR-AP does keep extensive records, the data collected by the Institute over the years was not linked to established indicators of success nor was it linked to key evaluation questions. The Results Based Management procedures were transmitted to the World Heritage related C2C at the annual meeting of 2013, thus most of the information related to tracking the Institute's activities and outputs references this base-line. Hence, we were able to obtain ample information about the training courses, conferences and research projects under the auspices of Shanghai and Suzhou but did not have good information regarding the extent to how WHITR-AP is making a difference in relation to the goals and objectives set out in the agreement.
33. In order to obtain broader input from training and conference participants as well as staff and Board members, two surveys were conducted. The total population of staff and Board members were invited to participate in the survey, with 24 of the 30 potential individuals responding. This is a very high rate of return. Only three Board members responded, so it is not possible to look at their perspectives separately, however to ensure maximum information, the Chairperson of the Governing Board was interviewed personally via skype. On the other hand, it was possible to evaluate the perspectives of the administrative staff and the academic staff separately.
34. The response to the participant survey was not as strong, with 75 of a potential 273 individuals responding. The respondents were self-selecting and in such instances, it is often those with the strongest views who choose to respond. This will be taken into account when interpreting the findings.
35. It should also be noted that this evaluation was completed in less than eight weeks, which is a relatively short period of time.

4. SUMMARY OF FINDINGS

36. This section is organized by evaluation question, consolidating information from the various sources of data.

4.1 CONFORMING TO THE UNESCO/CHINESE GOVERNMENT AGREEMENT

37. WHITR-AP is the organization responsible for implementing the agreement between UNESCO and the government of the People's Republic of China, approved by the General Conference in November 2007 and signed on 12 February 2008. The agreement stipulates that the Government of China agrees to take measures to establish an autonomous World Heritage Institute of Training and Research for Asia and the Pacific Region in China. WHITR-AP was established and is governed by an autonomous Governing Board.

Regional Nature of WHITR-AP

38. Ensuring that WHITR-AP is a regional rather than a national institute was to occur through participation of UNESCO Member States in the Asia-Pacific Region. The agreement places the onus on the Member States to notify the Director-General of UNESCO of their interest: UNESCO Member States in the Asia and the Pacific region wishing to participate in the institute's activities, as provided for under this Agreement, shall send the Director-General of UNESCO notification to this effect.⁴ At the same time, some key informants from Asian Pacific Member States indicated that they had very little information about WHITR-AP and its activities, thus had no basis for determining their desire for involvement. The WHITR-AP website, initiated from Beijing, provides some basic background information. It is quite out of date and the latest milestone is in 2010. On the other hand the WHITR-AP website and newsletter edited in Shanghai provides up-to-date information and a regular newsletter - <http://www.whitr-ap.org/index.php?classid=1459>. However, while a relevant tool for providing information, such a static tool is not as effective for engaging potential Member State participants as are more dynamic activities such as involvement on the board as well as the seminars and workshops.

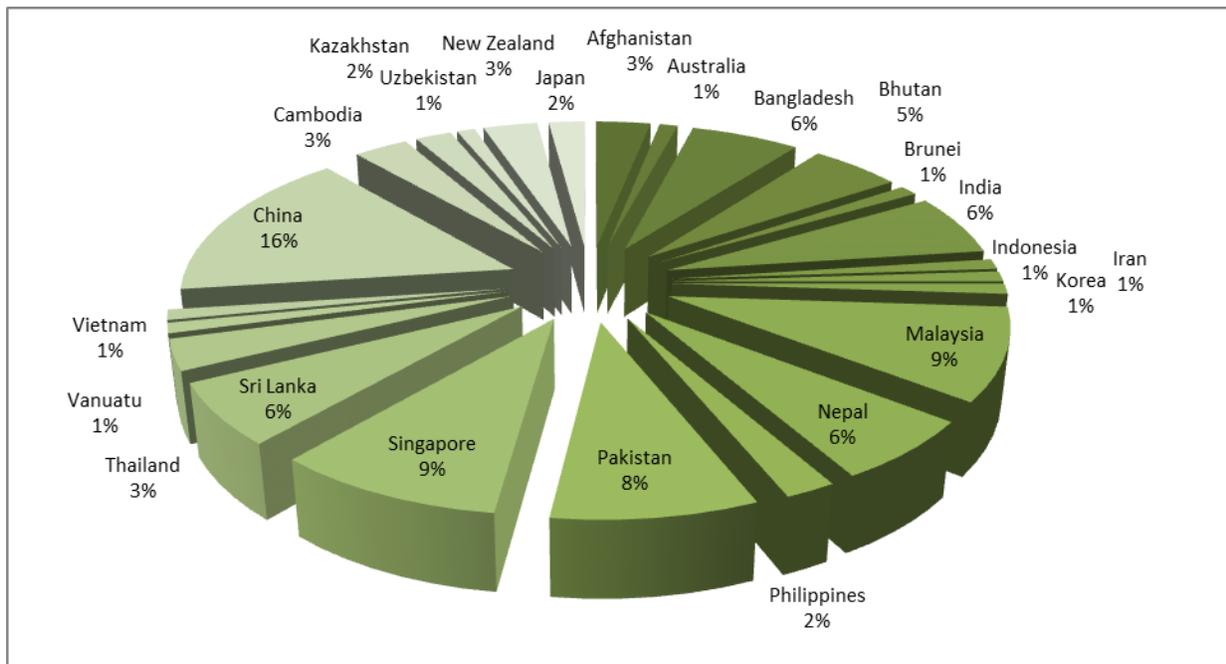
39. Looking at the membership on the Governing Board, it includes representation from the Chinese Government, the World Heritage Centre and the Advisory Bodies, entity representatives, and other professional and academic institutions. These have included representatives of the Ministry of Education of China, Ministry of Housing and Urban-Rural Development of China, State Administration of Cultural Heritage of China - SACH, Chinese

⁴ The Government of the People's Republic of China and the United Nations Educational, Scientific and Cultural Organization (UNESCO) Regarding the Establishment in China of a World Heritage Training and Research Institute for the Asia and Pacific Region Under the Auspices of UNESCO (Category 2), Article III-2, p. 2

National Commission for UNESCO, UNESCO - World Heritage Centre, the International Union for Conservation of Nature (IUCN), the International Council on Monuments and Sites (ICOMOS), the International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM), Tongji University, Peking University, Suzhou Municipality, Suzhou Municipal Administrative Bureau of Gardens, and Tsinghua University, Republic of Korea, and La Trobe University Australia. As for attendance, though the Rules of Procedure call for 17-19 members of the Governing Board, there have been some 11 positions, while only two are associated with Member States. The members representing those two only attended the first Board meeting in 2008 and have not attended since. There has been no regional voice on the board since May 2008.

40. Participation in training courses and conferences does include regional representation, as indicated in *Figure 1*. Participation from within China represents only 16% of the students.

Figure 1: Asia-Pacific Student Distribution in International Training Courses⁵



41. This finding is somewhat supported by survey respondents. Approximately a third of respondents were from within China. However, approximately a quarter were from countries other than Asia-Pacific Member States. All international training included students from outside of China. One training opportunity was conducted in Pakistan, while other initiatives have been conducted in Australia and the Pacific Islands.

42. The self-evaluation report provided by WHITR-AP recommends that WHITR-AP *further improve its network building and better serve the stakeholders in the region*. A number of

⁵ WHITR-AP Shanghai Work Report 2008 – 2013, slide 3.

staff and Board members indicated that they first wanted to establish a strong organization within China and then reach out to Member States in the region in line with the priorities identified through the second cycle of Periodic Reporting exercise (2010-2012). Hence, the WHITR-AP Mid-Term Strategy 2014 – 2019 indicates that there are four key issues that need to be addressed. The Strategy points to key areas of work for WHITR-AP as follows:

- **Management plans/systems** – WHITR-AP already provides courses in management and planning for cultural heritage, but notes that more attention needs to be given to improving capacity-building methods and educational programmes at the regional level.
- **Sustainable funding mechanisms** through partnering with the private sector and more effective use of financial returns from tourism. The Tongli project provides an example where it was partially resourced by the private sector. Discussions with the funder indicated that Chinese companies are becoming more sensitive to social and community responsibility so that opportunities are likely to increase for such partnerships in the future.
- **Community involvement and benefit sharing** – WHITR-AP notes that there is a particular need to focus more strongly on the involvement of indigenous people as well as other community stakeholders in the decision-making processes related to cultural heritage. Such involvement requires the building of capacity among such groups. WHITR-AP needs to look at mechanisms that go beyond the usual education and workshop activities and engage people in capacity building that relates directly to their specific needs.
- **Regional cooperation** – WHITR-AP frequently combines international and regional cooperation, resulting in less focus on the regional level. Exchanges of information, experiences, and research efforts need to be more focused on regional states.

43. The Mid-Term Strategy suggests the development of a Toolkit to be piloted in several cities within China. In order to focus on regional relationships, it will be important for efforts such as this to be extended to cities outside of China as well. This could be a concrete part developing a capacity building strategy and associated programmes for the Asia-Pacific region. The Mid-Term Strategy requires a concrete plan to operationalize the intent to develop a stronger regional presence together with bench-marks for retrospective evaluation of the achievements.

Achievement of Goals and Objectives

44. The mission of WHITR-AP as articulated in the agreement and their mid-term strategy documents is to strengthen the implementation of the World Heritage Convention in the Asia and Pacific region by building the capacity of all those professionals, administrators, practitioners and craftsmen involved with World Heritage site inscription, protection, conservation, and management throughout the region via training, research, dissemination of information, and network construction.

45. The primary objectives of WHITR-AP, as outlined in the agreement and WHITR-AP's constitution, are described below with discussion of the extent to which these objectives have been achieved. Because WHITR-AP until 2013 did not keep comprehensive information about outputs, outcomes, and impacts, it is difficult to know the extent to which some of the objectives have been achieved. It should be noted that there are two distinct periods for the evaluation, the Secretariat managed from Peking University until 2011 and the subsequent period till the evaluation report managed by Tongji University. Most of the accomplishments after 2011 were managed by the Shanghai entity, many in partnership with Suzhou. It should also be noted that that the goals and objectives in the agreement are consistent with the C/4 draft mid-term strategy and the C/5 strategy.

1. Contribute to a more balanced geographical distribution of training and research institutions and activities in the field of World Heritage conservation in Asia and the Pacific.

46. Thus far, WHITR-AP has established three entities within China, located in Beijing, Shanghai, and Suzhou. While no entities have been established in other Member States outside of China under the WHITR-AP umbrella, a new C2C for World Natural Heritage has been established in India and a proposal for World Heritage HEADS C2C in Indonesia has been initiated. Approximately a year and a half ago, WHITR-AP –Shanghai appointed a Vice-Director to assist with international projects. In addition to his other duties, he has initiated six projects, one in Pakistan, three in India, and one each in the Pacific Islands and Australia..

47. WHITR-AP works to achieve increased World Heritage activities through its conferences, training, and research projects. *Annex D* outlines the number of conferences and training events with the number attending that occurred from 2008 – 2014 when that was available. However, there is little information on the activities of the earlier years and a regular National Field Archaeology Training Programme for Field Directors in China was reported by the Beijing entity between 2008-2011 with a standard 200 participants, and no other details. Subsequent to the report, further information was provided but not verified. The current level of reporting will provide a better understanding for the next evaluation. All of the conferences appear to provide the opportunity to promote the safeguarding of World Heritage. It is interesting to note that the youth conference quadrupled the number of attendees, going from 15 participants in 2010 to 60 participants in 2012. A conference such as this appears to have potential to promote World Heritage among a younger group. Based on the information available, over 1000 individuals attended training from 2008 through 2013.

48. The information regarding research carried out provided by the Beijing entity is limited and there is no information on the website. One of the challenges is distinguishing Peking University research projects from WHITR-AP projects. It appears that most of the recent research projects are actually under the auspices of Peking University rather than WHITR-AP. *Annex E* provides a list of these research projects. Most of the research projects are

focused on World Heritage within China. WHITR-AP staff reported that this is intended to change as outreach efforts are increasing.

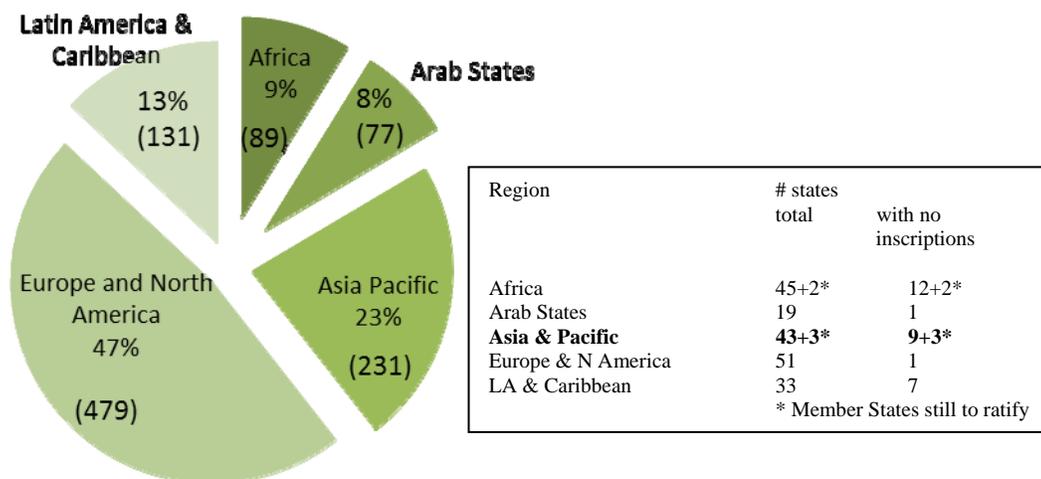
49. As WHITR-AP is starting to contribute a more balanced geographical distribution of training and research institutions and activities, it would be useful to determine the current distribution in order to establish a baseline for comparison over time.

2. Increase the balanced representation of Asia-Pacific properties on the World Heritage List

50. As of July 2014 there are 1, 007 World Heritage properties located in 161 States Parties. At this point there are 30 States Parties without any properties and five Member States still to ratify the Convention for its universal acclaim. As shown in *Figure 2*, 231 of the sites were located in the Asia-Pacific region.

Figure 2: Regional Distribution of all World Heritage Properties⁶

Regional Distribution of World Heritage Properties



51. China is second in the world with 47 World Heritage inscribed properties. India (32), Japan (18), Iran (17) and Korea (11) are included in the top 25 States Parties with 10 or more inscribed properties. Together, these five States Parties in Asia and Pacific have 125 inscribed properties, representing 54% of the region. In addition to assisting with applications for World Heritage nominations within China, WITHR-AP has, since the establishment of the SIDS Programme in 2005, extended through its work missions to Niue, the Cook Islands, the Federated States of Micronesia, and Fiji. However, it should be noted that the challenges

⁶ <http://whc.unesco.org/en/list/stat#s1>

are to encourage the last three Asia and Pacific Member States to ratify the Convention and to assist those 12 countries together with no inscription in its implementation.

3. Promote better protection and management of the World Heritage properties in the Asia and the Pacific region

52. In order to measure this with some level of accuracy, there would need to be agreement on what are legitimate indicators for 'better protection and management'. These indicators should have their roots in the World Heritage documentation and the new RBM approach that was only introduced to the C2C's at their annual meeting in 2013. This report assumes that a starting point would be transferring knowledge related to this topic. WHITR-AP's courses and research are all aimed at promoting better protection and management of World Heritage properties.

53. An increase in numbers of successful World Heritage properties, where management mechanisms are a key component, might be one indicator. While the number of properties increased from 176 to 231 in the Asia Pacific region since WHITR-AP's inception without detailed records of the inscription process of these World Heritage properties, it is difficult to know in many cases the exact contribution made by WHITR-AP to an increase in these numbers. WHITR-AP has been focusing on and giving priority to assistance for the protection and management of those heritage properties which have been inscribed in the list, and has engaged in inscription process of a number of heritage properties in China, including assistance in the preparation and screening of the tentative list and the development of technical texts for nominations.

4. Raise awareness of the World Heritage among the general public and promote the free flow of information to improve the visibility of World Heritage

54. This does not appear to have been a focus of WHITR-AP. While the website could serve as a vehicle for achieving this, with an interactive component. There have been a number of very positive activities focusing on children and youth, which can create awareness from an early age. However it would be good to see higher profile public awareness activities by engaging a wider audience of decision-makers and stake-holders, including non-governmental organization (NGO's), and the merging of the two websites to make it more inclusive and user-friendly, together with the successful WHITR-AP Newsletter

5. Foster international collaboration with UNESCO and other national and international bodies, by implementing cooperative projects in favour of World Heritage in the Asia and the Pacific region

55. The Shanghai entity of WHITR-AP is beginning to engage in collaborative projects with Pakistan, India and Australia. Based on a list of international cooperation networks and partnerships provided by WHITR-AP, it appears that networks do occur through Tongji University with UNESCO World Heritage Centre (WHC), ICCROM, ICOMOS, IUCN, The

Getty Conservation Institute, World Heritage Related Category 2 Institutes and Centres, Ecole de Chaillot in France, Tel Aviv University in Israel, and the French Ministry of Culture and Communication. There has been a connection with the Asia-Pacific Cultural Centre for UNESCO in Japan. Some examples of international collaboration include:

- WHITRAP Shanghai and ICCROM signed in 2007 a Memorandum of Understanding (MoU) regarding capacity building programme in Asia and the Pacific; on 6 April, 2012, this MoU was renewed.
- WHITR-AP and the Nordic World Heritage Foundation signed in 2009 a MoU to cooperate to support implementation of the World Heritage Convention and support UNESCO's medium-term strategy. This was renewed in 2013.
- WHITRAP Shanghai and ACCU Nara signed on 15 July 2010, a Memorandum of Understanding (MoU) in Shanghai. The MoU lasted three years, based on both sides agreeing to enhance the contribution to the development of cultural heritage in the Asia-Pacific region, assist UNESCO in initiating academic activities and reach consensus on people communications, and information sharing.
- Beijing entity signed a Memorandum of Understanding with South Korea in 2013

4.2 INCORPORATION OF THE WORLD HERITAGE FIVE C'S

56. At the 26th session of the World Heritage Committee in 2002, the Budapest Declaration set out four strategic objectives of credibility, conservation, capacity building, and communication, with a fifth objective of enhancing the roles of communities added in 2007 at its 31st session in Christchurch. These form the key objectives, called the Five 'C's, outlined in the introduction and are intended to further World Heritage goals and priorities; they are hence implied in the China/UNESCO agreement.

57. Overall, WHITR-AP does incorporate the Five C's into their work. China brings vast experience with its 47 World Heritage properties and its ongoing research. WHITR-AP helps to disseminate knowledge and experience through its training courses and conferences. Based on the responses from respondents to the participant survey, WHITR-AP's training and conferences are a highly credible source of information regarding the preservation and management of cultural heritage. *Figures 3 and 4* indicate that no respondents to the participant survey thought the conferences or training to be of poor quality. In fact, close to 80% of the respondents thought the relevancies of the conferences were excellent and almost 90% of survey respondents rated the quality of the conferences as very good or excellent. Over 80% of survey respondents who attended training found it to be relevant and the training materials to be of high quality. All considered the instructor to be good to excellent. Over 90% of survey participants attending the training and over 85% of them attending conferences indicate that they are likely to attend another WHITR-AP event. While a few were not sure, no one indicated that they would not attend.

Figure 3: Participant Survey Responses Regarding Conferences

High quality of conferences noted

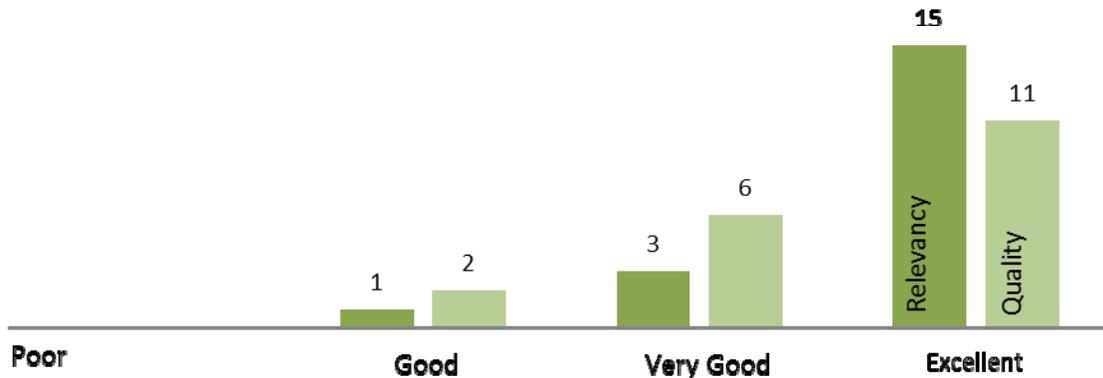
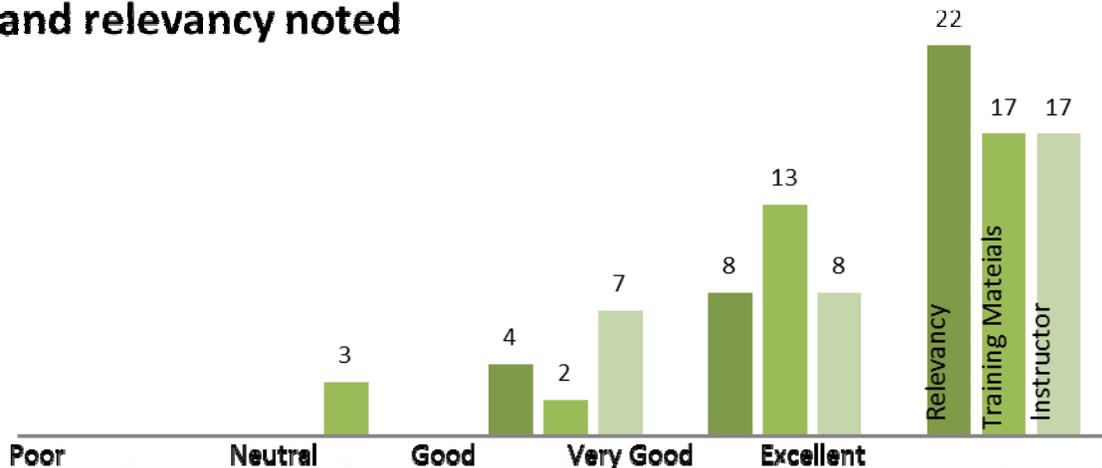


Figure 4: Participant Survey Responses Regarding Training

High quality training materials, instructors and relevancy noted



58. Participant survey respondents were asked how they have applied what they have learned through WHITR-AP training. Nineteen of 34 respondents indicated that they used their knowledge often. All of the respondents indicated they used the knowledge at least occasionally. The ways in which learning is applied included examples:

- in their day-to-day work
- in disseminating information to others
- of specific projects such as assessment of conservation actions on traditional wooden architecture in Slovakia, restoration of a Shanghai plaster façade, and working on nomination dossiers.

59. It is also interesting to note that all survey respondents have indicated that they have applied what they have learned, over half applying their learning often, in many cases to disseminate information to others. In this way WHITR-AP training and conferences contributes to credibility, conservation, capacity and communication.

“I am able to use comparative approaches to the preservation of cultural property . . . in order to raise awareness of the importance of our own cultural property and how it can be done.”

- Training Participant



Heritage. In this instance the canals within the park are quite polluted. The picture shows the water as being clearer in the experimental site where weeds have been introduced. Note that immediately adjacent to the experimental area, the water is still quite murky and no fish can be seen. Without the community’s support, this research could not have been carried out. Furthermore, the community plans to apply what has been learned to the remainder of its canal system.

60. The Suzhou entity of WHITR-AP supports the inclusion of a community component. There is excellent communication and ongoing collaboration between the University of Tongji and the Municipality of Suzhou. A major research project designed to restore the eco-system in the Tongli Gardens in Suzhou was carried out jointly by the University of Tongji, Peking University and the Municipality of Suzhou, demonstrating the important role that communities play in the implementation of preservation and management of World

4.3 ORGANIZATIONAL STRENGTHS OF WHITR-AP

61. The three entities of WHITR-AP are expected to carry out work related to their primary focus as well as work collaboratively on projects. This might include integrated natural and cultural training, and research with an emphasis on Cultural Landscapes and conservation practices of historic areas and gardens, traditional architecture and archaeology. While WHITR-AP is carrying out much research and extensive knowledge dissemination activities, since 2011 there has been little activity in WHITR-AP Beijing and there has been very little coordination of WHITR-AP Beijing’s activities with the other two entities, with the exception of the single joint research project described in the previous section.

62. As indicated in the organizational chart, the Beijing entity currently has no staff dedicated to WHITR-AP. The university has provided office spaces for the WHITR-AP Beijing entity, which requires better utilization of these spaces. It is clear that both the Shanghai and Suzhou entities are providing dedicated resources to WHITR-AP and that there is substantial communication and coordination between these two entities.

63. With no staff in the Beijing entity to support involvement, there is an incomplete picture of the WHITR-AP concept. Prior to the secretariat being moved to Shanghai, Beijing only had, at the most, two staff. This entity has been under-staffed since WHITR-AP's inception. However, in discussions at Peking University with the Vice-President, it was agreed that they would create five academic/professional positions: three for nature, one for archaeology and one for cultural landscape, plus the necessary administrative staff. This would support the Beijing entity in becoming more actively involved in the governance and coordinated activities of WHITR-AP.
64. While there are great benefits to be achieved with the strengths of the founding institutions, there is a need to clearly define their roles as part of the WHITR-AP entities and to more clearly define what is involved in the entities contributing to the overall goals of WHITR-AP through collaborative action.

Governing Body

65. According to its incorporation, the governing body is to be comprised of a Board with no more than 19 members. *Table 3* outlines the difference between the intended and the actual composition of the Board, based on the attendance records as well as indicating the representative attendance at Board meetings. Representation has changed partially over the years so there is not a high level of consistency or continuity of membership.

Table 3: Governing Board Composition and Attendance.

Intended Composition	Actual Composition	Meeting Attendance
Representative of the Government of China, who shall serve as the Chairperson of the Governing Board		4/4
Representatives from the Asia-Pacific States who are serving on the World Heritage Committee (subject to adjustment according the outcomes of election), one person from each country	Cultural Heritage Administration, Republic of Korea	1/4
Representative from the World Heritage Centre for the Director-General of UNESCO	Representative from the World Heritage Centre for the Director-General of UNESCO	4/4
Representative to be selected from each of the Advisory Bodies so designated under the World Heritage Convention (ICOMOS, IUCN and ICCROM)	Representative to be selected from each of the Advisory Bodies so designated under the World Heritage Convention (ICOMOS, IUCN and ICCROM)	ICOMOS-2/4 IUCN-3/4 ICCROM-3/4
Representative of the Chinese National Commission for UNESCO	Representative of the Chinese National Commission for	4/4

Intended Composition	Actual Composition	Meeting Attendance
	UNESCO	
Representatives of the Government of China, each from the Ministry of Education, the Ministry of Housing and Rural-Urban Development and the State Administration of Cultural Heritage	Representatives of the Government of China, each from the Ministry of Education, the Ministry of Housing and Rural-Urban Development and the State Administration of Cultural Heritage	Education-4/4 Housing-4/4 Culture-4/4
One representative from each of the founding institutions (Peking University, Tongji University and Suzhou Municipality)*	One representative from each of the founding institutions (Peking University, Tongji University and Suzhou Municipality)	Tonji-4/4 Peking-3/4 Suzhou-3/4
Representatives of other universities, research and training institutes, and local authorities	La Trobe University, Australia Tsinghua University, China Heritage Promotion Division, Cultural Heritage Administration, Republic of Korea	La Trobe-1/4 Tsinghua-2/4 Korea-1/4
Other persons making a substantial contribution to the Institute, who may be accorded a seat by decision of the Governing Board	Suzhou Municipal Administrative Bureau of Gardens	3/4
As an ex-officio member of the Governing Board, the Director of the Institute serves as Secretary of the Board without a right to vote	As an ex-officio member of the Governing Board, the Director of the Institute serves as Secretary of the Board without a right to vote	4/4

66. The Board met every two years from 2008 through 2012. Subsequently, it met again one year later in 2013. With the infrequency of meetings and the inconsistency in attendance, the Board is not in a good position to provide strategic oversight to the work of WHITR-AP. While it can be costly to bring people together for face-to-face meetings, the Board could function better if it met face-to-face at least annually and additional times a year through tele- or video-conferencing where necessary, or perhaps a two-tier membership meeting annually or biannually. According to the constitution, key annual responsibilities include establishing a business plan and budget for the year and the Board is to meet annually to do this.

67. Furthermore, according to the China/UNESCO agreement and the constitution, the Board

was to have formed an Executive Committee. Such a committee has never met. An Executive Committee should take on the oversight responsibilities of the Board. The constitution stipulates that the committee should consist of the Chairperson of the Governing Board, the Chairperson of the Advisory Board⁷, representatives from each of the three founding institutions and a representative of the Director-General of UNESCO. It is interesting to note, that six respondents to the Board and staff survey indicated that an Executive Committee had been formed. The remainder indicated that it had not been formed or that they were not sure. The membership should be re-evaluated to prevent 'bottle-necks' in the decision-making processes and encourage innovative programmes and activities.

68. Neither the constitution nor the rules of procedures set out the terms of office for Board members or officers. Generally Boards establish the terms so that there is regular turnover to refresh the Board and at the same time ensure a level of continuity. One of the ways this could be done is to have the terms of office for three years, with a third of the Board rotating each year. The Chair of the Board would have a term of similar length. As well, the constitution or rules of procedures should define how frequently terms can be renewed. Most boards set the limit at two three-year terms. Alternatively, with the current term of office of the World Heritage Committee members being four years, a similar two-year rotating period might be applied.
69. While the constitution and rules of procedure set out the responsibilities of the Board, it does not define the specific expectations of Board members. Most Boards set out the attendance expectations with replacement required if more than two meetings are missed. This is particularly important with a Board that meets infrequently. In fact, at its third meeting in June 2012, according to the attendance records only nine of the 19 voting members of the board were present so there was no quorum. No decisions can be made without a quorum. It does appear that some members do need to make a commitment to regular attendance.
70. Overall, the Board is not functioning well. This likely contributes to the lack of coordination of the Beijing entity with the Shanghai and Suzhou entities. When the Secretariat was moved to Shanghai, meetings of an informal working group were established in order to improve the functioning of the Board. This group is smaller than the full Board. To date, there has been no representative from Peking University at those meetings. When meeting with Peking University representatives, it was acknowledged that the appointed representative of Peking University had other important responsibilities that had taken priority over her work with WHITR-AP. It is not appropriate for a person with other pressing responsibilities that interfere with active participation on the Board to be a member of the Board. Peking University has recognized the afore-mentioned issue and will finalize a new candidate as the representative of the Beijing entity as soon as possible, after consultation with the WHITR-AP Secretariat and Board.

⁷ This Advisory Board has not been established.

4.4 SUSTAINABILITY OF WHITR-AP

71. There have been no consistent budget reports over the years that indicate that financial planning and monitoring is being carried out by the Board. This lack of information makes it impossible to determine revenue and expenditures in any detail. While there are recent audited statements available for Shanghai and Suzhou entities, the financials are presented at a high level, as is fairly normal for audited financial statements. Hence the financial picture is not clear as there appears to be no consolidated annual budget that clearly represents the revenues and expenditures of each of the entities as well as for the Secretariat and any joint activities.
72. Based on interviews, it seems that all three entities contribute resources to support the work of WHITR-AP. Notably, the municipality of Suzhou has steadily increased its contribution since 2008, with the annual amount exceeding 8,000,000 Yuan in 2013. Additionally there is funding to support special scholarships and heritage studies as well as annual fora at all three locations. It was reported that the Government of China also provides substantial funding to WHITR-AP. Moreover, WHITR-AP has received some funding from the Ruan Yisan Heritage Foundation, the World Bank, and the Nara World Heritage Office in Japan, the Arab Centre for World Heritage (Bahrain), and the Netherlands UNESCO Funds-in-Trust. Most of these are for small amounts that support specific WHITR-AP training events and do not contribute to the overall budget of WHITR-AP.
73. So long as the support continues from the Government of China, the University of Tongji, Peking University, and the Municipality of Suzhou, the organization is sustainable. However should any of these funding sources disappear the Institute could be in jeopardy. Diversifying their sources of funding will enhance the sustainability. As the Institute increases its activities in the Asia-Pacific region, it will need a plan to support those activities. That could include funding for specific projects from UNESCO and/or other UN agencies, other funders such as the World Bank, and the participating Member States. The strategy for reaching out to Member States should be accompanied by a funding strategy that diversifies the Institute's sources of funding and reflects the approved joint programme of the Institute.

4.5 PLANS TO MEET UN MILLENNIUM DEVELOPMENT GOALS AND UNESCO C4 AND C5 MEDIUM-TERM STRATEGIES

74. While this evaluation is exploring the extent of plans to meet UN Millennium Development Goals and UNESCO C4 and C5 medium-term strategies, it should be noted that these strategies had not been established when WHITR-AP was incorporated and therefore are not part of the agreement. Consequently the interviews and survey explored perceptions of the relevancy of the MDG for staff and Board members. The following are the current UN Millennium Development Goals:
- Eradicating poverty and hunger

- Achieving universal primary education
- Promoting gender equality
- Reducing child mortality
- Improving maternal health
- Combatting HIV/AIDS, malaria, and other communicable diseases
- Ensuring environmental sustainability
- Creating global partnerships for development

75. Respondents to the Board and staff survey indicated that only the last two goals are directly relevant to WHITR-AP. The UNESCO Mid-Term Strategy (2008-2013) programme-driven overarching objectives included:

- Attaining quality education for all and lifelong learning;
- Mobilizing scientific knowledge and policy for sustainable development;
- Addressing emerging social and ethical challenges;
- Promoting cultural diversity, intercultural dialogue and a culture of peace;
- Building inclusive knowledge societies through information and communication.
- Focusing on these objectives would have assisted in providing a more strategic programme for the Institute. Priorities for the next five years will provide a directive for the future:
 - Sustainable Development and Conservation of Cities, including the implementation of the 2011 *Recommendation on the Historic Urban Landscape*
 - Capacity Building Strategy and Associated Programmes for Asia and the Pacific Region
 - Improving Conservation and Management Practices through the World Heritage Convention
 - Awareness-raising and Education for World Heritage

76. Because these goals are foundational to the UN/UNESCO family and help to direct where they intend to apply their resources, WHITR-AP should make an effort to identify links between the work they are doing and the relevant Millennium Development Goals allowing for the necessary update for the post-2015 MDG and the new UNESCO Medium-term Strategy (2014-2021) This should also be considered when developing a new agreement between UNESCO and the Government of China.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 CONCLUSIONS

77. Overall, the work of WHITR-AP has been far-reaching, with participants coming from around the globe. It is also seen to be of very high quality, making a valuable contribution to the preservation and maintenance of World Heritage. There is strong support for renewing the agreement between the Government of the People's Republic of China and UNESCO. The potential for complementary action between the entities might provide for a unique Institute providing a range of World Heritage activities spanning nature and culture. This opportunity should not be lost.
78. It is, however, difficult to assess whether the goals and objectives as set out in the agreement have been met. Although WHITR-AP does keep extensive records, the data collected by the Institute over the years was not linked to established indicators of success nor was it linked to key evaluation questions. At this point, WHITR-AP has been carrying out its work for approximately six years. During this time the number of World Heritage properties has increased from 36 to 47 in China and from 176 to 231 in the Asia-Pacific region. There is evidence of a growing body of knowledge and increase of activities that should pave the way for the other World Heritage related Centres.
79. The initial start in WHITR-AP Beijing in 2008 was accompanied by the seconding of a staff member from UNESCO in 2009 to initiate and develop programmes. This was not continued, with a subsequent reduction in activities and finally came to a standstill in 2010.
80. The transfer of the Secretariat to Shanghai, and the appointment of a Vice Director focusing on international affairs have resulted in a sharp increase of activities aimed at increasing collaboration at a regional level by reaching out through the HUL programme. It would be useful to create that picture retrospectively and begin monitoring changes in indicators such as the number of properties in each of the States Parties in the Asia-Pacific Region, the involvement of WHITR-AP in the creation of any new properties, and the ways in which training and conference participants use their training. It is important to note that Shanghai has been active from WHITR-AP's inception, playing a major role in developing training courses, publishing a newsletter, and establishing partnerships.
81. The World Heritage Committee has emphasized the importance of linking culture and nature, and the Advisory Bodies to the World Heritage Committee have embarked on a series of actions to implement this policy. This places the WHITR-AP in a unique position with the potential to be a trial-blazer in the implementation of this over-arching policy. This is a challenge and the WHITR-AP has not yet achieved this objective. However, WHITR-AP has indicated its serious intent to achieve these goals, hence UNESCO should not give up on this

lightly. With implementation of specific actions that address some of the concerns raised in this report, WHITR-AP should be able to achieve better integration and collaboration. Consequently, it makes sense to renew the agreement, and to conduct a serious review in one year's time in order to determine whether these issues are being resolved.

82. Within an overall positive context, the most significant concerns are the:

- need for improvement in the functioning of the Board through better attendance, specified expectations for board members, specified terms of office, more frequent meetings, and the creation of an Executive Committee. Since having the Secretariat in Shanghai, steps have been taken to have a working group meet more frequently. This has provided stronger support to the Shanghai and Suzhou entities, but has had little impact on the Beijing entity since they have not attended the meetings. This group might be formalized as an Executive Committee with a commitment from Beijing to attend. No Advisory Board has been constituted.
- level of involvement of the Beijing entity and improved coordination between Beijing and the other two entities. The lack of direction and staffing at the Beijing entity creates a situation where there are no resources for Beijing to work with the other entities. As well, the lack of attendance of the Beijing entity representative at Board meetings undermines efforts for coordinated planning.
- lack of Asia-Pacific governance. There is no real Board representation from Asia-Pacific Member States. While there are some activities, there has not been a strong strategic thrust to reach out to potential partners or collaborators. This is a priority articulated in the Mid-Term Strategy (2014 – 2018). Recognizing budgetary limitations, it might be prudent to consider a two-level membership or delegated sub-committee, with annual and biannual meetings.
- elaboration of a comprehensive programme strategy including all the entities that reflect the UNESCO programme objectives.
- lack of a results-based management monitoring and evaluation framework that would support WHITR-AP being able to articulate their accomplishments more clearly.
- lack of a plan for WHITR-AP to broaden its funding base so that it receives support from entities throughout the region and is not so heavily dependent on the Government of China.

83. All of these concerns can be resolved. In fact, actions to address some of the areas that need improvement are already underway. WHITR-AP staff and some Board members have strongly acknowledged the need for change. However, there is still a need for the Beijing entity to show tangible evidence that the changes are occurring.

5.2 RECOMMENDATIONS

84. The following recommendations are intended to assist UNESCO in making its decisions regarding renewal of the agreement with the Government of the People's Republic of China and to support WHITR-AP in making improvements.

1. That the agreement between UNESCO and the Government of the People's Republic of China be renewed and revised, with a review built in to ensure that there is stronger involvement of the Beijing entity. The new agreement should place the onus for outreach to the region on WHITR-AP rather than on the Member States, as it is in the current agreement.
2. In order to ensure that Beijing becomes more involved in the governance and operation of WHITR-AP, Peking University needs to take the following steps:
 - Ensure that its representative on the Governing Board is able to attend all Board and Executive Committee meetings. This will support Beijing's involvement in coordinated strategic planning.
 - Create at least five academic/professional positions at the Peking University including: three for nature, one for archaeology and one for cultural landscape together with the necessary administrative staff.
3. If WHITR-AP Beijing's involvement shows no improvement during the coming year, UNESCO should consider, at its Executive Board session in fall 2015, modifying the agreement, eliminating Beijing as one of the entities.
4. In order to strengthen the functioning of its Governing Board, WHITR-AP needs to take the following steps:
 - Modify its constitution to identify the length of terms of office and the number of terms that an individual can serve. Two terms of three years (or one term of four years for World Heritage Asia-Pacific members) would be a reasonable maximum. This should be effective from the coming Board meeting.
 - Ensure that the Executive Committee and Advisory Board are constituted and have clear terms of reference, each with a different chairperson.
 - Modify its rules of procedure to specify expectations of Board members, particularly in relation to attendance at Governing Board and Executive Committee meetings. It should also include a consequence for non-attendance, such as requesting that the organization replace its representative after two meetings are missed.

Full number of Board members should be appointed ensuring that there is academic or institutional representation from at least 3 – 4 Member States in the Asia-Pacific region and representation of the incumbent Asia-Pacific members of the World Heritage Committee.

5. In order to support the evolution of WHITR-AP as a strong regional institute, it needs to ensure that a greater emphasis be given to capacity building and programme development for the Asia-Pacific region. To do so, it may want to consider having at least three staff people,

possibly from the region, focus on this priority. These could operate from Shanghai or be placed in each of the three entities.

6. An Advisory Board should be constituted with representation from Asia-Pacific region and might include reaching out to relevant UNESCO associated institutions, universities and bodies and other national frameworks in the region. The terms of reference for the Advisory Board will need to be clearly defined in rules of procedure.
7. The Results Based Management process initiated in 2013 could be used as the foundation to establish a regular monitoring and evaluation framework that supports regular monitoring of outcomes such as the upgrading of World Heritage properties with emphasis on the updating of Tentative Lists ensuring a better regional representation through harmonization, and the nominations from States Parties with no inscribed properties. WHITR-AP's involvement in providing good-practice examples and specific successes in safeguarding World Heritage properties especially together with other relevant UNESCO conventions, programmes and mechanisms should be strengthened.
8. WHITR-AP needs to create a consolidated programme and budget, clearly indicating revenue sources and categories of expenditures for each of the three entities as well as for the Secretariat and any joint activities. Regular financial reporting to the Board and Executive Committee should indicate the extent to which the actual revenue and expenditures are consistent with the budget. Reasons for any deviations of actual from budget should be noted.
9. A mid-term evaluation should be prepared and presented to the Governing Board in order to support ongoing improvement and ensure that WHITR-AP is moving towards achieving the intended goals.
10. While the constitution indicates that WHITR-AP is a non-profit organization, the Chair of the Governing Board indicated that its incorporation is currently underway. This process needs to be completed as soon as possible.

ANNEX A: EVALUATION TERMS OF REFERENCE

TERMS OF REFERENCE for the renewal assessment of the World Heritage Training and Research Institute in China for the Asia and the Pacific region (WHTRI-AP)

Approximate duration of assignment: 2-3 months

Location: Asia, at least one visit to China required

Background

UNESCO has established a number of category 2 institutes/centres. These institutes/centres serve in their fields of specialization as international or regional centres and poles of expertise/excellence to provide services and technical assistance to Member States, cooperation partners and also internally to the network of UNESCO field offices. In this context, the category 2 institutes/centres are expected to contribute directly to achieving the Strategic Programme Objectives of the Organization and to implementing the Integrated Comprehensive Strategy for the Category 2 Institutes and Centres under the Auspices of UNESCO (37C/Resolution 93, see attached a copy of the document). According to this strategy, it is necessary to carry out a formal review before a decision is taken to renew an existing Agreement for the category 2 centre.

The 34th session of the General Conference of UNESCO, in its 34 C/Resolution 41⁸, approved the establishment in China of the World Heritage Training and Research Institute for the Asia and the Pacific Region (WHITR-AP), as a category 2 centre under the auspices of UNESCO

The objectives of WHITR-AP are: (i) to contribute to the achievement of a more balanced geographical distribution of training and research institutions and activities in the field of World Heritage conservation in the Asia and the Pacific region; (ii) to increase the balanced representation of Asia-Pacific properties on the World Heritage List; (iii) to promote better protection and management of World Heritage properties in the region; (iv) to raise awareness of World Heritage amongst the general public and promote the free flow of information to improve the visibility of World Heritage programme; (v) to foster international collaboration with UNESCO and other national and international bodies, by implementing cooperative projects in favour of World Heritage in the Asia and the Pacific region.

In order to achieve those objectives, the main functions of WHITR-AP are to:

- (i) execute short-term and long-term education and training activities for site managers, local government officials, educators and technicians in China and in the Asia and the Pacific region, for the conservation of both cultural and natural heritage, including those directed at the preparation of World Heritage nomination files, strengthening of conservation and management approaches for

⁸ Resolution adopted at Commission IV (Culture) during its 22nd plenary session on 2 November 2007.

World Heritage properties, the monitoring of the state of conservation of World Heritage properties and the drafting of periodic reports;

- (ii) undertake research on important regional World Heritage issues, and investigations of particular heritage resources in cooperation with relevant conservation training and research centres in the region;
- (iii) hold scientific symposia, conferences and workshops (regional and international) in all areas related to world heritage;
- (iv) collect available information in order to set up an accessible, secure, and reliable database for World Heritage in the region;
- (v) collect and disseminate relevant knowledge and information, and the outcomes of research activities in Asia-Pacific countries through internet, and the publication of books, articles and other media;
- (vi) to promote collaborative programmes in specific areas of World Heritage conservation and the exchange of conservation practitioners at the regional level in this context;
- (vii) encourage the development of a World Heritage site manager's regional network to exchange information, experience and best practices;
- (viii) facilitate the introduction of disciplines relating to World Heritage conservation and other academic activities in universities and colleges in China and in the Asia and the Pacific region.

Subsequent to the approval of the General Conference in November 2007, an [Agreement concerning the establishment of the Institute](#) (hereafter, 'the Agreement') was signed between the Government of the People's Republic of China and UNESCO on 12 February 2008 and entered into force on 10 April 2008 (Article 18). UNESCO's assistance under the Agreement is fixed for a period of six years as from its entry into force and may be renewed by mutual agreement (Article 21). In the Agreement, the Government of the People's Republic of China committed itself to provide or secure all the resources, either financially or in kind, needed for the administration and proper functioning of the Institute (Article 15).

Periodic review and evaluation

As further described in attachment 3 of the above-mentioned strategy, the Agreement may be renewed by the Director-General in light of the review and evaluation. In this regard, the Director-General will carry out a review of the activities of the institutes and of their contribution to the strategic programme objectives of the Organization and the strategy for category 2 institutes and centres approved by the General Conference. Further, the Director-General will include the results of this review in her report to the Executive Board on the execution of the Programme with her recommendations, whether the designation as category 2 institute or centre under the auspices of UNESCO shall be maintained, terminated, or not renewed. For each institute and centre under review, the termination or non-renewal of an Agreement is incumbent upon the Executive Board. To facilitate the review, the Internal Oversight Service of UNESCO (IOS) will consider in its planned evaluations of strategic programme objectives, the

contribution of the relevant category 2 institutes and centres to the strategic programme objectives under review.

Purpose

The main objectives of the review and evaluation are to assess the Institute's performance with respect to its objectives and functions, as specified in the Agreement between UNESCO and the host Government, and its contribution to UNESCO's strategic programme objectives and sectoral or intersectoral programme priorities and themes. The findings of the review and evaluation will serve as the basis for the Director-General's recommendation to the Executive Board as to whether the Agreement should be renewed or not. The Director-General will then decide whether or not to renew the Agreement between UNESCO and the Government of the Peoples Republic of China, subject to the approval of the Executive Board.

The results of this review and evaluation will be shared with the Government of the People's Republic of China and WHITR-AP, and included in the report to the Executive Board on the execution of the Programme, as specified in the Integrated Comprehensive Strategy. They will also be made available on the website of the World Heritage Centre.

Scope

In order to meet the purpose of the review and evaluation described above, the following parameters shall be considered by the expert(s) responsible for conducting the review and evaluation and prepare a report that is consistent with UNESCO's reporting mechanisms:

- a) Whether the activities effectively pursued by the Institute are in conformity with its functions as set out in the Agreement signed between UNESCO and the Government of the People's Republic of China;
- b) The relevance of the Institute's programmes and activities to achieving UNESCO's strategic programme objectives and sectoral or intersectoral programme priorities and themes, as defined in **UNESCO Medium-Term Strategy (2014-2021, 37 C/4)**, and **Programme and Budget for 2014-2017 (37 C/5 document)** to attaining programme results at the Main Lines of Action (MLA) level, as described for promoting heritage conservation for dialogue and development. Also, the relevance of WHITR-AP activities and their contributions toward the **Strategic Action Plan** for the Implementation of the World Heritage Convention 2012-2022 (adopted by the 18th General Assembly in November 2011), the **Kyoto Vision**, which is the Outcome Document of the 40 th Anniversary of the WH Convention (2012).
- c) The effectiveness of the Institute's programmes and activities to achieving its stated objectives, as defined in the Agreement;
- d) The quality of coordination and interaction within the principal founding institutions at Peking University in Beijing, Tongji University in Shanghai and Suzhou Municipality as well as with UNESCO, both at the World Heritage Centre and in the field (including UNESCO field offices and National Commissions), with regard to planning and implementation of programmes, as well as with other thematically-related category 2 institutes/centres and UNESCO Chairs;

- e) The nature and quality of organizational arrangements, including management, governance and accountability mechanisms;
- f) The quality of partnerships with government agencies, public/private partners and donors;
- g) The human and financial resource base and the quality of mechanisms and capacities, as well as context-specific opportunities and risks for ensuring sustainable institutional capacity and viability;
- h) The process of mobilizing extra-budgetary resources and to what extent such extra-budgetary funding is aligned to the strategic programme objectives of UNESCO;
- i) The streamlining of the structure of the Institute to ensure that the Institute's mission to strengthen the implementation of the World Heritage Convention in Asia and the Pacific, including streamlining the coordination of three sub-entities located in Beijing, Shanghai, and Suzhou, and the financial structure;
- j) Financial arrangements are being made by the Government of the People's Republic of China and the principal founding institutions in Beijing, Shanghai, and Suzhou as stated in the Agreement;
- k) Staffing of the Institute's Secretariat is adequate to be able to effectively plan and implement training and research activities, to disseminate information and to develop a network of World Heritage site managers, experts and professionals and contains an international contingent to honour WHITR-AP's status as a category 2 centre under the auspices of UNESCO.

In addition to the findings on each topic, the expert(s) shall offer four types of recommendations: 1) a general recommendation whether renewal of the Institute's status as a category 2 centre is warranted and would conform to the Integrated Comprehensive Strategy;

2) specific recommendations to the Institute for improving the effectiveness of its operations and related accountability;

3) specific recommendations to UNESCO for improving the effectiveness of its coordination and interaction with the Institute;

4) specific recommendations for possible amendments to the Agreement, in the event it is to be renewed.

Methodology

The review and evaluation of the Institute will include:

- A desk study of relevant documents, provided by the Institute and UNESCO Secretariat;
- A visit to the Institute, including interviews with the Institute's management and staff;

- Interviews (telephone, online and/or via e-mail) with the Institute's stakeholders (including the Advisory Bodies to the World Heritage Committee, i.e ICOMOS, IUCN and ICCROM), collaborators, and beneficiaries as well as UNESCO staff concerned;
- Preparation of the review and evaluation report.

Roles and responsibilities

The review and evaluation will be conducted by one or two external experts/reviewers. International and in-country travel and accommodation in China, secretarial support and office space will be provided by WHITR-AP during the field visit, as well as expenses for telecommunications and printing of documentation.

The World Heritage Centre will coordinate and oversee the review and evaluation process by defining the terms of reference of the evaluation and providing relevant information/documentation on UNESCO guidelines on category 2 centres. The World Heritage Centre and the Internal Oversight Service (IOS) of UNESCO will be responsible for reviewing and approving the final report.

Background documents

UNESCO and/or WHITR-AP shall make the following documents available to the review team in electronic form:

- The Executive Board and General Conference documents concerning the establishment of the Centre;
- The existing Agreement between the Government of Peru and UNESCO concerning the establishment of the Centre, together with its amendment;
- UNESCO Medium Term Strategy, 2014-2021 (37 C/4 document) and Approved programme and budget, 2014-2017 (37 C/5 document); Strategic Action Plan for the Implementation of the World Heritage Convention 2012-2022 (adopted in November 2011); World Heritage Capacity Building Strategy (June 2011); Kyoto Vision (Outcome Document, November 2012).
- Relevant correspondence concerning the cooperation between UNESCO and the Centre.

The World Heritage Centre shall make the following documents available to the review team in electronic or paper form:

- A copy of the existing signed Agreement between UNESCO and the People's Republic of China.
- Annual progress reports of WHITR-AP;
- Financial reports;
- List of staff;

- List of key publications;
- List of donors and project partners;
- Minutes, decisions, and working documents of the Governing Board and Executive Committee meetings;
- Report of support provided to or received from other Member States;
- Available audit and evaluation reports;
- Account of networking achievements linked with other thematically related category 2 institutes/centres and UNESCO's programmes.

Draft review report

A draft report shall be submitted in English presenting findings, conclusions and recommendations, with a draft executive summary. The World Heritage Centre, IOS and the Government of China and WHITR-AP itself will have the opportunity to comment and give feedback to the review team.

Final review report

The final report (max. 20 pages, excluding annexes) should be structured as follows:

- Executive summary (maximum four pages);
- Methodology;
- Findings;
- Recommendations (as described above);
- Annexes (including interview list, key documents consulted, Terms of Reference).

The language of the report shall be English.

Review team

The review team will consist of one independent heritage expert and one external reviewer. A terms of reference will be made available by the World Heritage Centre and IOS for the team, and contractual arrangements for the execution of the review and evaluation shall be made by WHITR-AP.

Qualifications:

- At least 7 years of professional experience in research and/or capacity-building in the field of cultural heritage, cultural policy or culture and development;

- At least 7 years of professional experience in policy and programme evaluation in the context of international development;
- Fluency in in English or French (written and spoken);
- Knowledge of the role and mandate of UNESCO and its programmes.

Schedule

The review and evaluation shall be completed no later than 15 June 2014.

The schedule for the review is as follows:

- A desk study of background documents (to be completed prior to the visit to WHITR-AP)
- A mission to visit WHITR-AP
- Writing and submission of the draft review report no later than 15 July 2014
- Submission of the final review report, 15 August 2014

The date of the mission to WHITR-AP will be defined by UNESCO in coordination with the expert/reviewer, taking into account the expert/reviewer's availability.

ANNEX B: DOCUMENTS REVIEWED

Agreement between UNESCO and Government of China (April 2008) with its amendment

Agreement between UNESCO and the Government of Brazil (July 2010)

Agreement between UNESCO and the Government of Mexico (April 2010)

Background on other Category 2 Centres/institutes

Constitution of the World Heritage Training and Research Institute for Asia and the Pacific Region – draft (May 2008)

Integrated comprehensive strategy for category 2 institutes and centres under the auspices of UNESCO (November 2013)

List of Donors and Project Partners (May 2014)

List of Interns 2007 – 2013 (May 2014)

List of Key Publications (May 2014)

List of Networking Achievements (May 2014)

List of Shanghai Staff and Responsibilities (May 2014)

List of Support Provided to Member States (May 2014)

List of Suzhou Staff and Responsibilities (May 2014)

Governing Board Minutes

Report of the 3rd Annual Meeting of the UNESCO World Heritage related to Category 2 institutes and centres (March 2013)

Report of the Director-General on the feasibility study for the establishment in China of a World Heritage Training and Research Institute for the Asia and Pacific region, as a Category 2 institute under the auspices of UNESCO (September 2007)

Report to ICOMOS on the meeting on the Category 2 centres and World Heritage (March 2013)

Rules of Procedure of the Governing Board the World Heritage Training and Research Institute for Asia and the Pacific Region – draft (May 2008)

Sidorenck, Anna (November 2012) The Periodic Reporting Exercise in support of the implementation of the 5Cs Strategic Objectives – From National Programmes to a World Heritage Programming Approach

The Kyoto Vision (November 2012)

Report on Category 2 Centres presented to the 38th session of the World Heritage Committee Doha Qatar (June 2014)

Evaluation of WHITR-AP – Evaluation Report

Report on Category 2 Centres presented to the 37th session of the World Heritage Committee Phnom Penh Cambodia (June 2013)

UNESCO Conventions Concerning the Protection of the World Cultural and Natural Heritage

UNESCO Eighteenth Session of the General Assembly of States Parties to the Convention Concerning the Protection of the World Cultural and Natural Heritage (August 2011)

UNESCO Executive Board 177/EX/21 Report by the Director-General on the Feasibility Study for the Establishment in china of a World Heritage Training and Research Institute for the Asia and Pacific Region, as a Category 2 Institute under the Auspices of UNESCO

UNESCO Integrated Comprehensive Strategy for Category 2 Institutes and Centres Under the Auspices of UNESCO (November 2013)

UNESCO Internal Oversight Service. Review of the Management Framework for UNESCO Category 2 Institutes/Centres

United Kingdom National Commission for UNESCO. Improving UNESCO's Category 2 Centre Network (July 2012)

Vista Analyse (2013) Evaluation of Nordic World Heritage Foundation (2008 – 2013)

WHITR-AP Governing Board Meeting Attendance (May 2014)

WHITR-AP Mid-term Strategy 2008 – 2013 (June 2010)

WHITR-AP Mid-term Strategy 2014 – 2019 (December 2013)

WHITR-AP Organizational Chart (May 2014)

WHITR-AP Progress Report Secretariat and Beijing Centre (May 2014)

WHITR-AP Self-Evaluation Report 2008 – 2013 (May 2014)

WHITRAP Shanghai and Suzhou Audits (2014)

WHITR-AP Shanghai Work Report 2008 – 2013 (May 2014)

WHITR-AP Staff List (May 2014)

WHITR-AP Suzhou Presentation to the Evaluation Team (May 2014)

WHITR-AP Work Report 2008 – 2013 (May 2014)

Work Report of the Rotating Secretariat of WHITR-AP (May 2014)

World Heritage Institute of Training and Research for the Asia and Pacific Region, Shanghai Centre

Side-event presentation by WHITR-AP at the World Heritage Session at Doha

ANNEX C: EVALUATION PARTICIPANTS

Shanghai – WHITR-AP Tongji University

Zhou Jian	Secretary-General of the Secretariat
Lu Wei	Executive Deputy Director
Ron van Oers	Vice Director
Li Xin	Vice Secretary-General of the Secretaria
Kong Ping	Special Coordinator of International Projects
Li Hong	Programme Specialist
Liu Zhen	Programme Specialist
Qu Ying	Programme Specialist
Julianna Forero	Programme Specialist for Research
Pei Jieting	Programme Assistant
Sun Yizhou	Programme Assistant
Li Jianzhong	Librarian

Suzhou – WHITR-AP Suzhou Municipality

Xue Zhijian	Director
Cao Fengjiao	Head of Training and Research Division
Wang Qinran	Training and Research Division
Shi Chunyu	Head of Monitoring Division
Zhang Wei	Monitoring Division
Zhang Yujun	Monitoring Division
Jiang Yeqin	Head of Office
Zong Yongfeng	Office

Beijing - Peking University

WU Zhipan	Vice-President
Sun Hua	School of Archaeology and Museology
Wen Cheng	Staff, School of Life Sciences
WU Xiaohong	Vice Director School of Archaeology and Museology
Cai Mantang,	Deputy Director of the Office for International Relations
Li Dihua	Deputy Director, College of Landscape Architecture
Song Feng	College of Urban and Environmental Sciences

Other Key Interviewees

Zhang Xinsheng	Chair of the Governing Board
Tim Badman	IUCN Representative on Governing Board
Stefano De Caro	Director-General, ICCROM
Joe King	Sites Unit Director, ICCROM

ANNEX D: LIST OF CONFERENCES AND TRAINING EVENTS

List of Conferences

Year	Coordinating Entity	Name of Conference	# attending
2014	Shanghai	4 th Annual Coordination Meeting of the UNESCO World Heritage-related Category 2 Institutes and Centres	24
2013	Shanghai	Sino-French Seminar on Rural Cultural Heritage: Protection, Transmission and Development of Community	80
	Shanghai	4 th 4C5M Studio Conference: City Development, Preservation and Hospitality	40
	Shanghai	International Conference on Sustainable Building Restoration and Revitalisation	60
	Suzhou	World Heritage Youth Education Joint Conference and World Heritage Forum	60
2012	Suzhou	World Heritage Youth Education Joint Conference and World Heritage Forum	150
	Shanghai	International Conference on ‘Human Resources Development for the Transmission of Traditional Skills: Building Decoration with a Focus around Painting and Colouring’	30
	Shanghai	International Conference on Historic Urban Landscapes	40
2011	Suzhou	World Heritage Youth Education Joint Conference and World Heritage Forum	120
	Shanghai	International Symposium on Human Resources Development of the Transmission of Traditional Skills: National Approaches and their Application to Stone and Brick	30
2010	Suzhou	World Heritage Youth Education Joint Conference and World Heritage Forum	70
	Shanghai	Symposium on “Cities and Cultural Heritage: Innovative Technology Improves the Transmission of Cultural Heritage”	50
	Beijing	International Symposium on “Urban China 2030 — Heritage, Identity and Urban Sustainability”	30

Year	Coordinating Entity	Name of Conference	# attending
2009	Suzhou	World Heritage Youth Education Joint Conference and World Heritage Forum	40
	Shanghai	International Symposium on the Post-disaster Reconstruction of Dujiangyan	40
2008	Beijing	International Symposium on “Interpretation of Human Heritage - Sharing and Dissemination”	50
2007	Shanghai	International Symposium on the Organization and Operation of The World Heritage Institute of Training and Research for the Asia and the Pacific Region	45

Overview of Training 2008 – 2014

Year	Coordinating Entity	Name of Training	# attending
2014	Shanghai	Training on Heritage Impact Assessments	planned
	Suzhou	Advanced Course on Conservation and Restoration Techniques of Traditional Architecture for The Asia-Pacific Region	
	Shanghai	International Symposium & Training Course on the Historic Urban Landscape (HUL)	
2013	Suzhou	Advanced course on Conservation and Restoration Techniques of Traditional Architecture in the Asia-Pacific Region	22
	Shanghai	SAARC Workshop on World Heritage Sites in South Asia	20
2012	Shanghai	The 3 rd Session of Conservation and Development of Historic Cities and Towns	16
	Shanghai	The 1 st Session of International Training on Heritage Impact Assessments	17
	Shanghai	Regional World Heritage Workshop for Asia	17
	Shanghai	Sino-French Cultural Heritage Management Workshop on “Conservation and Management for Cultural Heritage and Rural Heritage Tourism”	20
2011	Suzhou	Advanced course on Conservation and Restoration Techniques of Traditional Architecture in the Asia-Pacific Region	22
	Suzhou	Training Course on World Heritage Education for Teachers	48
	Beijing	National Field Archaeology New Guide Training Programme for Field Directors in China	200
2010	Shanghai	The 2 nd Session of International Training Course on Management Planning for Cultural Heritage	16
	Suzhou	Advanced course on Conservation and Restoration Techniques of Traditional Architecture in the Asia-Pacific Region	35
	Shanghai	The 2 nd Session of Conservation and Development of Historic Cities and Towns	17
	Beijing	National Field Archaeology New Guide Training	200

Year	Coordinating Entity	Name of Training	# attending
		Programme for Field Directors in China	
	Shanghai	Sino-French Cultural Heritage Management Workshop on “Urban Heritage Conservation in France and Germany”	12
2009	Suzhou	Advanced course on Conservation and Restoration Techniques of Traditional Architecture in the Asia-Pacific Region	40
	Shanghai	The 1 st Session of Conservation Plan of Urban Cultural Heritage	16
	Shanghai	Workshop on Restoration Technology in Modern Historic Buildings: Sino-German Theory, Process and Practice	34
	Beijing	Conservation and Management Workshop at Jiu Zhai Gou	-
	Beijing	National Field Archaeology New Guide Training Programme for Field Directors in China	200
	Beijing	Heritage Training Course for Students of Xinjiang Region	
	Shanghai	Sino-French Cultural Heritage Management Workshop on “Post-earthquake Reconstruction and Rural Tourism Development”	14
2008	Shanghai	The 1 st Session of International Training Course on Management Planning for Cultural Heritage	19
	Beijing	National Field Archaeology New Guide Training Programme for Field Directors in China	200
	Beijing	Joint Workshop on Climate Change	-
	Beijing	Training Programme for Division Directors from Provincial Cultural Heritage Bureaus	-
	Beijing	Heritage Training Programme for the Cultural Heritage Officials of Western Region	-
	Beijing	Heritage Training on Army Officials Charge for Barrack Heritages	-

Subsequent to the report, Peking University provided information that a total of 12 training courses at or above the provincial level with 890 trainees, of which 623 participated in a two-week training class on “Regulations of Archaeological Field Works”, were conducted during 2008-2013. This information has not been verified as to whether they are WHITR-AP or Peking University activities.

ANNEX E: LIST OF RESEARCH PROJECTS

Year	Coordinating Entity	Research Project
2014	Shanghai	<p>Research on Preserving Classical Gardens of Suzhou This joint project with the Beijing and Suzhou has focused on techniques for restoring the canal system in the Tongli gardens in Suzhou.</p>
2013	Beijing	<p>Collaboration on World Heritage and Scenic area research with South Korea No additional information</p>
	Shanghai	<p>Protective Renewal Practice of West Street Historic District in Dujiangyan City The protective renewal project of West Street was carried out in the context of post-disaster reconstruction after "5.12" earthquake, with cooperation between the local government, residents and planners. It's an innovative attempt to balance the reconstruction policy and residents' interests, the implementation mode and protection requirements.⁹</p>
	Shanghai	<p>Macao Historic Urban Landscape Conservation Research Investigates Macao's historic landscape resources and the challenges in conservation currently being faced; the project will start with and focus on the Historic Centre of Macao, which was inscribed on the World Heritage List in 2005. It will review cutting-edge international ideas about historic urban landscape conservation on how to reasonably guide the modernization needs of historic areas while establishing a comprehensive system of conservation measures and ensuring the conservation and permanence of World Cultural Heritage in Macao.¹⁰</p>
	Shanghai	<p>Conservation plan of Historical and Cultural City of Yangzhou Provides a historical overview of the results of planning since 1982.¹¹</p>
2012	Shanghai	<p>Research on Historic Urban Landscapes Historic Urban Landscapes is a research program initiated by Tongji University and WHITR-AP in light of the content and spirit of UNESCO Recommendation on the Historic Urban Landscape (General Conference Resolution 36 C/41) adopted in November 2011, at UNESCO's General Conference. How to integrate historic urban landscapes into urban and spatial planning in the modern dynamic social and economic environment of China is the main task of the</p>

⁹ <http://www.whitr-ap.org/index.php?classid=1489&newsid=2304&t=show>

¹⁰ <http://www.whitr-ap.org/index.php?classid=1489&newsid=2300&t=show>

¹¹ <http://www.whitr-ap.org/index.php?classid=1489&newsid=2293&t=show>

Year	Coordinating Entity	Research Project
		program. Meanwhile, it is also aimed at enhancing co-operation with other domestic and Asia-Pacific cities to promote the practice and development of research in the region.
	Shanghai	<p>Capacity Building Strategy and Associated Programmes for Asia and the Pacific</p> <p>The Strategy is built upon a comprehensive understanding of current status and prior demands on heritage conservation and development, identified in the Periodic Reporting, Statement of Conservation reports, as well as by complementary questionnaires. The development of the strategy employs a participatory approach through intensive consultation with heritage practitioners, capacity building providers, the World Heritage Centre, Advisory Bodies, and regional experts. It aims to strengthen the capacities of key actors related to World Heritage conservation and development through synergizing regional resources.¹²</p>
	Suzhou	<p>Research Report on Thirty Years' Conservation of Old Suzhou City</p> <p>By December 2012, it had been thirty years since the old town of Suzhou was listed in the First Batch of Famous Historical and Cultural Cities by the State Council. The three administrative districts were merged into Gusu District and thus became the unique Protection Area of the Famous Historical and Cultural City of Suzhou approved by the Ministry of Housing and Urban-rural Development of China. It will not only benefit Suzhou but also provide reference to the whole nation if we could comb through the process of old town Suzhou ' s conservation, and conclude the experience and lessons learnt in the past 30 years. Therefore, based on the first-round of comprehensive investigation, the WHITRAP Traditional Architecture Union started in March, 2013 the complicated analyses and studies with the major focus on Old Town Suzhou ' s Conservation and Regeneration On the Path of Modernization Progress. After 4 months' efforts, a 16,000-word investigation report was completed in July. This report concluded the achievements in five parts and experience in six aspects, pointed out five problems of future concern and gave six suggestions for future conservation work.</p>
2011	Shanghai	<p>Fujian Tulou Conservation Planning, China</p> <p>The Conservation Planning takes into comprehensive consideration the rules in the Law on Cultural Relics Protection, the Operation Guide of</p>

¹² <http://www.whitr-ap.org/index.php?classid=1489&newsid=2271&t=show>

Year	Coordinating Entity	Research Project
		<p>the Convention Concerning the Protection of the World Cultural and Natural Heritage, and the Administrative Measures for the Protection of World Culture Heritage. According to the space pattern features and landform conditions of the old villages, the protection regionalization and Technical regulations for its management are formulate. The Plan follows the Authenticity principle of cultural heritage conservation, and strives to maintain the integrity of the landscape of Tulou Community. Through architectural preservation, environmental protection, and infrastructure modernization, it promotes the adapting of Tulou buildings to modern life style, realizes the goal of actively protecting historical environment, and strengthens the sustainability of the development of Tulou community.¹³</p>
	Shanghai	<p>Introduction to the Guizhou Cultural and Natural Heritage Protection and Development Project Major work is as follows: Component 1: Ethnic Minority Cultural Heritage Protection (US\$44.62 million), covering 17 minority villages and 4 historic towns in Qiandongnan and Qianxinan Prefectures. Component 2: Natural Heritage and Scenic Site Protection and Development (US\$21.35 million), consisting the carrying out of physical investments to improve infrastructure and tourism facilities in: (a) Guanling National Geo-Park in Anshun Municipality; (b) Dingxiao National Geo-Park in Qianxinan Prefecture; (c) Wanfenglin National Scenic Park in Qianxinan Prefecture; and (d) Shanmu River Scenic Park in Qiandongnan Prefecture. Component 3: Tourism Gateway Town Facilities Development (US\$16.34 million), consisting the following: (a) construction of tourist information centers in selected counties in Qiandongnan Prefecture; (b) construction of the Guizhou Cultural and Natural Heritage Protection and Development Center in Guiyang. (c) Tourism promotion and training in Qiandongnan Prefecture. Component 4: Capacity Building and Project Implementation Support (US\$1.81 million), consisting the following: (a) strengthening of institutional capacity and capability; (b) strengthening of capacity and capability in the tourism sector; (c) reviewing and updating of the Guizhou Tourism Development Master Plan to align its strategies to current circumstances. This project also included a series of trainings that were developed on the topic of the general conception of heritage, the catalog and protection of the village heritage and the community work, with the</p>

¹³ <http://www.whitr-ap.org/index.php?classid=1489&newsid=2048&t=show>

Year	Coordinating Entity	Research Project
		target audience of officials in PMO, Prefectural Office and community coordinators. ¹⁴
	Suzhou	Practice and Exploration of Traditional Architecture's Conservation and Application in Suzhou
2010	Suzhou	Report on Lingering Garden Quxi Pavilion Maintenance and Monitoring In 2010, the Maintenance Project of Lingering Garden Quxi Pavilion passed the acceptance after half-a-year's working. The principle of the maintenance of this time is "Original materials, original technique, Original colours and original style". WHITRAP Suzhou Centre used a 3D laser scanner in the whole process for the systematic detection. Photography and recording were also applied for collecting the graphics and documents. The work helped to build up the monitoring sample of the heritage buildings maintenance. Meanwhile, the staff also finished the periodic Reports on the World Heritage - Classical Gardens of Suzhou.
2009	Shanghai	Development Strategy and Master Planning for Ping Yao Ancient Town No additional information
	Shanghai	Conservation Planning for Lijiang Ancient Town No additional information
	Shanghai	Strategic Planning for the Development of Lijiang City No additional information
	Shanghai	Conservation and Renovation Planning for the Kong Family Mansion and Minggu City in Qufu No additional information
	Shanghai	Conservation Planning for Leshan Giant Buddha and Surrounding Historic Cities No additional information
	Shanghai	Post-earthquake Evaluation on World Cultural Heritage Site Mount Qingcheng and Dujiangyan Irrigation System This research focused on the following aspects: Analysis on the Outstanding Universal Values of World Heritage Mt. Qingcheng and Dujiangyan, Disaster Damage Evaluation on the site, Loss in Value — the Earthquake's Impact on the Outstanding Universal Values of the World Heritage, Post-disaster Management and Conservation Status of the site, Action Plan for Post-earthquake Conservation of the site. ¹⁵
	Shanghai	Management Plan of Ancient City of Pingyao The following topics were discussed in depth: the management

¹⁴ <http://www.whitr-ap.org/index.php?classid=1489&newsid=2040&t=show>

¹⁵ <http://www.whitr-ap.org/index.php?classid=1489&newsid=1705&t=show>

Year	Coordinating Entity	Research Project
		mechanism, new construction projects, sustainable tourism, fund-raising and fund allocation, inventory of the historic monuments, establishment and management of archives, risk management, daily monitor, human resources, community management, and conservation of intangible heritage. ¹⁶
2008	Shanghai	<p>Tai’An Old Town Post-Disaster Reconstruction Guideline, Dujiangyan</p> <p>The research aims to ‘re-construct the hometown, improve the physical functions, and beautify the landscape’. It discussed the possibility of improving the general function, traffic network and infrastructure of the town, and advocates to organize self-reconstruction by the local residents under the reasonable planning guidelines to the restoration and reconstruction of all the 87 damaged houses at town. It also discusses the topic on how to integrate the local traditional architectural styles into the post-disaster reconstruction process, and helps to define four different building categories: a. Those that own the traditional architectural features and need to be renovated; b. Those for which both the overall building styles as well as the details are needed to be reconstructed according to the local styles; c. Those that can be harmonized with the local styles through appropriate decoration in the renovation or reconstruction process; d. Those new buildings with the traditional cultural sense through new design ideas. According to the above categories, the local residents could renovate or rebuild their homes and contribute to the conservation of the local architectural character.¹⁷</p>

¹⁶ <http://www.whitr-ap.org/index.php?classid=1489&newsid=1704&t=show>

¹⁷ <http://www.whitr-ap.org/index.php?classid=1489&newsid=1696&t=show>