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CONVENTION CONCERNING THE PROTECTION OF THE  
WORLD CULTURAL AND NATURAL HERITAGE

WORLD HERITAGE COMMITTEE

Twentieth session  
Mérida, Yucatán, Mexico

2 - 7 December 1996

Item 11 of the Provisional Agenda : Progress Report on the  
Training Strategy.

SUMMARY

In accordance with the decisions of the World Heritage Committee at its nineteenth session, this item has been included in the agenda so as to provide a progress report on the training strategy for natural and cultural properties. The Working Document contains:

- (i) a succinct presentation of the World Heritage Convention Manual which presents and explains the World Heritage conservation process in a clear and logical way;
- ii) a brief report on the implementation of the training strategy for natural heritage; and
- iii) a proposed strategic framework for training in the field of cultural heritage based on the identification of common conservation principles and assessments of regional needs, which was discussed at a meeting of experts held at ICCROM, Rome, on 19-21 September 1996. The Committee is asked: *i*) to take note of the meeting (Information Document WHC-96/CONF.201/INF.15)  
*ii*) to adopt the proposed strategic framework for cultural properties and the recommendations which establish the guiding principles listed in paragraph 23.

## **I. The Manual on the World Heritage Convention : A Guide to the Convention concerning the Protection of the World Cultural and Natural Heritage**

1. The Committee will recall that it adopted a Training Strategy for natural heritage at its nineteenth session in December 1995. Subsequently a *Manual on the World Heritage Convention* was prepared as part of a development of a *Training Information* package. The first outline of this *Manual* presents and explains the World Heritage conservation process : the identification, assessment, evaluation, conservation, management, presentation and monitoring of cultural and natural heritage of "outstanding universal value". This conservation process is not clearly or logically explained in the *Operational Guidelines for the Implementation of the World Heritage Convention*.
2. The aim of the *Manual* is to enhance the capacity for participation in the World Heritage conservation process. It is intended that the *Manual* will be produced either as a loose-leaf folder or small sized handbook to allow future revision of its contents and to allow easy inclusion of forms and documents that currently exist separately and in a variety of formats (for example, the Nomination Form, World Heritage List, World Heritage Map etc).
3. The uses and target audiences for the *Manual* are expected to include training and education, World Heritage Centre staff, other UNESCO staff at Headquarters and in the field, World Heritage site managers, the tourism industry (eg Tour Guides at World Heritage sites), the World Heritage Committee and Bureau, the World Heritage advisory bodies (ICCROM, IUCN and ICOMOS) and others interested in World Heritage conservation. Copies in English of the outline of the *Manual* are available for Committee members on request.

## **II. Implementation of strategy for training in the field of natural heritage**

4. The "Strategy for training in the field of natural heritage", adopted in 1995, as a basis for future development of the programme, in co-operation with the advisory bodies, put the emphasis on four strategic actions, to develop : (i) curricula and information materials for the natural heritage; (ii) a series of World Heritage regional training workshops (iii) World Heritage information networks; and (iv) a provision for scholarships and grants to site managers.
5. The demand for training in natural heritage conservation among States Parties continues to expand. This expansion of demand is associated with the growing necessity to link management of natural heritage areas to the improvement of the

social and economic well-being of local communities and to regional development planning. The training needs of natural heritage specialists therefore extend beyond conventional subjects like ecology, forest management etc., and into emergent disciplines such as international environmental law, protected area planning and management, and environmental policy.

6. In guiding the future development of the programme for training natural heritage specialists, the Centre therefore adopts a flexible approach, accommodating, to the extent possible, support to selected workshops, study grants and fellowships as done in the past, while encouraging new initiatives in accordance with the strategic actions adopted by the Committee at its 19th session in December 1995.

7. As suggested in the strategic actions, special emphasis was also given to networking. Following the first Site Manager's Workshop, hosted by the Wet Tropic Management Authority (WTMA), in Ravenshoe, Queensland, Australia, from 12 to 15 April 1996, a Regional Network for the Management of World Heritage has been set up for Southeast Asia, Southwest Pacific, Australia and New Zealand. The Network already has a membership of more than 100 persons and encourages exchange of information and experience on operational aspects with regard to the implementation of the Convention and on "best management practice" in World Natural Heritage Sites.

8. Networking, including the establishment of electronic communication links between World Natural Heritage site managers will be given particular emphasis during 1997. Recognizing that not all World Natural Heritage sites have access to electronic communications, efforts will be made to organize "World Heritage Regional Workshops", where case studies from World Natural Heritage sites, on specific management issues such as community relations, tourism etc., will be solicited and documented. World Natural Heritage case studies, collected and compiled through such electronic communications networks and regional workshops will be used in the design and development of training modules on selected topics. As the first in such a series of Regional Workshops, one focussing on local community relations within the context of World Natural Heritage site management will be hosted by the Royal Forest Department, Thailand, at the World Heritage Area of Thung Yai - Hua Kha Khaeng Wildlife Sanctuaries, in November 1997.

### **III. Proposed strategic approach for training in the field of cultural heritage**

9. Following the decision of the World Heritage Committee at its 19th session, an experts' meeting was held in Rome, from 19 to 21 September 1996, at the invitation of the World Heritage Centre and ICCROM, with the purpose of devising a flexible and progressive training approach which would increase operational capacities for the conservation of World Heritage Sites. Such an approach would also help States Parties to fulfil the

responsibilities incumbent upon them under the Convention. The experts submitted regional analyses of training needs and attempted to present strategic approaches for Latin America, Asia, the Arab States, the Baltic States and sub-Saharan Africa, respectively.

10. Within the overall context of training for the conservation of immovable cultural heritage which was presented by the representative of ICCROM, all the experts considered human resource development to be a key issue for the conservation and management of World Heritage Sites and stressed the need for training and education that would improve the level of public awareness and change prevailing attitudes.

11. With regard to formal training, ICCROM stressed the need for programmes targeting project teams that bring together site managers, architects, engineers, conservator-restorers, specialist advisors, technicians, craftpersons, administrators and town planners. ICCROM underlined the complexity of the conservation process which entails survey, study, recording, documentation and evaluation of heritage sites, scientific analyses on the condition and conservation treatment of structures, preparation and execution of conservation-restoration projects, as well as management and administration.

12. ICCROM identified three levels of training : a) basic vocational training; b) a specialization in heritage conservation in post-graduate studies and/or internships; c) upgrading of professional capacities through in-depth research programmes, short courses, workshops, seminars and professional consultation. Systematically organized and monitored field experience integrated with workshops and seminars was also strongly recommended, together with special attention to "distance learning" whenever possible.

13. The experts stressed that training needs should be assessed on a regional basis and in relation to the management process of the site or sites concerned. Networking between qualified training institutions and international bodies, in particular ICCROM, was deemed essential. Cost efficiency was also identified as an important factor.

14. All the experts agreed that while specific restoration works can only be carried out by trained personnel, there is a need to explain the process of conservation and increase public awareness. Generating knowledge and understanding of the significance and values of heritage for a wide range of target groups, such as decision makers, investors, property administrators, NGOs, voluntary associations and the local community creates a "favourable environment" for conservation purposes, and cannot be dissociated from training activities.

15. Among the 6 regional approaches presented (Latin America & the Caribbean, Sub-Saharan Africa, the Arab States, The Baltic States, South East Asia, the Pacific), only three were based on

an assessment of regional needs (Latin America & the Caribbean, Sub-Saharan Africa and the Arab States). However, factual information and figures were available only for sub-Saharan Africa, where a survey on the conservation of immovable cultural properties had been conducted. A detailed questionnaire prepared by the World Heritage Centre in collaboration with ICCROM/CRATerre-EAG, GAIA project was sent in May- June 1996 to 44 countries, and by September the World Heritage Centre had received 33 answers. Nevertheless, the overall needs and the levels of conservation awareness were clearly identified in each region and approaches based on past and on-going projects were presented and discussed as case studies. The "Nepal case study" led to a discussion on the need to make living cultures a part of the conservation process, whenever monuments still fulfil a social function. The role of the institutions involved in the conservation of cultural properties was also discussed, and it appeared that in Asia local governments and NGO's were playing a very active role for the conservation of both natural and cultural properties. The summaries of the papers presented by the experts representing the regions, and selected by the World Heritage Centre and ICCROM, as well as those of institutions collaborating with ICCROM (Louvain, York and Montreal Universities) are contained in **Information Document : WHC-96/CONF.201/INF.15.**

#### **PROPOSED STRATEGIC FRAMEWORK**

16. The experts' meeting adopted a strategic framework, with the understanding that the development of a training strategy for the protection of immovable cultural properties including the conservation of World Heritage Sites should be based on a clear understanding and recognition of their cultural values and their relationships with their surrounding environment, the regional context, as well as a detailed assessment of their conservation needs. Since there was a disparity of factual data in the regional presentations at the Rome meeting, and given the complexity of the conservation process and the different levels of conservation practice in each region, the group of experts decided that at this stage it was possible to adopt only a strategic framework with a view to reinforcing capacity building at national, regional and international levels. This approach, which should allow the preparation of flexible, pragmatic and integrated regional strategies, is based upon the following common findings that emerged from the meeting :

- insufficient awareness among decision-makers and local communities;
- insufficient political support, legal protective system and operating budgets for cultural administrations;

- insufficient multidisciplinary interventions on the sites and little concern for managerial and fundraising issues;
- insufficiently trained specialized personnel, insufficient operational resources as well as limited possibilities for capacity building for conservation at the national and regional levels;
- insufficient interaction and exchange of information between professionals involved in conservation at national, regional and international levels,
- insufficient consideration for conservation concepts in sustainable development strategies, where a new approach could have an impact on the improvement of the living conditions and spiritual vitality of local communities.

17. Therefore, the group of experts recommended that the regional training strategies presented be further developed into programmes with cost estimates and time frames. They also noted that despite the cultural, environmental, socio-economic and geographical diversity of both geocultural regions, the strategies developed for sub-Saharan Africa and the Arab States have been elaborated with a common methodology reflecting field experience, case studies and regional surveys. These strategies aim to reach out to four main audiences: decision-makers and cultural administrators, site managers, technicians, and local communities; and are based on three categories of complementary activities:

- training, awareness and education;
- demonstration/pilot projects;
- information networks on conservation issues.

18. At the training level, attention should be given to:

- strengthening the existing training opportunities;
- identifying partnerships at national, regional and international levels;
- creating and activating networks of training institutions at regional and international levels;
- elaborating training programmes with contents adapted to local realities in conjunction with advocacy and educational programmes for target groups such as local communities, youth and children.

19. Demonstration of pilot projects should be based on a sound diagnosis, and the application of principles of preventive conservation. They should be implemented *in situ* and demonstrate the efficiency and the utility of an integrated and sustainable approach which takes into account the ethical, social, economical, managerial and technical dimensions of conservation.
20. As for information networks on conservation issues the most up to date information technology should be used together with classical approaches such as workshops, seminars, publications and newsletters, etc.
21. International organizations such as ICCROM and the World Heritage Centre, and their partners should assist in the preparation and co-ordination of regional strategies as well as the promotion of research and development for thematic courses, at the international and regional levels, based on cost-effectiveness and efficiency.
22. The experts adopted the above-mentioned strategic framework and a set of general recommendations to States Parties, local governments, funding agencies and training institutions of which copy is attached in **annex 1**, which should be taken into account within the aforementioned strategic framework.
23. The Committee may wish to adopt the following principles which should guide training activities in the field of natural and cultural heritage:
- i) apply to both cultural and natural sites the following strategic actions which were adopted by the Committee in 1995 :
    - continue to develop curricula and training information packages on the World Heritage Convention, its ethics and implementation as basic materials; and
    - develop World Heritage Convention Information Networks, for the benefit of all site managers: procurement of computer and communication equipment to access site managers on Internet should be facilitated.
  - ii) request the advisory bodies (IUCN, ICCROM, ICOMOS) to collaborate, in as much as possible, in the preparation of regional strategies, awareness and educational programmes which should be part of the training strategy. Common workshops should be encouraged, and the outcome of their evaluation brought to the attention of the Committee.
  - iii) request the advisory bodies to develop thematic courses at the international level and adapt them at the regional level with partner institutions: the course on " the

Conservation of World Heritage Cities Integrated Territorial and Urban Conservation is a case in point of this necessary development.

- iv) give more emphasis to awareness and educational programmes which are part of the training strategy, and allocate more resources to such activities.
- v) all training needs should be assessed and analysed not only in relation to the conservation and management processes of the site, but also within the overall context of a national policy for heritage conservation; and, gradually in the light of a regional planning framework which takes into account integrated and sustainable conservation programmes.
- vi) all regions should, therefore, be encouraged, in cooperation with the World Heritage Center and its advisory bodies, ICCROM in particular, to further develop their strategic approaches and take into account : local realities, priorities, availability of resources, financial constraints and time frames. Moreover, heritage preservation should embrace also economics and development.
- vii) progress reports of the regional approaches for cultural heritage, beginning with proposals concerning the Baltic States, Latin America and the Caribbean, and the course in Integrated Territorial and Urban conservation; as well as for natural heritage in Asia and the Pacific, should be brought to the attention of the Committee.
- viii) regional training centres such as: (a) school for the training of specialists in wildlife in francophone Africa (Garoua, Cameroon), anglophone Africa - Mweka College of Wildlife Management, Moshi, Tanzania; (b) CATIE Costa Rica (Latin America); (c) Wildlife Institute of India (WII), Dehra Dun, India; (d) Centro Nacional de Conservación, Restauración y Museología, Cuba (CENCREM) - Catedra Regional de Conservación (UNESCO - UNITWIN); (e) CECRE architectural conservation course at the Federal University of Bahía, Brazil; (f) the CECOR Conservation Centre at the Federal University of Minas Gerais, Brazil; and others as appropriate, should be provided with the curricula and information packages on the World Heritage Convention and use case studies of World Heritage sites. Moreover, networking of training institutions for cultural and natural heritage should be encouraged and supported to coordinate existing and new curricula, and provide for their dissemination.
- ix) given the under-representation of the cultural heritage of certain regions on the World Heritage List and in particular African heritage, UNESCO's priority in favour of Africa, the lack of training courses in the field of conservation of immovable cultural properties in sub-



Saharan Africa, the need to train and educate almost all decision-makers, site managers technicians, and local populations, request the World Heritage Center and the GAIA Project/ICCROM/CRATERre-EAG to launch, in 1997, a first set of *in situ* training activities in sub-Saharan Africa. These will be developed in three phases within the framework of a ten-year **pilot** international framework project. During the three year **launching phase**, the strategic framework shall be further developed, and the methodology tested. In the **second phase**, the existing training potential will be reevaluated, and adequate national and regional training institutions identified with a view to adapting, improving and diversifying the teaching materials. In the **last phase**, new training programmes shall be elaborated and adapted to local realities, to reflect the know-how acquired during *in situ* activities;

- x) The World Heritage Centre, its advisory bodies and the State Parties should cooperate closely with one another in the design and conduct of training activities in conformity with the regional and thematic approaches adopted by the Committee. Moreover, the Committee may wish to foresee a two year period after which all World Heritage Fund supported activities should derive from the above mentioned guiding principles.

In addition, the Committee:

- xi) may request a revision of the *Operational Guidelines for the Implementation of the World Heritage Convention* in order to reflect the guiding principles for training activities as adopted at its XXth session.
- xii) may approve **US\$ 150,000** in order to (i) launch the above mentioned project for sub-Saharan Africa for an amount of **US\$ 50,000** (ii) facilitate regional assessments of training needs, (iii) develop curricula and training information packages on the World Heritage Convention (iv) connect selected regional training centers to the World Heritage conventional and electronic information Networks; and request the World Heritage Centre to coordinate and supervise the implementation of the above mentioned priority actions as well as the training strategy.

**A. States Parties**

States Parties should i) fulfil their duties and obligations in accordance with the World Heritage Convention, and enforce legal protection on World Heritage Sites in accordance to defined parameters, ii) ensure the planning and the co-ordination on each site of all projects funded by national authorities or international assistance.

**B. Local governments**

Local governments should wholeheartedly support the initiatives of their States Parties. Decision taking and discussions relating to WH Sites should at all points be open. Support should be given to efforts to improve and enhance public awareness of WH Sites and the needs and opportunities which they represent. Support should be provided to proposed training programmes, by sending personnel on courses and by proving financial support. Local governments should also contribute to the provision of funds for WH Sites.

**C. Funding agencies**

A combination of public and private sector funding should be encouraged. Local as well as national and international funding should be sought to support the needs of WH Sites: local people value their cultural heritage, and can express this through their own contributions and involvement.

**D. Training institutions**

The establishment of training programmes within the overall regional strategies, accessible in terms of time and cost, should be encouraged specifically in relation to the conservation management of WH Sites.

Ideally there should be at least one training programme in every world region, and they should all be effectively linked through a network of regular communication. ICCROM should exercise a co-ordinating role.

To explore the most effective modes of training, in terms of communication and cost effectiveness, training centres should orientate existing initiatives, and initiate pilot training programmes with the following characteristics:

- i. training should involve the study of the WH Convention and its implications, embrace the whole context of WH Sites, including an understanding of cultural landscapes, and develop understanding of the complementarity of the natural and cultural heritage;
- ii. training courses should advance orientation towards sound conservation practice, risk preparedness, embracing all appropriate techniques of evaluation, recording and documentation, and encouraging debate about the issue of tradition versus modernity;
- iii. training should respect living traditions (for example, in relation to sacred places), but may need to initiate guidelines to harmonize traditional practices with good conservation, respect 'local distinctiveness' while paying attention to accepted international norms and recommendations, and embrace understanding of the needs and aspirations of local communities;
- iv. training should acknowledge that every responsibility (e.g., of administrators, managers, professionals and owners) is interdependent, and should include effective communication skills, such as the ability to forge creative compromise;
- v. training should inculcate and encourage public participation, and the necessity to respect cultural diversity and social needs; it should develop awareness of the helpful role which can be played by conservation volunteers, and should embody and express flexibility and vision to respond to future changes and needs;
- vi. training should encourage debates about public and private sector financial questions, including presentation of economic realities and opportunities, tackle the issue of fund raising in a positive way, and making applications for technical assistance grants; training centres should also rationalize on available resources;
- vii. training should be lively, interactive, interdisciplinary and encourage deploying the full range of communication techniques; it should be linked to actual WH Sites through field work, placements and the drafting of management plans, provide manuals and didactic media embodying the fruits of scholarship and research, as well as providing advice and encouragement.

All partners involved in the conservation process, with full recognition of the uniqueness of heritage, should be aware of:

- a) the importance of understanding the social needs and aspirations of people, and the legitimate respect due to living culture,
- b) the value of partnership, both intellectual and financial, and the vital role of effective networking,
- c) the scarcity of available resources and the need of synergy in action, as well as the necessity to pay attention to efficiency and cost-effectiveness,
- d) the necessity to accept an appropriate degree of co-ordination, sensitively applied, and the need for support structures in addition to training programmes.

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