

ANNEX

FEASIBILITY STUDY

UNESCO CATEGORY 2 CENTRE

**INTERNATIONAL CENTRE FOR THE INTERPRETATION AND PRESENTATION OF
WORLD HERITAGE SITES**

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May-June 2019

Executive Summary

On 26 December 2018, the Government of the Republic of Korea proposed to the Director-General the establishment of the International Centre for the Interpretation and Presentation of World Heritage Sites as a Category 2 Centre under the auspices of UNESCO.

Further to the proposal from the Republic of Korea and in conformity with the Revised Integrated Comprehensive Strategy for Category 2 Institutes And Centres (37 C/Resolution 93), a feasibility study was undertaken in May 2019 to ascertain whether the proposed centre has an enabling policy and institutional environment, and to verify if its scope, focus and orientation are fully aligned with the objectives of UNESCO's 37 C/4 Medium-Term Strategy and 39 C/5 Programme and Budget.

This report outlines the results of the consultant's feasibility study, which provides an assessment of the achievability of the proposal by the State Party to establish the UNESCO Category 2 Centre in the Republic of Korea in the field of World Heritage.

According to the terms of reference agreed upon with UNESCO the following points will be addressed:

- i. a clear programmatic linkage between the activities of the proposed Category 2 Centre and the Organization's purposes as set forth in its Constitution and the objectives and priorities of the strategic programme. This includes the two global priorities of UNESCO, as well as sectoral programme priorities;
- ii. the relevance of the Category 2 Centre's programmes and activities: to achieving UNESCO's strategic programme objectives and sectoral or intersectoral programme priorities and themes as defined in the Organization's Medium-Term Strategy (C/4); and to attaining programme results at the Main Lines of Action (MLA) level as defined in the Organization's Approved Programme and Budget (C/5);
- iii. the scope of activities of the proposed institute/centre and the ability and capacity of the Category 2 Centre to meet its objectives;
- iv. the global, regional, subregional or interregional relevance and impact (actual or potential) of the Centre, in particular the complementarities between its activities and those of other existing institutes or centres with similar focus; the contribution that it is expected to make in strengthening the provision of policy advice, research and capacity-building for the effective implementation of the 1972 World Heritage Convention in Member States; and the contribution and role to be provided by UNESCO;
- v. the eventual complementarity and redundancy of the proposed Centre with other Category 2 entities or with other similar institutions created and operated by other United Nations system organizations;
- vi. the likely impact of engagement with the proposed Centre on the capacity of the Secretariat to undertake effective coordination of this and other Category 2 institutes/centres;

- vii. the governance and financial sustainability of the Category 2 Centre; and
- viii. the report should also contain a recommendation whether or not such centre should be created as a Category 2 Centre under the auspices of UNESCO.

Furthermore, the consultant utilized academic research and other relevant information, such as scientific journals, web sources and media reports that would allow it to characterize the merits of the proposed centre in its context area and international dimension.

In order to meet the maximum of 10 pages requested for this report, additional relevant information is provided in appendices.

Abbreviations

- **CHA:** Korea's Cultural Heritage Administration
- **ICHCAP:** The International Information and Networking Centre for Intangible Cultural Heritage in the Asia-Pacific Region, UNESCO Category 2 centre
- **ICOMOS:** International Council on Monuments and Sites
- **CHF:** Korea Cultural Heritage Foundation
- **KNUCH:** Korea National University of Cultural Heritage
- **NAACC:** National Agency for Administrative City Construction
- **NIHC:** Korea's National Intangible Heritage Center
- **SSSC:** Sejong Special Self-governing City (Sejong City)
- **UNESCO:** United Nations Educational, Scientific and Cultural Organization

Feasibility study results

1. Compliance with UNESCO Programmes

Category 2 Centre proposed activities and linkage to UNESCO’s two global priorities and sectoral programme priorities

Issues addressed:	
	Provide a clear programmatic linkage between the activities of the proposed Category 2 Centre and the Organization's purposes as set forth in its Constitution and the strategic programme objectives and priorities, including the two global priorities of UNESCO, as well as sectoral programme priorities; and
	Describe the relevance of the Category 2 Centre's programmes and activities to achieving UNESCO's strategic programme objectives and sectoral or intersectoral programme priorities and themes, as defined in the Organization's Medium-Term Strategy (C/4), and to attaining programme results at the Main Lines of Action (MLA) level, as defined in the Organization's Approved Programme and Budget (C/5).

As described in UNESCO’s Medium-Term Strategy (C/4 document) [1] there are two overarching objectives:

- Peace: contributing to lasting peace; and
- Equitable and sustainable development: contributing to sustainable development and the eradication of poverty.

These two objectives should be addressed and should guide efforts of UNESCO-affiliated organizations in their actions with respect to the two global priorities: **Africa and gender equality**, as well as with respect to activities for youth, LDCs, SIDS and countries in transition.

Furthermore, the UNESCO 39 C/5 Approved programme and budget 2018-2019 [2] underlines that in terms of **Africa**, “priority will be given to supporting African countries in strengthening their institutional and legal frameworks in cultural and natural heritage and creative industries through the conventions”.

With respect to **gender equality**, the report [2] states that “UNESCO considers gender equality as a fundamental human right” and therefore a “two-pronged approach” is proposed for the implementation of gender-specific programming, “focusing on women’s and men’s social, political and economic empowerment as well as transforming norms of masculinity and femininity”. The report also states that “mainstreaming gender equality considerations in its policies, programmes and initiatives” should be considered.

In relation to culture, UNESCO has two main strategic objectives: (7) Protecting, promoting and transmitting heritage; and (8) Fostering creativity and the diversity of cultural expressions [2]. A number of points within the two main lines of action (MLA) are pertinent to the proposed Category 2 Centre:

- MLA 1:
 - Tangible heritage identified, protected, monitored and sustainably managed by Member States, in particular through the effective implementation of the 1972 Convention;
 - Culture protected and cultural pluralism promoted in emergencies through better preparedness and response, in particular through the effective implementation of UNESCO's cultural standard-setting instruments
- MLA 2:
 - Intangible cultural heritage identified and safeguarded by Member States and communities, in particular through the effective implementation of the 2003 Convention
 - Policies and measures to promote the diversity of cultural expressions designed and implemented by Member States, in particular through the effective implementation of the 2005 Convention
 - Culture integrated into policies and measures at the national and local levels by Member States for the effective implementation of the 2030 Agenda for Sustainable Development

Based on the CHA's Feasibility Study Reference Book [3] and interviews with experts and stakeholders, the proposed centre will effectively meet UNESCO's global priorities and strategic objectives and will provide important support to implement the main lines of action.

Global priorities:

The proposed centre effectively meets both priorities:

- **Africa and countries in transition:** the Centre proposes as its core objective to concentrate on projects in Africa and in Central/South America. It will focus on capacity-building programs in the short term and eventually, in the long term, establish "regional training centres" in these areas of the world. Also, the CHF, an affiliated organization with a proven track record in implementing international projects, will assist with financing and conducting overseas initiatives.
- **Gender equality:** after interviews with the proposal's stakeholders, the Centre will ensure that effective material and policies are implemented in the Centre's operations and planned activities.

Strategic objectives and their lines of action:

The proposed Centre effectively meets the main lines of action and therefore the strategic objectives in the following aspects:

- The proposal meets Strategic Objective 7: “**Protecting, promoting and transmitting heritage**” as it will focus on strengthening the 1972 convention by engaging local communities and visitors in the process of heritage interpretation and management. By enhancing public awareness, policy-makers, heritage managers and heritage interpreters will be able to produce relevant strategies to convey the values and transmission of heritage.
- In coordination with the ICHCAP (ICH C2 Centre) and the NIHC, the proposed centre will coordinate actions to ensure that Strategic Objective 8: “**fostering creativity and the diversity of cultural expressions**” is met. In particular, it will support the important relationship between intangible heritage and the appropriate interpretation and presentation of World Heritage Sites.

CHA and its partners have both the financial and intellectual resources to ensure that the important issues raised in this part are effectively addressed by the proposed Category 2 Centre. There is also a clear commitment to coordinate actions with the UNESCO World Heritage Centre. The feasibility study reference book produced by the Republic of Korea provides further information on how the Centre will align these important topics with UNESCO [3].

2. Proposed Objectives

Capacity of the proposed category 2 centre to meets its objective

Issue addressed:	
	Describe the scope of activities of the proposed institute/centre and the ability and capacity of the Category 2 Centre to meet its objectives

As described in CHA’s Feasibility Study Reference Book [3] and confirmed through interaction with Korean experts and stakeholders, the main objective of the proposed centre is to “**contribute to raising awareness of and enhancing access to World Heritage properties through research activities and global capacity-building efforts in World Heritage interpretation and presentation**”.

This objective will be realized by “**establishment of a research, educational, and information platforms for World Heritage interpretation**”. This will allow the Centre to make substantial contributions to the “**conservation and promotion of World Heritage properties**”.

During the assessment and from CHA’s proposal it was clear that the following list of activities will be achieved:

- conducting research concerning the relevant principles, guidance and recommendations for World Heritage interpretation and presentation;
- implementing educational and training programmes for capacity-building in the field of World Heritage interpretation and interpretation; and
- establishing an information system with the application of innovative (digital) technologies as a foundation for World Heritage interpretation and presentation.

According to the consultant’s assessment, the following facts have been identified to be relevant in effectively meeting the activities listed above:

- the overwhelming intellectual and interdisciplinary capacity offered by the expertise available among the partners and eventual international collaborators of this proposal is highly appropriate;
- the allocation of responsibilities described in the organization of the Centre is adequate and provides sufficient provisions to conduct activities;
- the proposed plan of operation of the Centre provides sufficient details on how the Centre will collaborate with its partners to meet its objectives;
- adequate allocation of time to achieve the objectives has been provided in the initial six years of commitment; and
- an appropriate production and dissemination strategy have been described with realistic deliverables.

Furthermore, the proven track record of CHA in providing support to develop the interpretation and presentation of World Heritage through international symposia, workshops and other activities, as well as financing studies by advisory bodies, shows the high level of commitment to meet these objectives.

3. Thematic Focus

Global, regional, sub regional or interregional relevance and impact (actual or potential) of the proposed category 2 centre

Issue addressed:	
	Describe the global, regional, subregional or interregional relevance and impact (actual or potential) of the Centre, in particular the complementarities between its activities and those of other existing institutes or centres with similar focus; the contribution that it is expected to make in strengthening the provision of policy advice, research, capacity-building for the effective implementation of the 1972 World Heritage Convention in Member States; and the contribution and role to be provided by UNESCO.

Dr Mechtild Rössler, in her opening speech at the 2019 International Conference on UNESCO World Heritage interpretation, acknowledged the commitment of the Republic of Korea to implement the 1972 convention and its role as one of the most important partners of UNESCO.

She emphasized that since 2016 the Republic of Korea has put a great deal into enhancing the understanding of heritage interpretation [4]. This further supports the level of commitment of the stakeholders in this proposal.

As a result of these efforts, this Korean initiative to create this Category 2 Centre will have a significant global impact and relevance to the implementation of UNESCO World Heritage. As the proposal indicates, the Centre will emphasize “raising awareness of and enhancing access to World Heritage Properties through research activities and global capacity building efforts” [3]. These activities will provide fundamental guidance to the Conventions’ stakeholders-at-large with respect to the crucial aspect of conveying the value and message of heritage to present and future generations.

Furthermore, the “operational directions and principles” described in the CHA proposal, emphasize that the centre will “closely communicate with UNESCO’s strategic objectives and to ultimately support the establishment and implementation of policies and strategies for the implementation of the World Heritage Convention” [3].

In past years, Korea has coordinated and engaged with organizations working on the interpretation and presentation of World Heritage Sites, such as the ICOMOS International Scientific Committee on Interpretation and Presentation of Cultural Heritage Sites [5] and the International Coalition of Sites of Conscience (ICSC). Korea has organized international events and provided resources for UNESCO to commission important reports such as the Interpretation of Sites of Memory [6]. This report has contributed significantly to “assist States Parties and the World Heritage Committee in their deliberations” about “sensitive cultural sites related to memory”.

4. Complementarity and Redundancy

Degree of complementarity and redundancy of the proposed centre with other category 2 entities or other institutions within the UN system

Issue addressed:	
	Describe the eventual complementarity and redundancy of the proposed centre with other Category 2 entities or with other similar institutions created and operated by other United Nations system organizations;

Consulting the UNESCO website on culture-related Category 2 Centres and Institutes [7], there are several of these organizations dealing with World Heritage, such as:

- African World Heritage Fund (AWHF), South Africa [8];
- Arab Regional Centre for World Heritage (ARC-WH), Bahrain [9];
- International Centre on the Economics of Culture and World Heritage Studies, Turin, Italy [10];

- International Center for Rock Art and the World Heritage Convention, Spain [11];
- Regional World Heritage Institute, Zacatecas, Mexico [12]; and
- World Heritage Institute of Training and Research Institute for the Asia and the Pacific Region (WHITR-AP), China [13].

However, a review of the mandates of these centres shows that there is no overlap with the current proposal, as their specific activities or objectives are not related to the interpretation and presentation of World Heritage Sites.

Also, the proposed Centre will be the only one with this purpose to be located in Asia and working with Africa.

There is no evidence of redundancy or duplication of efforts. The proposal has identified an important gap on the World Heritage Convention that requires urgent attention. Korea has consolidated knowledge accumulated over the years of operating its existing Category 2 centres and this ensures that the current operation will meet UN system standards.

5. Proposed Collaboration with UNESCO

Impact on the capacity of the World Heritage Centre to undertake effective coordination of this and other Category 2 institutes/centre

Issue addressed:	
	Describe the likely impact of the engagement with the proposed centre on the capacity of the Secretariat to undertake effective coordination of this and other Category 2 institutes/centres;

The creation of the Category 2 centre proposed by Korea will likely have a positive impact. The capacity of the Secretariat is proven by the ongoing collaboration of UNESCO and the Republic of Korea.

This is evidenced by the contributions of the Korea Funds-in-Trust (KFIT) initiatives to the implementation of the 1972 Convention, such as the development of a study for the interpretation of sites of memory [6] and support for the preparation of the World Heritage Serial Nomination of the Silk Roads in South Asia [14], among others.

Furthermore, the proposal clearly indicates effective coordination efforts, such as the Centre’s core operational direction to “seek strengthening cooperation with pertinent organizations and individuals including the UNESCO headquarters and its regional offices, and the Advisory Bodies of the World Heritage Committee” [3].

6. Governance and Financial Sustainability

Level of governance and sustainability of the proposed category 2 centre

Issue addressed:	
	Describe the proposed governance and financial sustainability of the Category 2 centre.

The feasibility study reference book [3] provides details on governance, allocated budget, timetable and ongoing commitment of CHA. Meetings with experts and stakeholders and site visits to the potential venues for the proposed centre in Sejong evidences the high probability of success and sustainability of the Centre.

The following important points indicate the likelihood of success for this proposal:

- an appropriate “organizational chart” is provided, conferring defined tasks and responsibilities on the secretariat, governing board and executive committee and ensuring effective planning, execution and validation of the Centre;
- a clear operational roadmap is provided with specific short-, mid- and long-term phases, and providing credible arguments that the Centre will gradually grow and get fully established;
- based on the reports provided and the consultant’s visit to the candidate sites for the Centre, the plan to establish the Centre’s physical headquarters is completely feasible. A collaboration between CHA, the Sejong city and NAACC will provide resources and the temporary and permanent venues for the Centre. Also, an accurate timetable and preparation and establishment chart have been provided;
- an appropriate legal status has been proposed: the Centre will be a “special cooperation”, functioning as an independent public organization. The legal basis as indicated by CHA falls into Korea’s Cultural heritage Protection Act; and
- sufficient financial resources are guaranteed by the collaboration between CHA, the Sejong city and NAACC.

The educational and technical capacity of partners involved in this proposal was evidenced during visits by the consultant, in particular the Korea National University of Cultural Heritage and presentations by CHA personnel on education and use of technology for recording, interpretation and presentation of World Heritage Sites. The city of Sejong is also strategically located within easy reach of educational institutions and government departments.

In particular, the city of Sejong is considered a model green city, as indicated by Mullins et al [15]: “The Korean government, like many in Asia, is building green cities from scratch— the most famous being Cheongna, **Sejong**, and Songdo” and these cities “are all considered models of green cities and share the common characteristic of a marriage between an emphasis on urban-related services that are based on networked smart technologies, and eco-friendly technologies”.

Recommendation and follow-up actions

Recommendation

It is highly recommended that the proposed Centre be established under the auspices of UNESCO. There is sufficient evidence of the level of commitment by the Republic of Korea to organize, fund and implement a successful category 2 centre in the city of Sejong with an international perspective aimed at improving the 1972 World Heritage Convention by focusing on interpretation and presentation issues.

Follow-up actions

Given the transparency and commitment of the Republic of Korea to provide information supporting the establishment this Category 2 Centre, a number of additional actions have been identified to improve the proposal and implementation of the desired activities that will strengthen the international dimension of the Centre, its scholarly approach, and the involvement of stakeholders:

- **International dimension of the governing and executive committees:** It is recommended that recognized members from the international field of heritage interpretation and presentation be integrated in these two governance bodies of the Centre.
- **International meetings:** It is recommended that the Republic of Korea continue to organize international conferences on interpretation and presentation of UNESCO World Heritage, but that it records and broadcast sessions and produce open-access proceedings to reinforce the dissemination of knowledge.
- **Short-term visiting program:** It is recommended that a visiting scholar and practitioners' program be implemented. This will attract experts in the field of interpretation and presentation to conduct research and work relevant to the Centre, allowing the international community to not only enjoy the facilities of the Centre but also to contribute to its development.
- **Internship program:** It is recommended that an internship program be established to attract local (ex. KNUCH) and international emerging professionals to conduct work and collaborate with the Centre.
- **Production of annotated bibliographies on interpretation and presentation issues:** In order to achieve the objectives of the Centre to contribute to the field of interpretation and presentation, it is recommended that annotated bibliographies be produced. The Getty Conservation Institute's annotated bibliography on Contemporary Architecture in the Historic Environment [16] can be used as an example.
- **Production of a glossary of terms in this field:** It is recommended that the Centre produce a glossary of terms in the field of interpretation and presentation, building on the

definitions provided in the ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites [17].

- **Development of innovative approaches to digital storytelling and information systems for the interpretation and presentation of World Heritage Sites:** Given the existing capacities in the CHA and its partners, as well as the increasing development of new technologies, the Centre can play an important role in leading the ethical discussion on the application of innovative approaches to digital storytelling and information systems.

References

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Appendix 1: List of experts and stakeholders interviewed during Korea field mission

During the field mission to Korea, the consultant was able to meet and exchange ideas with the following experts and stakeholders:

Cultural Heritage Administration (CHA)

Name	Department	Affiliation
Ms. CHUNG, Jae-suk	Administrator	Administrator
Mr. KIM Gye-sik	Heritage Promotion Bureau	General Director
Mr. KIM, Dongdae	World Heritage Division	Director
Mr. PARK, Hyungbin	World Heritage Division	Senior Researcher
Ms. KIM, Jihong	World Heritage Division	Deputy Director
Ms. PARK, Young-rok	World Heritage Division	Researcher
Ms. KIM, Seyeon	World Heritage Division	Translator
Ms. SHIM, Hyeseung	World Heritage Division	Project Coordinator
Mr. CHOI, Yeongyu	Archive & IT Officer	Deputy Director
Mr. KIM, YongGoo	Cultural Heritage Education Division	Deputy Director

National Agency for Administration City Construction (NAACC)

Name	Department	Affiliation
Ms. HAN, Kyunghee	Urban Growth Promotion Division	Director
Ms. LEE, Hanna	Urban Growth Promotion Division	Deputy Director
Mr. KIM, Minseok	Urban Growth Promotion Division	Manager

Sejong city government

Name	Department	Affiliation
Mr. LEE, Kang-Jin	Deputy mayor	Deputy mayor
Mr. KWON, Jang-Seob	External cooperation division	Director
Mr. OH, Eui-taek	External cooperation division	Deputy Director
Mr. LEE, Seong-Yong	External cooperation division	Assistant director

National Research Institute of Cultural Heritage (NRICH)

Name	Department	Affiliation
Mr. KIM, Sam-ki	Planning and Coordination Division	Director
Mr. KANG, Jung-hoon	Planning and Coordination Division	Chief Curator

Korea Cultural Heritage Foundation

Name	Department	Affiliation
Mr. KIM, Kwanghee	Planning and Coordination Division	Director

International Information and Networking Centre for Intangible Cultural Heritage in Asia-Pacific Region under the Auspices of UNESCO (ICHCAP)

Name	Department	Affiliation
Mr. KEUM, Gi-Hyung	ICHCAP	Director-General
Mr. PARK, Seong-Yong	ICHCAP	Assistant Director-General
Ms. CHA, Boyoung	Office of Planning and Management	Director
Mr. PARK, Weonmo	Cooperation and Network Division	Director
Mr. Michael PETERSON	ICHCAP	Communication Chief
Ms. PARK, Pilyoung	Office of Planning and Management	Programme Specialist
Mr. B.B.P. HOSMILLO	ICHCAP	Associate Expert

National Intangible Centre

Name	Department	Affiliation
Ms. DO, Remi	Division of Research	Deputy Director

Korea National University of Cultural Heritage (KNUCH)

Name	Department	Affiliation
Mr. KIM, Youngmo	KNUCH	Special Service Officer (President of University) and Professor
Mr. KIM, Sangtae	University Headquarters/ Department of Traditional Architecture	Academic Director(Provost) and Professor

Mr. KIM, Youngjae	Department of Heritage Conservation and Restoration	Professor
Mr. CHOE, Jongho	International Heritage Education Center	Director and Professor
Ms. LHO, Kyungmin	International Heritage Education Center	General Manager and Research Professor
Mr. NAM, Seungtae	University Headquarters Student Affairs Division	International Exchange Officer
Ms. HEO, Sujin	International Heritage Education Center	Assistant Manager
Mr. JEON, Chil Soo	Education Center for Traditional Culture	General Director
Mr. YU, Geon Sang	Education Center for Traditional Culture	Director
Mr. JEONG, Myounghwan	Education Center for Traditional Culture	Deputy Director

Others

Organization	Name	Department	Affiliation
Seoul University	Mr. JEON, BongHee	College of Engineering	Professor
Hongik University	Mr. LEE, Wonshok	College of Architecture	Assistant Professor
Korea Advanced Institute of Science and Technology (KAIST)	Mr. AHN, Jaehong	Graduate School of Culture Technology	Visiting Professor
DaaRee Architect & Associates	Dr. (MRS) CHO In-Souk		Architect Principal
ICOMOS Korea	Mr LEE Wangkee		President
Australian National University	Dr. (MR) ZHU, Yujie	Centre for Heritage and Museum Studies	Lecturer
COHERIT Associates LLC	Mr, SILBERMAN, Neil		Managing partner
HUFS	Dr (MRS) LEE Hyun Kyung		PhD in Heritage Studies