World Heritage **24BUR**

WHC-2000/CONF.202/13
Paris, 30 May 2000
Original : English/French

UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION

CONVENTION CONCERNING THE PROTECTION OF THE WORLD CULTURAL AND NATURAL HERITAGE

BUREAU OF THE WORLD HERITAGE COMMITTEE

Twenty-fourth session
Paris, UNESCO Headquarters (Room IV)
26 June – 1 July 2000

Item 7 of the Provisional Agenda : Requests for International Assistance: Report on the Evaluation of International Assistance provided under the World Heritage Fund

The twenty-second session of the World Heritage Committee (Kyoto, 1998) decided that an evaluation of the international assistance provided from the World Heritage Fund be undertaken. The Centre requested the Central Evaluation Unit (CEU) of UNESCO to manage the evaluation exercise. CEU hired the services of the French consultant firm, C3E, to carry out the evaluation. This report describes the goal and objectives of the evaluation, procedures and methodology adopted by C3E to carry out the evaluation, principle findings and conclusions and recommendations for the consideration of the Committee.

Action by the Bureau: The Bureau is invited to review the evaluation report and recommend whether its conclusions and recommendations should be submitted to the twenty-fourth session of the World Heritage Committee for adoption, and serve as a basis for reviewing the priorities, processes and expected outputs guiding delivery of international assistance to States Parties.

CENTRE EUROPEEN D'EXPERTISE EN EVALUATION

C3E

CENTRE FOR EUROPEAN EVALUATION EXPERTISE

World Heritage Centre
Central Evaluation Unit

UNESCO

Paris

Evaluation of International Assistance in the Framework of the Convention concerning the Protection of the World Cultural and Natural Heritage

Final Report

17 August 2001

Acknowledgements:

This evaluation report has benefited from advice and information from a large number of people belonging to and/or representing the different structures concerned by international assistance.

- The World Heritage Centre, Paris
- The World Heritage Committee and the Bureau, the members of which met during their Marrakesh session (December 1999)
- States Parties to the Convention
- Projects having benefited from international assistance
- Advisory bodies (ICCROM, ICOMOS, IUCN)
- The Central Evaluation Unit of UNESCO, Paris

We wish to thank all the persons met and more particularly Mmes. L. El Madini, G. Saouma-Forero and Messrs. Defourny, Touri and Zouain for their most valuable contributions to the preparation of this evaluation.

Note: The opinions expressed in this report are solely those of the authors of the text, the Centre for European Evaluation Expertise. They do not necessarily reflect those of UNESCO or the World Heritage Centre.

EXECUTIVE SUMMARY

1. The World Heritage Committee decided in 1998 to carry out an evaluation of international assistance provided in the framework of the implementation of the 1972 Convention concerning the Protection of the World Cultural and Natural Heritage. It involves the evaluation, for the first time since the inception of the World Heritage Fund, the activities financed for the identification, protection, conservation, presentation or rehabilitation of properties which are listed or likely to be listed on the World Heritage List or as heritage in danger.

2. The present evaluation concerns the different forms of international assistance granted by the Fund: preparatory assistance, emergency assistance, technical co-operation, training and information-awareness raising. It focuses on direct funding for international assistance; other activities are financed by the Fund which contribute indirectly towards the implementation of this assistance.

3. The main goal of the evaluation is to provide elements for reflection that will guide the World Heritage Committee and the Centre towards new strategic and operational ways to strengthen the impacts in terms of the preservation of world cultural and natural heritage. It also has a collective learning dimension given the fact that it was carried out in close interaction with the parties concerned.

4. The analyses conducted are based upon initial information resulting from two group meetings, individual meetings with Secretariat staff, States Parties to the Convention and the advisory bodies. The evaluation is also based upon secondary information resulting from the analysis of statutory documents, activity reports, existing Internet sites, etc. Monographic analyses of eight cases, considered to be representative of the different modalities of international assistance and exemplary as regards the positive results obtained, were carried out.

5. The analysis focuses on revealing the coherence of the objectives of international assistance, the identification of the strengths and weaknesses of its results and on the conditions of its implementation, in order to explain its results or its failures in terms of results obtained. Although it is the one and only responsibility of the C3E, the conclusions of the evaluation have been thoroughly discussed in the Pilot Group. These conclusions of the evaluation, that are divided into three categories, are summarised in the three following paragraphs.

6. The Operational Guidelines which are intended to guide the granting of international assistance do not take sufficient account of the success of the Convention and its international assistance, nor of the fact that the conservation and the presentation of the properties inscribed as Heritage are increasingly becoming a priority for the coming decades.

7. In terms of results, it may be noted that international assistance has a catalysing effect which gives credibility to projects vis-à-vis the national authorities and international funders, is extraordinarily effective in terms of strengthening the capacity of least-

developed countries, and of unequalled value in emergency situations because of the moral authority represented by the World Heritage Convention.

8. In spite of the fact that the autonomy of the Fund and the operational character of the Centre enables an almost unequalled rapid and flexible international assistance, in terms of implementation, the selection criteria are not sufficiently specific to avoid the risks of "first come, first served". Finally, the operational character of the Centre, the autonomy of the Fund and the close participation of the advisory bodies appears essential to obtain the objectives of international assistance.

9. The recommendations that emerge from the conclusions have been, for the most part, discussed with the parties the most concerned. Generally, the conclusions indicate the pursuance of international assistance activities that could certainly be improved and /or widened in some aspects.

10. Recommendations relating to the objectives of international assistance are principally: update the strategic priorities, develop greater selectivity according to the evolution of priorities and the consideration of emergent objectives, and favour assistance to sites already inscribed on the List and which are experiencing difficulties.

11. With regard to the results of international assistance, it is recommended to: favour interventions that have the most added value in comparison to other organizations offering assistance, and notably catalyser actions, those that allow sites in a critical situation to overcome their difficulties, and partnership training activities with regional institutions or via the Internet.

12. Furthermore, with regard to implementation, it appears indispensable to have recourse to new technologies and to mobilise additional private funding. Finally, it is recommended to preserve, even increase, the present advantages of international assistance in terms of rapidity and flexibility, notably for emergency assistance, whilst increasing the transparency of the implementation system.

TABLE OF CONTENTS

Introduction **5**

1. Description of international assistance **6**

1.1 Objectives and resources *6*

1.2 Types of activities and actions *8*

2. Analysis of the intervention logic and its evolution **13**

2.1 Coherence of explicit objectives *13*

2.2 Examination of present priorities *15*

3. Analysis of the results of international assistance **18**

3.1 Results concerning the extension of the World Heritage List *19*

3.2 Results regarding the situation of properties in danger *21*

3.3 Results relating to properties inscribed on the World Heritage List *22*

4. Analysis of the conditions for the implementation of international assistance **27**

4.1 Contributions of concerned parties *27*

4.2 The selection of requests and the implementation of projects *29*

5. Main conclusions and recommendations **33**

5.1 Main conclusions *33*

5.2 Recommendations *35*

6. Appendixes **38**

Introduction

During its twentieth session, the World Heritage Committee requested an audit of the World Heritage Fund and the administrative management of the World Heritage Convention.

This external audit, carried out in 1997 and entrusted to the External Auditors of Canada, presented conclusions and recommendations regarding international assistance provided by UNESCO in the framework of the implementation of the Convention concerning the Protection of the World Cultural and Natural Heritage. One of the recommendations of the External Auditors' report stipulates that "The Committee should request the Centre to carry out an external evaluation on the pertinence and the impact of international assistance provided. This information should serve as a basis for a monitoring evaluation in three years".

During its twenty-second session (Kyoto, 1998) the World Heritage Committee decided to implement the evaluation of international assistance in view of the financial and procedural difficulties, the amounts involved each year and the tensions which arise in dividing up these amounts within the different sectors of international assistance. Indeed, after more that twenty-five years of functioning, the World Heritage Committee is confronted with an increase in the amounts allocated for international assistance (Chapter III of the Fund), on the one hand, and on the other, a growing number of requests for which the present resources are not sufficient.

The present evaluation concentrates upon the analysis of the effects of international assistance with regard to the criteria of pertinence, coherence, efficiency and effectiveness. It does not pretend to treat other matters raised by the audit, e.g.: the modalities of internal management of the Centre which would be the subject of a management audit and based upon other avenues of investigation and analysis.

The Evaluation Method in brief :

The primary data exploited came from three sources :

- *Two group interviews during the twenty-third session of the World Heritage Committee held in Marrakesh. These interviews enabled the gathering of information and opinions of the representatives of countries benefiting from international assistance as well as the advisory bodies.*
- *Individual interviews with Paris Secretariat staff responsible for geographical regions, and representatives of States Parties to the Convention and advisory bodies.*
- *Monographic analyses of the eight cases representative of the different modalities of international assistance and exemplary for the positive results obtained.*

The evaluation is also based on the secondary information resulting from the documentary analysis of the statutory documents, activity reports, existing Internet sites, etc.

1. Description of international assistance

1.1 Objectives and resources

1.1.1 Background

Adopted in November 1972, the Convention, concerning the Protection of the World Cultural and Natural Heritage specifies in Article 13 that international assistance has the objective: to secure the identification, protection, conservation, presentation or rehabilitation of properties which are included or which are potentially suitable for inclusion in the World Heritage List or in the Danger List. Furthermore, it specifies that it should respond to the following priorities: 1- the importance of properties to be safeguarded for world heritage; 2- a better representativity of the characteristics or of the genius and the history of peoples of the world; 3- the urgency of work to be undertaken; 4- the specific capacities of the States concerned.

Chapter V (Articles 19 to 26) stipulates that assistance is provided for property of outstanding universal value situated within the State Party to the Convention.

The « Operational Guidelines for the Implementation of the World Heritage Convention » in its version dated December 1998, refers to the objectives of international assistance as set out above (paras. 94-110). Nevertheless, the definition « Assistance to Education, Information and Promotional Activities » leads to the addition under international assistance, of international objectives regarding « promotion of the interest of countries in a given region for the Convention », but also at the national level, for the population, notably young people.

1.1.2 Funding of International Assistance

International assistance is funded, quite separately from the Regular Budget of UNESCO, by the World Heritage Fund created in 1976 and instituted by Article 15 of the Convention. It is a trust fund which receives compulsory contributions (1% of the contribution to UNESCO's Regular Programme) and voluntary contributions made by States Parties to the Convention. It may, in addition, include contributions, gifts or bequests of other States, UNESCO or organizations and private individuals, and finally funds raised by collections and receipts from events organized for the benefit of the Fund. The World Heritage Fund comprises a Reserve Fund for emergency actions that are considered as part of international assistance.

The budget of the Fund amounts to US$ 5,756,000 for 2000, of which approximately US$ 3,200,000 is allocated to international assistance (including US$ 600,000 for emergency assistance). It may be noted that our evaluation of activities relating to international assistance as it is defined in the Articles of the Convention and the Operational Guidelines mentioned above, covers 55% of the Fund and only concerns Chapter III stricto senso of the budget allocated to international assistance. However, international assistance is not restricted to this chapter alone because the other activities financed by the Fund contribute in an indirect manner

to the implementation of this assistance. It is to be noted that the 45% of the remainder of the Fund has not been included in our analysis[1] (it is utilised for diverse expenditures linked to the functioning of the Committee, the advisory bodies and the implementation of the Convention, monitoring of sites, etc.).

1.1.3 Structures responsible for international assistance

The World Heritage Committee is responsible for the implementation of the Convention: it decides if a site is accepted for inclusion on the World Heritage List. Furthermore, it is responsible for the granting of financial assistance from the World Heritage Fund in the framework of international assistance. Meeting in December each year, the Committee is composed of 21 members representing the States Parties to the Convention. Seven of them constitute the Bureau, responsible for the preparation of the work of the Committee. This Bureau has the power to approve middle-level requests for assistance that it examines during its two annual meetings. For his/her part, the Chairperson approves, by delegation of the Committee, the small requests for preparatory assistance, technical co-operation and training up to US$ 20,000 and emergency assistance up to US$ 50,000. Assistance provided for promotional activities and educational and information programmes on a national scale are limited to US$ 5,000.

In addition, the Secretariat of the Committee is assured by the members of the World Heritage Centre created in 1992 by the Director-General of UNESCO to ensure the daily management of the Convention. It organizes the annual meetings of the Bureau and the World Heritage Committee, advises States Parties in the preparation of their nominations for inscription to the World Heritage List (preparatory assistance), coordinates the submission of reports on the state of conservation of the sites and emergency measures and, upon request, organizes technical assistance. The World Heritage Centre is also responsible for the administration of the World Heritage Fund.

Finally, the Committee is assisted by experts and statutory advisory bodies (cf Article 14.2 of the Convention): ICOMOS (International Council of Monuments and Sites), IUCN (International Conservation Union) and ICCROM (International Centre for the Study of the Preservation and Restoration of Cultural Property). A representative of each organization attends the sessions of the Committee in an advisory capacity.

[1] This point was treated during the management study of the World Heritage Convention in 1997 by the External Auditors of Canada, in their role as external auditors.

1.2 Types of activities and actions

1.2.1 The types of activities and their relative importance[2]

Different forms of International assistance as presented in Chapter IV of the Operational Guidelines:

- Preparatory assistance

It aims at the preparation of tentative lists of cultural and/or natural properties suitable for inclusion in the World Heritage List, and the organizing of meetings for the harmonization of tentative lists within the same geo-cultural area. Furthermore, its goal is to prepare the nominations of cultural and natural properties to the World Heritage List and to prepare requests for technical co-operation (including training requests). This assistance takes the form of consultant services, equipment or financial grants. The budgetary ceiling for each project is fixed at US$ 30,000. The total amount allocated to this type of assistance represents about 10% of the budget since 1997.

- Emergency assistance

Emergency assistance may be granted for properties included or suitable for inclusion in the List of World Heritage in Danger which have suffered severe damage due to sudden and unexpected phenomena (fire, floods, etc.). The preparation of urgent nominations of properties for the World Heritage List may be funded, emergency plans to safeguard properties inscribed on or nominated to the World Heritage List, emergency measures for the safeguarding of properties inscribed on or nominated to the World Heritage List. Since 1997, the total amount of assistance provided under this type of assistance represents roughly 22% of the total international assistance.

- Technical co-operation

It only concerns properties inscribed on the World Heritage List, and may take several forms: studies concerning the artistic, scientific and technical problems raised by the protection, conservation, presentation and rehabilitation of the cultural and natural heritage; the provision of experts, technicians and skilled labour to carry out the work; long-term low-interest loans; interest-free loans in exceptional cases. Since 1997, the financial envelope allocated to technical co-operation represents the largest part of the international assistance budget. On average, it absorbs about 34% of the total approved budget for assistance.

- Training organization

This assistance aims at the training of staff and specialists at all levels in the fields of identification, protection, conservation, presentation and rehabilitation of cultural and natural heritage. Priority is given to training at the local and regional levels and group training. For training, international assistance requires a global approach and a specific approach, both with the aim of strengthening capacities with the States.

---

[2] The figures shown in this Chapter are annual averages of the period 1997 to 1999. The calculation is based upon the « approved » amounts for international assistance. For 1997, due to lack of available information, the amounts are approximate.

Representing 29% of the total international assistance budget since 1997, it is the second largest budget for international assistance.

- Assistance concerning activities for education, information and promotion

This assistance was created in 1998. It concerns projects at the regional, national and international levels, which aim at promoting countries' interest in the Convention and providing the opportunity to exchange experiences. This form of « assistance » was not initially foreseen under international assistance in the Convention but added in the Operational Guidelines. It can take the form of specially organized meetings to promote the Convention, the preparation of brochures, etc. The amounts involved are very low: they do not exceed US$ 5,000. Representing only 5% of the assistance budget, it is the smallest budgetary envelope.

The division in terms of absolute and relative value for each of the categories of international assistance since 1997 is presented in the following table.

Table 1: Average Budgetary Allocations according to the Type of International Assistance

Categories of projects	Approved average annual amount 1997 – 1999 ($ US)	Allocation (%)
Preparatory assistance	256,767	10
Emergency assistance	584,593	22
Technical co-operation	890,031	34
Training	749,420	29
Information & Awareness	125,850	5
TOTAL	2,664,045	100

Source: World Heritage Centre (1997-99)

It should be noted that in reality such a division of types of activities of international assistance is not quite so rigorous. In fact, as an example, a request for preparatory assistance often includes the training of staff in situ in order to assist in the preparation of the nomination dossier.

1.2.2 Activities for the period 1997 to 1999

The allocation of the financial envelope is fixed annually by the Committee. It should be noted that the approval of projects has an influence on the allocations for the year. This was the case in 1998 during which one observed a modification in the allocations in favour of emergency assistance and to the detriment of training activities. The global budget approved was increased by 4.5% more than budgeted. This increase did not, in practice, raise any problems because at the end of the period the total implementation rate for the year was 82%.

Beyond the average division by type of international assistance projects, attention is given to the division by geographical zone (Africa, Arab States, Asia and the Pacific, Europe and North

America, Latin America and the Caribbean). (cf. Table 2), the division between natural heritage, cultural heritage and mixed heritage (cf. Table 3) and finally the division between micro funding and more important funding (from US$ 1,267 for a preparatory assistance project for Guyana to US$ 50,000 for a training project, and US$ 100,000 for emergency assistance to Albania).

Table 2. Average Geographical Distribution of the International Assistance Budget

Geographic Zone	Approved average annual amount 1997 - 1999 ($ US)	Average allocation for 1997-1999 (%)
Africa	491,080	20.5
Arab States	384,386	16
Asia – Pacific	559,723	23.3
Europe – North America	422,972	17.6
Latin America	539,884	22.5
TOTAL	2,398,045	100

Source: World Heritage Centre (1997-99)

This table shows that over the last three years, it is the Asia-Pacific region that has most benefited from international assistance, absorbing 23% of the approved total average budget. It is closely followed by Latin America and Africa.

Furthermore, over the last three years, the requests for international assistance of all categories are more and more numerous, as is shown by Table 4. However, all requests are not approved. Technical co-operation requests as well as emergency requests are for the most part approved. On average, between 1997 and 1999, 58% of preparatory assistance requests were approved, which must be considered in parallel with the budgetary breakdown. It is difficult, however, to appreciate the activities for awareness-raising, promotion and education, as they were not integrated into Chapter III of the Fund until 1998.

Table 4: Overview of International Assistance

	Preparatory assistance		Emergency Assistance		Technical Co-operation		Training		Information & Awareness	
	R	AR	R	AR	R	AR	R	AR	R	AR
1997	24	14	11	9	60	27	32	26	-	-
1998	25	23	14	12	48	47	40	40	25	25
1999	51	22	19	11	71	47	38	29	28	25
Total	**100**	**59**	**44**	**32**	**179**	**121**	**110**	**95**	**-**	**-**
% of approved requests	**59**		**72**		**67**		**86**		**-**	

R = Request AR = Approved request

Finally, it is noted that, in general, cultural heritage is better represented, especially for 1998, even if the tendency since 1998 is in favour of greater balance to the benefit of natural and mixed heritage.

Preparatory assistance being the activity having the most influence on the evolution of the List, it is interesting to analyse the breakdown by type of assistance (cultural, natural and mixed) in this category.

It may be noted (cf. Table 5) that preparatory assistance for mixed sites represents larger and larger amounts, going from 0% to 8%, then to 32% between respectively 1997, 1998 and 1999.

Table 5: Allocation of Approved Preparatory Assistance Projects by Category of Property

Preparatory Assistance	**1997**		**1998**		**1999**	
	No. of projects	**Amounts $ US**	**No. of projects**	**Amounts $ US**	**No, of projects**	**Amounts $ US**
Cultural Heritage	10	77,204	18	279,156	11	129,000
Natural Heritage	4	55,000	3	31,267	5	75,000
Mixed Heritage	0	0	2	27,675	6	96,000
Total	**14**	**132,204**	**23**	**338,098**	**22**	**300,000**
% cultural	58		83		43	
% natural	42		9		25	
% mixed	0		8		32	

Source: World Heritage Centre (1997-99)

2. Analysis of the intervention logic and its evolution

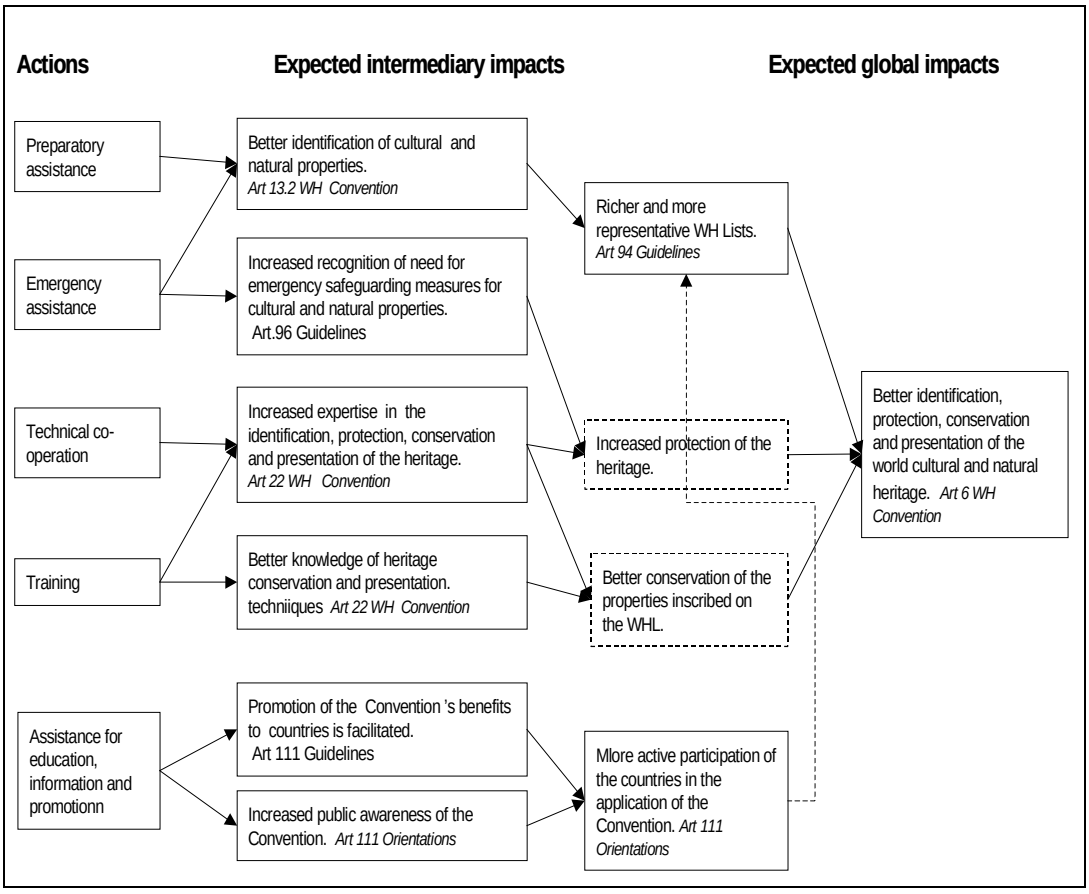
2.1 Coherence of explicit objectives

2.1.1 The official objectives

The Preamble to the 1972 Convention defines the *raison d'être* of international assistance and affirms a collective responsibility for the protection of heritage of universal value. The different forms of international assistance financed by the World Heritage Fund aim at an official common global objective: to better identify, conserve, preserve and present the world's cultural and natural heritage. They contribute indirectly to the emergence of an " international law".

A logical diagram of this assistance was based on the relative major legislative texts: the 1972 Convention, and the Operational Guidelines for the Implementation of the World Heritage Convention, March 1999.

Diagram 1 - Logical diagram of the expected impacts of international assistance



This diagram is a representation of the action logic of international assistance in accordance with the official policy of the decision-making bodies. It presents the international assistance activities and the expected intermediary and global impacts that it links together. There are no inconsistencies in this logical diagram since each of the five categories of actions can logically and theoretically contribute to the realisation of the global objective of the Convention.

A reading of the different texts however raises questions inasmuch as the objectives are not clearly defined in the official documents. They must in fact be « reconstituted » from the description of the conditions for granting the different forms of available assistance under the World Heritage Fund. Logically, the expected results should guide the choice of the means (and not the contrary). We have thus completed the arborescence of the objectives so that the chain of cause and effect can be described plausibly (Cf. the dotted line boxes).

Moreover, one observes that the additions to the Guidelines have enabled an evolution of the objectives of international assistance and of worthy projects since the adoption of the original text. Such an evolution, after 27 years, is indispensable, however we might raise the question, as certain of our interlocutors have done, of the necessity of adding objectives for the promotion of the Convention which are actually upstream to assistance to the properties themselves (Cf. the dotted broken arrow).

Finally, it should be noted that the analysis does not differentiate the natural and cultural heritage. However, these properties have different approaches, management, concepts and geography. The situation is different for the natural properties that are subject to other Conventions in addition to the World Heritage Convention: wetlands, endangered species… Cultural properties do not have the equivalent. However, for historical reasons, the protection of cultural sites began earlier.

2.1.2 Common objectives at the end of 1999

The series of individual interviews held with the different parties concerned allowed those interviewed to talk about the objectives which they attribute to international assistance. The summary of their viewpoints reflects the state of mind of the concerned parties in December 1999.

Whatever the status or the function of the persons interviewed, we see that the expressed objectives converge and generally go beyond those that are presented in the official texts.

In the frame of this analysis, we have identified five major common objectives that regroup the expectations expressed and which can be compared to a “jurisprudence” in relation to the official objectives, linked to practices of international assistance. These objectives are presented below in descending order of frequency of citation.

- ***Develop awareness of a World Heritage to protect***

International assistance must have a “political impact” in the sense of a recognition of the importance of properties of universal value. It must contribute to “promoting the existence of World Heritage”, to “illustrating the benefits that peoples and countries can obtain by inscribing their own heritage on the List” and “to strengthening the values which enabled these properties to be inscribed on the List”.

- ***Strengthen management capacities at national and local levels***

The expectations in terms of capacity building for managing the safeguarding of the World Heritage are twofold: "train site managers and the competent national or local institutions in the significance and the means of Heritage conservation, and "diffuse legislation pertaining to site protection".

- ***Strengthen the implementation of the Convention***

International assistance must serve to "strengthen the global strategy of the Convention" and "enable more effective application of the Convention" in particular by reminding States Parties that, although they have the obligation of preserving their sites, they can receive assistance. International assistance has the vocation of allowing the least developed States Parties to implement the Convention. Notably it must help the States to strengthen their legislation and, more generally, their relevant national policies.

- ***Contribute to the balanced growth of the List***

The addition of world sites to be preserved on the List must be a priority objective with a qualitative aspect: geographical balance in terms of representativity. However, it can be noted that certain parties are not of the same opinion. They feel it is just as important to provide good conservation for the sites already inscribed on the World Heritage List as it is to add others.

- ***Infuse life into the listed World Heritage***

The final objective, less frequently but emphatically cited, seems to be an emerging objective: to contribute to the creation of a sustainable economic and social development of the listed sites so they can be living sites and not "inert museum pieces".

2.2 Examination of present priorities

The latest order of priorities (1999) decided by the Committee is the following :

1. Emergency measures for the safeguarding of properties inscribed or proposed for inscription on the World Heritage List;
2. Preparatory assistance for the elaboration of tentative lists of cultural and/or natural properties eligible for inscription on the World Heritage List;
3. Projects which could have a multiplier effect by utilising "seed money" .

In practice, however, one sees that these priorities are not taken into account in the budget inasmuch as emergency assistance only represents 20% of the budget of international assistance (average for 1997-99, Cf. Table 1) and has stagnated, with the exception of 1999, when the Japanese Government contributed special assistance. Moreover, the arbitrary fixing of a budgetary envelope of US$ 600,000 is contrary to the development of the established priorities.

Furthermore the Convention and the "Operational Guidelines for the Implementation of the World Heritage Convention" highlight the objective of safeguarding the maximum number of interesting sites for the World Heritage. This is confirmed by the above priority that favours new nominations rather than assistance for preparing technical co-operation requests for the properties inscribed on the List. This budget increased significantly between 1997 and 1999: + 29%. On an average over three years, preparatory assistance represents 10% of the amounts

approved, which would appear small in consideration of the objectives presented in this domain, but the average amount approved between 1997 and 1999 increased by 34%.

The pertinence of the objectives can only be appreciated upon examination of the international dynamic created by the Convention in general and the results already obtained through assistance provided since 1972. It is useful to put the dynamic engendered into perspective because the concerned parties appear to have uneven knowledge of this.

This dynamic can be summarised as follows:

1st Stage: Strengthen the Convention and adhesions of the States (1970s)

↳ *2nd Stage: Identify the World Heritage properties (1980s)*

↳ *3rd Stage: Protect the most endangered properties (1990s)*

↳ *4th Stage: Conserve the properties inscribed on the List (2000s?)*

↳ *5th Stage: Enhance and present these properties (2010s?)*

The high number of adhesions to the Convention can be considered as the result of the successful efforts made during the 1970s and the following decades. Consequently, the priority is shifted to the second stage, then the third. If the second stage remains so pre-eminent in the 1998 Guidelines this is probably because of the rapid evolution that Eastern European countries have undergone, which led the Committee to re-examine the importance of this objective. On the medium term, a balanced readjustment will be necessary to avoid that the efforts devoted to enriching the List result in neglecting the condition of the sites already listed and recognised as belonging to the World Heritage.

The relative or hierarchical importance of the priorities adopted in 1998 should be re-examined in the light of the achievement of the objectives. At the outcome of this analysis, it appears that the objective of enhancing and presenting the properties will increase in importance during the next decade; this is one of the conclusions of the Kyoto meeting. To contribute to the clarification of the problems to solve and to facilitate the establishment of homogenous priorities according to the "targets", it is possible to identify three key situations for which international assistance is necessary, each one requiring a specific procedure ("a policy mix") and an ad hoc group of selection criteria for priority projects:

- ***Properties to add to the World Heritage List:***

Properties are to be added due to "conceptual" or geographical under-representation (countries recently adhering to the Convention that lack experience in preparing nomination files). In other words, the recently-created heritage concepts should be included such as for example "cultural landscape", "intangible heritage", patrimonial tropical forests,… This category corresponds to the second stage above in a refining phase.

- ***Endangered properties already listed :***

The concerned countries are not necessarily amongst the poorest, but for accidental reasons, a site inscribed on the List requires international emergency assistance. (Cf. the third stage).

- ***Listed properties of least developed countries :***

Assistance to the States Parties with little human, financial or material capacities to conserve and enhance the World Heritage properties, or assistance to managers of these properties when they are faced with a critical situation such as described above (Cf. the stages 4 and 5).

3. Analysis of the results of international assistance

The resources allocated for this evaluation did not allow field observations of the real impacts of the projects financed by international assistance. Our analyses will enable the eventual realisation of such field case studies in a latter phase.

In the frame of our analysis, as the extent of the impacts could not be observed directly, a somewhat exhaustive identification of the results was carried out for a selection of projects considered as representative of different types of projects of international assistance and exemplary due to their success.

Eight typical projects were selected aiming at a breakdown of projects by category (emergency, technical co-operation, training, preparatory assistance, information) and by geographical zone (Asia, Africa, Middle-East, Eastern Europe, Latin America and the Caribbean). The selection criteria and the list were validated by the Secretariat. The table below summarises the main characteristics of the projects studied (Cf. Appendix B of the project forms).

Project	Brief description	Type of assistance
City of Luang Prabang - Lao People's Democratic Republic	Decentralised co-operation since 1996 under the aegis of UNESCO.; Support of the national and provincial efforts for the safeguard of the outstanding universal value of the city	⇨ Preparatory assistance (1991; 1994; 1996) for a total of US$ 28,882. ⇨ Technical co-operation (1996; 1998; 1999) for a total of US$ 76,432. ⇨ Training (1997) for the amount of US$ 25,000.
Nomination of the site of Sukur - Nigeria	Provision of an ICOMOS expert to evaluate the site in view of its inscription on the World Heritage List	⇨ Preparatory assistance (1996) for an amount of US$ 15,000.
Conservation of the Mosaics of Hagia Sophia - Turkey	Technical conservation work (analysis of materials, photogrammetry…)	⇨ Technical co-operation (1983 à 1989) for a total of US$ 261,149.
Species monitoring programme - Archipelago of the Galapagos - Ecuador	Setting up an animal and vegetal species monitoring system / strategic programme for the ecological monitoring of the Islands.	⇨ Emergency assistance (1985; 1987) for an amount of US$ 13,000. ⇨ Technical co-operation (1986, 1987; 1989; 1997; 1998) for a total of US$ 283,750. ⇨ Training (1982; 1985; 1991; 1998) for a total of US$ 67,500.
Historic Centre of Riga - Latvia	Inventory of the historic centre of the city of Riga (computerisation of data pertaining to the World Heritage zone…)	⇨ Technical co-operation (1998) for the amount of US$ 20,000.

Management training for the Wildlands - Fort Collins - Colorado	One-month training for the site managers of Latin America and the Caribbean in the techniques of natural site protection.	⇨ Training (1996 to 1999) for more than US$ 29,000.
Site of Butrint - Albania	Financing of the immediate actions retained for this site inscribed on the List of World Heritage in Danger (inventory of stolen archaeological property, reinstallation of the water pumps for the theatre…)	⇨ Emergency assistance (1997) for the amount of US$ 47,000.
Conference on the Biodiversity of Tropical Forests - Bastagi-Summatra- Indonesia	Conference of experts from 20 different countries on the conservation of the biodiversity of tropical forests. Overview of the present situation, proposal of a list of possible nominations of forests to the World Heritage List.	⇨ Training activity (1998) for an amount of US$ 30,000.

Our analysis of each of these projects was based on the files available at the Secretariat and on the meetings with one or several of the following persons: the person responsible for the file in the Centre, the local manager of the project and/or the experts concerned (Cf. Appendix C).

3.1 Results concerning the extension of the World Heritage List

Identification of the properties to be added

The List of World Heritage sites to preserve grows longer every year. This growth is both quantitative (number of sites) and qualitative. Attention is paid to the representativity of the geographical zones and the categories of properties.

In addition, international assistance helps to broaden the List by contributing to the emergence of new concepts of World Heritage property, then by facilitating their identification. The project presented below illustrates the motivation and the identification of new sites eligible for inscription on the List.

In this context, preparatory assistance projects aim to create awareness, at the national or local level, of the universal value of the property. The immediate result can simply be to provide the expertise or the financial resources lacking for the preparation of a valid nomination file.

Raising awareness of a heritage concept: « Policy dialogue on the World Heritage Convention and Forest Biodiversity Conservation », Berastagi - North Sumatra - Indonesia, 1998

This conference convened international experts from 20 different countries in the fields of biodiversity and tropical forests. Its main objective was to obtain a global vision of the state of the tropical forests designated World Heritage, and to identify the eco-floristic priorities of the regions with a view to future nominations by the States Parties.

This conference allowed the identification of 63 potential forests to protect, eligible for inscription on the World Heritage List. It gave rise to a publication that serves as a reference in this field and which is used to encourage the nomination of sites. Thus, for example, in the months that followed, Brazil nominated four forest sites.

Moreover, the presence of the local media permitted to alert the populations concerned at local level and retain their attention. An increasing number of publications by specialists in the field are appearing in the press. Finally, the United Nations Foundation, convinced of the interest in the concept, consequently contributed the sum of US$ 40,000,000 ! to pursue the action initiated on this occasion.

In addition, numerous national and local administrations wish to present sites but they have difficulty obtaining the necessary official support of their government in good time. Preparatory assistance offered under the World Heritage Fund enables the legitimisation of national procedures, recognition of the initiators, and provides the project with a status. The case of Nigeria below testifies to the importance of assisting the authors of the project in their procedures: the provision of international experts, expertise and financial assistance to produce a file are important means of assistance under the Fund in comparison with other potential international support.

Finally, the training actions provided by international assistance are not limited solely to the sites inscribed on the World Heritage List; they are also very useful for the countries that request international assistance for the nomination of a site on the List. Such is the case of The Gambia whose heritage officials were trained in preparing their request in 1997 at James Island. The preparatory assistance inscription file will be presented in 2000. Rather than recruiting a foreign expert, the expertise of the personnel of the national heritage directorates is drawn upon for the constitution of national files.

■ *The catalyser effects*

Support of a procedure for the nomination of a site on the World Heritage List: Site of "Sukur cultural landscapes" - Nigeria

A complete report, following the mission of the expert chosen by ICOMOS and Nigeria, enabled the establishment of the complete situation of the site considered to be unique due to its political, ethnic and physical complexity. The first result of this mission was the inscription of the site of Sukur on the World Heritage List in December 1999 on the basis of criteria (iii), (v) and (vi) of the Convention.

By the same occasion, this project had the effect of strengthening the proportion of exceptional "cultural landscape" sites inscribed on the List and considered as World Heritage. Finally, amongst the positive results of this project, it was stressed that the procedure for inscription of a site brought about an organisational reflection within the national services responsible for the heritage. It is envisaged to give the site Historic Monument status. The National Commission of Museums and Monuments should participate in its management. In addition, the Nigerian officials decided to propose two other sites for inscription on the List in 2000.

International assistance has a very important "catalyser effect" with three aspects: it encourages the States themselves to invest in the protection of their heritage, it gives credibility to the authorities of these States in their prospective procedures and it encourages other funding

institutions to provide funds. Globally, the catalyser effect sets a process in motion. In Nigeria, the project for the nomination of the site of Sukur enabled reflection on the structuring of the administration in charge of the Heritage to ensure the monitoring of the protection of the site (project for the creation of a Department of Sites and Monuments, for example).

In the case of the afore-mentioned Biodiversity Conference, the catalyser effect is spectacular in the diffusion of new ideas and in terms of the mobilisation of financial resources. In these two cases, the impacts are not only quantitative but also qualitative. However, the preparatory assistance projects tend to favour the quantitative aspect to the detriment of the truly strategic interest of the property concerned.

3.2 Results regarding the situation of properties in danger

Emergency assistance is destined for sites threatened by catastrophes or events of natural or human origin. It is therefore a matter of preserving without delay the characteristic elements that permitted the inscription of the site on the World Heritage List.

Action in favour of emergency situations is necessary in case of paralysis of the national or local administrations, because the moral authority of the World Heritage Centre of UNESCO enables the regulation of situations of conflict. Moreover, this support under the World Heritage umbrella is implemental in mobilising the humanitarian organisations and other United Nation agencies anxious, above all, to assist the communities. The case of emergency assistance for the site of Butrint in Albania illustrates this added value.

Emergency assistance for the site of Butrint - Albania

In 1992, the site of Butrint was inscribed on the World Heritage List. In 1997, following the civil war in Albania, the Committee placed the site on the List of World Heritage in Danger. The situation was critical; the archaeological museum of the site had been looted, the theatre had collapsed and the site had no security. Emergency assistance enabled the launching of a programme of short-,medium- and long-term corrective measures in order to provide proper security, establish adequate conditions of management and develop a management plan for the site. It also helped to put a stop to the anarchic constructions that had sprung up on the perimeter of the site.

The site now has proper security and protection, and enjoys international recognition. The Albanian Government, as well as the population, are aware of the fact that Butrint is a World Heritage site. The communities feel involved. The "World Heritage" label put a halt to the construction of buildings and enabled the promotion of sustainable development. Moreover, the site is contained within a National Park since June 1999. Presently, UNESCO is working with the World Bank and the Butrint Foundation so that a proposal for the reinscription of the site on the World Heritage List can be presented next year.

Emergency assistance enabled the creation of awareness of the local authorities in the above example and acted as a counterbalance to the lobby of the construction firms and the economic agents. It can also have an important multiplier effect since it enabled, in the case of the site of Butrint, to mobilise co-financing from the World Bank as well as the Butrint Foundation in London.

Emergency assistance under the Fund provides a more flexible and rapid response in regard to the requirements of the situation. It is crucial especially when it cannot be ensured by other international organisations. It is to be noted that in the field of cultural heritage protection, it remains difficult to mobilise the population and obtain a consensus. Moreover, the non-

governmental organisations in this field (ICOM for museums, the Conservatory of National Archives…) are not as well-known by the media as their counterparts in the natural sector (WWF, …).

3.3 Results relating to properties inscribed on the World Heritage List

Four types of results can be noted concerning the sites inscribed on the List which require international assistance.

Multiplier effects

The problem encountered by certain sites inscribed on the World Heritage List, and notably in the least developed countries, is due to the lack of resources for making investments, undertaking restoration work, … International assistance can mitigate this lack by financing "technical co-operation" projects. As an example, the Historic Centre of the City of Riga (Latvia) was placed on the World Heritage List in December 1997. Inventory work on this historic centre was immediately necessary, and the country requested technical co-operation to begin this activity.

Likewise, the conservation of the mosaics of the Hagia Sophia Mosque in Turkey requires a considerable investment. International assistance in the form of technical co-operation began in 1993. A budget of US$ 400,000, of which US$ 100,000 from the World Heritage Fund, was deemed necessary in 1999. The advisory bodies estimated at the time of the request at the end of 1998 that Turkey should seek other donors to co-finance the project.

An example of technical co-operation: the conservation of the mosaics of the Mosque of Hagia Sophia - Istanbul - Turkey

The Hagia Sophia Mosque was inscribed on the World Heritage List in 1985. The Mosque has structural and humidity problems, and the mosaics required consolidation work. A team of high level experts from the Central Laboratory for Restoration and Conservation of Istanbul began the work in 1993. This large-scale mission obtained the support of UNESCO in addition to significant national financing.

The investments covered emergency interventions and treatment of the mosaics, the provision of conservation materials and equipment (radar, computers…), thermohydrographic measures, the analysis of conditions and the type of deterioration of the mosaics, and missions of structural experts.

However, small sums are sometimes very useful for technical co-operation that is not meant to be limited to material investments. Such is the case with the archaeological site of Chan-Chan in Peru that made use of technical co-operation funds to prepare the safeguarding plan of the site.

International assistance therefore has a direct multiplier effect and fulfils a function of providing "seed money" with regard to other donors. UNESCO's endorsement through its financial involvement plays a major role in attracting other donors. This multiplier effect, in terms of co-financing is significant, notably for smaller sites, for example in the case of the Galapagos.

An example of the multiplier effect of international assistance: creation of a species monitoring system - Archipelago of the Galapagos - Ecuador

The World Heritage Centre has assisted the Galapagos National Park since 1979. This in situ laboratory for biological evolution has been threatened by the intrusion of new animal and vegetal species, notably in the wake of El Nino in 1998. Following a national decision to set up a quarantine system to control the introduction and development of alien species, the Galapagos National Park and the Charles Darwin Research Station, backed by the World Heritage Fund, developed a strategic programme for the ecological monitoring of the islands.

This site benefits from an exceptional situation inasmuch as there is a UNESCO Office nearby in Quito which manages the funds, a research station, as well as a foundation which ensures the work. Technical co-operation amounting to US$ 61,000 enabled the collection of data on the species, the strengthening of the capacities to analyse this data, and the creation of additional methods for measuring the biodiversity of the environment. The impact in terms of mobilisation of other financial resources is considered to be very important. The initial contribution from UNESCO enabled funds to be obtained from the United Nations Foundation (US$ 3.9 million).

The effectiveness of the Fund's financing of material investments or the functioning of site management services remains limited due to the amounts allocated. The mobilisation of resources to complement the World Heritage Fund is thus inevitable, however the often-mentioned multiplier effect must not lead to "negotiating" situations where the support of UNESCO would be a condition before other funders would contribute to the project. For example, the Fund's budgetary allocation for the Hagia Sophia Mosque is not decisive, given the considerable investments necessary (at present, Turkey is not amongst the least developed countries).

However, the question is raised whether it is not better to create "success stories" by concentrating the resources instead of breaking them down into multiple co-financing. The systematic practice of searching for co-financing can in fact have negative consequences as can be seen in the case of other international policies. For example, the multiplication of funders of European regional development programmes had the consequence of diluting the responsibilities and weakening the programmes themselves.

As the amounts that can be allocated under the Fund are low, it is necessary to optimise their effects by giving priority to preparatory assistance for preparing technical files and especially by developing proposals for major heritage safeguarding projects, with the help of independent experts, to present to international funders or development agencies (World Bank, bilateral collaboration, UNDP, etc.). Such is the case of assistance for the city of Luang Prabang which is exemplary in the mobilisation of financial resources.

An example of the catalysing effect of international assistance: City of Luang Prabang - Lao People's Democratic Republic

The city of Luang Prabang was inscribed on the World Heritage List in 1995. At that time the Lao Government requested assistance from UNESCO to ensure the management and protection of the site. International assistance took the form of a decentralised co-operation initiated by UNESCO, the city of Chinon (France) and the city of Luang Prabang in 1996. This co-operation was concretised by an institutional measure and the creation of an advisory bureau, "Heritage House", under the responsibility of local authorities.

The results of this project are numerous. The catalyser effect can be appreciated in terms of the World Heritage image at the local level, improved safeguarding of the heritage, capacity building, awareness of concerned populations, the value and role of the properties. The project is currently in a second phase of co-operation with the French Agency for Development. The European Union, as well as a French Region contribute financial assistance, together with UNESCO, and they also finance additional programmes.

Contrary to the multiplier effect, in which financing under the Fund results in other financing, the catalyser effect of international assistance unleashes a political and cultural process that is not linked only to the financial contributions of other funders. The Conference on the Biodiversity of Tropical Forests is a concrete example.

Strengthening management capacities at national and local levels

When a site is inscribed on the World Heritage List, the country may lack the expertise or specialised competencies to ensure the site management, International assistance through technical co-operation and training actions enables management capacity building of the least-developed countries at national and local levels. This impact is significant notably in the frame of the sharing of resources (regional training seminars, guides, etc…). It effects two levels: that of the sites themselves, and that of the States benefiting from international assistance.

International assistance serves to train site managers and national or local institutions with competency in site protection in the challenges and in the means of heritage preservation and conservation.

At institutional level, assistance facilitates the adoption of legislation on site protection. Thus, for example, international assistance provided to the city of Luang Prabang enabled the evaluation of the national legislative framework for the protection of national cultural heritage in a first stage. Decisions were made following this intervention, notably the adoption of the Prime Minister's Decree for the Urban Plan for the city of Luang Prabang.

At site level, the managers need to acquire professional competencies to implement the rules and actions capable of ensuring better safeguard of the properties for which they are responsible. In the case of assistance to the city of Luang Prabang, training workshops in conservation methods were organised in situ and led by the School of Avignon.

The training project for the management of natural sites organised in Colorado since 3 years illustrates the interest in organising this type of seminar at the regional level.

Capacity building for site management: Wildlands Management Course - Fort Collins - Colorado

Since 1996, on a yearly basis, the World Heritage Centre has financed a one-month Spanish training course for 3 to 4 site managers from Latin America and the Caribbean at the University of Colorado. The theoretical on-site training aims at acquiring techniques for the protection of natural sites.

This project enables the acquisition of management tools by persons responsible for the site management in their country, who are frequently nominated to positions of responsibility without any prior competencies. The participants also have the possibility of interacting with the experts in this field.

This type of training is too specialised to justify the organisation of a seminar in each of the countries concerned. However, training courses can be organised effectively with recourse to the Internet and/or a partner of one of the countries of the area, as for example Brazil which has organised post-university training in "conservation" with the support of UNESCO since 1988 for the financing of professors and scholarships. This seminar allows the training each year of about 20 Brazilians as well as 10 persons from other countries. The same as the Africa 2009 Programme, common initiative of the World Heritage Centre, ICCROM, and CRATère-EAG which aims to improve the conservation conditions of immovable cultural property of sub-Saharan Africa by integrating this conservation in a sustainable development process. It is a training strategy at the regional level based on national actions. This programme launched in 1998 aims to create a network of African expertise and train the cultural heritage professionals of nine countries of the region and the representatives of bilateral and multinational development bodies.

Finally, international assistance, in particular its training aspect, beyond its contribution to the strengthening of capacities of the beneficiary countries, strengthens co-operation between peoples through the transfer of knowledge.

The cumulative effect on a same site

The recurrent intervention of UNESCO on a same site is common practice. The conservation work on the mosaics of the Hagia Sophia Mosque necessitated technical co-operation several times (1983, 1987, 1988, 1991, 1994) as well as stone conservation training in 1987. Setting up an ecological monitoring system in the Galapagos requires a mastery of computerisation technologies and geographic information systems which are very expensive and which evolve continually.

International assistance must not be seen as a sort of "subscription" for certain countries that make systematic requests. It must be justified, and for this it is indispensable to explain the criteria that were used for the acceptation of the recurrent requests. Assistance must be used mutually at the most advantageous moment: to assist managers in facing a critical phase in the "life cycle" of the site. Recurring international assistance necessarily implies continual monitoring of the sites and thus a strong articulation with the information system on the state of conservation of the sites.

The city of Luang Prabang is a good example of the complementarity of the types of assistance for this site and the cumulative effect. Since the provision of preparatory assistance for the nomination of the site in 1991, it has benefited from technical assistance notably for the conservation of traditional houses in 1996, as well as a training programme in 1997.

The creation of awareness of a World Heritage to be protected

Beyond these catalyser and multiplier effects, international assistance has a certain "political impact" and, in the long term, it contributes to developing the awareness of local communities and governments that they have a heritage to protect. International assistance plays the role of communication means, the Chief of projects of the city of Luang Prabang states: "Awareness was immediate because the results are visible, and thanks to this awareness, large projects with heavy financial implications could be finalised. In general, the people understand the concept of heritage very well, even if there is some resistance. For instance we are able to create awareness of the great value of the wooden houses. The communication campaign launched recently should help to strengthen this awareness". It is the same in Albania, where the difficult political situation has not facilitated the work of the Butrint site managers. Nevertheless, the Director of Butrint National Park feels that the impact in terms of raising awareness of the local authorities and communities, although still weak today, is nevertheless perceptible and has progressed slowly. "When one speaks of the site to the community, it takes you more seriously, it realises that Butrint is a protected site".

Moreover, this growing interest of people in heritage protection and other cultures offers development opportunities for the Fund. A site such as the Hagia Sophia Mosque that is an important tourist destination or the Galapagos Archipelago, generates profit from the local tourist resources that can thus serve as a contribution to site protection.

However, there can be a risk of a negative effect of international assistance when the World Heritage properties have too much "star quality" to the detriment of properties of national or local value, which are not inscribed on the List.

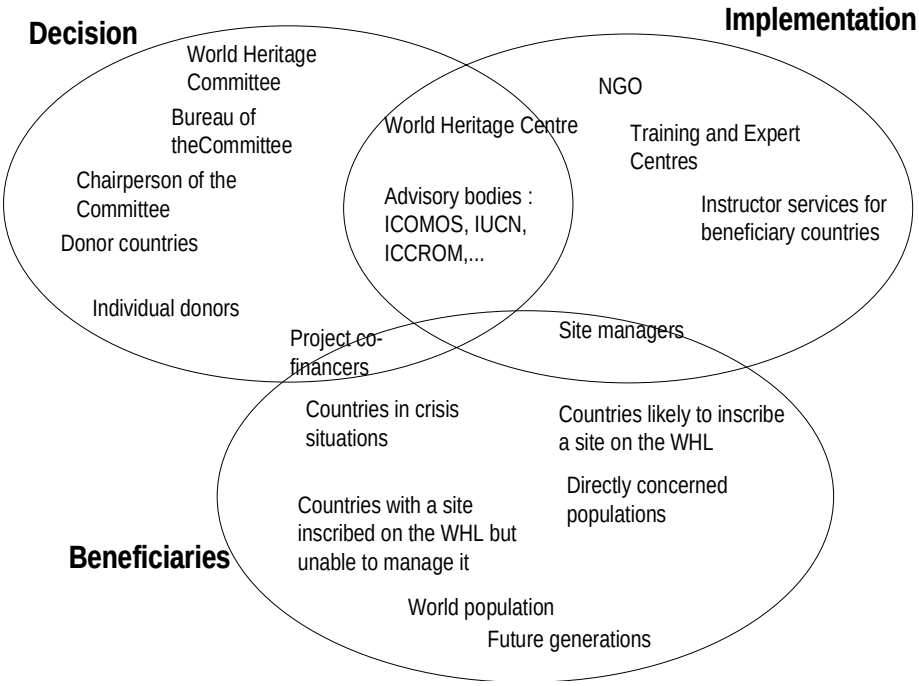
4. Analysis of the conditions for the implementation of international assistance

4.1 Contributions of concerned Parties

A large number of Parties concerned

The decision-making process regarding international assistance is related principally to the interactions between the States Parties (beneficiaries or donors), the Centre and the advisory bodies. The Committee, the Bureau and its Chairperson participate formally in the decision-making. The procedures for the implementation of international assistance (monitoring and evaluation) are mostly ensured by the Centre, the administrations of the beneficiary States Parties and the managers of the assistance at the project level.

The sociogram below illustrates the large number of parties involved from the initial request for assistance through to the final beneficiary who will in the long term be the future generations, if conservation of this outstanding universal heritage is achieved. The central role of the Centre and the advisory bodies is immediately evident: bodies which participate in the decision and at the same time in the implementation.



Furthermore, taking into account the number of co-decider sovereign States and the national and local administrations involved in the implementation, it would appear that the whole system cannot be managed in a unitary manner: there will inevitably remain an uncertainty as to the implementation and result of the project.

According to the case, this system and its procedures are able to contribute more or less effectively to the success of international assistance. This is what the evaluation has attempted to estimate by distinguishing the system used to select the projects to be financed and the procedures for the implementation (launching, monitoring and evaluation) of projects.

An appraisal of the transparency of the system

The system is conceived, according to its own principles, to guarantee, in theory, full transparency. Thus:

- Each State Party must follow, step-by-step, the progress of its dossier : from the reception of its request to monitoring its implementation. The examination of international assistance requests is public and occurs during the annual session of the Committee.
- The procedure calls upon several independent bodies which is an equalising factor of the powers as concerns the approval and use of international assistance.
- The principle of a Centre and a Fund devoted to international assistance are the guarantee for a better preservation of the specific objectives of international assistance.

However, this system is subject to constraints that, one way or another, challenge these principles. Thus:

- The protagonists do not necessarily know how the system functions and do not all have the same capability to judge the substance of a request. The decision-making at the Committee level takes place under conditions which may compromise its legitimacy: the examination of requests is made difficult due to the large number of requests and interventions of national representatives. This situation leads to the Committee approving, for the most part, the conclusions of the Secretariat.
- The evaluation of requests is generally insufficient due to lack of time: the requests are submitted too late and the advisory bodies sometimes have only a few hours to make their recommendation. Moreover, when dealing with emergency assistance or a low cost project, the Chairperson takes a decision with the assistance of the Secretariat. This procedure provides great flexibility and rapid action, very appreciable when one knows the delays of bureaucracy for international aid, but does not necessarily ensure transparency.
- It would appear that the composition of the Committee and its functioning is, given its success, gradually becoming a forum for diplomats. The functioning of the system is in danger of losing its technical specificity and becoming a place for discussion between nations (overlapping the competencies of other entities of UNESCO). Furthermore, it should be noted that certain expenditures covered by the Fund could be covered under UNESCO's Regular Budget.

Recently, an expert group met in Canterbury and formulated proposals to counter these constraints and to make improvements to the Operational Guidelines for the Implementation of the Convention.

4.2 The selection of requests and the implementation of projects

The selection of projects

The selection of requests is the starting point for international assistance. As has been seen above, the World Heritage Centre has a leading role in this selection in that it is the Centre that receives the requests, assembles them, finalises them with the States Parties concerned and submits them for the examination procedure.

The Committee has defined in the Operational Guidelines (Article 114) the "factors which would in principle govern its decisions in granting assistance :

– the urgency of the work and of the protective measures to be taken;

– the legislative, administrative and financial commitment of the recipient State to protect and preserve the property;

– the cost of the project;

- the interest for, and exemplary value of the project in respect of scientific research and of the development of conservation techniques;

- the educational value both for the training of local experts and for the general public (possibilities for training offered to local staff by the project and its effect on public awareness);

- the cultural and ecological benefits accruing from the project;

- the social and economic consequences."

The Centre is obliged to submit only requests that are eligible and signed. There is a will to grant international assistance in a way so as to respect a balance between the different divisions which are the recognition of the representation of geographical areas and of categories of properties. However, in actual fact and in the way of proceeding, nothing provides a clear vision of these divisions and the operation of a reasoned selection with regard to countries or types of project: there does not exist a procedure for the allocation of the budget according to a pre-established strategy by area, type of property....

The Operational Guidelines are too vague and insufficiently differentiated to serve as a basis for the definition of selection criteria for projects by category (new, threatened properties..) and the equilibrium of the different criteria. It is therefore not possible to implement a true strategic management policy with regard to the selection of requests. We have noted that each person responsible for a geographical region acts according to his/her logic and personal values, in the absence of precise guidance from the decision-makers, the Committee and the Bureau. A fairly significant example is the fact that some staff responsible for geographic regions are in agreement with the approval of a training project submitted by a Nordic country for US$ 20,000 whilst others judge this totally unacceptable.

Examination of requests

The system does not take sufficient account of the global strategy and it is difficult to defend a true selection process (the first received is too often the first served). We can thus question the strategic character of the funds allocated to publication projects for Belgium or for a Portuguese site... In the same way, for example, the Conference for the Biodiversity of Tropical Forests appears to be an uncontested success from the point of view of reflection on the notion of forestry property and its impacts on the communication of the Convention, however, it appears too concerned with the problems faced by States Parties or managers of sites to be easily justifiable as a project having a strong value-added factor for the training of managers.

The advisory bodies (IUCN, ICOMOS, ICCROM) and certain big NGOs (WWF, etc.) involved in international assistance of the World Heritage Fund have two major advantages:

- Their members are specialists who speak the same language as the Centre staff.
- They possess an excellent knowledge in terms of technical and political know-how thanks to their presence in the field (they have representatives in numerous countries), even if other centres of excellence exist.

Relations with these bodies or NGOs have been built up little by little on an informal basis and the work carried out in co-operation has become increasingly important both strategically and quantitatively. Through advice concerning all the activities in the field that they provide to the Centre, the Bureau and the Committee, the advisory bodies have now secured a recognised role.

Today, the advisory bodies intervene throughout the whole procedure whilst they were formerly specialised in the evaluation of the dossiers submitted by the States Parties. More and more, they themselves, or with the support of one of their colleagues, implement assistance projects. Inasmuch as they evaluate requests and also the nomination dossiers of sites for inscription on the World Heritage List, their role of judge and party causes a certain confusion of roles and is detrimental to their credibility. However, certain parties involved consider that this is the best way to ensure a true technical monitoring in the field.

A large number of small projects

The resources of the Fund are very limited in comparison to the ambitious objectives. It is therefore necessary to adapt to the financial constraints and to the reality that the amounts available for allocation to each project are not high. The Operational Guidelines stipulate that the choice of projects must be guided by their potential in multiplier terms. This option appears quite risky to us for the implementation of projects, not only because of the spreading of responsibility but also due to the multiplication of small complex projects that require the co-ordination of many responsible persons.

One may observe from the figures shown below that the tendency is towards an increase in the amounts of preparatory assistance and training projects. However, technical co-operation projects remain small in comparison to the amount of expenditure involved: purchase of material, funding of restoration,...

Categories of projects	1997		1998		1999		Evolution 1997-1999
	No.	Average amount-project ($US)	No.	Average amount-project ($ US)	No.	Average amount/ project ($US)	Average amount / project 1997 - 1999
Preparatory assistance	14	10,169	23	14,700	22	13,636	+ 34 %
Emergency assistance	9	-	12	54,104	11	54,957	-
Technical co-operation	27	18,743	47	21,822	47	24,221	+ 29 %
Training	26	22,489	40	20,299	29	29,363	+ 31 %
Information & Awareness	-	-	25	5,048	25	5,020	

The organisation of international conferences or material investments for the protection of a site does appear to us to be justified in the long run, but less efficient than the funding of studies or missions to assist in developing or controlling terms of reference or operational requirements, which must permit the development of valid ambitious projects worthy of funding by other international organizations or development agencies which do not necessarily have the sectorial competence of the Centre and its advisory bodies.

Thanks to visibility it provides, international assistance is capable of raising the interest not only of potential funding bodies but also that of national and local authorities. It appears that the Centre has, over time, strengthened its capacities as an operator of the Convention, accumulating a know-how and an expertise. This capitalisation of experience may certainly be more advantageously exploited.

4.2.1 Implementation of international assistance

Monitoring of results

At the signature of the contract, 90% of the budget is transferred. The recipient State is supposed to send an activity report and a financial report before receiving the remaining 10%. To date, it appears:

- very difficult to obtain a final quality report of activities. In fact, even if the reports are sent, we do not know whether they are objective or accommodating, since they are established by the beneficiaries. Thus, to pay the outstanding amount, the Secretariat bases itself essentially on the sincerity of the beneficiary States.
- that an evaluation of the impact of the project is never carried out (perhaps because it is not systematically requested).

Over and above its knowledge of the global expenditure of the Fund, the Committee is not informed of the results of the actions funded, and, quite legitimately the States Parties raise

questions regarding the results obtained: What activities are carried out in the field? Is there a good control of the site? Is the local population involved? Is the site well managed?

In the case where the beneficiary States do not submit financial reports and/or technical reports, one may ask whether it is acceptable to approve a new request for international assistance until this information has been submitted (except in the case of emergency assistance).

Local NGOs which could provide a diversification of actors, are not often called upon. Beyond the fact that they are often working in competition with the Heritage Directorates and the responsible staff of the Centre do not wish to intensify this rivalry, other reasons may be at cause: weakness of structures, amateurism,....

If the quality of international assistance projects depends on their more or less good implementation and monitoring, it is evident that the political context in which they are integrated and the socio-economic factors also play a more or less favourable role.

Influence of the conditions for implementation

One distinguishes here the context of the recipient country and the factors linked to the assistance provided. The points presented below were raised during conversations with the persons in charge of the management of projects in the Secretariat, and we have not been able to verify them.

One of the main problems evoked is the lack of respondents in certain recipient countries that causes delay in execution. (This is often the case in Africa). This can lead to the incapability of the said country to ensure the correct implementation of the project. This incapacity is not necessarily generated by a lack of will or laxity. It can relate to institutional or legal problems or economic and political situations. The particularity of these problems is not always predictable at the time of the request. Thus for example, in the case of the inter-institutional project for the preparation of a management plan for Cuzco in Peru: the request was well-prepared and the co-operation between the two bodies appeared sincere; however, the latter did not succeed in collaborating for purely institutional reasons.

The choice of the persons who will implement the projects is determinant and the « turnover » of responsibles) in the country (especially if they benefit from a training or an awareness-raising activity, is a handicap. Thus, for example, an international assistance project in Nepal, approved in 1997, has not been implemented because the project chief has not been designated by the Director of Archaeology.

Communication problems with some countries (no Email) and/or the difficulties of travel within these countries are a great handicap for the launching of the project and its monitoring period.

Finally, the period for funding, limited to one year, is much too short. This is all the more true in the case of many developing countries in which the administration is not efficient and the means of communication and transport difficult (cf. above). Consequently, when there is a delay and a need for additional time, it is necessary to begin administrative measures over again; and these are cumbersome and not very flexible at the country level.

5. Main conclusions and recommendations

5.1 Main conclusions

The conclusions of the evaluation are presented on three levels. They summarise the preceding results and correspond to the main evaluation criteria such as expressed in the terms of reference of the evaluation. These conclusions were thoroughly discussed during the meeting of the Pilot Group on 14 April 2000; they are however the sole responsibility of the C3E team.

5.1.1 Conclusions concerning the objectives of international assistance

A. The priorities and the means of attribution of international assistance do not sufficiently take account of the success encountered by the Convention and international assistance.

B. International assistance is not sufficiently guided by precise strategic orientations from the Committee and the Bureau.

C. The conservation and the presentation of properties inscribed on the World Heritage List will become dominant priorities in the coming decades.

D. The emerging objective to "give life" to the heritage properties, and that of the creation of sustainable economic and social development for listed sites, calls for more in-depth reflection.

E. The operational objectives as set out in the Guidelines can lead to confusion because they mix the types of intervention (e.g.: preparatory assistance, training) with the types of beneficiaries (new properties, endangered properties, etc).

F. The group of objectives assigned to international assistance is too ambitious in regard to the human and budgetary resources of the Fund and the Centre.

5.1.2 Conclusions concerning the results of international assistance

G. The catalyser effects give credibility to the projects, and enable the inscription of new sites and the conservation of the sites in regard to the national authorities and international funding organisations.

H. Assistance in the framework of emergency situations is crucial because of the moral authority that UNESCO's World Heritage Convention represents.

I. Multiplier effects are important for the least-developed countries, but their effectiveness remains limited to certain precise cases that should be more clearly defined.

J. The effects of capacity building for the least-developed countries are significant and are very effective when the activities are organised by "pooling" resources (regional training seminars, guides, by area…).

K. Recurrent financing for the same site is only justified when it is necessary to assist the managers to meet the challenges of a critical phase in the "life cycle" of the site.

L. In regard to budgetary and human constraints, greater selectivity is indispensable in regard to the potential contribution of the projects for meeting the objectives.

5.1.3 Conclusions concerning the implementation of international assistance

M. The criteria for selecting requests are too vague and too general for each type of beneficiary: risk of "first come, first served".

N. The Fund's autonomy and the operational nature of the Centre enables rapid and flexible international assistance which many other international or national administrators do not have.

O. The Committee and the Centre do not have a truly proactive method.

P. The role of the advisory bodies is essential in providing expertise independent of the Centre.

Q. The participation of the advisory bodies (as well as that of Secretariat staff) in the realisation of the services financed by International Assistance arouses suspicion.

R. There remain serious problems of internal organisation in the Centre which necessitate the intervention of specialists in the months to come.

S. Analysis of the effects of international assistance has been insufficient since the adoption of the Convention.

5.2 Recommendations

The following table presents our recommendations as well as those developed collectively within the Pilot Group, in consideration of the above conclusions. As with the conclusions, three categories of recommendations can be distinguished according to whether they concern the objectives, the actions, or the implementation of international assistance.

These recommendations take into account that there will probably not be a new evaluation before several years (this is the first evaluation in the 27 years of existence of international assistance).

In general, the conclusions of the evaluation recommend a continuation of the international assistance activities, certain aspects of which could however be improved and/or broadened.

Recommendations concerning the objectives	***Responsible body***	***Temporality***
Focus the role of the Committee and the Bureau on updating the strategic priorities.	Committee, Bureau	Short term
Seek a management system in accordance with the objectives to be attained in the frame of three situations that require international assistance: properties to add on the List; endangered properties; properties inscribed on the World Heritage List.	Committee World Heritage Centre	Medium term
Simplify the means of attribution of assistance and exercise greater selectivity in accordance with priority needs.	Bureau, Centre	Short term
Rebalance the priorities in favour of assistance to the sites already on the List that are experiencing difficulties.	Committee	Medium term
Develop reflection concerning the emerging objective of creating a sustainable economic and social dynamic for listed sites.	Committee	Medium term
Reduce the number of financial projects in order to produce more significant effects through more in-depth study and the concentration of available resources at regional level.	Centre	Medium term

Recommendations concerning the results	***Responsible body***	***Temporality***
Prepare a new version of the Guidelines that concentrates the objectives and interventions of international assistance on what gives added value to the Fund in comparison with the activities of other international organisations.	Committee	Short term
Develop and privilege the interventions capable of producing catalyser effects with properties to inscribe, but also properties already inscribed on the List.	Centre	Short term
Continue efforts with regard to emergency situations for the cultural heritage and develop joint actions when possible with the NGOs in the natural domain.	Committee	Short term
Reserve the co-financing of investments or rehabilitation work for the least-developed countries and/or the sites that are undergoing a temporary critical phase.	Committee, Centre	Short term
Give priority to capacity building actions in a regional framework (sharing), based on new information and communication technologies (on line training, Internet, etc.) and in partnership with the decentralised relay institutions.	Centre	Medium term

Recommendations concerning implementation	***Responsible body***	***Temporality***
Mobilise complementary financing to attempt to attain all of the objectives, based on the growing interest of peoples for environment protection and the discovery of other cultures (subscription via tourism, Internet…).	Centre	Medium term
Establish a well-defined multicriteria grid to diagnose the critical phases in the life of a site, from its identification to its presentation, and which can justify an intervention of international assistance.	Centre, Advisory Bodies	Medium term
Develop the management of requests on the Internet for an access in real time by the States Members of the Committee, as well as on line actions of assistance via the Internet.	Centre	Medium term
Preserve and increase the present qualities of international assistance in terms of rapidity and flexibility, whilst increasing the transparency vis à vis the Committee (better “accountability”).	Centre	Long term

Preserve the role of Advisory Bodies as independent technical expertise and take short or medium term measures to reduce the risk of confusion of roles.	Centre, Advisory Bodies	Short and Medium term
Give priority to the intervention of management and organisational experts to improve the procedures of decision making, management and monitoring tools.	Bureau	Short term
Make evaluations at least every six years.	Bureau	Medium term

6. Appendixes

A. Method of work: Terms of reference and methodology

The request for evaluation

The United Nations Educational, Scientific and Cultural Organization (UNESCO) decided to carry out an evaluation of international assistance provided in the framework of the implementation of the 1972 Convention concerning the Protection of the World Cultural and Natural Heritage. Since 25 years, UNESCO encourages the identification, protection and preservation of cultural and natural heritage throughout the world.

The evaluation concerns all types of international assistance granted by the World Heritage Fund of UNESCO to countries having one or several natural and/or cultural sites as part of the World Heritage Convention. The evaluation must provide elements for reflection that will provide UNESCO with new avenues for strategic and operational activities to better respond to the preservation of world cultural and natural heritage.

To date, this international assistance has been the subject of a management audit but not of a true evaluation of the impacts and effectiveness. Taking into consideration the financial and procedural difficulties, the amounts involved each year and the tensions that arise during their allocation to the different areas of international assistance, this evaluation is essentially envisaged from the viewpoint of effectiveness. In this context, the World Heritage Committee called upon independent bodies to carry out this evaluation which incorporates all the parties concerned and which has a formative approach with regard to the signatory States of the Convention.

The evaluation aims at providing a response to the questions raised by the terms of reference. They can be regrouped under five themes in the following manner:

1. The goals and functions, that is the pertinence of the objectives, the reality of the impacts registered and the coherence of the means implemented;
2. The procedures and structures: analysis of the implementation and the conditions of implementation;
3. The role of the parties concerned and their contribution to the success of international assistance;
4. The regulation of the system vis-à-vis the legal authorities and in terms of managing the activities;
5. The optimisation of expenditure with regard to services rendered, that is in terms of efficiency of the system.

The evaluative approach

The methodology is based as far as possible on the intense and high quality interactions with the partners of the evaluation and the representatives of the concerned parties. The objective was to give this evaluation:

- an instrumental character: the evaluation should provide elements for reflection that will encourage the World Heritage Centre and the members of the World Heritage Committee to adopt new strategic and operational methods to strengthen the preservation of the world cultural and natural heritage.
- a training character: the evaluation, carried out for and with the parties involved, should contribute to a collective apprenticeship.

The mission was carried out following a classical procedure, in three stages: clarification and structure of the evaluation, gathering of information and finally analysis of the information and overall judgement. This procedure has made it possible to respond to the questions raised and to provide pertinent recommendations for the future.

The information used in this report has been collected in the framework of the work presented below in chronological order:

- An analysis of the available files: requests, annual reports, etc.
- Two group interviews (Focus Groups) held during the twenty-third session of the World Heritage Committee, in Marrakesh, in December 1999. These interviews provided information and opinions from the representatives of the recipient countries of international assistance (five States), as well as those of the advisory bodies (five persons).
- Individual interviews (21) held (in person or by telephone) with eight persons responsible for geographic regions in the Paris Secretariat, of eleven representatives of States Parties to the Convention and of two representatives of the advisory bodies.
- Monographic analyses of eight sites considered as representative of the different types of international assistance and exemplary for the positive results obtained.

In terms of analysis, the evaluation focused on highlighting the coherence of the objectives of international assistance, and identifying the strengths and weaknesses of its results and the conditions for its implementation.

Finally, a workshop with the different parties involved was devoted to the formulation of conclusions and recommendations. This workshop was attended by seven persons from the World Heritage Committee, eight persons from the World Heritage Centre, two representatives of the advisory bodies and two persons from the Evaluation Unit of UNESCO.

Consequently, although the sole responsibility of the C3E, the conclusions of the evaluation that resulted from the analysis were largely discussed during this workshop (Pilot Group). The recommendations, which are also those of the C3E, are the result.

This evaluation, with an allocated budget (US$ 40,000) which only represents 0.015% of the international assistance budget approved by the Fund for the past three years (1997-99), cannot pretend to make an exhaustive analysis of international assistance and its effects. Moreover, besides the budgetary constraints, that do not permit a true analysis of the impacts, and over and above the fact that the Centre had envisaged the use of a written questionnaire that could not be undertaken, the evaluation was confronted with some difficulties in the gathering of information such as the heterogeneity of formats and the filing system at the World Heritage Centre, the lack of availability of the participants during the Marrakesh meeting which made the organization of

the group meetings or interviews during the meeting difficult and the inevitable problems of international telecommunications with the project managers throughout the world.

Nevertheless, the documentary information collected, even incomplete, was in general of good quality and the interviews sufficiently rich to provide analyses and to formulate solid conclusions.

B. PROJECT SHEETS

The following pages present eight projects which have been used in the framework of an exercise to estimate the impacts of international assistance, as well as a report of the viewpoints and justifications expressed by the persons interviewed on the impacts of these projects.

The study of the eight selected projects in collaboration with the persons responsible for the geographic regions in the World Heritage Centre was not able to be carried out in-depth due to the tight time schedule, the difficulties in contacting people in their countries and the difficulties in collecting information. It is for these reasons that the sheets presented are not all complete.

Summary of UNESCO International Assistance to a Decentralised Co-operation site Chinon-Luang Prabang-UNESCO

Local Responsible for Administration:	Ministry of Information and Culture Direction of Museums and Historic Monuments Vientiane	**Monitoring of the project UNESCO :**	Mme Minja YANG Cultural Heritage, Asia
Chief of project :	Philippe COLUCCI Co-director of the Heritage House of Luang Prabang		

		Approved Amounts	Approved by :	End date
International Assistance from the World Heritage Fund:	Preparatory Assistance	6,540 $ US (1991) 15,000 $ US (1994) 7,342 $ US (1996)	Chairperson Chairperson Chairperson	
	Technical Co-operation	39,900 $ US (1996) 5,800 $ US (1998) 25,000 $ US (1999)	Committee Chairperson Bureau	
	Training	25,000 $ US (1997)	Bureau	
	Total 1991-1999	**124,582 $ US**		

Description

Following two successive grants for the preparation of a request for international assistance in 1991 and 1994, the town of Luang Prabang was inscribed on the UNESCO World Heritage List on 9 December 1995 under criteria (ii), (iv) and (v) of the World Heritage Convention.

Luang Prabang is an exceptional site because of its rich architectural and urban heritage and its natural environment. In 1966, the Fund financed the publication of a conservation manual for the town.

This site has since benefited from two types of international assistance, technical co-operation and training.

Through its Minister of Foreign Affairs, the Government of the Lao People's Democratic Republic submitted an international assistance request to UNESCO to ensure the management and protection of the site of the town of Luang Prabang. This assistance request has been reinforced by **decentralised co-operation** and the setting up of an advisory office for the local authorities of Luang Prabang. An institutional framework has been organized with the creation of: 1.The Heritage House, an advisory office for local authorities. 2. A local Heritage Committee (CLP), a policy body for decision-making. 3 A National Commission for Cultural, Historic and Environmental Heritage (CNPCHE), at the national level.

This decentralised technical co-operation is implemented in two stages:

- **A preliminary decentralised co-operation period from March 1996 to January 1999.**

This co-operation was initiated by UNESCO, the Deputy Mayor of Chinon and the town of Luang Prabang.

- A second stage for co-operation with the Agence Française de Développement, beginning on 1 January 1999 for two years (cf. Below).

Goals

- The first stage had **four main goals:**

1. Establish regulations concerning heritage protection.

2. Exemplary rehabilitation of traditional Lao dwellings, monuments and public areas (Ex. A traditional wooden Laotian house and an edifice representative of the French presence). This has called for the installation of apprentice work sites conducted by the Ecole d'Avignon (masonry, carpentry, woodwork and whitewashing). These work sites have met with great success with the local companies.

3. The commencement of studies for a Safeguarding and Presentation Plan (PSMV) for the ensemble of the site inscribed as World Heritage (in the protection area of the site). These studies have provided more complete information concerning the urban structure of the town, the architecture, and have helped to identify the adequacies of 'fencing and vegetation, fencing and architecture, moulding and architectural types, etc… During the three years of study, numerous records of buildings and thematic sheets (dating, roads, typology…) were produced.

4. The constitution of a People's Assistance Fund

There is a permanent global goal: the systematic advisory examination of all building and urban development permits.

- The second stage comprises **three financial programmes with the following goals:**

1. The programme of the Agence Française de Développement (11.85 Million Francs over two years). It concerns support for the Heritage House (running costs – equipment – architects), finalization of the Safeguarding and Presentation Plan for Heritage (regulations, graphic plans, inventory of 605 buildings, eight sheets of recommendations, 28 thematic formats). The programme has also launched the restoration of a Laotian temple, the rehabilitation of roads and alleys with brick pavements in their original state, provided for the intervention fund, and for additional studies and the illumination of the monuments.

2. The programme of the Région Centre (1 Million Francs over three years). It aims at the restoration of the old Customs and Excise House (three buildings).

3. Unesco's programme of assistance for the development of communications (US$ 25,000 over two years). This comprises the shooting of a local Laotian film, the creation and diffusion of posters, brochures, project presentation folders, a presentation manual for the population.

4. The European Union Programme (US$ 450,000 over three years). It comprises the creation of a small "water and environment" structure within the Heritage House, aimed at the preservation of the humid and wooded areas of the site. Three pilot operations, notably in the schools (sanitary) and a project for an eco-museum on piling.

Results

The main results are presented in the report of the Heritage House dated 31 December 1998.

Presently, the three first goals of stage one have been achieved, and the results have been approved by the local and national authorities and the international partners. The People's Assistance Fund will be established very shortly.

The local institutions did have a heritage-oriented approach at the beginning of the project in 1996 the UNESCO project is the first heritage project in Laos. At present, there is a debate on the justification of local management of the project, particularly taking into consideration the scope and the international interest it has raised.

- **Mobilisation of additional funding**

At the beginning, there was disparate financial support, but the basic reasoning favoured small amounts in accord with the size of the project. The mobilisation of funds has become exponential, moving from decentralized co-operation to co-operation with the Agence Française de Développement. This is due to a strong gain in confidence concerning this project, which has attracted the funding institutions. However, the administrative and procedural constraints in managing and monitoring the project increase, and therefore there is loss of access to the field. Small well-targeted projects with less onerous procedures are better, and more likely to be a recipe for success.

- **Greater scope for world heritage**

The implication of the Heritage House is concrete. Tourists of all nationalities, the television (Japanese and French notably), the photographers and journalists, the local population want to know more and more. The UNESCO label procures great pride within the country.

- **Better safeguard of heritage**

The heritage of the town of Luang Prabang is very rich and the site is safeguarded in its ensemble. A control at the site is established and can intervene as soon as illicit traffic is reported.

- **Strengthening of the management competences and capacities**

The staff of the Heritage House comprises seventeen persons, three of whom are French. The project has always made each architect totally responsible for a work site (Conceptual stage: draft project summary and detailed draft project + consultation dossier of companies / Call for tender stage: procedure for the call for tender –processing the replies / Work stage – monitoring and reception of work – quantitative verification and bills).

With regard to local enterprises, training and the strengthening of competences is taken care of through the apprentice work sites.

- **Awareness of the concerned populations of the value and role of the sites**

Awareness of the population was immediate because the results are visible.

Thanks to this acknowledgement, large projects with heavy financial obligations have been contracted, with the support to the Heritage House of the national government.

Overall, the people have fully understood the heritage, even if there is some resistance, notably when the inhabitants wish to destroy the old houses to build new ones, it is possible to make them aware of the

very great value of these wooden houses. The People's Assistance Fund helps in this case and has contributed towards 30 houses in danger being rehabilitated according to well defined criteria.

Awareness may also be illustrated by the return of international personalities to this site for visits.

The communication campaign which has been recently launched will help to increase this awareness.

Comments

This co-operation project is a pilot project unique in Asia. It would not have been established without the very strong support of UNESCO. Numerous personalities in the international field and at the French level, have regularly visited the project since 1997. Finally, the project is very strongly supported at the national level.

Summary of UNESCO international assistance to an activity
Special short course "Management of wildlands and protected areas" at Colorado State University; Fort Collins

Local responsible Administration :	Colorado State University Fort Collins USA	**UNESCO Monitoring :**	Ms Mechtild RÖSSLER Programme specialist WHC
Project manager :	Georges WALLACE Colorado State University College of Natural Resources		

		Approved amounts		Approved by :	End date
World Heritage Fund for international assistance :	⇨ Training	- - 16,200 $ US 12,500 $ US	(1996) (1997) (1998) (1999)	- - Chairperson Chairperson	
	Total 1996-1999	**$ US**			

Description

During the past 10 years about 180 protected area professionals have been trained from 22 countries. From 1990 – 1996 intermittent scholarship assistance was given by the UNESCO World Heritage Program to site managers from World Heritage sites in Latin America to attend the "Short Course on management of Wildlands and Protected areas" at Colorado State University. Since 1996, a more permanent arrangement has enabled the participation of up three site managers per year has been supported by World Heritage Fund fellowship.

As to a brief description of the course we might point out the following:

The course is designed for professional and technical personnel at the mid-level who are interested in improving the management of protected areas in their countries. It is designed for personnel who work for government agencies, non-governmental organisations, and in the private sector in the field of protected areas planning and management.

The course uses a combination of the resources available at the Colorado State University and those offered by a wide variety of protected areas in the Colorado, Utah, and Wyoming region of the western USA.

The field based short course is designed to pack a lot of experiences into a month intense activity, including classroom and field trips. The course is conducted in Spanish and the management topics include 7 main themes: Social and environmental benefits of protected areas; Protected area systems; Working with user groups; Managing natural resources; The planning process; achieving desired resource

and social conditions; Fostering effective management. The course combines a strong emphasis on practical exercises with case studies both from developing countries and the United States.

Objectives

The principal course objectives are to provide the participants with:

1. A broad introduction to the main concepts, principles, and methods of protected areas management.
2. Direct experience in the application of those concepts, principles, and methods to the real on-the-ground situations which they must manage.
3. Ample opportunities for professional and personal growth, with strong emphasis on teamwork, in relation to the philosophy, values, and benefits of protected areas.
4. Extensive opportunities for professionals from all over Latin America to share the knowledge and experiences of protected areas management among themselves, with instructors, and with professional protected areas management personnel, resources user groups, NGOs, etc. in the USA.

Results

⇨ ***Mobilisation of additional funds***

The course is co-sponsored by various federal land and resource management agencies. Most of them have representatives in the capital city of each Latin American country who can be contacted concerning possibilities of fellowships.

They are more likely to invest in training when they see the other institutions who are doing so. Sponsors can be :

- Conservation International
- U.S Embassy - training officer
- The Nature Conservancy
- UNDP (PNUD)
- UNESCO (World Heritage Convention)
- World Wildlife Fund (WWF)
- USAID - office in each country's capital city
- Other sources (e.g., universities, foundations, national governments…)

With these funds, more poor countries have been able to invest more in training, such as the Dominican Republic, Honduras, El Salvador, Haiti and Cuba.

⇨ ***Greater image of what is the world heritage / Better protection for the WH***

All of the participants learn more about World Heritage sites whether they work at one or not. The participants from these sites do much to promote the concept. The difficulties of balancing national and world conservation objectives are discussed. The course also puts a great emphasis on visitor management and resource protection that is an important part of such sites.

⇨ ***Improvement of management skills***

In Latin America many site managers are catapulted to positions of responsibility without much field experience. The course especially aims at providing the participants with direct experience in the application of the main concepts, principles and methods of protected area management to the real on-the-ground situations which they must manage. They get a large dose of practical field experience as well as upper level decision making. In our course, part of the time the group is asked to play the role of field rangers and part of the time as administrators.

Participants seem to like this combination and it seems to improve their confidence that they can do both at home.

Participants have the opportunity to interact with a broad variety of stakeholders in specific protected areas management situations. They can remove themselves from the pressing responsibilities of managing their areas better than they can during in-country training. The mix of participants makes it possible to improve and share the knowledge and experiences among themselves, with instructors and with professional protected areas management personnel, resources user groups, NGOs and to stretch their thinking considerably.

Participants tell they have never experienced training so directly applicable to their real needs and so in tune with the critical problems they face, as in this course.

⇨ ***Increased awareness of the populations concerned of the value and importance of their cultural and natural heritage.***

The implementation of WH Convention is incorporated into training materials.

Concepts and values of natural and cultural heritage are blended and past participants tell that they are better able to articulate the values inherent in protected areas after the course. This theme is kept in front of them throughout the course. Since many are trained in biological science, they do not routinely see how they blend.

This training course has been nominated to an award and former participants send letters where they mention this aspect of the course in particular.

Remarks

Assessment from the project manager :

" At the launching of the course in 1990, we thought that its duration would be for 2 or 3 years. We are now in our tenth year, have been highly evaluated and enjoyed an increasing fame and popularity among protected area managers in Latin America. We have experienced rapid growth in the number of applicants and each of these things are indicators of its success. This has enabled us to develop more sponsoring scholarships. We have seen a network develop among past participants. Our course participants are among the "best and brightest" in the field of protected areas management in all the Latin American region and they, in turn, contribute to the success of the course.

We try to use the support from Unesco wisely. Unesco helps us by funding the course costs for three participants which we sometimes are able to extend to a fourth participant by asking host country institutions to help with transportation. Course costs include tuition fees, housing, meals, field trips, course materials, supplies, transportation, field equipment rental and more."

Summary of UNESCO international assistance to an activity
The World Heritage site of Butrint, Albania

Local responsible Administration :	Albanian National Commission for UNESCO	**UNESCO Monitoring :**	Mr Herman VAN HOOFF Programme specialist WHC
Project manager :	Aurun TARE Butrint National Park Director		

		Approved amounts		Approved by :	End date
World Heritage Fund for international assistance :	⇨ Emergency assistance	47,000 53,000	$ US (1997) $ US (1997)	Committee Committee	
	Total	**100,000**	**$ US**		

Description

The World Heritage Committee decided at its session in Naples, Italy, 1-6 December 1997, to inscribe the WH site of Butrint, Albania, on the List of World Heritage in Danger.

This site was damaged during the civil unrest in Albania in early 1997. The site museum had been looted and its content, an unspecified number of archaeological objects, had disappeared. Two pumps that had been installed with UNESCO support to avoid flooding of the theatre had been stolen. The ancient theatre and the related buildings were flooded again. Furthermore the site is not properly secured with fences and permanent surveillance.

Due to the political changes in Albania, aggravated by turmoil earlier 1997, the management and planning arrangements for Butrint have been deficient for several years. No clear definition of responsibilities and collaboration arrangements among Government agencies and institutions are in place, no adequate human and financial resources are made available for the site and there is no management plan. At the same time, development, demographic and environmental pressures on the immediate surroundings of Butrint are increasing.

The Committee allocated an amount of US$ 100.000, of which an amount of US$ 47.000 to be used for the implementation of the immediate actions to improve the conditions and security of the site. The remaining funds of US$ 53.000 are to be allocated for the development of the programme of middle and long-term action aimed at establishing adequate management arrangements, developing a management plan and incorporating Butrint in regional and local planning.

On the 29th February 2000, an amount of US$ 46.200 was engaged for the implementation of immediate actions.

Objectives

1/ Prepare an inventory of archaeological objects related to Butrint, and collaborate with UNESCO in publishing the objects that are lost;

2/ Reinstall water pumps at the Theatre

3/ Improve site protection by repair and extension of the protective fence around the site

4/ Install a temporary office at the entrance for access control and ticketing

5/ Ensure proper surveillance by police assigned to the site

6/ Undertake immediate consultations with appropriate authorities in order to prevent further illegal and/or poorly planned construction or development in the surroundings of Butrint

7/ Prepare and implement a programme of information and awareness raising among local and regional authorities agencies and populations

8/ Provide expert advice for the implementation of immediate actions and development in detail of the programme of international co-operation for the medium and long-term.

9/ Improve the conditions and presentation of the site

10/ Review institutional framework for the management of the site

11/ Establish a management plan of Butrint

12/ Incorporate Butrint in regional and local planning

Results

The progress report on the state of the WH site of Butrint in date of 29th October 1999 presents the main results for immediate actions and actions in the medium and long-term.

More globally :

⇨ ***The awareness of population concerned increases slowly.***

The project just starts to have an impact, people are more involved, but it is an early stage; thus the project has an impact between weak and strong.

⇨ ***Mobilisation of additional funds***

This site receives money from Unesco, the World Bank and the Butrint Foundation. Albanian asked Mr Van Hooff to redirect money we had from Unesco. They are attempting to set up a ranger team to monitor the activity inside the Park.

⇨ ***Better protection for the world heritage***

With the WH Site, developers had stopped their activities and the Albanian government realised that this is an asset which should be used for a proper developing and not for a cheaper one.

Remarks

One of the problems encountered is the structure of connection with Unesco. People do not do very much and should be more active.

The money that was allocated two years ago to Butrint only arrived in Butrint in October 1999 (US$ 13,000 for electricity) due to the bureaucratic structure. It is a too long a process (the first amount sent by UNESCO first went to Ministry of Culture and then to the site).

However, the most important achievement of this project is that this area is now protected. The site has an international attention and developers stop building around this site.

This project makes Albanian government and Albanian people realise the WH site is important for international recognition of the importance of Butrint. People you talk to about this site listen and look at you in a more serious way. They realise that Butrint is a World Heritage site. Because of the difficulties of the country, they are aware of things there.

Summary of UNESCO International assistance to a site
Historic Centre of Riga

Local administration responsible :	Permanent Delegation of Latvia PARIS	**UNESCO monitoring :**	Mr Herman van HOOFF Cultural Heritage WHC
Project manager :	Bruno DESLANDRES Architect RIGA		

		Approved amounts	Approved by:	End date
World Heritage Fund for international assistance:	Technical Co-operation	20,000 $ US (1998)	Chairperson	April 1999
	Total	**20,000 $ US**		

Description

Latvia made a request for technical assistance in December 1997. It was approved on 23 January 1998 by the Chairperson of the World Heritage Committee.

The request was a proposal for an inventory programme for the Historic Centre of Riga listed on UNESCO's World Heritage List since 4 December 1997.

The inventory began in June 1998 and was finished in April 1999.

Objectives

This assistance had the following objectives :

1/ prepare a work plan, concept and elements necessary to carry out an inventory of the heritage of the old town of Riga;

2/ ensure the proper use of the equipment and the necessary computer software;

3/ ensure the proper implementation of the first phase of the project in co-operation with the competent authorities;

It was planned to carry out this inventory in two phases: 1/ Computerisation of the data on the World Heritage area; 2/ Socio-economic analysis of the area

Results

The progress report dated 1st September 1998 states that the technical assistance programme of the World Heritage Centre is currently perfectly well known by the Latvian institutions and the representatives of international bodies and the greater public. It appears as a direct consequence of the UNESCO World Heritage listing and an immediate and visible result of all that UNESCO can contribute concretely to a State Party.

Through this programme, the Latvian authorities responsible for heritage matters are becoming slowly aware of the fact that the inventory of the listed area is not an end in itself, but to the contrary the beginning of a management and preservation process; a means of safeguarding, intervention, communication and promotion. This recognition favours more assiduous exchange with, for example, the French Ministry of Culture and the School of Chaillot.

This favourable context makes it possible to envisage together with the UNDP, The World Bank and the Council of Europe, the possibility of creating a centre, a foundation or heritage agency with a special fund for intervention.

Summary of UNESCO international assistance to a site
Historic areas of Istanbul. Conservation work of the Mosaics at Hagia Sophia, Turkey

Local responsible Administration :	Ministry of Culture Directorate General of Monuments and Museums ANKARA	**UNESCO Monitoring :**	M. G. ZOUAIN Programme specialist WHC

		Approved amounts		Approved by :	End date
World Heritage Fund for international assistance :	⇨ Technical Co-operation	30,000 31,247 29,902 20,000 20,000 80,000 50,000	$ US (1983) $ US (1987) $ US (1988) $ US (1991) $ US (1994) $ US (1994) $ US (1998)	Committee	
	⇨ Training	12,000	$ US (1987)		
	Total	**273,149**	**$ US**		

Description

Haggai Sophia was inscribed on the WH List in 1985. It's importance was already taken into consideration and the restoration project of part of the mosaics was carried on by the Dumbarton Oaks Institute (USA). Until 1992, for an urgent consolidation of the falling mosaics in 1989, no other interventions were carried out. In 1992 the documentation and preliminary cleaning tests for the conservation of the dome mosaics were carried on by UNESCO (WHF) support. In 1993 after the erection of the scaffolding at the north-east quarter of the dome, from the same year until the end of 1997, six campaigns were run for the completion of the conservation of the dome.

The conservation began with the co-operation of an international team of specialists on mosaics conservation and experts from Central laboratory for Restoration and Conservation, Istanbul. Although these interventions are completed, the monument still needs support of high-level experts for the protection of the rest of the dome mosaics and painted surface decoration of mid-19th century and early 20th century.

Objectives

Technical works had to be undertaken with assistance from the WH Funds in 1998 :

1/ Registration of the condition and type of the deterioration

2/ Study on the solvable salts

3/ Emergency interventions and conservation treatments on the mosaics

4/ Providing conservation material and equipment (radar, three-dimensional computer).

Summary of UNESCO international assistance to a site
Preparation of the Nomination of Xidi Palace Sukur, Nigeria

Local responsible Administration :	National Commission for Museum and Monuments Government of the Federal Republic of Nigeria	**UNESCO Monitoring :**	Ms Galia SAOUMA FORERO Programme specialist WHC
Project manager :	M. EBOREIME National Museum BENIN		

		Approved amounts		Approved by :	End date
World Heritage Fund for international assistance :	⇨ Preparatory assistance	15,000	$ US (1996)	Chairperson	
	Total	**15,000 $ US**			

Description

In July 1996 a request for preparatory assistance was made for an amount of 15,000 $ US.

In January 1997, an African consultant recommended by ICOMOS and the Delegation of Nigeria was given the mission to evaluate the site of Xidi Palace, Sukur.

The Sukur cultural landscape is situated on a plateau in north-eastern Nigeria, close to the frontier with Cameroon. It is an area that has been occupied for many centuries, and its inhabitants have left abundant traces on the present-day landscape. The nominated area covers 764.40 ha.

The historic terraced landscape of Sukur, with palace of its ruler on a hill dominating the village below, its terraced fields and their sacred symbols, and the extensive remains of a former flourishing iron industry, is a remarkably intact physical expression of a society and its spiritual and material culture.

Objectives

The report of the nomination of this site (June 1997) explains the reasons and justifications why this site should be inscribed on the WH Site.

The objectives in the request from the Nigerian authorities are the :

- Promotion of cultural, environmental and architectural studies
- Development of international and domestic tourism

- Ethno-archaeology of the Mandara Hills and the Nigeria-Cameroon borderlands in general
- Further contribution to the iron-routes project

Results

In 1999, the site of Sukur was inscribed on the WH List on the criteria i, ii, iii, v, vi.

Local agreements have been reached with the Xidi-in-Council to the effect that the entire nominated property of the Sukur cultural landscape should be declared a State Monument.

This has the effect of automatically empowering the National Commission for Monuments and Museums (NCMM), to protect it as part of the National Patrimony and to participate in its management.

The NCMM is about to set up a Sites and Monuments Department, which will be responsible for the management of Sukur.

Summary of UNESCO international assistance to a site
Development of an ecological monitoring system for Galapagos National Park

Local responsible Administration :	Permanent Delegation of Ecuador for UNESCO	**UNESCO Monitoring :**	Ms Mechtild RÖSSLER Programme specialist WHC
Project manager :	Charlotte CAUSTON Research enthomologist Charles Darwin Research Station ECUADOR		

		Approved amounts	Approved by :	End date
World Heritage Fund for international assistance :	⇨ Preparatory assistance	- (1979)		
	⇨ Emergency assistance	10,500 $ US (1985) 2,500 $ US (1987) 50,000 $ US (1994)		
	⇨ Technical co-operation	20,000 $ US(1987) 2,000 $ US (1987) 4,250 $ US (1987) 20,000 $ US (1987) 59,500 $ US (1987) 14,000 $ US (1987) 29,000 $ US (1989) 54,000 $ US (1998) 61,000 $ US (1986)		
	⇨ Training	10,000 $ US (1982) 6,000 $ US (1985) 20,000 $ US (1991) 31,500 $ US (1998)		
	Total 1979-1999	**394,250 $ US**		

Description

Galapagos National Park has been inscribed on the World Heritage List in 1978. The World Heritage Centre helps the Galapagos National Park since 1979.

This in-situ laboratory for biological evolution has been threatened by the growing number of people immigrating from mainland Ecuador who bring with them a large number of exotic plant and animal species. Introduced species have threatened several endemic fauna and flora of Galapagos. In March 1998, the legal framework necessary to protect the biodiversity of Galapagos was approved (the Special Law for the Galapagos) making great headway for the conservation of the archipelago. Aside from creating a Galapagos Marine Reserve with a much stronger legal basis and inter-institutional framework, the Special Law also contains measures to implement a quarantine and inspection system and to strengthen the management of the whole Galapagos archipelago. Underlying problems such as immigration, lack of development planning and environmental assessment procedures are also addressed.

A strategy for the ecological monitoring of the Galapagos Island was designed by the Charles Darwin Research Station in 1998 using World Heritage Funds. This design included important components for preventing the introduction of new species and for monitoring the establishment and spread of alien species. This programme will allow us to detect changes and plan remedial actions to conserve the existing flora and fauna before the changes are irreversible.

The current project (15 months since 1999- budget of US$ 92,500) aims to implement the component of the ecological monitoring scheme (methodology) which deals with the introduction and spread of alien species. It consists basically on setting up a monitoring system.

Objectives

Overall objective (long-term)

The prevention of additional, unnatural changes in the biological diversity of the Galapagos Islands related to the 1998 El Niño event and new introductions of exotic organisms from the continent and to organise and analyse available data on alien species.

Specific objectives

1. Develop a strategy for detecting the arrival of new exotic organisms and for detecting changes in the distribution and numbers of introduced organisms within the Galápagos Islands.
2. Formulate a plan for the early detection and monitoring of natural fluctuations caused by the El Niño event within populations of key native species of Galápagos organisms with enhanced susceptibility to competition or damage by introduced organisms.
3. Design a rapid response strategy for minimising the effects of the El Niño on native flora and fauna.
4. Design a strategy for eliminating founder populations of newly established alien species.
5. Develop a long-term strategy for monitoring biological recovery and response after El Niño and after the eradication of introduced species.
6. Secure funding for the implementation of the ecological monitoring programme and the rapid response strategies mentioned in 4 and 5.

Results

⇨ ***Mobilisation of additional funds***

The impact of the project is very strong. Unesco funds have enabled the Station and National Park Service to mobilise United Nation Foundation funds for controlling introduced species, which in turn will enable to procure substantial funding from the Global Environment Facility and the World Bank to support monitoring and control programmes, as well as for implementing the much-needed Quarantine and Inspection system. The Charles Darwin Foundation currently relies on soft money to run its projects. It is currently setting up an endowment fund to deal with this problem. The UN Foundation have agreed to contribute 1M $ US to this fund if the Foundation is able to find the same amount of money.

⇨ ***Better protection for the world heritage***

The project specifically consists of collecting and recording data on the abundance and distribution of major groups of native and introduced organisms. With this information, priorities will be identified for further research and conservation actions. One of the goals is to set up a museum and a herbarium with all data being catalogued and organised in a computerised database. The data obtained from this project will increase national and international awareness of the importance of the biodiversity of this WH Site. It will also be used to alert nationals to how many species are being introduced into Galapagos and the danger of these introductions.

Improvement of management skills

The project will train scientists, Ecuadorian students, farmers, quarantine inspectors and National Park Personnel to detect alien organisms, to prepare and sample and monitor selected species.

Students and personnel are will be trained to record data using GPS/GIS systems.

⇨ ***Increased awareness of the populations concerned of the value and importance of their cultural and natural heritage.***

One of the outputs of this project is to increase national awareness of the importance of the biodiversity of this WH Site. But today, this project (the 2nd one) is too young to evaluate this effect. Communication and educational campaigns are studied at a local level.

Remarks

The Galapagos project is a key project and a famous one. It has an outstanding situation for many reasons :

- Galapagos is one of the most pristine archipelagos in the world, with over 90 % of its original fauna and flora extant.
- The importance of protecting this world heritage site are conveyed at a local level through an intensive education campaign
- The Monitoring system could be used as a model for other archipelagos. It involves a National Park, a research station, local and national organisations, community groups, the UN Foundation and other donor organisations.
- The Station is training scientists, Ecuadorian students, farmers, quarantine inspectors and National Park Personnel.
- The project will provide baseline data which will allow us to identify what introduced species are already here. With this information accessible, the arrival of new species can be detected by quarantine inspectors and the monitoring system. This will permit us to respond immediately and prevent their establishment in the archipelago.
- Local organisations are working together to implement the system and sharing a same goal: to preserve biodiversity
- High public awareness with respect to the danger of introducing new species and the number of new species arriving.

Summary of UNESCO international assistance to an activity
International Expert meeting on World Heritage Forests, Indonesia

Local responsible Administration :	Ministry of Forestry of Indonesia Centre for International Forestry Research (CIFOR), JAKARTA	**UNESCO Monitoring :**	Mr N. ISHWARAN Programme specialist WHC

		Approved amounts		Approved by :	End date
World Heritage Fund for international assistance :	⇨ Training	30,000	$ US (1998)	Bureau	
	Total	**30,000 $ US**			

Description

The World Heritage Convention, with its unique position within the framework of international conservation agreements, has a key role to play in conserving the planet's natural heritage. Of the 51 World Natural Heritage sites in the tropics 29 have significant areas of tropical forests.

The Ministry of Forestry of Indonesia in co-operation with CIFOR hosted a meeting from 7 to 11 December 1998 in Berastagi, North Sumatra.

Objectives

The amount approved by the Bureau was allocated in order to :

- organise an international "Policy dialog on the World heritage Convention and Forest Biodiversity conservation"
- identify and invite some 20-50 participants to the event, on the basis of their expertise related to forest biodiversity conservation and implementation of the WH Convention
- Prepare the agenda for the Dialog and the tentative list of participants
- Publish a report on the presentations and recommendations and a proceeding of the Dialog and distribute the publication among participants and other related institutions.

Globally this meeting, addressed to international experts in tropical forest biodiversity conservation, donors and other interested groups tried to :

- obtain an overview of the global coverage of designated WH Tropical Forests and identify priority eco-floristic regions for future nominations by State Parties
- describe a minimal set of designated and potential WH Tropical Forest sites that can meet current and future global forest conservation targets
- design a programme for international co-operation between WH Tropical Forest Managers and the global community of tropical forest researchers
- raise awareness among donor groups of the WH Convention as an effective international instrument for guiding tropical forest conservation actions.

Results

This conference allowed the identification of 63 potential forests to protect, eligible for inscription on the World Heritage List. It gave rise to a publication that serves as a reference in this field and which is used to encourage the nomination of sites. Thus, for example, in the months that followed, Brazil nominated four forest sites.

Moreover, the presence of the local media permitted to alert the populations concerned at local level and retain their attention. An increasing number of publications of specialists in the field are appearing in the press. Finally, the United Nations Foundation, convinced of the interest of the concept, consequently contributed the sum of US$ 40,000,000 ! to pursue the action initiated on this occasion.

B. Persons interviewed

Persons interviewed in Marrakesh during the 23rd session of the World Heritage Committee from 28 to 30 November 1999

Mme ARJONA	Secretary General of the National Commission for Cultural Heritage, Cuba
Mrs CAMERON	Director General, National Historic Sites, Canada
Mr Jon DAY	Director, Conservation, Biodiversity and World Heritage - Great Barrier Reef Park Authority, Australia
Mrs INABA	Agency for Cultural Affairs - Monuments and Sites Division, and Mr YOSHINAKA, Nature Conservation Bureau - Environment Agency, Japan
Mr LOPEZ MORALEZ	Mexico, Member of the Bureau
Mr D. MUNJERI	Head of the Department of National Monuments and Sites of Zimbabwe
Mr PERERA	Responsible for National Heritage - Director of the National Centre of Protected Areas, Cuba
Mr A. TOURI	Chairperson of the World Heritage Centre, Morocco
Mr VISI and Mr JORGEN	Representatives of the Hungarian Delegation
Mr WICHIENCHAROEN	Chairman National Committee on the Protection of the World Heritage, Thaïland

Meeting with the three advisory bodies : ICCROM, ICOMOS, IUCN in Marrakesh, Tuesday 30 November 1999

Mr Henry CLEERE	World Heritage Coordinator, ICOMOS
Mr Joseph KING	Programme Officer, ICCROM
Mr Pietro LAUREANO	ICOMOS
Mr Herb STOVEL	World Heritage Coordinator, ICCROM
Mr David SHEPPARD	Coordinator, Programme for Protected Areas, IUCN
Mr Jim THORSELL	Senior Advisor, IUCN

Persons interviewed within the World Heritage Centre

Mr N. ISHWARAN	Responsible for the Asia-Pacific region, Natural Heritage
Mrs M. RÖSSLER	Responsible for the regions of Latin America, North America, Caribbean and Eastern Europe, Natural Heritage
Mrs G. SAOUMA FORERO	Responsible for the sub-Saharan African region, Cultural Heritage
Mrs J. TANIGUCHI	Co-responsible for the Asia-Pacific region, Cultural Heritage
Mr H. van HOOFF	Responsible for the regions of Latin America and Europe, Cultural Heritage
Mrs E. WANGARI	Responsible for the regions of Africa and the Arab States, Natural Heritage
Mrs M. YANG	Responsible for the Asia-Pacific region, Cultural Heritage
Mr. G. ZOUAIN	Responsible for the Arab States region, Cultural Heritage
	Deputy Director, World Heritage Centre

Persons interviewed in the framework of the 8 projects

Charlotte CAUSTON	Research entomologist leading the UNESCO project in Galapagos
Philippe COLUCCI	Project Manager, Co-director of Heritage House
Iréna KLAVINA	Director for Cultural Programmes for the Latvian National Commission for UNESCO.
Aurun TARE	Project Manager, site of Butrint, Albania
Georges WALLACE	Project Manager, Wildlands Management Course, Fort Collins, Colorado, USA

C. Bibliography

Official documents

- Convention concerning the Protection of the World Cultural and Natural Heritage, Unesco, Paris 1972
- Operational Guidelines for the Implementation of the World Heritage Convention, World Heritage Centre, Unesco, Paris, March 1999
- Rules of Procedure of the Committee, World Heritage Centre, Unesco, Paris, May 1999
- Requests for the Organisation of Training Activities, World Heritage Centre, Unesco, Paris, October 1997
- Request for emergency assistance, World Heritage Centre, Unesco, Paris, May 1996
- Request for technical co-operation, World Heritage Centre, Unesco, Paris, May 1996
- Request for preparatory assistance, World Heritage Centre, Unesco, Paris, February 1999
- Organisational chart of the World Heritage Centre
- Report of the work of the Consultative Body of the Committee for Global Management and the Financial Evaluation of the Administration of the World Heritage Convention, World Heritage Committee, 21st session, Naples, December 1997

World Heritage Committee reports

- 23rd session, Marrakesh, World Heritage Committee, Unesco, Paris, March 1999
- 23rd session of the World Heritage Committee, Item 15 of the agenda, Requests for international assistance, Unesco, Paris, November 1999
- 22nd session, Kyoto, World Heritage Centre, Unesco, Paris, January 1999
- 21st session, Naples, World Heritage Centre, Unesco, Paris, February 1998
- 20th session, Mérida, World Heritage Centre, Unesco, Paris, March 1997

World Heritage Fund

- Financial Rules of the “World Heritage Fund”, World Heritage Centre, Paris, 1995
- Status of the approved International Assistance Requests for 1997, World Heritage Centre, Unesco, Paris, 1997
- Status of the approved International Assistance Requests for 1998, World Heritage Centre, Unesco, Paris, 1998
- Status of the approved International Assistance Requests for 1999, World Heritage Centre, Unesco, Paris, 1999

Newsletters

- World Heritage Newsletter, World Heritage Centre, Unesco, Paris, No. 19, January-February 1999
- World Heritage Newsletter, World Heritage Centre, Unesco, Paris, No. 20, March-April 1999
- Brief description of the sites inscribed on the World Heritage List, World Heritage Centre, Paris, January 1999

Internet sites

- UNESCO web site : www.unesco.org
- ICOMOS web site: www.international.icomos.org
- IUCN web site : www.iucn.org