



3rd Annual Meeting of the UNESCO World Heritage related Category 2 Institutes and Centres

NWHF, Oslo, Norway, 5 - 8 March 2013

Introduction and background

The 3rd Annual meeting of the UNESCO World Heritage related category 2 institutes and centres (C2 centres) took place in Oslo, Norway, 5 to 8 March 2013. The Nordic World Heritage Foundation (NWHF), supported by the Norwegian Ministry of the Environment (MoE), hosted the meeting.

The meeting followed Resolution 17 GA 9, adopted by the UNESCO General Assembly of States Parties in 2009 which requested the World Heritage Centre “to convene in 2010, through extra-budgetary funding, a meeting of the existing UNESCO category 2 centres active on World Heritage issues together with representatives of relevant UNITWIN networks, UNESCO Chairs, other regional and national research centres at the regional and national levels and graduate programmes in order to facilitate their activities and to strengthen their regional relevance”. The first annual category 2 centres meeting hosted by the Ministry of Culture of the Kingdom of Bahrain in Manama 2010, and the second meeting hosted by the Research Centre of the Economics of Culture and World Heritage Studies (Turin Centre) and the IULM University in Milan, Italy in 2012¹.

There are currently eight category 2 centres relating to World Heritage. The mandate of these centres ranges from a regional to a thematic focus. Current centres include (in order of establishment):

¹ The reports and recommendations from these meetings are available from <http://whc.unesco.org/en/category2centres/>

- a) Nordic World Heritage Foundation (NWHF, Norway) – 2003
- b) African World Heritage Fund (AWHF, South Africa) – 2006
- c) World Heritage Institute of Training and Research for the Asia and the Pacific Region (WHITRAP) – 2007
- d) Arab Regional Centre for World Heritage (ARC-WH, Bahrain) – 2009
- e) Regional World Heritage Institute in Zacatecas (Mexico) – 2009
- f) Regional Heritage Management Training Centre “Lucio Costa” (Brazil) – 2010
- g) International Centre for Rock Art and the World Heritage Convention (Spain) – 2011
- h) International Research Centre on the Economics of Culture and World Heritage Studies (ITRECH, Italy) - 2011

All eight category 2 centres were represented at the meeting, in addition to the three Advisory Bodies (ICCROM, ICOMOS and IUCN), the UNESCO World Heritage Centre and UNESCO’s Bureau of Strategic Planning. The list of participants and current focal points for the category 2 centres is attached in Annex 1.

Objectives of the meeting

The overall objective of the meeting was, through capacity building, collaboration and coordination of efforts, to ensure contribution towards the objectives of UNESCO and the World Heritage Centre and thematic and regional relevance.

In particular, following up on recommendation 1 and 2 from the second annual meeting in Milano, Italy 2012 and recommendation 17 from the first annual meeting in Manama, Bahrain 2010, this third annual meeting intended to build institutional capacity through focusing on Results-Based Management (RBM) as a practical tool for the category 2 centres.

A list of relevant framework documents and decisions related to category 2 centres, which provide the context of the meeting is found in Annex 2. The agenda/programme of the meeting is provided in Annex 3.

Summary of the meeting

Official opening and introductory interventions

After a welcoming intervention by Mr Kristen Grieg Bjerke, Chairperson of NWHF, Mr Kishore Rao, Director of the World Heritage Centre (WHC), opened the meeting.

In his opening speech, Mr Rao expressed his satisfaction with the category 2 network meetings becoming a regular feature and part of the annual calendar of World Heritage related events. He also highlighted the value of these meetings, providing an excellent opportunity to take stock of developments, exchange experiences and ideas, and agree upon common or complementary activities and strategies. Mr Rao further elaborated on the developments that have occurred within the institutional processes of UNESCO during the last year, specifically focusing on the follow-up on the various recommendations of the audit prepared by UNESCO Internal Oversight Service (IOS) in 2011 (IOS/AUD/EVS/2011/14 Rev).

Among the decisions taken by the Executive Board of UNESCO at its 190th session in October 2012 was to recommend the General Conference to amend the current existing *Integrated Comprehensive Strategy for Category 2 Institutes and Centres* (190 EX/18 Part I, paragraph 6) to strengthen procedures for establishment and renewal of category 2 institutes and centres, monitoring and reporting requirements for the network and improving their alignment with UNESCO's Results-Based Management (RBM) approach and sectoral strategies. The revised strategy will be considered for adoption at the upcoming General Conference in November 2013. With the growing number of category 2 centres in all Programme Sectors, Mr Rao informed that one particular concern of the Executive Board of UNESCO is the extent to which these institutions fulfil their missions as well as the implications for UNESCO maintaining the network in terms of human and financial resources. He referred to the benefit of the reporting system SISTER², which when implemented also for category 2 centres will inform the Member States of the contributions made by each category 2 centre.

In addition, Mr Rao informed that each of UNESCO's Programme Sectors have been required to prepare "sectoral strategies" to provide a sound framework for engaging with category 2 institutes and centres. From a World Heritage perspective, it was emphasised that category 2 centres play a crucial role in implementing the *Capacity Building Strategy* and in implementing the Regional Action Plans that result from the Periodic Reporting exercise.

² System for Information on Strategies, Tasks and the Evaluation of Results (SISTER)

Mr Rao closed his speech by pointing to decision 36.COM.9B taken by the World Heritage Committee which attributes an important role to category 2 centres, encouraging them to work together with the World Heritage Centre and the Advisory Bodies to assist States Parties in the development of regional capacity building programmes, and to develop an inventory of heritage training centres in all regions with a view to sharing experience and expertise. Mr Rao noted that this is already happening, and that he looks forward to follow the progress made by each of the category 2 centres in the framework of the Periodic Reporting exercise, as well as to discuss ways of further harnessing the potential of this network for the implementation of the Convention. Mr Rao underlined that the contribution of category 2 centres is becoming all the more important in 2013, as UNESCO and WHC are facing economic constraints.

Mr Giovanni Boccardi, UNESCO WHC coordinator of the category 2 centres, followed up on the previous interventions recalling recommendations from the previous category 2 meeting in Milan and the 36th session of the World Heritage Committee, both in 2012. Concerning the strengthening of institutional processes, Mr Boccardi stressed the need of integrating the RBM approach in the work of the category 2 centres, and expressed his pleasure with the workshop introducing the category 2 centres to the approach.

Referring to the Kyoto Vision³, a legacy from the 40th Anniversary of the World Heritage Convention celebrated in 2012, Mr Boccardi reminded of the importance for the category 2 centres to consider local communities as well as to open up for inter-sectoral work with tangible and intangible cultural heritage.

Representing the host, Ms Cecilie Smith-Christensen, Deputy Director and category 2 centre's focal point for NWHF, gave a brief introduction to the meeting programme elaborating on the motivation behind dedicating a significant part of the meeting to the RBM approach. She confirmed that NWHF, using this approach in strategy development and reporting since 2010, has already benefitted significantly in terms of strategic management and efficiency.

The category 2 centres and the Advisory Bodies informed the participants of their recent activities and plans. As the category 2 centres are working in a global context, the Advisory Bodies emphasised that they potentially have a substantial role to play, and therefore welcomed a closer collaboration between the category 2 centres and the Advisory Bodies. The recent activities and plans of the category 2 centres are to be found on the UNESCO

³ Kyoto Vision, November 2012 <http://whc.unesco.org/en/news/953>

WHC webpage (<http://whc.unesco.org/en/category2centres/>) and are further reflected in the conclusions below.

Strengthening of the institutional processes (Session 1 and 2)

The first part of the meeting (session 1 and 2) dedicated to strengthening institutional processes was facilitated by Mme Othilie du Souich, Programme Planning Officer from UNESCO Bureau of Strategic Planning (BSP). The sessions focused on strategy development as well as the use and benefits of the Results-Based Management (RBM) approach and reporting.

The RBM approach has been utilised by the United Nations since the 1990s with the aim to shift focus from how the work is done to what it accomplishes. The sessions included an introduction to the RBM approach, exercises and discussions elaborating on the results chain set out through RBM. Mme du Souich specifically pointed to the importance of identifying the context and frameworks whereby the UNESCO Constitution and United Nations Charter define the overarching main goals, and where the RBM approach represents a tool and an on-going process for long term planning. She furthermore emphasised the need to identify the starting point and analyse the situation “on the ground” before identifying objectives and priorities. The presentation focused on the “transformative process” where the starting point is the desired situation (result), and then working backwards.

Concerning the strategic planning and defined goals of the category 2 centres, it was noted that they tended to include too many initiatives and objectives, which may increase the risk of losing sight of the goals. NWHF’s strategy, defining only three strategic objectives, was mentioned as an example of a strategic framework with strictly defined priorities.

The Power Point presentation and resources provided by Mme du Souich in this session is available via the link <http://www.nwhf.no/index.cfm?oa=content.display&con=505>.

Cooperation among C2 Institutes and Centres (Session 3 and 4)

The third session of the meeting focused on the proposed *Culture Sector Strategy for Category 2 Institutes and Centres*, with specific regard to the role of the category 2 centres related to World Heritage, identification of gaps and inputs to the strategy.

Mr Boccardi introduced the subject by asking the following questions: What is the goal of the category 2 centres related to World Heritage compared to those of UNESCO? What should

be their corporate identity and specific added values? What gaps existed in terms of themes or regions that could be addressed by a new category 2 centre?

In relation to ensuring progress and the immediate steps that could be taken, the meeting discussed the need for every category 2 centre to develop strategies aligned with the RBM approach as well as the opportunity to develop a single, common strategy (applying the RBM approach) for the network as a whole. Several category 2 centres commented on the difficulties they face in defining their individual role as a category 2 centre. The participants agreed to include a session focusing on the category 2 centres' functions in the light of RBM in next year's annual meeting.

As part of session four, following a similar approach taken during the Milano meeting in 2012, the participants were asked to sit together in clusters to follow up on existing and discuss potential future collaboration among the centres. The outcomes and conclusions from these discussions are provided below.

Conclusions

The representatives of the eight World Heritage related category 2 institutes and centres have, at their third annual meeting in Oslo, Norway 5 to 8 March 2013, agreed to:

A. General recommendations:

1. Ensure that their activities consider and are aligned with current institutional processes and strategic frameworks within UNESCO, including:
 - a. the new mid-term strategy (C4) and four-year programme and budget (C5), which will be adopted at the next General Conference (37th session) in November 2013;
 - b. the revised *Integrated Comprehensive Strategy for Category 2 Institutes and Centres* for adoption by the next General Conference (37th session) in November 2013;
 - c. the *UNESCO Culture Sector Strategy for Category 2 Centres* (http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/BSP/images/CLT_strategy_final.pdf);
 - d. the *Strategic Action Plan 2012-2022* adopted by the General Assembly of the States Parties to the World Heritage Convention at its 18th session (Paris, 2011);
 - e. the *World Heritage Strategy for Capacity Building* adopted by the World Heritage Committee at its 35th session (Paris, 2011); as well as,
 - f. regional programmes and actions plans resulting from the Periodic Reporting exercises and endorsed by decisions of the World Heritage Committee;
2. Develop, within their capacities and with the support of UNESCO-Bureau of Strategic Planning (BSP) and World Heritage Centre, individual strategies based on the Results Based Management (RBM) approach, harmonised with the revised programming cycle in UNESCO. A working group to facilitate the development of individual strategies shall be established through regular exchange of emails. Category 2 institutes and centres are encouraged to present their individual strategies at their next annual meeting in 2014;
3. Identify, based on the individual strategies and in consultation with the World Heritage Centre and Advisory Bodies, opportunities for joint cooperation on initiatives and projects with international and cross-regional relevance, and promote information sharing accordingly;
4. Continue to cooperate, within their capacities, with the World Heritage Centre and the Advisory Bodies to assist States Parties in the development of regional capacity building programmes, which are based on the outcomes of the Periodic Reporting exercises and

the World Heritage Capacity Building Strategy (36.COM.9B.6);

5. Assist the World Heritage Centre and the Advisory Bodies in developing an inventory of capacity building providers in all regions with the view to sharing experience and expertise (36COM/9B.7);
6. Develop in the future, based on their individual strategies, a common strategy for all World Heritage-related category 2 institutes and centres as a *network*, using the RBM approach, which would strengthen their identity and corporate image, identify gaps and opportunities for the possible expansion of the network and establish formal mechanisms for coordination and reporting;
7. Follow up on conclusion A.4 from the Milano meeting in 2012, and report to the statutory organs of UNESCO in a common format developed according to RBM principles. At the request of the World Heritage Centre, NWHF will in close consultation with UNESCO BSP and the network of category 2 centres, facilitate the development of such a reporting format for use at the 38th Session of the World Heritage Committee in 2014.

B. Cooperation among category 2 institutes and centres

1. The category 2 institute/centre hosting the upcoming annual Coordination Meeting will be responsible, in close consultation with World Heritage Centre, for setting the agenda for that meeting and presenting its outcomes.
2. The established institutes and centres will host the annual coordination meetings on a rotational basis. The participants in the meeting welcome and encourage the intention expressed by the Regional Heritage Management Training Centre “Lucio Costa” in Brazil to host the 4th Coordination Meeting in March-April 2014, and ask the host to include, with the support of UNESCO-BSP, a follow-up session on RBM and strategy development for the network.
3. The participants further welcome the generous proposals by:
 - a. The Regional World Heritage Institute in Zacatecas (Mexico) to host the 5th coordination meeting in early 2015;
 - b. The World Heritage Institute of Training and Research for the Asia and the Pacific Region (WHITRAP) to host the 6th coordination meeting in 2016; and,

- c. The African World Heritage Fund (AWHF) to host the 7th coordination meeting in 2017.
4. Collective efforts to improve the visibility of category 2 institutes and centres will be continuously pursued. AWHF and WHITRAP will, in consultation with WHC, coordinate the update of the existing brochure for dissemination at the 38th Session of the World Heritage Committee. The website presenting the institutes and centres should be continuously updated.
5. Use a time slot at the next Committee session to organise a joint presentation by the category 2 centres on their activities and to develop and print an updated version of the brochure (2012) in 2014, presenting the scope and actions implemented by the category 2 centres.
6. Cluster discussions:
 - a. ITRECH, WHITRAP, ARC-WH and NWHF
 - i. The centres with existing Memorandum of Understandings (MoUs) agreed to follow-up on, continue to develop and implement the content of the existing agreements;
 - ii. NWHF agrees to share information and experiences about its on-going initiatives and project concerning World Heritage and Sustainable Tourism, and the cluster welcomes future collaboration on this thematic programme;
 - iii. Category 2 centres should be invited by WHC to the Periodic Reporting process and share their respective experiences and knowledge.
 - b. International Centre for Rock Art & the World Heritage Convention, Lucio Costa centre, Regional World Heritage Institute in Zacatecas, AWHF
 - i. In June 2013 Lucio Costa Centre and AWHF will arrange a workshop, and at the same time sign a MoU;
 - ii. The International Centre for Rock Art & the World Heritage Convention and AWHF will initiate an exchange on rock art, firstly by sending a Spanish specialist to AWHF;
 - iii. In May 2013 The International Centre for Rock Art & the World Heritage Convention will arrange a workshop on management plans of declared World Heritage sites. The Regional World Heritage Institute in Zacatecas and Lucio Costa centre will be invited to participate.
 - c. WHITRAP and Lucio Costa centre:

- i. Expressed a common interest in exchanging best practices on Historic Urban Landscapes.
- d. AWHF, WHITRAP and NWHF
 - i. Agreed to exchange experiences concerning the Periodic Reporting exercise.

Annex 1: Meeting participants and focal points

C2 Institute / Centre	Participant	Focal point
African World Heritage Fund (AWHF, South Africa) - 2006	Souayibou Varissou	Souayibou Varissou
World Heritage Institute of Training and Research for the Asia and the Pacific (WHITRAP) – 2007	Ping Kong	Hong Li
Arab Regional Centre for World Heritage (ARC-WH, Bahrain) - 2009	Khalifa Al Khalifa	Khalifa Al Khalifa
Regional World Heritage Institute in Zacatecas (Mexico) – 2009	Adolfo Yáñez Rodríguez	Adolfo Yanez Rodrigues Aurora Mendez Llorente
Regional Heritage Management Training Centre “Lucio Costa” (Brazil) - 2010	Lia Motta	Estevan Pardi Correa
International Centre for Rock Art & the World Heritage Convention (Spain) – 2011	Maria Agundez Leira	Elisa de Cabo Laura de Miguel Riera
International Research Centre on the Economics of Culture & World Heritage Studies (ITRECH, Italy) - 2011	Walter Santagata, Director Enrico Bertacchini	Enrico Bertacchini
Nordic World Heritage Foundation (NWHF, Norway) – 2003	Kris Endresen, Director Kristen Grieg Bjerke, Chair Reidun Veaa, Deputy Chair Cecilie Smith-Christensen, Deputy Director Ole S�e Eriksen, International Advisor Beate Str�m, Coordinator	Cecilie Smith-Christensen
UNESCO	Kishore Rao, Director WHC Giovanni Boccardi, WHC Othilie de Souich, BSP	Giovanni Boccardi
International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM)	Gamini Wijesuriya	Joe King Gamini Wijesuriya
International Council on Monuments and Sites (ICOMOS)	Mike Turner	Regina Durighello
International Union for Conservation of Nature (IUCN)	Leticia Leitao	Tim Badman Leticia Leitao

Annex 2: Recommended reading and references prior to the meeting

RBM presentation (Session 1 and 2):

- 1) World Heritage and Sustainable Tourism Programme (WHC-12/36.COM/5E) of 11/05/2012 serving as basis for the examples and exercises. <http://whc.unesco.org/archive/2012/whc12-36com-5E-en.pdf>
- 2) Regular Programme Programming Guidelines:
English (8 pages): <http://unesdoc.unesco.org/images/0019/001928/192826E.pdf>
French (9 pages): <http://unesdoc.unesco.org/images/0019/001928/192826F.pdf>
- 3) Regional Action Plans
- 4) RBM Guiding Principles:
English (42 pages): <http://unesdoc.unesco.org/images/0017/001775/177568E.pdf>
French (52 pages): <http://unesdoc.unesco.org/images/0017/001775/177568F.pdf>
Spanish (42 pages): <http://unesdoc.unesco.org/images/0017/001775/177568S.pdf>
Arabic (62 pages): <http://unesdoc.unesco.org/images/0017/001775/177568A.pdf>
Chinese (46 pages): <http://unesdoc.unesco.org/images/0017/001775/177568C.pdf>
Portuguese (58 pages):
<http://unesdoc.unesco.org/images/0017/001775/177568POR.pdf>
- 5) NWHF Report on Work Plan_Indicators (2012-2013) - reference document

Cooperation among Caegory 2 Institutes and Centres (Session 3 and 4):

- 6) Recommendations from the 2nd Category 2 meeting, ILUM, Milan 22-23 January 2012 <http://whc.unesco.org/archive/2011/whc11-18ga-10-en.pdf>
- 7) Review of the Management Framework for UNESCO Category 2 Institutes/Centres (IOS/AUD/EVS/2011/14.Rev) <http://unesdoc.unesco.org/images/0021/002149/214958e.pdf>
- 8) Culture Sector Strategy for Category 2 Institutes and Centres http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/BSP/images/CLT_strategy_final.pdf
- 9) Improving UNESCOs Category 2 Centre network, United Kingdom National Commission for UNESCO, July 2012 <http://www.unesco.org.uk/uploads/Brief%201%20Improving%20UNESCO%20Category%202%20Centre%20network%20July%202012.pdf>

General documents, frameworks and decisions:

- A) Category 2 Institutes and Centres (190 EX/18 Part I)
- B) Implementation of the Guidelines and Criteria for Category 2 Institutes and Centres (35C/22)
- C) Strategic Action Plan for the Implementation of the Convention 2012-2022 (WHC-10/34.COM/5D)
- D) The World Heritage Capacity Building Strategy (WHC-11/35.COM/9B)
- E) UNESCO's Comprehensive Partnership Strategy (190 EX/21 Part II)
- F) Relations with Non-Governmental Partners (190 EX/36)

Annex 3: The Programme / Agenda

TUESDAY 5 MARCH

Time	Programme	Responsible
	Arrival and check-in at Hotel KNA	
19.00 – 19.30	Joint walk from hotel to restaurant	
19.30/20.00	Aperitif/Dinner at Tjuvholmen Sjømagasin	

WEDNESDAY 6 MARCH

Time	Programme	Responsible
08.30	Joint walk from hotel to venue	
09.00-09.30	Official opening at the Astrup Fearnley Museum, Kiefer Hall	Kristen Grieg Bjerke, Chair NWHF Kishore Rao, Director WHC
09.45-10.15	Following up on the recommendations from the 2 nd C2 institute/centre meeting and the World Heritage Committee	Giovanni Boccardi / CSC
10.15-11.45	Introduction of the participants and short presentation of each centre's progress on the decisions that were made during the 2 nd annual meeting (MAX 10 min per centre)	Giovanni Boccardi / CSC
11.45-12.30	Information and update on the World Heritage Capacity Building Strategy by ICCROM	Gamini Wijesuriya
12.30-13.45	Lunch at Onda Sea	
13.45 -14.30	Guided walk in the Astrup Fearnley Museum	
14.30-16.00	Strengthening of the institutional processes (Session 1): Introduction to the Results Based Management (RBM) system focusing on strategy development and the use and benefits of RBM and reporting	Othilie du Souich, Programme Planning Officer UNESCO Bureau of Strategic Planning
16.00-16.15	Coffee	
16.15-17.30	RBM Working Session I	Othilie du Souich
19.00	Joint walk from hotel to Theatercafeen	
19.30	Dinner at Theatercafeen	

THURSDAY 7 MARCH

Time	Programme	Responsible
08.15	Joint walk from hotel to venue	
09.00-12.00	Strengthening of the institutional processes (Session 2): RBM Working session 2	Othilie du Souich / NWHF
12.30-13.30	Lunch at Olivia Tjuvholmen	
13.45-15.00	Cooperation among C2 Institutes and Centres (Session 3): Culture Sector Strategy for Category 2 Institutes and Centres, with specific regard to World Heritage, Identification of gaps and inputs to the strategy from the Centres.	Giovanni Boccardi
15.00-15.15	Coffee	
15.15-16.45	Cooperation among C2 Institutes and Centres (Session 4): Follow up on current and discuss new areas for collaboration	Giovanni Boccardi
16.45-17.30	Input to recommendations	Kris Endresen
19.00	Joint walk from hotel to Sawan	
19.30	Dinner at Sawan	

FRIDAY 8 MARCH

Time	Programme	Responsible
09.00-11.45	Presentation of Draft Recommendations Discussion and conclusions Venue: Hotel KNA	Giovanni Boccardi /CSC
11.45-12.00	Coffee	
12.00-12.30	Closing of the meeting	Kris Endresen
12.30	Lunch (packed lunches)	
13.00-	DEPARTURE: Guided tour, taking participants to OSL	