

SECOND CYCLE OF PERIODIC REPORTING IN EUROPE

Sub-Regional Consultation Sessions

Western Europe

2 December 2014 – Fortress of Suomenlinna, Helsinki

This document provides background information for the Sub-Regional Consultation Sessions, for which the following objectives have been set:

Session 1:

- Review the First Cycle PR Sub-Regional Recommended Actions.
- Discuss the Second Cycle PR Priority Actions for the sub-region.

Session 2:

- Presentation of the Outcomes of the Desk Studies for Capacity-Building per sub-region (by the authors of the studies).
- Discuss priority capacity-building activities for the sub-region in the overall framework of the World Heritage Capacity-Building Strategy (2011).

Please note that the conclusions of sub-regional Background Desk Studies for Capacity Building were devised by consultants, and do not necessarily reflect the views of UNESCO or the World Heritage Centre.

FIRST CYCLE: RECOMMENDATIONS ON THE BASIS OF THE 4 C (2006)

| Objectives | Responsibility | | | | | Comments |
|---|---|-----|-----------------|----------------|-------------------------|----------|
| | WH COM | WHC | Advisory Bodies | States Parties | Site Manag ^r | |
| Strategic Objective: Strengthen the Credibility of the World Heritage List | | | | | | |
| | Strengthen the understanding of World Heritage conservation in the European Region by clarifying concepts, in particular those of 'outstanding universal value', World Heritage criteria, and authenticity and integrity, through training and capacity building in particular for States Parties and site managers | X | X | X | X | |
| | Promote discussions through meetings and workshops on the implementation of the <i>World Heritage Convention</i> and on its concepts at all levels in the sub-region. | | X | | X | X |

| Objectives | Responsibility | | | | | Comments |
|--|----------------|-----|-----------------|----------------|-------------------------|----------|
| | WH COM | WHC | Advisory Bodies | States Parties | Site Manag ^r | |
| Encourage the development of transnational sites as a tool of international cooperation | X | X | | X | | |
| Encourage all State Parties to consider linking inscribed World Heritage Properties of similar type (ex. churches, palaces, Classical sites etc.) on a national and international level through the preparation of transboundary/transnational agreements, requesting clarification on the process of joining existing sites when the Cairns Suzhou decision is reviewed in 2007 | X | X | | X | | |
| Disseminate best practice nominations as models and assist in documentation and information collection for better prepared nominations | | X | X | | | |
| Strategic Objective: Ensure the Effective Conservation of World Heritage Properties | | | | | | |
| Further disseminate the Berlin Appeal and follow-up on the cooperation with European institutions | | X | | | | |
| Strengthen collaboration among national and regional authorities as well as natural and cultural heritage agencies in order to encourage the development of integrated policy | | X | | X | | |
| Analyse management frameworks in the sub-regional context and provide assistance for the development of model management systems | | X | X | X | X | |
| Promote the updating of heritage legislation to reflect current approaches to buffer zones, landscape conservation, the integration of cultural and natural heritage and the concepts of integrity and authenticity. Develop and expand guidance on the Vienna Memorandum and other documents through specific regional workshops emphasising management of World Heritage properties in their broader landscape context | | X | | X | | |
| Strengthen cooperation between natural and cultural heritage agencies and ensure coordination between the local and national levels | | | X | X | | |
| Integrate World Heritage management into the wider regional, social and policy context at all levels | | | | X | | |
| Ensure a systematic approach to public and local involvement in heritage management and preservation | | | | X | X | |
| Assist in the development of management systems adapted to transboundary and transnational/serial properties | | X | X | | | |
| Promote best practice through World Heritage site partnerships and twinning arrangements, particularly between Eastern and Western European countries and by thematic groups | | X | X | X | X | |
| Provide training for project proposal preparation and funding applications in several sub-regions | | X | X | | | |

| Objectives | Responsibility | | | | | Comments |
|---|---|-----|-----------------|----------------|-------------------------|----------|
| | WH COM | WHC | Advisory Bodies | States Parties | Site Manag ^r | |
| Strategic Objective: Promote the Development of Effective Capacity Building in the States Parties | | | | | | |
| | Facilitate training in the basic concepts of the <i>World Heritage Convention</i> , such as 'outstanding universal value' and Statement of Significance, and on World Heritage-related topics. | | X | X | X | |
| | Develop strategies and programmes for capacity building in the sub-region based on the results of the Periodic Report with the help of IUCN, ICOMOS and ICCROM | | X | X | | |
| | Provide the States Parties with manuals, promotion material, best practices, and develop a tool-kit for site managers | | X | X | | |
| | Ensure coordinated approaches to funding sources and encourage further acquaintance with funding institutions, including European Union institutions, and access to resources | | X | | X | |
| | Based on a common strategic plan/programme, initiate short and long-term activities to enhance cooperation on World Heritage issues in the sub-region at the bilateral or multilateral levels by sharing expertise and developing partnerships | | X | | X | |
| | Develop national and/or international research frameworks for World Heritage issues | | X | | X | |
| Strategic Objective: Increase Public Awareness, Involvement and Support for World Heritage through Communication | | | | | | |
| | Develop strategies for information, awareness-building and education, based on identified needs in sub-regions in collaboration with the Advisory Bodies | | X | X | X | |
| | Develop models and standards for information material | | X | X | | |
| | Support community participation in heritage preservation and management | | | | X | X |
| | Raise awareness of World Heritage at all levels of society including site managers and local communities (e.g. education, conscious media policy) | | | | X | X |
| | Identify and disseminate best practice (e.g. Tentative Lists, nominations, management planning, serial/transnational sites) | | X | X | X | |
| | Ensure that complete documentation is provided in reply to the retrospective inventory paralleling the European Periodic Reporting and consider submitting the follow-up actions to Circular Letter of 23 January 2006 (names changes, boundary and buffer-zone revisions, criteria changes etc.) in a timely manner, at the latest by 2008 | | | | X | |
| | Encourage the development of baseline data within States Parties and ensure effective feedback between the World Heritage Centre and the | | X | | X | |

| Objectives | Responsibility | | | | | Comments |
|------------|--|-----|-----------------|----------------|-------------------------|----------|
| | WH COM | WHC | Advisory Bodies | States Parties | Site Manag ^r | |
| | responsible authorities | | | | | |
| | Develop preventive and proactive approaches (including updating of techniques and cross-sectoral approaches to risk management) to conservation by all stakeholders involved and integrate them into management planning | | X | X | X | X |
| | Encourage responsible approaches to tourism in and around World Heritage sites and encourage the use of effective tools and tourism planning models as well as of codes of conducts | | X | | X | X |
| | Ensure effective management of World Heritage properties and regularly monitor their conditions | | | | X | X |
| | Ensure that properties are adequately staffed according to site specific needs | | | | X | X |
| | Disseminate the final synthesis reports and decision by the Committee to all States Parties for transmission to national institutions, site managers and other stakeholders | | X | | X | |

Comments section: Please rate each item of the First Cycle Action Plan as follows:

- **A:** Achieved
- **N:** Not Achieved
- **O:** Ongoing Process
- **R:** Relevant
- **NR:** Not Relevant

EXCERPT FROM THE BACKGROUND DESK STUDY “SUBREGIONAL CAPACITY BUILDING STRATEGY FOR WESTERN EUROPE”

Author: Christopher Young

| Suggested high-level goals/ actions for Western Europe sub-region Capacity Building Strategy (taken from World Heritage Capacity Building Strategy) | | | | | |
|--|--|--|------------------|-------------------|--|
| SP: State Party; WHC: World Heritage Centre | | | | | |
| Goal from World Heritage Capacity-Building Strategy | Action from World Heritage Capacity-Building Strategy | Priority: High Medium Low | Lead Body | Support | Specific action for Western Europe sub-region (+ relevant comments at this stage) |
| Credibility | | | | | |
| 1. The Convention is understood and achieves overall positive benefit to conservation while avoiding negative impacts | 1.1 Creation of specific training and communication tools and opportunities to explain the key concepts and processes of the World Heritage Convention effectively and consistently, to ensure that all States Parties and all actors in the Convention, including local communities, appreciate and are able to make the most effective and sustainable use of the Convention to support cultural and natural heritage conservation | H | ICCROM/ IUCN | SP, Sites, WHC | Development of these tools will need to consider particularly how the target audiences are engaged in the first place |
| | 1.3 Issues related to the World Heritage Convention are included within degree programmes and long vocational courses to ensure that professionals being trained have a better basic awareness of the World Heritage Convention and its strengths and weaknesses | L | ICCROM/ IUCN | SP | Very relevant because WE contains two of the major courses on World Heritage as well as many heritage management courses which cover World Heritage. Universities are developing such courses anyhow |

| Suggested high-level goals/ actions for Western Europe sub-region Capacity Building Strategy (taken from World Heritage Capacity Building Strategy) | | | | | |
|---|---|--|------------------|----------------|--|
| SP: State Party; WHC: World Heritage Centre | | | | | |
| Goal from World Heritage Capacity-Building Strategy | Action from World Heritage Capacity-Building Strategy | Priority: High Medium Low | Lead Body | Support | Specific action for Western Europe sub-region (+ relevant comments at this stage) |
| 2. A more balanced World Heritage List is achieved, and fewer nominations suffer serious problems following their submission | | L | SP | | Need to consider what sub-regional actions, if any might be appropriate. None of the specific actions in C-B Strategy are particularly applicable to players within the sub-region |
| Conservation | | | | | |
| 3. National Institutions are effective in the identification, conservation and presentation of the cultural and natural heritage | 3.2 National strategies for institutional and professional capacity strengthening are developed and put in place, in response to needs identified in the first and second cycles of periodic reporting. | H | SP | ICCROM/IUCN | Best done within overall national approaches to cultural and natural heritage |
| | 3.3 Training materials and activities are developed and implemented to increase the capacity of national institutions to improve conservation and management of the heritage | M | SP | ICCROM/IUCN | Best done within overall national approaches to cultural and natural heritage |
| | 3.4 Focused mid career training is provided to support professional development of nature and culture professionals within national heritage institutions, including ministries, | M | SP | ICCROM/IUCN | Best done within overall national approaches to cultural and natural heritage |

| Suggested high-level goals/ actions for Western Europe sub-region Capacity Building Strategy (taken from World Heritage Capacity Building Strategy) | | | | | |
|--|---|--|------------------|---------------------------------|--|
| SP: State Party; WHC: World Heritage Centre | | | | | |
| Goal from World Heritage Capacity-Building Strategy | Action from World Heritage Capacity-Building Strategy | Priority: High Medium Low | Lead Body | Support | Specific action for Western Europe sub-region (+ relevant comments at this stage) |
| | government agencies and NGOs. | | | | |
| | 3.5 Nature focal points are identified within States Parties during the Periodic Reporting exercise as a key under-recognized audience for World Heritage capacity building | H | SP | IUCN | |
| | 3.6 Effective management and conservation tools are developed for use at the national level, including: a) systems for assessment of developments and projects in terms of their impacts on natural and cultural heritage (EIA for example), b) integrated national and property level planning related to disaster risk reduction for heritage | H | SP | ICOMOS/ ICCROM/ IUCN/ WHC | Best done within overall national approaches to cultural and natural heritage |
| | 3.7 Focused training is provided for key stakeholders in the tourism industry and other sectors which impact on the protection of World Heritage (both public and private) on appropriate conservation and sustainable development needs in relation to their specific sectors at World Heritage Sites (and potential World Heritage Sites). | M | SP | ICOMOS/ ICCROM/ IUCN/ WHC | |
| 4. Effective sustainable management and | 4.3 Training on management of World Heritage properties is developed and implemented to strengthen planning and | H | SP | ICOMOS/ ICCROM/ | |

| Suggested high-level goals/ actions for Western Europe sub-region Capacity Building Strategy (taken from World Heritage Capacity Building Strategy) | | | | | |
|---|--|--|------------------|---------------------------------|---|
| SP: State Party; WHC: World Heritage Centre | | | | | |
| Goal from World Heritage Capacity-Building Strategy | Action from World Heritage Capacity-Building Strategy | Priority: High Medium Low | Lead Body | Support | Specific action for Western Europe sub-region (+ relevant comments at this stage) |
| conservation of World Heritage occurs, taking into account the dynamics of specific local contexts and settings within the larger framework of global WH processes. | management skills including methodologies and tools for assessment of Management Effectiveness linked to clear indicators. | | | IUCN/ WHC | |
| | 4.5 Training on disaster risk management at World Heritage properties is developed and implemented to strengthen planning and response to both natural and man-made disasters. | H | SP | ICOMOS/ ICCROM/ IUCN/ WHC | |
| | 4.6 A network of up to 20 classroom sites are identified within the World Heritage List, with appropriate balance of regions and site types, to provide venues for in-field training using models of good practice in site management. | L | WHC | SP | Is this something which WE properties might be well-placed to provide? Should this involve National Commission also? |
| | 4.9 Mechanisms are developed to respond in a timely manner to help States Parties address issues arising from the State of Conservation process and other relevant Committee decisions. | L | | | It is not mechanisms that are needed but commitment to conservation from decision-takers |
| | | | | | |
| 5. Skills for conservation of cultural and | 5.2 Training activities are designed and implemented to improve identified areas of skills shortages, or emerging needs for | M | SP | ICCROM/ IUCN | Probably best done as part of overall training for |

| Suggested high-level goals/ actions for Western Europe sub-region Capacity Building Strategy (taken from World Heritage Capacity Building Strategy) | | | | | |
|--|---|--|------------------|---------------------------------|---|
| SP: State Party; WHC: World Heritage Centre | | | | | |
| Goal from World Heritage Capacity-Building Strategy | Action from World Heritage Capacity-Building Strategy | Priority: High Medium Low | Lead Body | Support | Specific action for Western Europe sub-region (+ relevant comments at this stage) |
| natural heritage | skills to face new challenges. | | | | conservation not specifically for World Heritage |
| | 5.3 Networks of expertise are strengthened to bring together conservation practitioners and community groups to both promote mutual learning, and also better identify future capacity building needs. | M | SP | Properties | This is as much about getting commitment from communities and decision-takers as about professional training |
| | | | | | |
| 6. The availability of funding and other resources to meet conservation needs in World Heritage Sites is significantly enhanced | 6.1 A network of partners at the site level (site managers and others involved at the site) is created to work together to support priority conservation needs at properties, identified through all management effectiveness and monitoring processes. | H | Property | SP | |
| | 6.3 Tools are developed to enhance the ability of States Parties and site managers to request and secure extra-budgetary funding from a variety of sources. | M | SP | WHC | This could be targeted specifically at making the best possible use of EU funds and could use existing training resources in this area in each SP |
| Community | | | | | |
| 7. Greater mutual benefits to communities and their heritage results | 7.1 Targeted research on benefits and best practices for the integration of World Heritage conservation and sustainable development goals for communities is | M | SP | ICOMOS/ ICCROM/ IUCN/ WHC | ? this would be best developed by SPs as a sub-regional project using EU funding if possible |

| Suggested high-level goals/ actions for Western Europe sub-region Capacity Building Strategy (taken from World Heritage Capacity Building Strategy) | | | | | |
|--|---|--|------------------|---------------------------------|--|
| SP: State Party; WHC: World Heritage Centre | | | | | |
| Goal from World Heritage Capacity-Building Strategy | Action from World Heritage Capacity-Building Strategy | Priority: High Medium Low | Lead Body | Support | Specific action for Western Europe sub-region (+ relevant comments at this stage) |
| through sustainable development associated with World Heritage Properties | undertaken to provide examples and case studies of successful practice for use throughout the World Heritage system. | | | | |
| | 7.2 Training and capacity building activities are designed and implemented for national and local institutions, World Heritage site managers, and other stakeholders to integrate heritage conservation and development goals in related sectors (nature, culture, tourism, and development). | M | SP | ICOMOS/ ICCROM/ IUCN/ WHC | See comment on 7.1 |
| | 7.3 Research and best practices in sustainable tourism, including those which are based on participatory processes, are undertaken to encourage the tourism sector to contribute in a positive way to the protection of World Heritage properties and the development of communities. | M | SP | ICOMOS/ ICCROM/ IUCN/ WHC | See comment on 7.1 |
| | 7.4 Networks of World Heritage properties are created at the national level, and where appropriate among neighboring countries, in order to enhance the capacity of these properties to contribute to development activities at national and regional scales | L | SP | Properties | See comment on 7.1 |

| Suggested high-level goals/ actions for Western Europe sub-region Capacity Building Strategy (taken from World Heritage Capacity Building Strategy) | | | | | |
|--|---|--|----------------------|--------------------|--|
| SP: State Party; WHC: World Heritage Centre | | | | | |
| Goal from World Heritage Capacity-Building Strategy | Action from World Heritage Capacity-Building Strategy | Priority: High Medium Low | Lead Body | Support | Specific action for Western Europe sub-region (+ relevant comments at this stage) |
| 8. Greater and inclusive participation of local communities in heritage conservation, presentation and associated development | 8.1 Research on effective approaches for community engagement and participation including lessons learned within World Heritage properties is undertaken as a basis for identifying successful examples to be used for capacity building and learning between properties. | H | SP | Properties/ WHC | This would have to be done at state or property level but there would need to be a strong sub-regional network to exchange and transmit the results. |
| | 8.3 Local communities, and other stakeholders, working with site managers, are encouraged to actively participate in the protection and presentation of World Heritage properties. | H | SP | Properties | |
| Community | | | | | |
| 9. Increased awareness of the need for and benefits from heritage conservation and the contribution of the World Heritage Convention to achieving this. | 9.1 Tools will be designed and made available to strengthen the capacity of States Parties and World Heritage site managers to present World Heritage on site and at a more general level, supported by effective and appropriate guidance on the use of the World Heritage Emblem and brand. | M | WHC | SP/ Properties | |
| | 9.2 The inclusion of the World Heritage Convention as a component of school curricula continues to be promoted, and | L | National Commissi | WHC | |

| Suggested high-level goals/ actions for Western Europe sub-region Capacity Building Strategy (taken from World Heritage Capacity Building Strategy) | | | | | |
|--|--|--|------------------|----------------|---|
| SP: State Party; WHC: World Heritage Centre | | | | | |
| Goal from World Heritage Capacity-Building Strategy | Action from World Heritage Capacity-Building Strategy | Priority: High Medium Low | Lead Body | Support | Specific action for Western Europe sub-region (+ relevant comments at this stage) |
| | facilitated by an active programme of communication and preparation and dissemination of resources on World Heritage for schools via the programmes of UNESCO and via curricula development on national levels. | | ons | | |
| Capacity Building: Enhancing the System | | | | | |
| | 10.7 Regional strategies and programmes for each region are put in place (including sub-regional, and national approaches where appropriate) to strategically plan and implement capacity building. These plans are based on the results of periodic reporting exercises, and other regional needs assessments and programmes concerning cultural and natural heritage as appropriate, integrating the efforts of ICCROM, IUCN, ICOMOS, the World Heritage Centre, Regionally focused category 2 centres and relevant regional bodies. | | | | This is one of the objectives of our discussions at Helsinki |
| | 10.8 Fundraising is planned and carried out to ensure that there are resources to enable the implementation of the capacity building strategy. Sources of funds could include increased contributions to capacity building from | | | | In Western Europe, this is going to come down primarily to funding by states parties and possible by the EU |

| Suggested high-level goals/ actions for Western Europe sub-region Capacity Building Strategy (taken from World Heritage Capacity Building Strategy) | | | | | |
|--|---|--|------------------|----------------|--|
| SP: State Party; WHC: World Heritage Centre | | | | | |
| Goal from World Heritage Capacity-Building Strategy | Action from World Heritage Capacity-Building Strategy | Priority: High Medium Low | Lead Body | Support | Specific action for Western Europe sub-region (+ relevant comments at this stage) |
| | the World Heritage Fund, and extrabudgetary funding by States Parties to the Convention, and new external partners. | | | | |

ANNEX I

**Sub-regional Capacity Building Strategy for Western
Europe**

**Background Desk Study for UNESCO World Heritage
Centre**

Christopher Young
November 2014

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1 **Scope of report**

The writer was commissioned to undertake a background desk study of State of Conservation reports since the first cycle of Periodic Reporting, the Section 1 and 2 periodic reports of the Second Cycle for Western Europe, completed in July 2013, and of nomination decisions by the World Heritage Committee, as the basis for making outline recommendations for a sub-regional capacity-building strategy for Western Europe. An interim report for discussion and comment was prepared for presentation to a side meeting of European focal points during the 38th session of the World Heritage Committee in Doha in June 2014. This draft included recommendations for priorities and actions for Capacity Building in Western Europe. This current draft takes account of discussion at that meeting and provides an outline of a sub-regional capacity building strategy for Western Europe. This will be discussed at the meeting of European focal points in Helsinki on 1 – 2 December, 2014.

This report covers nine out of ten countries in the Western European sub-region which completed the second cycle Periodic Reports. Those countries are:

| | | |
|---------|-------------|-------------------|
| Austria | Ireland | United Kingdom of |
| Belgium | Luxembourg | Great Britain and |
| France | Netherlands | Northern Ireland |
| Germany | Switzerland | |

The report reviews the overall context for capacity building within the World Heritage Convention and the outcomes of the recommendations and findings from the first cycle of Periodic Reporting, completed in 2006. It then examines needs identified in State of Conservation reports from 2006 to 2014, in nomination decisions over the same period, and in states parties' responses in Sections I and II of the Second Cycle Periodic Report, completed for Western Europe in July 2013. It makes recommendations for a strategy for capacity building for the sub-region.

2 Capacity Building and the World Heritage Convention

Capacity Building was one of the five 'C's adopted as Strategic Objectives by the World Heritage Committee in 2002 in the Budapest Declaration:

*Promote the development of effective **Capacity-building** in States Parties*
(Operational Guidelines, para 26)

This indicates the importance attributed to Capacity Building by the World Heritage Committee. Following on from this, in 2011 the Committee adopted a World Heritage Capacity Building Strategy (WHC-11/35.COM/9B). This identifies the need for regional and sub-regional capacity building strategies to be developed as part of the Periodic Reporting process. According to the strategy, that for Europe should be launched in 2015.

The findings underpinning the strategy agreed by the Committee in 2011 were clear that isolation from other sectors continues to penalise heritage practice. Many issues arise more and more from beyond the confines of individual properties. This limits the ability of individual site managers (and indeed of national heritage agencies) to achieve effective change to overcome adverse impacts. The strategy states that the protection of heritage is a concern for a larger group of individuals and organisations than just those directly responsible for its conservation and management.

A number of key themes to be taken into account in any strategy were identified:

- Disaster risk reduction
- Sustainable tourism
- Heritage impact assessment
- Management effectiveness
- Involvement of communities, NGOs, and other stakeholders in the management process
- Strengthening legal and administrative frameworks at the national level
- Better awareness of the World Heritage Convention in the general population
- Better integration of World Heritage processes into other related planning mechanisms

In response to this analysis, the strategy proposed a paradigm shift beyond conventional training to embrace a capacity building approach. Creating and strengthening the capacities of the institutions and networks linking the heritage sector to wider communities (including decision takers) is as much a priority as the training of individuals. A second shift should be creation of opportunities for integrating approaches to cultural and natural heritage.

The strategy defined capacity building as follows:

Capacity building for the effective management of World Heritage properties will:

- *strengthen the knowledge, abilities, skills and behaviour of people with direct responsibilities for heritage conservation and management,*
- *improve institutional structures and processes through empowering decision-makers and policy-makers,*
- *and introduce a more dynamic relationship between heritage and its context and, in turn, greater reciprocal benefits by a more inclusive approach,*

such that missions and goals are met in a sustainable way.

Target audiences were identified as practitioners, institutions, and communities and networks. To these should perhaps be added 'decision takers' as a key group within institutions and communities. The strategy adopted a mission statement and vision, providing the context for any capacity building strategy for Western Europe:

Mission Statement:

The purpose of this strategy is to provide a framework which favors the development of effective actions and programmes to strengthen or develop capacities of practitioners, institutions, communities and networks for the conservation and management of World Heritage by:

- *informing the policies and decisions by the World Heritage Committee in the area of capacity building;*
- *orienting State Parties and other actors in the World Heritage system in planning, implementing and monitoring capacity building policies and programmes;*
- *constituting a reference for the wider conservation community and acting as a catalyst for the development of wider cooperation to support capacity building activities for heritage conservation in general.*

Vision:

We envisage a world where practitioners, institutions, communities and networks are enlightened, capable and closely aligned in their work to protect World Heritage, and heritage in general, and to give it a positive role in the life of communities.

Practitioners will be able to better protect and manage World Heritage. Institutions will be capable of providing support for effective conservation and management through favorable legislation and policies, establishing a more effective administrative set-up and providing financial and human resources for heritage protection. Communities and networks will be aware of the importance of heritage and support its conservation

3 Results of First Cycle of Periodic Reporting

The majority of states parties felt that improvements in education, information and awareness building had to be made and it was reported that these countries were working on measures to remedy the situation (*Periodic Report and Action Plan Europe 2005 – 2006* 52). One weakness identified was that there was limited capacity building at institutional levels (*Periodic Report and Action Plan Europe 2005 – 2006*, 53).

At site level, gaps in staff training were reported for various areas of expertise, including such diverse fields as conservation, guard training, communication and visitor management. Some sites identified other specific training needs. Overall, it was noted that training for home-owners at site level was insufficient, although it represented a fundamental awareness-raising activity which should be developed at all sites (*Periodic Report and Action Plan Europe 2005 – 2006*, 67-8).

The overall need for more specialised training as well as institutional capacity-building was identified in all reports *Periodic Report and Action Plan Europe 2005 – 2006*,54). Promotion of effective capacity building in all states parties was identified as a strategic objective:

Capacity building at different levels is an essential step in enhancing World Heritage conservation in Europe. World Heritage concepts need to be thoroughly discussed, analysed and promoted amongst all staff involved in World Heritage conservation and management, from site level to national and international levels. Stakeholders should also be involved in conservation and management processes and made familiar with World Heritage concepts. Subregional seminars and workshops with representatives from different World Heritage sites should be organized and experts from the Advisory Bodies and other organizations invited.

There is a strong need for best practice exchange in both conservation and management. Other current training needs regard 'new' conservation fields such as site interpretation, landscape conservation, monitoring methodologies and integrated management strategies such as, for example, fund raising, urban rehabilitation, communication strategies and participatory mechanisms. The dissemination of research results and shared experiences on a sub-regional or thematic base would be useful. The UNESCO Associated School Programme, as well as other educational activities at the site level, should be reinforced.

*Loss of institutional memory is a major problem, especially when World Heritage knowledge and property information pertains to only a limited group of people. Access to all World Heritage documentation must be facilitated. (*Periodic Report and Action Plan Europe 2005 – 2006*, 78).*

Under the strategic objective of Communication, it was recognised that:

The adequate protection of World Heritage sites requires the communication of World Heritage Convention intrinsic idea and concepts to all stakeholders. Inclusive partnership approach to World Heritage should therefore be reinforced. All relevant stakeholders, especially on site level, should be updated about the results and decisions concerning the Periodic Reporting process. The lack of institutional memory and knowledge on the World Heritage process highlights the need to develop an interactive communication between all concerned. There is a need for a dissemination of successful strategies to promote dialogue with the local community, decision makers on all levels, property owners, the broad public and within educational programmes. (Periodic Report and Action Plan Europe 2005 – 2006, 79).

This clearly also falls under the definition of capacity building adopted in 2011 in the World Heritage Capacity Building Strategy.

Relevant Actions for the whole of Europe in the Action Plan included:

Conservation, management and protection of World Heritage properties

1. *Encourage broad recognition of the importance of sustainable use of World Heritage, including tourism, for the economic and social benefit of local and national communities, and encourage responsible approaches to tourism in and around World Heritage sites, using effective tools and tourism planning models as well as codes of conducts;*

Training and Capacity-building

1. *Coordinate approaches to funding sources;*
2. *Assist countries to develop further acquaintance with funding institutions and access to resources;*
3. *Provide training for project proposal preparation and funding applications in several sub-regions for training and capacity-building;*
4. *Bring together and share information on funding for World Heritage with a view to optimise the limited resources of the World Heritage Fund;*
5. *Request ICCROM and IUCN to support and advise on the implementation of training activities within the sub-regions in the framework of the Global Training Strategy;*
6. *Establish sub-regional programmes, specifically for Eastern and South-Eastern Europe, focusing on capacity-building for institutions involved in heritage management, preservation and conservation activities. Implement training and capacity-building in the sub-regions of Europe in priority for integrated management planning and monitoring in coordination with the UNESCO field offices in Venice and*

Moscow. Make best use of specific management courses at ICCROM, and best practice guidelines and tools by IUCN and implement the Global Training Strategy at national, regional and local levels. National training institutions should be closely involved and scientific and technical studies carried out in the relevant countries. Training for project proposals and development should be given priority for Eastern and South-Eastern European countries;

7. Implement and further develop the global training strategy programmes for site managers;

8. Enhance capacity-building at the institutional level as well as through specific courses and the preparation of training manuals by ICCROM/ICOMOS and IUCN.

Information, Awareness Building and Education

1. Develop strategies, including focused sub-regional projects, for information, awareness-building and education, based on identified needs in sub-regions in collaboration with the Advisory Bodies.

2. Develop models and standards for information material and World Heritage interpretational, including World Heritage site networks, publication and websites;

3. Support community participation in heritage preservation and management, and encourage the involvement of NGOs and the private sector;

6. Raise awareness of World Heritage at all levels of society including among site managers and local communities (e.g. education, conscious media policy);

7. Identify and disseminate best practice (e.g. Tentative Lists, nominations, management planning, serial/transnational sites);

8. Encourage European countries to assist with the translation of key World Heritage documents into other languages to better disseminate World Heritage information;

(Periodic Report and Action Plan Europe 2005 – 2006, selected actions taken from pp. 98-101)

Specific assessments of strengths and weaknesses were made for each sub-region, and sub-regional action plans were recommended. For Western Europe, relevant strengths in this context included the active involvement of NGO's and civil society and measures and incentives to promote information and education on heritage. Relevant weaknesses were:

- Awareness of heritage but not always a good understanding of the Convention or of World Heritage
- Need for better information regarding management plans and buffer zones
- Reorganisation of functions and loss of expertise, and division of responsibility between central and local government

Relevant recommended actions for the sub-region included the following:

Strengthen the Credibility of the World Heritage List

Strengthen the understanding of World Heritage conservation in the European region by clarifying concepts, in particular those of 'outstanding universal value', World Heritage criteria, and authenticity and integrity, through training and capacity building in particular for States Parties and site managers

Ensure the Effective Conservation of World Heritage Properties

Strengthen the understanding of World Heritage conservation in the European region by clarifying concepts, in particular those of 'outstanding universal value', World Heritage criteria, and authenticity and integrity, through training and capacity building in particular for States Parties and site managers

Promote the updating of heritage legislation to reflect current approaches to buffer zones, landscape conservation, the integration of cultural and natural heritage and the concepts of integrity and authenticity. Develop and expand guidance on the Vienna Memorandum and other documents through specific regional workshops emphasising management of World Heritage properties in their broader landscape context

Integrate World Heritage management into the wider regional, social and policy context at all levels

Ensure a systematic approach to public and local involvement in heritage management and preservation

Provide training for project proposal preparation and funding applications in several sub-regions

Promote the Development of Effective Capacity Building in the States Parties

Facilitate training in the basic concepts of the World Heritage Convention, such as 'outstanding universal value' and Statement of Significance, and on World Heritage-related topics

Develop strategies and programmes for capacity building in the sub-region based on the results of the Periodic Report with the help of IUCN, ICOMOS and ICCROM

Provide the States Parties with manuals, promotion material, best practices, and develop a tool-kit for site managers

Ensure coordinated approaches to funding sources and encourage further acquaintance with funding institutions, including European Union institutions, and access to resources

Based on a common strategic plan/programme, initiate short and long-term activities to enhance cooperation on World Heritage issues in the sub-region at the bilateral or multilateral levels by sharing expertise and developing partnerships

Develop national and/or international research frameworks for World Heritage issues

Increase Public Awareness, Involvement and Support for World Heritage through Communication

Develop strategies for information, awareness-building and education, based on identified needs in sub-regions in collaboration with the Advisory Bodies

Support community participation in heritage preservation and Management

Raise awareness of World Heritage at all levels of society including site managers and local communities (e.g. education, conscious media policy)

Identify and disseminate best practice (e.g. Tentative Lists, nominations, management planning, serial/transnational sites)

Develop preventive and proactive approaches (including updating of techniques and cross-sectoral approaches to risk management) to conservation by all stakeholders involved and integrate them into management planning

Encourage responsible approaches to tourism in and around World Heritage sites and encourage the use of effective tools and tourism planning models as well as of codes of conducts

(Periodic Report and Action Plan Europe 2005 – 2006, Table 15, pp82-84)

Follow up on all these recommended actions would fall within the definition of capacity building established in the 2011 World Heritage Capacity Building Strategy. Present needs are examined below through analysis of the Second Cycle of Periodic Reports, State of Conservation reports since the First Cycle, and the World Heritage Committee's inscription decisions over the same period. Apart from the needs so identified, it is clear that there have been significant achievements since the First Cycle.

UNESCO and the Advisory Bodies have published Resource Manuals on nomination preparation, management of cultural and natural properties and risk management. At sub-regional level, there have been regular meetings of national focal points which have included training components. Various states parties have published guidance and many hold regular meetings of site managers which include training.

Capacity building has also been a by-product of other activities such as the development of transnational nominations which have been excellent opportunities for exchange of experience and best practice. Development of retrospective Statements of Outstanding Universal Value have clearly developed understanding of the concept of Outstanding Universal Value and its application to individual properties, though more needs to be done to improve understanding of the concept

of attributes. There have been positive developments in the application of Heritage Impact Assessment.

It has to be said, though, that there has not been a consistent approach across the sub-region to capacity building. Also what training has been done has tended to focus on practitioners at various levels rather than on local communities or wider groups of stakeholders. Much remains to be done. There remains a problem in some countries in engaging positively key decision makers and some external stakeholders in World Heritage matters.

Overall, it is clear that only a few of the overall objectives have been achieved in full. There are probably several reasons for this. Firstly the number of targets set out was very large and this tends to be off-putting and to dissipate effort. Secondly, the Action Plan did not identify a lead for each action. There was also no inbuilt mechanism for monitoring and reviewing progress. These matters need to be taken into account in setting a new capacity building strategy for the sub-region.

4 Identifying needs for a capacity building strategy

The most direct view of states parties' perceptions of their capacity building needs is contained in their responses in the Second Cycle of Periodic Reporting. The questionnaire contains direct questions on needs and also on which groups have capacity building needs. It is also possible by analysing the answers to other questions to identify gaps and opportunities for capacity building.

Section I of the Periodic Report is the only source of evidence for the overall performance and capacity building needs of states parties as a whole. Section II of the Periodic Report provides information, direct or indirect, on how each state party and World Heritage property perceives its own needs for capacity building at the site level.

There are two other sources of information relating to the management of individual properties. From these information sources, it is possible to extrapolate more general definitions of capacity building needs.

World Heritage Committee decisions placing properties on the World Heritage List, or extending those already there, contain recommendations on future actions necessary to safeguard Outstanding Universal Value for those properties. These recommendations often reflect general needs as perceived by IUCN and ICOMOS, who advise the World Heritage Committee on nominations. Often, these needs reflect areas requiring capacity building.

The World Heritage Committee also takes decisions on what actions are needed to deal with problems facing World Heritage properties. It considers around 150 – 170 cases annually. States parties have input into the process once a problem is identified. The actual reports to the World Heritage Committee are prepared by the three Advisory Bodies (IUCN, ICOMOS and ICCROM) and the World Heritage Centre. Like nomination decisions, these decisions therefore tend to be the result of an external assessment.

4.1 Nomination Decisions 2006 - 2014

Since the end of the First Cycle of Periodic Reporting, the World Heritage Committee has made 36 decisions to inscribe or extend properties on the World Heritage List in Western Europe. Six of these decisions affect transnational properties (three new inscriptions, 3 extensions). The other 26 were of properties on the territory of just one state party. 23 of these were new inscriptions, and three were extensions of existing properties.

The recommendations for each property are necessarily specific to that property but, apart from very precise examples, they can be analysed as falling under the following general headings, listed below in descending order of occurrence:

| | |
|---|-------------|
| Legal systems and their implementation for protection | 15 examples |
| Management systems/ management plans | 14 |
| Monitoring | 10 |
| Presentation/ interpretation/ visitor management | 7 |
| Research needs | 4 |
| Human resources/ funding needs | 3 |
| Risk management | 3 |
| Need for improved conservation | 3 |
| Invasive species | 2 |
| Impact assessment | 1 |

These categories do not in all cases conform exactly to the factors affecting properties identified for Periodic Reporting and also adopted for State of Conservation reporting, since the recommendations are for actions that need to be taken rather than reporting on threats affecting or likely to affect the properties. The needs for action are however close enough to factors affecting the properties to be able to read across between them and identify capacity building needs.

4.2 State of Conservation Reports 2006 - 2014

Between 2006 and 2014, 176 State of Conservation reports from Western Europe were considered by the World Heritage Committee. These reports dealt with 35 out of the 135 properties in the sub-region, which were located in only six of the ten states parties in Western Europe. Indeed, 32 of the properties are in just four states parties with 37% located in one state party only. Some properties had multiple reports with one achieving eight reports in nine years and others achieving seven. These factors may have skewed the sample. The threats affecting the properties were assessed and categorised by the Advisory Bodies and the World Heritage Centre, and not by the concerned state party, which may or may not have agreed with the assessment made.

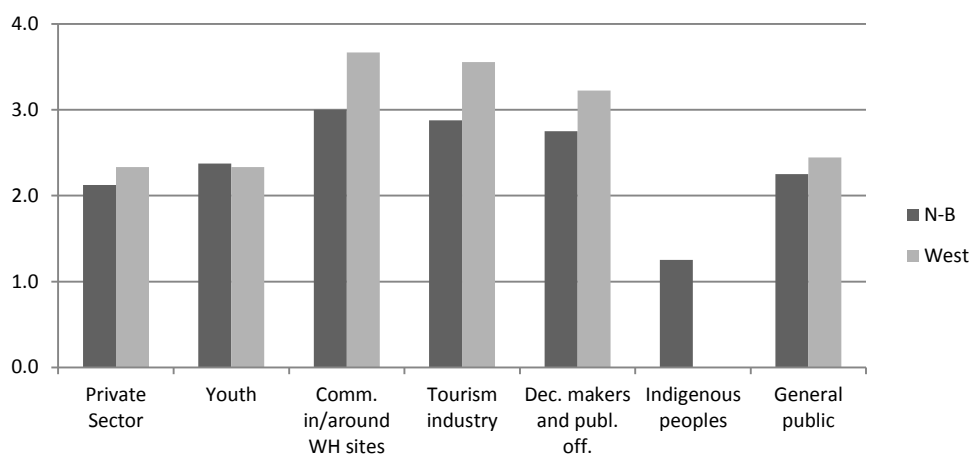
Table 1 (p. 14) shows the ten most common threats for natural and cultural sites as assessed in State of Conservation reports, and also as assessed by states parties in the Second Cycle Periodic Report. (see further below). The major contrast between the two assessments is the high profile of management systems/ management plans in the State of Conservation reports and their total absence from states parties' reports. Otherwise, the threats for cultural properties are similar in both systems. There is more discrepancy for natural properties though this may reflect the smaller sample size and also that natural sites in the State of Conservation system included several overseas territories with problems of invasive species.

4.3 Second Cycle of Periodic Reporting (2013)

The Periodic Reports from Western Europe allow capacity building needs to be assessed in two ways.

In replies to questions directly targeted at assessing training needs in Section 1 (covering states parties' activities), high priority was given to the need for training in conservation, visitor management, community outreach, education and risk preparedness. Promotion, administration and enforcement were all seen as medium priority and no areas were identified as low priority (Question 9.2). Question 9.3 asked whether the state party had a national training/educational strategy to strengthen capacity development in the field of heritage conservation, protection and presentation. Most countries had no strategy, but work was ongoing on an ad-hoc basis.

Education, information and awareness building were dealt with under question 11.2. Most countries had no strategy to raise awareness among different stakeholders but carried out some ad hoc development work. The resultant levels of awareness among different stakeholder groups were seen as being fair to good for local communities, the tourism industry and decision makers and public officials, and poor to fair for all other groups. This is not a great improvement on the results of the First Cycle of Periodic Reporting.



(taken from NWHF analysis of Section 1 Periodic Reports)

Section 2 reports, dealing with the individual properties, show a similar picture. Properties reported (Q 4.6.2) average awareness and understanding of the existence and justification for inscription of their site among local communities/residents, local authorities, visitors and the tourism industry. Awareness among local landowners and local business was less, and only a small proportion of sites said awareness in any group was excellent. Around a quarter of properties had a planned and effective education and awareness programme linked to the values and management of the World Heritage properties (Q 4.6.3). On the

other hand, properties reported quite high percentages for lack of knowledge among local communities of the boundaries of World Heritage properties and buffer zones. Comparatively low numbers of sites reported significant input by local communities into management decisions. It is clear that awareness raising in wider society, including decision takers, needs to be greatly improved at property level also, and this needs to be a target of capacity building.

Turning to factors affecting the properties, the Table 1 shows the ten most reported factors for natural/ mixed and cultural properties in the Section 2 reports from Periodic Reporting. It also shows the ten most reported factors from the 35 properties in Western Europe which were the subject of state of conservation reports from 2006 to 2014. The factors in the latter are those attributed by the World Heritage Centre and Advisory Bodies and may not have been agreed in all cases by the state party concerned. For the reasons noted above (p. 11) the sample may be skewed.

Nonetheless, it is notable that management issues figure strongly in the SOC reports and do not appear at all in the Periodic Reporting returns. Development pressures in general also figure strongly, particularly for cultural properties, as do the impacts of tourism. The differences in the results of the two processes may just reflect the nature of the properties subject to State of Conservation reporting compared to the total number of World Heritage properties in the sub-region. It is also possible that the differences reflect that Periodic Reporting is a self-reporting exercise whereas the State of Conservation process is more external to states parties and to properties.

Failures in management systems are something that can be attributed in part to failures in awareness on the part of stakeholders. In some cases excessive tourism impact may also be the result of decisions external to the property. This is also true of development-related threats which often represent failures in the decision-taking process. These are issues that may be ameliorated by more effective capacity-building, particularly among decision takers.

| Table 1: Principal factors affecting World Heritage properties in Western Europe ranked 1 to 10, descending | | | |
|--|---|---|---|
| From Second Cycle Periodic Report 2013 | | From State of Conservation reports 2006 - 2014 | |
| Natural/ Mixed (13 properties) | Cultural (122 properties) | Natural/ mixed (8 properties) | Cultural (27 properties) |
| Illegal Activities | Impacts of tourism/ visitor/ recreation | Management systems/ management plans | Housing |
| Impacts of tourism/ visitor/ recreation | Effects arising from transport infrastructure | Impacts of tourism/ visitor/ recreation | Management systems/ management plans |
| Effects arising from transport infrastructure | Ground transport infrastructure | Invasive/ alien terrestrial species | Ground transport infrastructure |
| Solid waste | Housing | Non-renewable energy facilities | Interpretation and visitor facilities |
| Erosion and siltation/ deposition | Deliberate destruction of heritage | Fire (wildfire) | Major visitor accommodation and associated infrastructure |
| Fishing/ collecting aquatic resources | Water (rain/ water table) | Fishing/ collecting aquatic resources | Renewable energy facilities |
| Invasive/ alien terrestrial species | Renewable energy facilities | Forestry/ wood production | Impacts of tourism/ visitor/ recreation |
| Major linear utilities | Commercial development | Ground transport infrastructure | Management activities |
| Major visitor accommodation and associated infrastructure | Relative humidity | Localised utilities | Commercial development |
| Air pollution | Micro-organisms | Mining | Effects arising from transport infrastructure |

5 Identification of needs for Capacity Building in Western Europe

The primary capacity building needs identified in the World Heritage Capacity Building Strategy (see p.2 above) are all reflected in the evidence from Western Europe. Of them, the most serious needs appear to be:

- Involvement of communities, NGOs, and other stakeholders in the management process
- Strengthening legal and administrative frameworks at the national level
- Better awareness of the World Heritage Convention in the general population
- Better integration of World Heritage processes into other related planning mechanisms

These needs all involve integrating conservation more effectively into the wider community and persuading decision takers that heritage needs to be taken seriously. These needs are also reflected in states parties' responses to Section I questionnaires in the Second Cycle of Periodic Reporting. Awareness raising in its broadest sense is clearly still a major need and it is notable that many states parties have no strategies in these areas, dealing with matters on an ad hoc basis.

Turning to individual properties, the primary needs identified in the Committee's inscription decisions are to do with institutional factors, particularly legal protection, and management systems (including management plans). Other significant issues are monitoring systems and the whole area of visitor management and interpretation. State of Conservation reports likewise place emphasis on the need to improve management but also highlight the impact of a whole range of development pressures.

The main emphasis in the Section II questionnaires has tended to be on the assessment of factors. These put less focus on institutional issue and much more on threats of one sort and another. Possible reasons for this are discussed in the previous chapter. The two sets of results are not in fact incompatible but reflect different foci of interest between the Centre and the advisory bodies on the one hand and site managers and states parties on the other. In fact, replies to other questions flagged up the same need for better involvement of local communities and decision takers as are identified in the World Heritage Capacity Building Strategy and the responses to the Section I questionnaires. The prevalence of adverse factors impacting on properties also demonstrates lack of awareness of the importance of heritage in general, and of World Heritage in particular, among communities and decision takers.

Overall, then the whole area of capacity building is one needing a lot more work. Many of the priorities identified in the action programme of the First Cycle are ones

that are still identified as needs. This suggests that it has not been possible to make adequate progress in the last eight years.

Identified needs from the Second Cycle and other evidence used fall into two main groups, firstly those which should be handled within the immediate management of the particular property or heritage body (ie within the core World Heritage system of those directly involved in protection and management), and secondly those where resolution can only be achieved by bringing external stakeholders such as decision takers, local or national, or local communities on board.

The first group of issues mainly requires professional training in fields such as conservation or visitor management targeted at those directly involved in management of properties. These can be identified primarily from the responses to the direct questions about training needs and education in the Periodic Reporting questionnaires. To this should be added the need to improve management systems and management planning when the issues around these are focused directly on the property. Providing the necessary response is largely a matter of organisation and resourcing within either the properties or the national heritage agencies, cultural or natural. Analysis of the factors affecting the properties and the state of conservation reports shows that some of the common threats are technical ones, such as siltation, or impact by micro-organisms which can be dealt with within the normal parameters of site management and resourcing. Two areas coming into more prominence are risk and disaster preparedness, and heritage and environmental impact assessment.

However, a large number of the other common factors do not reflect failings of management at property level or risks which occur naturally. Rather they fall within the second group identified above, since they reflect the consequences of the failure to understand the significance of heritage in general, and World Heritage in particular, among external groups of stakeholders who have the power to inflict harm on World Heritage properties through their decisions or their direct actions.

An example of direct action is deliberate destruction of heritage. There is then a whole group of adverse factors causing damage as a result of decisions taken within wider communities. These include housing, ground transport infrastructure, commercial development, major visitor accommodation and associated infrastructure, major linear utilities and renewable energy schemes. All these are the result of decisions made by stakeholders who lack awareness and understanding of the consequences of their actions on the significance of the heritage which is impacted, or do not regard that heritage as sufficiently important to change their approach.

Allied to this are the large number of cases, in State of Conservation reports, where the Advisory Bodies and the World Heritage Centre have identified failings in, or absence of, management systems and management plans. Where the failing or lack

is within the property itself, then the need for capacity building falls within the normal management needs of the property management team. Where the failing falls within the wider decision-taking system, it is a matter for capacity building within the wider stakeholder community. Since so many problems are the results of decisions on development proposals in the broadest sense, there is clearly again a need to sensitise decision makers and their advisors to the needs of heritage protection and conservation, and to the significance of heritage. Many of these decision makers will be in national, regional or local governments. Others will be in business or industry which will again necessitate developing new approaches.

In summary, the second group of needs is more about developing awareness among external groups outside the properties or national heritage bodies. Here the target should be to make such groups aware of the significance of heritage as a whole, and of World Heritage in particular, of the constraints and opportunities provided by such heritage, and of the need to give high priority to preventing damage to Outstanding Universal Value.

These two groups of needs need different approaches. The first group, involving primarily the properties and national heritage bodies, can be regarded as primarily a continuation and development of existing training systems, subject to the necessary commitment and resources being made available.

The second group is much more complex since it will involve persuading various external stakeholder groups, including busy decision makers, that heritage is a matter sufficiently important for them to give it attention. It will be important to develop effective advocacy to engage the attention of these groups. Only once that hurdle is crossed, can much positive be done with such groups. Capacity building of this sort is also not primarily about training courses. Much more the necessary work will involve advocacy and persuasion. Much of the activity will need to be informal, for example through the interaction between property managers and their local communities. It will be necessary to develop a whole range of approaches that can be used according to circumstances. The difficulties of this are evident from the fact that similar actions were recommended in the First Cycle of Periodic Reporting and have clearly not been achieved. It will therefore be necessary for both national heritage bodies and for properties to work hard on awareness raising and influencing decision makers.

Many of the needs identified above are in fact common to heritage as a whole and not specific to World Heritage. There is a strong case for as far as possible integrating these needs within overall national or sub-regional approaches to heritage, with specific links to World Heritage as necessary. Given the interest in heritage currently being taken by the European Union, there may be synergies and funding opportunities which can be explored with them. It would also be helpful to

examine again any possibilities for alignment and cooperation with the Council of Europe.

This is not yet a full Capacity-Building strategy. Once the overall objectives are agreed, it will be necessary to develop SMART (**S**pecific, **M**easurable, **A**ttainable, **R**elevant, **T**ime-bound) actions to achieve the strategic aims which have been agreed. This is a task for those who will then have to deliver the sub-regional strategy. Agreement on actions will result from discussion and agreement between the major players in Western Europe – states parties focal points, the Advisory Bodies and the World Heritage Centre.

Given the nature of the states parties making up Western Europe, the current situation of the World Heritage Centre and the Advisory Bodies, and the greater needs elsewhere in the world with which the latter have to deal, it is probable that the primary initiative to define and achieve the actions of a sub-regional capacity building strategy will need to come from the states parties themselves. The meeting of focal points in Helsinki at the beginning of December is the next step in this process.

The sub-regional strategy needs to be developed within the context of the agreed 2011 World Heritage Capacity Building Strategy. The attached Table 2 has selected the goals and tasks in that strategy which are most relevant to the Western European sub-region. The next stage in this process will be to identify any gaps against the needs identified above and then to develop specific proposals for SMART sub regional actions, and also to delete any further actions not sufficiently relevant to Western Europe.

It is recommended that at the Helsinki meeting:

- 1 An overall SMART (**S**pecific, **M**easurable, **A**ttainable, **R**elevant, **T**ime-bound) goal for the sub-regional strategy should be developed and agreed by the focal points
- 2 Tasks from the 2011 World Heritage Capacity Building Strategy should be prioritised as High, Medium or Low in accordance with the overall Goal;
- 3 Actions to deliver these tasks within Western Europe should be SMART (**S**pecific, **M**easurable, **A**ttainable, **R**elevant, **T**ime-bound);
- 4 As far as possible, actions should be integrated with the general needs for improving the protection, conservation and sustainable use of cultural and natural heritage;
- 5 a lead body should be identified as being responsible for each action with other bodies involved being shown clearly as in a support role only;
- 6 the lead for implementing the strategy should rest primarily with states parties who are likely to be the only ones with access to resources, however limited;
- 7 states parties should work together on actions where this would be helpful;

- 8 the opportunities for developing synergies with, and obtaining funding from, the EU should be explored at the national or multi-national level;
- 9 the opportunities for further cooperation with the Council of Europe should be explored

The sub-regional capacity building strategy needs to fit within the overall World Heritage Capacity Building Strategy. As a basis for further discussion the next section has allocated priorities and potential lead bodies for relevant goals from the World Heritage Strategy.

6 Recommended high-level goals/ actions for Capacity Building in Western Europe

| Table 2: Suggested high-level goals/ actions for Western Europe sub-region Capacity Building Strategy (taken from World Heritage Capacity Building Strategy) | | | | | |
|---|--|---|---------------------|-------------------|--|
| SP: State Party; WHC: World Heritage Centre | | | | | |
| Goal from World Heritage Capacity-Building Strategy | Action from World Heritage Capacity-Building Strategy | Priority : High Medium Low | Lead Body | Support | Specific action for Western Europe sub-region (+ relevant comments at this stage) |
| Credibility | | | | | |
| 1. The Convention is understood and achieves overall positive benefit to conservation while avoiding negative impacts | 1.1 Creation of specific training and communication tools and opportunities to explain the key concepts and processes of the World Heritage Convention effectively and consistently, to ensure that all States Parties and all actors in the Convention, including local communities, appreciate and are able to make the most effective and sustainable use of the Convention to support cultural and natural heritage conservation | H | ICCRO M/ IUCN | SP, Sites, WHC | Development of these tools will need to consider particularly how the target audiences are engaged in the first place |
| | 1.3 Issues related to the World Heritage Convention are included within degree programmes and long vocational courses to ensure that professionals being trained have a better basic awareness of the World Heritage Convention and its strengths and weaknesses | L | ICCRO M/ IUCN | SP | Very relevant because WE contains two of the major courses on World Heritage as well as many heritage management courses which cover World Heritage. Universities are developing such courses anyhow |

**Table 2: Suggested high-level goals/ actions for Western Europe sub-region Capacity Building Strategy
(taken from World Heritage Capacity Building Strategy)**

| SP: State Party; WHC: World Heritage Centre | | | | | |
|--|---|---|------------------|-----------------|--|
| Goal from World Heritage Capacity-Building Strategy | Action from World Heritage Capacity-Building Strategy | Priority : High Medium Low | Lead Body | Support | Specific action for Western Europe sub-region (+ relevant comments at this stage) |
| 2. A more balanced World Heritage List is achieved, and fewer nominations suffer serious problems following their submission | | L | SP | | Need to consider what sub-regional actions, if any might be appropriate. None of the specific actions in C-B Strategy are particularly applicable to players within the sub-region |
| Conservation | | | | | |
| 3. National Institutions are effective in the identification, conservation and presentation of the cultural and natural heritage | 3.2 National strategies for institutional and professional capacity strengthening are developed and put in place, in response to needs identified in the first and second cycles of periodic reporting. | H | SP | ICCROM/ IUCN | Best done within overall national approaches to cultural and natural heritage |
| | 3.3 Training materials and activities are developed and implemented to increase the capacity of national institutions to improve conservation and management of the heritage | M | SP | ICCROM/ IUCN | Best done within overall national approaches to cultural and natural heritage |

**Table 2: Suggested high-level goals/ actions for Western Europe sub-region Capacity Building Strategy
(taken from World Heritage Capacity Building Strategy)**

| SP: State Party; WHC: World Heritage Centre | | | | | |
|--|---|---|------------------|---------------------------------|--|
| Goal from World Heritage Capacity-Building Strategy | Action from World Heritage Capacity-Building Strategy | Priority : High Medium Low | Lead Body | Support | Specific action for Western Europe sub-region (+ relevant comments at this stage) |
| | 3.4 Focused mid career training is provided to support professional development of nature and culture professionals within national heritage institutions, including ministries, government agencies and NGOs . | M | SP | ICCROM/ IUCN | Best done within overall national approaches to cultural and natural heritage |
| | 3.5 Nature focal points are identified within States Parties during the Periodic Reporting exercise as a key under-recognized audience for World Heritage capacity building | H | SP | IUCN | |
| | 3.6 Effective management and conservation tools are developed for use at the national level, including: a) systems for assessment of developments and projects in terms of their impacts on natural and cultural heritage (EIA for example), b) integrated national and property level planning related to disaster risk reduction for heritage | H | SP | ICOMOS/ ICCROM/ IUCN/ WHC | Best done within overall national approaches to cultural and natural heritage |
| | 3.7 Focused training is provided for key stakeholders in the tourism industry and other sectors which impact on the protection of World Heritage (both public and private) | M | SP | ICOMOS/ ICCROM/ IUCN/ WHC | |

**Table 2: Suggested high-level goals/ actions for Western Europe sub-region Capacity Building Strategy
(taken from World Heritage Capacity Building Strategy)**

| SP: State Party; WHC: World Heritage Centre | | | | | |
|---|--|---|------------------|---------------------------------|--|
| Goal from World Heritage Capacity-Building Strategy | Action from World Heritage Capacity-Building Strategy | Priority : High Medium Low | Lead Body | Support | Specific action for Western Europe sub-region (+ relevant comments at this stage) |
| | on appropriate conservation and sustainable development needs in relation to their specific sectors at World Heritage Sites (and potential World Heritage Sites). | | | | |
| | | | | | |
| 4. Effective sustainable management and conservation of World Heritage occurs, taking into account the dynamics of specific local contexts and settings within the larger framework of global WH processes. | 4.3 Training on management of World Heritage properties is developed and implemented to strengthen planning and management skills including methodologies and tools for assessment of Management Effectiveness linked to clear indicators. | H | SP | ICOMOS/ ICCROM/ IUCN/ WHC | |
| | 4.5 Training on disaster risk management at World Heritage properties is developed and implemented to strengthen planning and response to both natural and man-made disasters. | H | SP | ICOMOS/ ICCROM/ IUCN/ WHC | |
| | 4.6 A network of up to 20 classroom sites are identified within the World Heritage List, with appropriate balance of regions and site | L | WHC | SP | Is this something which WE properties might be well- |

**Table 2: Suggested high-level goals/ actions for Western Europe sub-region Capacity Building Strategy
(taken from World Heritage Capacity Building Strategy)**

| SP: State Party; WHC: World Heritage Centre | | | | | |
|---|---|---|------------------|-----------------|--|
| Goal from World Heritage Capacity-Building Strategy | Action from World Heritage Capacity-Building Strategy | Priority : High Medium Low | Lead Body | Support | Specific action for Western Europe sub-region (+ relevant comments at this stage) |
| | types, to provide venues for in-field training using models of good practice in site management. | | | | placed to provide? Should this involve National Commission also? |
| | 4.9 Mechanisms are developed to respond in a timely manner to help States Parties address issues arising from the State of Conservation process and other relevant Committee decisions. | L | | | It is not mechanisms that are needed but commitment to conservation from decision-takers |
| | | | | | |
| 5. Skills for conservation of cultural and natural heritage | 5.2 Training activities are designed and implemented to improve identified areas of skills shortages, or emerging needs for skills to face new challenges. | M | SP | ICCROM/ IUCN | Probably best done as part of overall training for conservation not specifically for World Heritage |
| | 5.3 Networks of expertise are strengthened to bring together conservation practitioners and community groups to both promote mutual learning, and also better identify future capacity building needs. | M | SP | Properties | This is as much about getting commitment from communities and decision-takers as about professional training |
| | | | | | |
| 6. The availability of funding and other resources to meet conservation needs in World Heritage | 6.1 A network of partners at the site level (site managers and others involved at the site) is created to work together to support priority conservation needs at properties, identified through all management | H | Property | SP | |

**Table 2: Suggested high-level goals/ actions for Western Europe sub-region Capacity Building Strategy
(taken from World Heritage Capacity Building Strategy)**

| SP: State Party; WHC: World Heritage Centre | | | | | |
|--|---|---|------------------|---------------------------------|---|
| Goal from World Heritage Capacity-Building Strategy | Action from World Heritage Capacity-Building Strategy | Priority : High Medium Low | Lead Body | Support | Specific action for Western Europe sub-region (+ relevant comments at this stage) |
| Sites is significantly enhanced | effectiveness and monitoring processes. | | | | |
| | 6.3 Tools are developed to enhance the ability of States Parties and site managers to request and secure extra-budgetary funding from a variety of sources. | M | SP | WHC | This could be targeted specifically at making the best possible use of EU funds and could use existing training resources in this area in each SP |
| | | | | | |
| Community | | | | | |
| 7. Greater mutual benefits to communities and their heritage results through sustainable development associated with World Heritage Properties | 7.1 Targeted research on benefits and best practices for the integration of World Heritage conservation and sustainable development goals for communities is undertaken to provide examples and case studies of successful practice for use throughout the World Heritage system. | M | SP | ICOMOS/ ICCROM/ IUCN/ WHC | ? this would be best developed by SPs as a sub-regional project using EU funding if possible |
| | 7.2 Training and capacity building activities are designed and implemented for national and local institutions, World Heritage site managers, and other stakeholders to integrate heritage conservation and | M | SP | ICOMOS/ ICCROM/ IUCN/ WHC | See comment on 7.1 |

**Table 2: Suggested high-level goals/ actions for Western Europe sub-region Capacity Building Strategy
(taken from World Heritage Capacity Building Strategy)**

| SP: State Party; WHC: World Heritage Centre | | | | | |
|---|---|---|------------------|---------------------------------|--|
| Goal from World Heritage Capacity-Building Strategy | Action from World Heritage Capacity-Building Strategy | Priority : High Medium Low | Lead Body | Support | Specific action for Western Europe sub-region (+ relevant comments at this stage) |
| | development goals in related sectors (nature, culture, tourism, and development). | | | | |
| | 7.3 Research and best practices in sustainable tourism, including those which are based on participatory processes, are undertaken to encourage the tourism sector to contribute in a positive way to the protection of World Heritage properties and the development of communities. | M | SP | ICOMOS/ ICCROM/ IUCN/ WHC | See comment on 7.1 |
| | 7.4 Networks of World Heritage properties are created at the national level, and where appropriate among neighboring countries, in order to enhance the capacity of these properties to contribute to development activities at national and regional scales | L | SP | Properties | See comment on 7.1 |
| | | | | | |
| 8. Greater and inclusive participation of local communities in heritage conservation, presentation and associated development | 8.1 Research on effective approaches for community engagement and participation including lessons learned within World Heritage properties is undertaken as a basis for identifying successful examples to be used for capacity building and learning between properties. | H | SP | Properties/ WHC | This would have to be done at state or property level but there would need to be a strong sub-regional network to exchange and transmit the results. |

**Table 2: Suggested high-level goals/ actions for Western Europe sub-region Capacity Building Strategy
(taken from World Heritage Capacity Building Strategy)**

| SP: State Party; WHC: World Heritage Centre | | | | | |
|---|--|---|-----------------------------|-------------------|--|
| Goal from World Heritage Capacity-Building Strategy | Action from World Heritage Capacity-Building Strategy | Priority : High Medium Low | Lead Body | Support | Specific action for Western Europe sub-region (+ relevant comments at this stage) |
| | 8.3 Local communities, and other stakeholders, working with site managers, are encouraged to actively participate in the protection and presentation of World Heritage properties. | H | SP | Properties | |
| | | | | | |
| Community | | | | | |
| 9. Increased awareness of the need for and benefits from heritage conservation and the contribution of the World Heritage Convention to achieving this. | 9.1 Tools will be designed and made available to strengthen the capacity of States Parties and World Heritage site managers to present World Heritage on site and at a more general level, supported by effective and appropriate guidance on the use of the World Heritage Emblem and brand. | M | WHC | SP/ Properties | |
| | 9.2 The inclusion of the World Heritage Convention as a component of school curricula continues to be promoted, and facilitated by an active programme of communication and preparation and dissemination of resources on World Heritage for schools via the programmes of UNESCO and via curricula development on | L | National Commis sions | WHC | |

| Table 2: Suggested high-level goals/ actions for Western Europe sub-region Capacity Building Strategy (taken from World Heritage Capacity Building Strategy) | | | | | |
|---|--|---|------------------|----------------|---|
| SP: State Party; WHC: World Heritage Centre | | | | | |
| Goal from World Heritage Capacity-Building Strategy | Action from World Heritage Capacity-Building Strategy | Priority : High Medium Low | Lead Body | Support | Specific action for Western Europe sub-region (+ relevant comments at this stage) |
| | national levels. | | | | |
| | | | | | |
| Capacity Building: Enhancing the System | | | | | |
| | 10.7 Regional strategies and programmes for each region are put in place (including sub-regional, and national approaches where appropriate) to strategically plan and implement capacity building. These plans are based on the results of periodic reporting exercises, and other regional needs assessments and programmes concerning cultural and natural heritage as appropriate, integrating the efforts of ICCROM, IUCN, ICOMOS, the World Heritage Centre, Regionally focused category 2 centres and relevant regional bodies. | | | | This is one of the objectives of our discussions at Helsinki |
| | 10.8 Fundraising is planned and carried out to ensure that there are resources to enable the implementation of the capacity building strategy. Sources of funds could include increased contributions to capacity building from the World Heritage Fund, and | | | | In Western Europe, this is going to come down primarily to funding by states parties and possible by the EU |

| Table 2: Suggested high-level goals/ actions for Western Europe sub-region Capacity Building Strategy (taken from World Heritage Capacity Building Strategy) | | | | | |
|---|--|---|------------------|----------------|--|
| SP: State Party; WHC: World Heritage Centre | | | | | |
| Goal from World Heritage Capacity-Building Strategy | Action from World Heritage Capacity-Building Strategy | Priority : High Medium Low | Lead Body | Support | Specific action for Western Europe sub-region (+ relevant comments at this stage) |
| | extrabudgetary funding by States Parties to the Convention, and new external partners. | | | | |
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