# 4th Annual Coordination Meeting of the UNESCO World Heritage-related Category 2 Institutes and Centres

# Shanghai, China, 23-25 May 2014

1. **Introduction and Background**

The fourth annual coordination meeting of the UNESCO World Heritage-related Category 2 Institutes and Centres (C2Cs) took place in Shanghai, China, from 23 to 25 May 2014. The World Heritage Institute of Training and Research for the Asia and the Pacific region (WHITRAP) hosted the meeting with support from Tongji University and the Shanghai Tongji Urban Planning and Design Institute.

The meeting followed Resolution 17 GA 9, adopted by the General Assembly of States Parties to the World Heritage Convention in 2009; as well as recommendations from the first annual meeting hosted by the Ministry of Culture of the Kingdom of Bahrain (Manama, 19–20 December 2010), the second meeting hosted by the Research Centre on the Economics of Culture and World Heritage Studies (Turin Centre) and IULM University (Milan 21–23 January 2012), and the third meeting hosted by the Nordic World Heritage Foundation (Oslo 3–5 March 2013).

In addition to the UNESCO World Heritage Centre and three Advisory Bodies (ICCROM, ICOMOS and IUCN), eight World Heritage-related C2Cs were represented at the meeting, include:

1. Nordic World Heritage Foundation (NWHF, Norway) – 2003
2. African World Heritage Fund (AWHF, South Africa) – 2007
3. World Heritage Institute of Training and Research for the Asia and the Pacific Region (WHITRAP) – 2007
4. Arab Regional Centre for World Heritage (ARC-WH, Bahrain) – 2009
5. Regional World Heritage Institute in Zacatecas (Mexico) – 2009
6. International Centre for Rock Art and the World Heritage Convention (Spain) – 2011
7. International Research Centre on the Economics of Culture and World Heritage Studies (ITRECH, Italy) – 2011
8. International Centre on Space Technologies for Natural and Cultural Heritage (HIST, China) – 2011

The meeting invited also experts commissioned by UNESCO for the external evaluation of WHITRAP to share their views on the evaluation. Together with the inputs from NWHF and WHITRAP, a special session on the preparation for the external evaluation was organized to share experience among concerned C2Cs. The list of participants and current focal points for the C2Cs is attached in Annex 1.

**Objective and expected outcome of the meeting**

The objective of the 4th annual meeting of the World Heritage-related C2Cs was to build institutional capacity through a focus on cooperative initiatives, the process of External Evaluation, and the implementation of Results-Based Management (RBM) approach among the C2Cs.

Relevant frameworks for the meeting included the World Heritage Capacity Building Strategy adopted by the Committee in 2011 (whc11-35com-9Be), UNESCO Medium Term Strategy (2014-2021)/ (37 C/4) and Programme and Budget for 2014-2017 (37 C/5 Document), the *Strategic Action Plan for the Implementation of the Convention 2012-2022* (adopted by the 18GA in 2011), the Kyoto Vision and the *Implementation of the Guidelines and Criteria for Category 2 Institutes and Centres* (document *35C/22*).

A detailed list of relevant framework documents and decisions related to category 2 centres, which provides the context of the meeting is found in Annex 2. Reflecting to the general recommendation B1 of Oslo meeting, the agenda of the meeting was developed in close consultation with the WHC and provided in Annex 3.

The meeting followed up on the three previous annual meetings by producing a report and recommendations that come out of the various presentations and discussions, which will be presented to the World Heritage Committee (at its 38th Session in 2014).

1. **Summary of the meeting**

**General interventions**

Followed by a brief introduction to the meeting agenda by Mr. Ron Van Oers, vice director of WHITRAP Shanghai, a welcoming address was delivered by Ms. Chen Zheng on behalf of H.E. Mr. Xinsheng Zhang, the Chairperson of WHITRAP. He revisited the Hangzhou Declaration and stressed the opportunities and challenges in front of World Heritage-related C2Cs and encouraged C2Cs to work closely and strategically with the World Heritage Centre and Advisory Bodies to continuously contribute to the sustainable development of heritage resources.

The meeting was officially opened by the speech from Mr. Kishore Rao, Director of the World Heritage Centre (WHC). He first expressed appreciation to the hospitality of WHITRAP to host the 4th annual meeting, which in his view served as a useful opportunity for the communication, exchange and networking among relevant C2Cs. Mr. Rao highlighted the function of UNESCO online platform and reporting tool (SISTER) to facilitate the networking and the alignment of C2Cs with UNESCO sectorial strategies. World Heritage related C2Cs is a growing network in transition. Mr. Rao informed the proposals from Indonesia, Egypt and Morocco for establishing new C2Cs and the conclusion of the agreement between UNESCO and the Nordic World Heritage Foundation. He briefly explained the current reconstruction of UNESCO and further emphasized the increasing importance of C2Cs through providing decentralized services on capacity building and contributing to UNESCO strategic programmes.

Mr. Giovanni Boccardi, UNESCO WHC coordinator of the World Heritage related C2Cs, followed up on the previous interventions recalling the recommendations of the 3rd annual meeting in Oslo in 2013. He reviewed the resolution on the Integrated Comprehensive Strategy for Category 2 Institutes and Centres Under the Auspices of UNESCO (37 C/Resolution 93) and stressed the renewal procedure of C2Cs to the UNESCO Executive Board. In addition, Mr. Boccardi introduced the new UNESCO strategic framework (37 C/4, 37 C/5) and the implications to C2Cs.

**Institutional progress and cooperation (item 1 & item 2)**

Representatives of each C2Cs made short presentations on their recent activities and progresses achieved since the last annual meeting in Oslo. There were a wide range of programmes and activities effectively implemented by C2Cs, which responded to regional/global demands and contributed to the UNESCO defined strategic objectives. These contributions were highly valued by the World Heritage Centre and should be demonstrated in a collective manner to the World Heritage Committee. Taking into consideration of different strengths and objectives of individual C2Cs, advisory bodies suggested to enhance cross-regional cooperation to attend to global outreach and fully explore the platform established through the World Heritage Capacity Building newsletter. They recommended that C2Cs together with the World Heritage Centre and advisory bodies developed a collective overarching strategy, in order to synergize the resources and efforts of C2Cs towards greater contribution and visibility. Advisory bodies also suggested strategic partnerships with C2Cs to mainstream thematic studies and capacity building activities in the future plans.

As a follow-up to the general recommendation B.4 and B.5 from the last Oslo meeting, collective efforts to improve the visibility of C2Cs were discussed. Mr. Mounir Bouchenaki, Director of ARC-WH presented the proposal in cooperation with AWHF to organize a side event at the 38 WH COM in Doha on “C2Cs contribution to sustainable development and to peace”. This proposed event will address heritage issues during and after crisis with focus on Arabic and African regions to demonstrate heritage as a source of reconciliation. The proposal was supported by participants of C2Cs and contributions from other C2Cs were welcomed.

Another collective effort pursued during the meeting was to update the C2Cs brochure, in order to present the newest scopes and actions of World Heritage related C2Cs. In coordination with the WHC and advisory bodies, AWHF and WHITRAP were taking the lead to coordinate and develop the brochure. Based on collected data, a printed draft was circulated in the meeting for discussion. Due to the time constrains and the missing data, it was decided to postpone the dissemination of the updated brochure till the 39 WH COM. It was recommended to include an overarching strategy of C2Cs and highlight the contributions of C2Cs to UNESCO strategic prorammes in the updated brochure. AWHF and WHITRAP will, in consultation with the WHC and advisory bodies, continue to coordinate with C2Cs for this matter.

As to bilateral cooperation among C2Cs, NWHF and WHITRAP, AWHF and Centre “Lucio Costa” reported their progress and implemented programmes in respective frameworks of Memorandum of Understanding. The cooperation between NWHF and WHITRAP on sustainable tourism will be successfully concluded by Oct 2014 and presented in the international conference organized at the Hani Rice Terrace. The cooperative agreement between AWHF and Centre “Lucio Costa” will be signed in Sep 2014 and a 4-Year programme will be proposed correspondingly. Centre “Lucio Costa” is currently developing the strategy and both parties are still working on cooperative activities besides the exchange of expertise and the network among portuguese speaking professionals. A general discussion was followed with focus on the synergy and harmony among C2Cs. Advisory bodies recommended C2Cs to follow the regional periodic reporting exercises and strengthen their roles in developing regional capacity building strategies through exchange of experience.

**Capacity building for C2Cs (item 3 & item 4)**

Following up the general recommendation B.2 from the Oslo meeting in 2013, Item 3 of the meeting was devoted to the progress made by each C2C on mainstreaming the RBM approach in strategic development. A progress report of C2Cs on the application of RBM at institutional level was requested before the meeting and presented under item 3. Mr. Boccardi facilitated the discussion on issues and challenges in the process of mainstreaming RBM approach. Mr. Giovanni highlighted the linkages of output activities with expected results defined in UNESCO strategic framework (37 C/4, 37 C/5), to enable the WH Centre to demonstrate the contributions of C2Cs in a strategic manner. Most representatives of C2Cs reflected that it was a beneficial experience to apply RBM approach in the institutional development, however it was a time consuming process. World Heritage related C2Cs are at different implementation stages and therefore the experience and knowledge sharing among C2Cs and with the WHC and advisory bodies are critical. It was also recognized that applying RBM is not the end of the story, but the beginning of a cyclical process in combination with monitoring and evaluation. The integration of activities and programmes implemented by C2Cs with the UNESCO SISTER system was another concern in the discussion.

In response to the UNESCO periodic review and evaluation of C2Cs (37C/Resolution 93 item A.3, Nov 2013), the last item of the meeting was dedicated to the experience sharing of the external evaluation process for C2Cs, with inputs from Mr. Michael Turner and Ms. Martha McGuire, who are committed by the UNESCO to carry out the evaluation for WHITRAP. WHITRAP made a short presentation on the Mid-term Strategy approved in May 2013 as an example of implementing RBM in the development of institutional strategy (6 years), which guide the biannual action plans and budgetary plan. The process of applying RBM assisted the institute to review implemented activities, achieve documents and build consensus among the three sub-centres. WHITRAP viewed the external evaluation as an opportunity for self-improvement and explained the advantages of applying RBM in the evaluation process. NWHF shared the experience and outcomes of their external evaluation. NWHF stressed the importance of a pragmatic and well-defined working scope, to deliver mandated services in an effective and efficient manner. The evaluation helped to understand the factors of success and failure, which is essential to improve the strategic framework.

Mr. Turner stated that it was important for C2Cs to legitimately define their limitations in the development of institutional strategy to avoid failures in the implementation. The RBM is a top-down approach, which enables a close alignment of the C2Cs with relevant strategic frameworks, including MDGs, UNESCO strategic objectives, World Heritage Capacity Building Strategies. Mr. Turner stressed the relevance of activities implemented by C2Cs with the aforementioned strategies through applying the RBM approach and suggested C2Cs to prioritize their programmes with regional focus. He viewed the reconstruction of UNESCO cultural sector through linking the World Heritage Convention with other conventions as an opportunity to strengthen the inter-sectoral cooperation. Mr. Turner concluded that the evaluation was an integrated process of the RBM approach and a process of self-improvement. Representatives of C2Cs welcomed the external evaluation as part of the renewal process. They suggested coordinating activities via mapping existing centres and activities to avoid duplication and strengthening the effectiveness of cooperation among C2Cs through developing joint programme proposals.

1. **Conclusions and Recommendations**

The representatives of the World Heritage-related C2Cs, together with the World Heritage Centre and the Advisory Bodies, wish to express their sincere gratitude to WHITRAP, Tongji University, Shanghai Tongji Urban Planning and Design Institute for their generous and warm hospitality as well as for the effective organization of the meeting, which ensured its success. Further welcome the generous proposals by Zacatecas to host the 5th annual meeting

All the representatives from the C2CS, UNESCO and Advisory Bodies, expressed their profound sadness for the loss of prof. Walter Santagata, promoter and founder of the International Training and Research Centre on the Economics of Culture and World Heritage of Torino (Italy), highlighting his valuable  and active contribution to UNESCO programs and overall ideals.

All representatives expressed their surprise at the recent decision (Apr 2014) to discontinue the contract with UNESCO concerning the category 2 centre status of NWHF

Building upon the recommendations agreed at the previous annual meetings in Bahrain (2010), Milan (2012) and Oslo (2013), recalling Decisions 34 COM 9C, 35 COM 9B, 36 COM 6, 36 COM 9B and 37 COM 6, the representatives of the World Heritage related C2Cs have, at their forth annual meeting in Shanghai, P.R.China, 23 to 24 May 2014, agreed to:

1. Mainstream Result-Based Management approach in the development and implementation of their strategies, programmes and activities, to integrating RBM in daily process of C2Cs, to ensure their contribution to the achievement of UNESCO’s strategic programme objectives and global priorities, as well as sectoral and intersectoral programme priorities and themes, defined in UNESCO strategic frameworks and policies, such as:
2. UNESCO Medium Term Strategy (2014-2021)/ (37 C/4) and Programme and Budget for 2014-2017 (37 C/5 Document)
3. Strategic Action Plan for the Implementation of the Convention 2012-2022 (adopted by the 18GA in 2011)
4. The UNESCO Culture Sector Strategy for Category 2 Centres

Actions:

* the WHC/NWHF to develop a common reporting format based on RBM approach by Oct 2014 and to use the above format to report to the Committee by March 2015
* C2Cs to develop or revise their strategies incorporating RBM approach, to be discussed in the 5th annual meeting

1. Contribute within their capacity to the implementation of the World Heritage Strategy for Capacity Building (35 COM 9B) and strengthen their roles in the follow-up programmes and actions resulting from the regional Periodic Reporting exercises, in cooperation with the World Heritage Centre, UNESCO field offices, and Advisory Bodies, through lead or assist in:
2. The development of regional capacity building strategies, (taking stock of experience of WHITRAP and AWHF)
3. The development, if required, of national capacity building strategies, in cooperation with State Parties
4. The development and update of the inventory of capacity building providers in respective regions
5. Strengthen synergies and cooperation at the regional level with UNESCO Chairs, IUCN regional networks and ICOMOS National Committees, and at the thematic level with ICCROM, ICOMOS International Scientific Committees and the UNESCO UNITWIN Networks;

Actions:

* 1. WHC to provide the list of contacts of UNESCO Chairs
  2. ICOMOS to provide contacts of ISC, IUCN to provide contacts of regional offices, and ICCROM to provide updated inventory of capacity building providers at global scale
  3. C2Cs to make contacts with relevant UNESCO Chairs and other partners to share information and explore possible synergies and cooperation

1. The WHC and Advisory bodies will suggest an outline at the 5th annual meeting for a common strategy for all World Heritage-related C2Cs as a network, which should form the basis for further work by C2Cs;
2. Enhance the collective identity and visibility of World Heritage-related C2Cs by holding a joint event at the 39th Session of the World Heritage Committee meeting in 2015, to present the work of C2Cs and mobilize support in their favour;
3. Approve the design and content of the updated version of brochure for World Heritage-related C2Cs, highlighting their achievements, to be distributed widely at the 39 WH COM. Acknowledge with appreciation the joint efforts of WHITRAP and AWHF in coordinating the process;

Actions:

* Template to be developed and circulated by end Sep 2014
* Comments and contents collected and agreed by 1 Dec 2014
* Draft design by March 2015 and finalized at the 5th annual meeting

1. C2Cs to identify and develop case studies and best practices as a tool for effective capacity building programmes, highlighting lessons generated and focusing on agreed priority issues (resilience, post-disaster recovery, sustainable tourism for instance) and shared them among them.
2. The WHC to discuss the proposal on developing a web platform for C2Cs to collaborate and share information based on sharepoint application, at the 5th annual meeting
3. ARC-WH and AWHF to organize a side event at the 38 WH COM in Doha on “C2Cs contribution to sustainable development and to peace”. The event is aimed at highlighting the actual and potential contribution of C2Cs to address key societal challenges through World Heritage work, with special focus on Arab States and Africa. WHC to also contribute with experiences related to Syria, Mali, DRC etc.