UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION

CONVENTION CONCERNING THE PROTECTION OF THE WORLD CULTURAL AND NATURAL HERITAGE

WORLD HERITAGE COMMITTEE

Twenty-eighth session

Suzhou, China
28 June – 7 July 2004

Item 19 of the Provisional Agenda: Progress report on the Global Training Strategy

SUMMARY

This document contains information on the progress achieved in implementing the Global Training Strategy, adopted by the Committee at its 25th session in Helsinki (December 2001). The report is composed of an introduction and two sections concerning respectively cultural and natural heritage, plus a table illustrating possible actions and related financial implications.

The document **WHC-04/28.COM/INF.19**, concerning the Programme "AFRICA 2009: Conservation of Immovable Cultural Heritage in Sub-Saharan Africa", contains complementary information related to the implementation of the Global Training Strategy in that region.

Draft Decision **28 COM 19**: see page 9

I.   INTRODUCTION

1.   This paper is a revised and updated version of the document prepared for the 27th session of the World Heritage Committee held in Paris, in July 2003 (*WHC-03/27.COM/9*). Discussion of the paper, prepared for Item 9 of the Provisional Agenda ("Implementation of the World Heritage Global Training Strategy") was deferred until the following session of the World Heritage Committee in 2004. ICCROM (for cultural heritage) and IUCN (for natural heritage) have updated their contributions to this paper based on various studies, analyses and training activities undertaken since preparation of the 2003 paper. The following paper incorporates elements of the 2003 paper as well as the newer material above-mentioned.

2.   The Global Training Strategy and Priority Action Plan for World Cultural and Natural Heritage was adopted by the World Heritage Committee during its 25th session in Helsinki, Finland, in December 2001 (ANNEX X of Document *WHC-01/INF.208/24*). Built over almost 8 years of expert meetings, with intermittent review by the Committee, the Global Training Strategy committed the World Heritage Committee to the following principal strategic objectives in relation to the use of training within the Committee's work:

- To strengthen arguments and actions which give <u>priority to training</u> as a means to improve implementation of the *World Heritage Convention*;
- To encourage <u>proactive use</u> of the World Heritage Fund to develop and/or strengthen capacity building of professionals, managers, and administrators involved in the implementation of the *World Heritage Convention* at site and national levels;
- To integrate concern for cultural and natural heritage within a <u>single training framework</u>, based on a common philosophy and approach;
- To ensure that selection and conception of training activities reflect the results of <u>ongoing Committee needs assessments </u>including results coming from the Periodic Reporting and Global Strategy frameworks;
- To ensure World Heritage training activities and materials are carried out and produced to <u>the highest standards of pedagogical excellence</u> while giving adequate attention to advance preparation and follow-up;
- To <u>review progress</u> made in implementing the Global Training Strategy at appropriate regular intervals.

3.   The Priority Action Plan intended to implement the Global Training Strategy anticipated a 5-10-year framework outlining specific training programmes and modules to be developed within regions and/or by themes. This framework was meant to address training needs in three areas:

- Implementation of the *World Heritage Convention*
- Site management of World Heritage properties
- Scientific, technical and traditional skills for conservation of cultural and natural properties.

4.   By identifying Capacity Building as one of the four "Strategic Objectives" (the four Cs) adopted at its 26th session in June 2002 in Budapest, the Committee

further strengthened its support to the development of training activities as a means to implement the *Convention*. The following sections illustrate the activities carried out since the adoption of the Global Training Strategy in the field of cultural and natural heritage.

II.   PROGRESS REPORT ON GLOBAL TRAINING STRATEGY IMPLEMENTATION EFFORTS FOR CULTURAL HERITAGE

5.   ICCROM, in collaboration with the World Heritage Centre, using its own funds and with funding support from the World Heritage Committee and others, has undertaken a number of initiatives supporting the Global Training Strategy (for Cultural Heritage) in the period from the 2001 meeting of the Committee (December 2001) to date (July 2004). These are summarized below.

A. Implementation of the *World Heritage Convention*

6.   The following training materials were developed and tested:

- Completion of the World Heritage training kits on nominations and periodic reporting (December 2003). These kits were tested during a training workshop held in Delhi, India in October 2002, organized in collaboration with the Archaeological Survey of India. Upon finalization, they will be made available upon request by States Parties to qualified individuals and institutions. (Note: also relevant to natural heritage).
- Preparation of "Guidelines for organizing effective World Heritage training activities" with IUCN (May 2004), meant to guide States Parties in preparing training programmes for which requests for international assistance could be forwarded to the Committee. (Note: also relevant to natural heritage).

7.   A number of training activities has been organized at the request of national authorities or the World Heritage Centre to strengthen capacity to implement the *World Heritage Convention* at national level.

- One-week training course for 21 Italian professionals and administrators in March 2002 on the *World Heritage Convention*, funded by the Government of Italy, to prepare Italian professionals to play useful consulting roles in the implementation of the *Convention*. (Note: also relevant to natural heritage).
- A World Heritage Capacity Building workshop for the Pacific Island countries was held at the UNESCO Office Apia, Samoa, 12–21 February 2003, with the support of Italian Funds-in-Trust to UNESCO. The objective of the workshop was to build professional and institutional capacity of the Pacific Island Member States to promote the implementation of the *Convention*.   Training sessions were provided according to four broad topics: International Cooperation, the *World Heritage Convention*, International Assistance, and Development of National Strategies for World Heritage. The workshop was attended by representatives of the Cook Islands, Kiribati, the Marshall Islands, Niue, Palau, Samoa, Tonga, Tuvalu and Vanuatu along with representatives of ICOMOS, ICCROM, IUCN, the UNESCO Office for the Pacific Islands States and the UNESCO World Heritage Centre. The curriculum developed for the workshop included PowerPoint presentations and handouts, which are now being compiled into a training manual

entitled "Handbook on World Heritage Training for the Pacific". This will be a vital resource for future World Heritage training in the Pacific sub-region.

- One-week training course for 16 Palestinian professionals at the request of the World Heritage Committee with financial support from the World Heritage Centre and the UNESCO Office Ramallah, held at ICCROM in September 2003. (Note: also relevant to natural heritage).
- Second course for Palestinian professionals to be held in Bethlehem from 19-23 July 2004 on World Heritage nominations and management; a follow-up course to the first course for Palestinian professionals, which was held in Rome in September 2003.

B. Site Management for World Heritage Properties

8. The following World Heritage Management Guides and reference volumes have been developed (or are in the process of development):

- World Heritage Cities Management Guide to be published in late 2004; first edition published as "*Historic Urban Ensembles in a Time of Change*" (Stovel) Government of Canada and City of Quebec, July 2001.
- World Heritage Cultural Landscape Management Guidelines, developed by the World Heritage Centre, to be published by ICCROM (with support from the World Heritage Fund) on receipt of a complete manuscript submitted by the Centre to ICCROM.
- Management Guidelines for World Cultural Heritage Sites (Feilden, Jokilehto) ICCROM-UNESCO-ICOMOS, 1993. Spanish translation prepared by ICCROM and publication funded by ICCROM.
- World Heritage Risk Preparedness Management Guidelines (Stovel). Spanish translation prepared by ICCROM, and published by ICCROM with support from World Heritage Fund.
- Managing Tourism at World Heritage Sites: A Practical Manual for World Heritage Site Managers, (Pedersen), published by the World Heritage Centre, October 2002.
- Monitoring World Heritage, Proceedings of the Vicenza Monitoring Workshop organized by ICCROM for the World Heritage Centre and held at Vicenza, Italy, November 2002. Published by the World Heritage Centre with funding support from IntesaBCI, City of Vicenza, World Heritage Centre, ICCROM, ICOMOS, IUCN, US/ICOMOS. (Note: also developed in relation to natural heritage)

9. The following pilot training activities, dealing with management of historic cities and cultural landscapes, were organized by ICCROM:

- ICCROM'S ITUC 02 course on "Management of territories and landscapes of heritage value", (4 weeks, November/December 2002), which included 7 participants working on World Heritage properties. Organized with ICPL (International Centre for Protected Landscapes) to include the natural heritage perspective.
- A distance Learning programme developed by ICCROM partner CECI (Institute of Integrated Urban and Territorial Conservation), Federal University of Pernambuco, Brazil, and initiated in 2002 for 32 Latin American participants,

includes a month long segment focusing on development of a management plan for a World Heritage city, Olinda, Brazil.

- ICCROM's ITUC 03 course on "Historic city and cultural landscape management" (8 weeks, April/June 2003), which included 5 participants involved in improving or developing management systems for World Heritage properties.
- Two-week training course for 10 Azerbaijani professionals held at ICCROM, early June 2004, with the support of the World Bank. The course focused on management of heritage sites, both urban entities and archaeological sites.

10.   The following regional training programmes have been/are being developed in response to results of Periodic Reporting exercise:

- The AFRICA 2009 programme was launched in 1998 in response to needs assessments carried out in the context of developing the Global Training Strategy from 1996.   AFRICA 2009 (a partnership of African cultural heritage organizations, ICCROM, the World Heritage Centre, and CRATerre-EAG) has been recognized in the Periodic Reporting process for Africa as a key vehicle for building capacity to strengthen many aspects of site management and conservation as well as for the implementation of the *World Heritage Convention* in sub-Saharan Africa.   (See WHC-04/28.COM/INF.19 for more information on the implementation of this programme in 2003).
- Preparation of an Arab States region programme/action plan following recommendations of the World Heritage Committee in July 2003.   This activity involves ICCROM and IUCN developing training modules and other types of capacity building assistance packages in collaboration with ICOMOS.   More information can be found in the document WHC-03/27.COM/INF.20A.   (Note: also to be developed in relation to natural heritage)

C. Scientific, Technical and Traditional Skills for Conservation

11.   The following training material was developed and tested:

- Risk Preparedness for Cultural Heritage training kit prepared by ICCROM in English and Spanish, with support from ICCROM and World Heritage Fund. Prototype kit tested in a one-week training course in Santo Domingo, Dominican Republic (for participants from 12 Caribbean countries) in December 2003, and in Delhi, India, in a one-week training course organized with the Archaeological Survey of India, held in March 2004.

12.   The following training activities were organized:

- ICCROM's International training course on the technology of stone conservation held in Venice (12 weeks, April/July 2003) organized by ICCROM and funded by ICCROM and 5 partners including the UNESCO Office in Venice, the World Heritage Fund, the UNESCO Cultural Heritage Division, the Private Committees for the Safeguarding of Venice, the University of Venice, and the two Soprintendenze for conservation in the region. Seven of the participants were involved with management and conservation at World Heritage sites.

D. Future initiatives for Cultural Heritage

13.   ICCROM hopes to give priority to the following activities in 2004 – 2006.

14.   In efforts to improve the quality of requests for international assistance for training, ICCROM will work with the World Heritage Centre to develop and produce training materials linked to the promotion and use of the "Guidelines for organizing effective World Heritage training activities" prepared in May 2004. (Note: also to be developed in relation to natural heritage).

15.   The Periodic Reporting process for Asia has produced a number of interesting conclusions for the review of the World Heritage Committee. Many of these are worth exploring in the development of future training activities, in particular the emphasis given to the need to develop training for the preparation of "statements of significance". ICCROM will work with the World Heritage Centre to develop proposals to strengthen the capacity of States Parties in this area, for consideration by the World Heritage Committee in 2005/6. (Note: to be developed also for natural heritage).

16.   ICCROM would recommend that in future years, the process of preparing reports on implementation of the Global Training Strategy be aligned closely with the analysis of training needs emerging from the regional Periodic Reporting exercises. This way, the recommendations emerging from Periodic Reporting concerning training can be systematically incorporated into the Global Training Strategy report for review at the same meeting by the World Heritage Committee (rather than one year later).

III.   PROGRESS REPORT ON GLOBAL TRAINING STRATEGY IMPLEMENTATION EFFORTS FOR NATURAL HERITAGE

17.   The Global Training Strategy entrusted to ICCROM in 1994 concerned only cultural heritage. When the final version of the Global Training Strategy was presented to the World Heritage Committee meeting in Cairns in December 2000, the Committee asked that IUCN be invited, working with ICCROM, to extend the strategy to natural heritage. While the Global Training Strategy adopted in Helsinki in December 2001 covers both cultural and natural heritage, IUCN has continued its efforts to deepen and strengthen the attention given to natural heritage training. As called for in the Global Training Strategy, IUCN has developed a *Global Framework Programme for Capacity Development on Natural Heritage*, set within the context of the Global Training Strategy, and based on the results of a number of important meetings and initiatives, which have taken place in the last 15 months. The process of developing the Framework involved:

- An international experts workshop, funded by the World Heritage Centre and IUCN, on the Global Training Strategy for World Heritage (Gland, Switzerland, April 2003);
- A workshop on World Heritage Training during the 5th IUCN World Parks Congress (Durban, South Africa, September 2003);

- A survey sent to key members of the World Commission on Protected Areas (WCPA) and partners to obtain further guidance and recommendations on World Heritage training;
- Review of key recommendations on training arising from the Periodic Reporting process;
- Review of recommendations from the Regional Capacity Development Needs reports prepared by WCPA for the World Parks Congress; and
- Technical input on education and training provided by the IUCN Commission on Education and Communications.

Global Framework Programme for Capacity Building on Natural Heritage

18. This document is the result of the above process and represents a global framework by which IUCN aims at implementing the Global Training Strategy for natural heritage during the 2005-2010 period. It will be implemented with ICOMOS, ICCROM, the World Heritage Centre, States Parties and other partners.

A. Purpose

19. To implement the Global Training Strategy as a mechanism to enhance the States Parties capacity to ensure effective management of natural heritage.

B. Goal

20. To strengthen the protection, conservation, presentation and transmission to future generations of natural heritage by increasing the capacity of the States Parties to the *Convention* and other key stakeholders to identify World Heritage properties and to effectively manage the natural values of World Heritage sites.

C. Target

21. By 2010, the Global Framework Programme for Capacity Building on Natural Heritage should be fully implemented and conservation of the natural values of World Heritage sites enhanced in 3 regions and in at least 20 natural and mixed World Heritage properties.

D. Principles

22. The following principles have been adopted.

   i) *Capacity development should be a key priority for the World Heritage Committee.* While the adoption of the Global Training Strategy is an important step, the Committee needs to place greater attention on its implementation, including on how to make the best use of available funding from the World Heritage Fund and the overall UNESCO budget. This also requires the need to assess the impact of the support provided to these activities. There is considerable scope for improving the use of the World Heritage Fund to support international assistance requests for training activities. In recent years a significant amount of funding (between US$80,000

and US$300,000 per year, according to the World Heritage Centre) has remained unspent. In addition, the support provided to Regional Training Centres, despite their importance in promoting capacity development at regional level, has been reduced over the years. This requires urgent attention by the Committee, and States Parties, in order to ensure that the limited funding available is used in a more strategic way by targeting its use to the implementation of the priorities identified in the Global Training Strategy.

ii) *Capacity Building should be an integral component of national Protected Areas Strategies and Action Plans.* States Parties should be committed to including capacity building in their policies and actions concerning protected areas and nature conservation, and ensuring adequate budget provisions for this, in order to implement the *Convention* at the national level. This is an important principle to achieve sustainability.

iii) *Training is just one component of Capacity Building.* Training by itself cannot solve the management problems faced in natural World Heritage sites. It needs to be combined with targeted capacity building of people and institutions at different levels, and supported by communication, education and public awareness to strengthen the effective implementation of the *Convention*.

iv) *Working in partnership and creating synergies.* While partnership has been adopted as a principle of the *Convention*'s work, it is mainly pursued as a means to obtain additional funding to enhance the management of a limited number of sites and to develop thematic programmes and initiatives. Training and capacity building efforts will only succeed if supported by the development of more effective partnerships and cooperation arrangements for capacity building, including among States Parties.

v) *Capacity Building requires a multi-disciplinary and multi-institutional approach.* This is essential for States Parties to be able to address, in a holistic manner, the new challenges –environmental and socio-economic - associated to global change.

vi) *Capacity Building programmes should be guided by the Global Training Strategy but tailored to national and regional needs.* The Periodic Reporting Process is showing that the implementation of the *Convention* at the regional level should fully consider the specific conditions existing in each region. Periodic Reporting is proven to be a valuable tool to identify regional needs for capacity building and to design tailored programmes to meet those needs.

vii) *Financial and institutional sustainability are essential.* It is anticipated that implementation of this programme would require substantial extra-budgetary resources. However, as shown in Table 1, it is essential for the Committee to adopt a more strategic use of the limited available resources in the World Heritage Fund, to be used as seed funding to the implementation of this framework programme. It is also essential that focal points within the World Heritage Centre and Advisory Bodies are identified in order to properly

coordinate the implementation of the Global Training Strategy and to ensure adequate secretariat support to this important task.

E. Priority Action Plan

23.   This framework recognizes the need to address capacity building at three levels and proposes a number of priority activities within each of these levels. These are summarized in Table 1. It is important to note that proposed modules will be distributed to States Parties and key stakeholders but will be tested in a limited number of sites and regions, to be selected in consultation with the States Parties and the World Heritage Centre over the next year. It is also important to note that the implementation of these training proposals will require input and support from a range of sources in addition to the World Heritage Fund.

Draft Decision: **28 COM 19**

The World Heritage Committee,

1.   Takes note of the progress made so far by the World Heritage Centre, ICCROM, ICOMOS and IUCN in the implementation of the Global Training Strategy;

2.   Encourages the reinforcement and continuation of these implementation efforts in future;

3.   Adopts the proposed Global Framework Programme for Capacity Building on Natural Heritage and decides to discuss budgetary provisions for its implementation during 2006-2007 at its 29th session in 2005;

4.   Decides to more effectively link the World Heritage Education Project with the Global Training Strategy, both in programming and in budgetary terms.

Table 1 – Levels of implementation of the Capacity Building Framework and Priority Actions

Level of Implementation	Priority Activities	Indicative Budget (USD)
1. Site level – *Oriented to provide tools and knowledge on how to maintain the integrity of sites.* ***Key Target audiences:*** (a) On-ground site managers (b) Community groups and key local stakeholders. (c) Private sector and key resource use institutions.	1.1. To develop and test in at least 10 sites a module on management planning building upon WCPA Best Practice Guidelines on this issue. *Timeframe: 2006-2007.* 1.2. To develop and test in at least 10 sites a module on co-management, including participatory processes and conflict resolution, in WH sites. *Timeframe: 2006-2010.* 1.3. To develop and test in at least 10 sites a module on sustainable finance for site management, including building broader support through marketing of the "WH label". *Timeframe: 2006-2010* 1.4. To develop a set of simple guidelines with check lists for use by site managers on "How to use WH status to strengthen site management". *Timeframe: 2005-2008.* 1.5. To prepare, based on the experience from the "Enhancing our Heritage" project, a module on how to assess management effectiveness to be applied in at least 20 sites. *Timeframe: 2005-2008.* 1.6. To monitor and assess the effectiveness in using these modules in enhancing the management of WH sites and report to the Committee on progress achieved. *Timeframe: 2007-2010.*	USD 60,000 (for development and testing of training modules under priority activities 1.1, 1.2, 1.3 and 1.4) USD 250,000 (for pilot testing of all modules) USD 10,000 (for on-going monitoring, assessment and reporting to WH Committee) **Sub-total -** **USD 320,000** **From WHF**[1] – **USD 90,000** **From other sources – USD 230,000**
2. National Policy Level – *Oriented to develop the capacity of State Parties to effectively implement the Convention.* ***Key Target Audiences:*** (a) Agencies responsible for managing WH sites. (b) Policy and decision makers. (c) National training institutions. (d) Media organizations/journalists.	2.1 To develop and widely distribute (including to local governments and NGOs) a module on how to prepare quality nominations using the new *Operational Guidelines*. *Timeframe: 2005-2006.* 2.2 To develop and widely distribute (including to local governments and NGOs) a module on how to prepare global comparative analysis. This module would be useful not only in preparing nominations but also in reviewing national tentative lists and harmonizing them at the regional level. The development of this module would be linked to the Periodic Reporting exercises. *Timeframe: 2005-2006.* 2.3 To develop and widely distribute the information kit "10 things to know on the UNESCO *World Heritage Convention*". *Timeframe: 2005-2006.* 2.4 To develop and distribute an information kit on how to prepare International Assistance Requests for designing and implementing national capacity development activities. *Timeframe: 2005-2006.* 2.5 To develop and widely distribute a module on integrating WH site management into land/sea use planning. *Timeframe: 2006-2007.* 2.6 To pilot test the application of the module on integrating WH site management into land/sea use planning in 3 countries (to be determined). *Timeframe: 2008-2010.* 2.7 To monitor and assess the effectiveness in using these modules in enhancing the implementation of the Convention. *Timeframe 2007-2010.*	USD 30,000 (for development of 3 training modules under priority activities 2.1, 2.2, and 2.5) USD 10,000 (to implement priority activity 2.3) USD 5,000 (to implement priority activity 2.4). USD 90,000 (to implement priority activity 2.6) USD 10,000 (for on-going monitoring, assessment and reporting to WH Committee) **Sub-total -** **USD 145,000** **From WHF –** **USD 43,500** **From other sources – USD 101,500**

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[1] WHF – World Heritage Fund

Level of Implementation	Priority Activities	Indicative Budget (USD)
3. International Level – *Oriented to enhance the work of the Convention as a mechanism for international cooperation.*	3.1. To adopt as an Annex to the *Operational Guidelines* the criteria prepared by the Advisory Bodies for reviewing International Assistance Requests on training and capacity development. *Timeframe: 2005.*	USD 5,000 (to implement priority activity 3.2)
Key Target Audiences: (a) State Parties. (b) Regional Training Centres. (c) Advisory Bodies. (d) World Heritage Centre.	3.2. To develop criteria and performance indicators for the WH Committee to assess the implementation of the Global Training Strategy and to prioritise the allocation of the limited resources available from WHF for this activity. *Timeframe: 2005.*	USD 20,000 (to implement priority activity 3.3)
	3.3. To develop a "business case" for ensuring the long-term financial sustainability of a WH Capacity Development Programme. *Timeframe: 2005-2006.*	USD 45,000 (to implement priority 3.4).
	3.4. To develop, based on results from Periodic Reporting, regionally tailored capacity development programmes for 3 regions (to be determined). *Timeframe: 2005-2006.*	USD 90,000 (to implement priority activity 3.5).
	3.5. To implement the regional capacity development programmes developed under priority activity 3.4 above. *Timeframe: 2007-2010.*	USD 10,000 (to implement priority activity 3.8).
	3.6. To create a web-based database on existing training and capacity development programmes and modules that can contribute to develop the core competencies of WH site managers. *Timeframe: 2005-2006.*	USD 8,000 (to implement priority activity 3.6).
	3.7. To translate into at least 4 languages (to be determined) and widely distribute (including on the web) the full kit of IUCN-WCPA Best Practice Guidelines to be used as reference materials for the capacity development programmes. *Timeframe: 2006-2010.*	USD 45,000 (to implement priority activity 3.7).
	3.8. To create a Consortium on Natural World Heritage Capacity Development formed by key institutions than can contribute to the promotion and implementation of this Framework Programme and that would be guided by the WH Committee under agreed Terms of Reference and work plan. *Timeframe: 2006-2008*	**Sub-total -** **USD 223,000** **From WHF –** **USD 66,900** **From other sources –** **USD 156,100**
		TOTAL.- **USD 688,000** **From WHF –** **USD 200,400** **From other sources – USD 467,600**