

Brief Report on the current situation of the historic city of Shibam

Introduction

Shibam is a world historic city that was listed in the UNESCO world heritage list in 1982. Since that up to date it is fighting against both nature risks such as rains ,floods ,political and security repercussions and lack of resources. All that accumulations have negatively affected on the implementation of the preservation plan of the historic city of Shibam and reduced the control of GOPHCY's branch over violations made by the citizens in and around the city.

Since the Yemeni German project termination in 2010, no other restoration or maintenance projects were implemented for the buildings of Shibam, in addition most of the NGOs that were founded between 2001 and 2010 reduced their activities

Current situation

After 2010, the mud buildings of the city suffered of many damages (severe , medium and minor damages) especially that the GIZ was not able to restore all the buildings of the city (100 building were not restored) .

- **Lack of finance:**

We have followed up with our headquarter in Sana'a for providing Shibam branch with the enough finance to face the damages of the city buildings but due to the terrible political and security situation in the country, cause limited ability to donors contact and governmental bodies such as ministry of finance, social fund for development or any other donors.

After the floods of 2013 we followed up with the SFD and GOPHCY headquarter requesting for emergency project to restore the defected buildings ,with no responds. Then the branch of Shibam had sent an emergency project report to Daw'an Mud Brick Architecture Foundation that works on cultural heritage cities and has good relation with Prince Claus Fund for cultural Development asking them quick intervention to restore terraces of and full restoration of some defected buildings. Prince Claus Fund for cultural Development agreed to finance under supervision of Daw'an Mud Brick Architecture Foundation , the expert Dr. Salma Samar Damluji. The limited number of building were implemented during august and September 2014.

Current problems of the historic city of Shibam

- Damages of so many buildings (between severe , medium and minor)
- Appearance of some simple violations in the middle, east and west of the city.
- Absence of the active administration in the headquarter of Sana'a due to economic situation in the country
- Absence of security in Yemen in general and Hadhramout in particular caused cutout of funding by donors.

	Description	Severe damage	Medium damage	Minor damage	Solution
1	# of damaged buildings	20	60	20	Restoration program
2	# of violations in the city	Nothing	Nothing	7	Awareness program
4	% of implementation of restoration projects	-	-	-	Urgent

Gophcy Shibam has conducted some technical studies of restoration projects financing is required .

Republic of Yemen
Ministry of Culture
General Organization for the Preservation of Historic Cities in Yemen

National Strategy for the Preservation of the Historic Cities, Sites and Monuments (2016 -2020)



Final Document

18 -11-2014

LIST OF ACRONYMS

CATS	Center for Architectural Training and Studies
GALSUP	General Authority for Land Surveying and Urban Planning
GOPHCY	General Organization for the Preservation of Historic Cities in Yemen
GOY	Government of Yemen
GIZ	Deutsche Gesellschaft für Internationale Zusammena
GTZ	Gesellschaft für Technische Zusammenarbeit
ICCROM	International Centre for the Study and Preservation of Cultural Property and Restoration
ICOMOS	International Council on Monuments and Sites
IUCN	World Conservation Union
MOC	Ministry of Culture
MOU	Memorandum of Understanding
MPWH	Ministry of Public Works and Highways, formerly Ministry of Public Works and Construction, or Ministry of Construction, Housing and Urban Planning, Yemen (MCHUP)
ROY	Republic of Yemen
SFD	Social Fund for Development
Shibam_Had	Shibam (in Hadramout)
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
WHC	World Heritage Centre at UNESCO

OFFICIAL EXCHANGE RATE (September 2014)

1 US\$ = 215 Yemeni Rial (YR)

Introduction

This strategy is prepared for three months (August-October 2014) with support from the Deutsche Gesellschaft für Internationale Zusammena (GIZ). In 2013, GOPHCY technical team prepared a draft conservation strategy document. The content of this draft was taken into account while preparing this strategy 2016-2020. The participatory approach is applied in all steps of strategy preparation. Extended sessions with specialists and a number of workshops were held with all employees of GOPHCY as well as the concerned staff and partners in historic cities and cultural heritage. This is done along with desk review for every available technical study. Especial input was gained from the reports and workshops documents issued during 1998 to 2014 by donors' supported projects.

This strategy consists of two parts. **Part One** contains four chapters: chapter 1 explains the technical and legal importance of the strategy. Chapter II reviews the most important definitions and technical terms associated with the conservation and protection themes used within this strategy. Current situational analysis of the cultural heritage management is explored in chapter III. It highlights the most important strengths and weaknesses. **Part Two** contains eight strategic objectives that form the strategic matrix plan. The matrix plan is based on the review and analysis in **Part One**.

Part Two contains 50% of the strategy document; from the point of view of planning and importance, it represents 90%. The importance of this part is due to the accuracy of the matrix contents of the strategic objectives. Elements and techniques of the following approaches were considered and applied: RBM, GOPP, Impact Chain, Participatory Impact Monitoring and Capacity Work.

The national strategy thus includes the following strategic objectives. Each strategic objective contains sub-objectives that represent main activities that are expected to be achieved during the period 2016-2020. These objectives are:

Strategic objective 1: Improving the legal and legislative environment,

Strategic objective 2: Improving the institutional setup,

Strategic objective 3: Capacity building of human resources,

Strategic objective 4: Activating the conservation and protection processes to apply the requirements of the World Heritage Conventions,

Strategic objective 5: Assuring and diversifying the funding resources,

Strategic objective 6: Raising awareness and the community participation,

Strategic objective 7: Encouraging the economic activities and developing the traditional handicrafts product,

Strategic objective 8: Developing the joint work with the concerned institutions and authorities.

During 2015, there will be an action plan derived from the strategic objectives of 2016-2020. This action plan will take into account GOPHCY priorities, current financial and institutional capacity. The action plan will include preparing technical proposals and activities to promote the strategy on different levels: locally, regionally and internationally before approving the strategy in 2016.

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Part I: The importance of the Strategy and the Nature of the Conservation Management in Yemen



Chapter One: Importance of the National Strategy for Conserving the Historic Cities

1.1 Summary of Heritage Sites and the Legal Aspects of the Strategy

Yemen has a long history that extends to several thousands of years; it enjoys also a distinctive geographical location between the equator and the Tropic of Cancer. It is located in the southwest corner of the Arabian Peninsula and surrounded by water from the west and south. Al-Surat Mountains that range from Bab el Mandeb in the south to the Gulf of Aqaba in the north have their effects on the western coasts that have distinctive climate. This includes the highest point in the Arabian Peninsula (the Mount of Prophet Shuaib, which reaches a height of about 3,700 m above the sea level). This led to the creation of additional climatic features of this are between the equator and the tropic Cancer: the low temperature is below zero in winter but it reaches over 40 forty in summer in the humid coastal plains or in the dry eastern plains. This is in addition to the monsoon that reaches its highest in the summer.

The current area of Yemen estimated (555000) square kilometers includes multiple environments: coastal and inland plains as well as mountainous with varying heights with highest is at the top of the Mount of Prophet Shuaib (which is about 30 km to the west of the Sana'a City). In these mountains, there are a number of fertile areas. As a result of these varied climates and geographical locations, there was an interaction over time between humans and environments that were manifested in many historic cities and sites with multiple styles. The cultural heritage represented in buildings is considered the most important component in terms of quantity and quality in the south of the Arabian Peninsula. It is an addition to the Islamic heritage value and humanitarian significance.

The isolation of Yemen from the world (which extended to the sixties of the last century) has its impact on delaying making it known to the world and researchers. This is with the exception of small number of European explorers who did some work on Yemen. The most important one is the Danish trip by **Carsten Niebuhr** (1733- 1761) in 1762. This isolation had an impact on the world's attention to the traditional cultural heritage of Yemen. This led to delay of modern concepts to preserve the heritage. The first reports that refer to the importance of the Yemeni heritage were in 1978. After this date, there are many research reports and institutional works that resulted including a number of historic monuments of Yemen in the World Heritage list: the city of Shibam in Hadramout (Shibam_Had) was registered in 1982 and the Old City of Sana'a in 1986; the

Exceptional value

Cultural heritage is priceless and it cannot be compensated. It is invaluable not only for each country alone but also for humanity. From a specialist point of view, some parts of this heritage carry unique features (i.e. exceptional value) that deserve to be preserved and conserved from the increasing dangers that threatened it. Thus the decay or damage any part of this invaluable heritage is considered a loss for world heritage.

city of Zabid in (1993). These are followed by registering a number of historic cities in the World Heritage list. This is in addition to the registration of Socotra in (2008) as a natural World Heritage. Table (1) shows the historic sites and monuments in the governorates of Yemen.

Because of the importance of the heritage of Yemen and what the historic cities, sites and monuments of Yemen represent, these were put on the list of the national and world heritage. This is as a cultural and urban heritage that should be preserved.

GOPHCY is an independent body that is official, legal and technical. This entity is in charge of conservation, protection, planning procedures and coordination. This is according to the decision of establishing GOPHCY No. 129 for the year 1997 and Law No. (16) for the year 2013. GOPHCY is in charge of preservation of the historic cities, sites, monuments and the cultural and urban heritage. This is in



addition to many of the previous legislations of this law on the implementation of conservation. Although GOPHCY is financially and administratively independent but it follows the Ministry of Culture (MoC).



Table (1): The archaeological and historic sites and monuments in the governorates of Yemen in (2013)

Governorate	Cities/ villages and archaeological sites	Forts, Palaces and Buildings	Castles, Qishla Masna	Mosque // school Dome	Shrines (temples inscriptions / graves...)	Natural and steam baths	Total
Ibb	101	40	11	41	50	15	258
Abyan	27	7	1	0	8	5	48
Sana'a	25	9	0	13	17	13	77
Al-Baida	22	4	3	7	9	3	48
Taiz	30	32	9	25	30	3	129
Al-Jawf	11	0	0	5	8	1	25
Hajja	32	35	9	88	14	8	186
Hodeida	52	11	24	52	41	2	182
Hadramout	99	50	5	38	27	9	228
Dhamar	23	20	10	10	17	11	91
Shabwa	88	94	2	0	32	2	218
Saada	13	8	11	13	23	0	68
Sana'a	39	21	1	3	24	3	91
Aden	34	18	2	7	57	0	118
Lahj	34	19	3	20	25	7	108
Marib	22	3	1	2	26	0	54
Mahaweeet	16	38	5	30	20	0	109
Al-Mahara	15	9	2	2	15	1	44
Amran	26	19	4	17	21	0	87
Al-Dalea	16	5	4	8	15	9	57
Rayma	7	13	11	9	11	2	53
Socotra	6	0	0	0	3	0	9

Total	738	455	118	390	493	94	2,288
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Article 5 of the aforementioned Law No. 16 states that GOPHCY has 23 functions, representing the basic technical and administrative work that is required by the decision makers and technicians. The national strategy represents the first of the tasks mentioned in Article 5 of the law, which states "Implementing the policies, strategies and directions of the government with respect to conservation of the historic cities, areas and cultural monuments as well the architectural heritage in coordination with the relevant authorities."

Law No. (16) for the year 2013 regarding the preservation of historical cities, regions, monuments and cultural and architectural heritage.

In addition to chapters that introduce the terms and policies and the analysis of the current situation of the protection management of the historic cities, sites monuments, the National Strategic Plan consists of eight goals and each goal has a number of sub-objectives; and each sub-objective represents a number of main activities (or what might be called the medium results) that are expected to be completed during the strategy 2016-2020. The results of the analysis of the current situation in this document is a basic reference to achieve these strategic objectives for this strategy enjoys a logical order:

Strategic objective 1: Improving the legal and legislative environment,

Strategic objective 1: Improving the institutional setup,

Strategic objective 3: Capacity building of human resources,

Strategic objective 4: Activating the conservation and protection processes to apply the requirements of the World Heritage Conventions,

4.1 Improving the conservation state of World Heritage in Yemen, Sana'a, Shibam_Had and Zabid,

4.1.1 Improving Zabid state of conservation as a world heritage site in danger,

4.1.2 Improving Shibam_Had state of conservation as a World Culture Heritage site,

4.1.3 Improving the Old City of Sana'a state of conservation as a World Culture Heritage site

4-2 Increasing the level of acceptance and recognition of the World Heritage tentative list,

4-3 Establishing the National Register of cultural heritage,

4-4 Developing and updating the database,

4-5 Proposed projects to be studied and implemented by GOPHCY,

4.6 Proposed projects to be studied and implemented GOPHCY partners' organization.

Strategic objective 5: Assuring and diversifying the funding resources,

Strategic objective 6: Raising awareness and the community participation,

Strategic objective 7: Encouraging the economic activities and developing the traditional handicrafts product,

Strategic objective 8: Developing the joint work with the concerned institutions and authorities.

Why the strategy period is between 2016-2020 and will be the situation for 2015?

The answer is during the year 2015 there will be the following:

- Forming a small technical team to prepare technical proposals for the activities of the strategy,
- Promoting the strategy locally, regionally and internationally,
- Reviewing all the components of the strategy and according to the results of the promotion,
- Endorsing the strategy during 2015
- Completing an action plan for 2015 that is derived from the strategic goals and in line with the current financial and institutional capacities.

1-2 The importance strategic and the mission of GOPHCY

The importance of the strategy arises from the fact that it translates the work plans and the tasks in Law No. 16 for the year 2013 in the 101 articles. These articles are like procedures, methods and tools to be followed. All of them make up the concept of planning for the mission of GOPHCY, which can be summarized by enabling GOPHCY to conserve and protect the Yemeni heritage during the coming twenty years according to the criteria laid down in the international conventions. GOPHCY should be able to manage the historic cities, areas and monuments in a sustainable manner through the completion of the following procedures that are detailed in GOPHCY law:

1. Completing the institutional building of GOPHCY and raising staff's efficiency to upgrade their scientific and professional capacity,
2. Preparing the strategies, plans and the operational programs to conserve in all cultural heritage components,
3. Preparing specifications and standards for the conservation and protection regulations, reconstruction, restoration, maintenance and rehabilitation of the historic monuments,
4. Preparing the conservation plans to be regularly updated,
5. Creating joint working mechanisms with the relevant authorities at the national level,

6. Conducting agreements with international organizations to identify the type of consultation or exchange of experiences,
7. Implementing and supervising the conservation and protection projects efficiency and effectiveness of GOPHCY periodically.



1-3 Long-term Vision of GOPHCY

Living in the historic cities and sites is sustainable and a source of pride to the dwellers and users who are to conserve and use these sites by themselves.

This is briefly what the vision of GOPHCY could be in the next thirty years. By then, GOPHCY should become an Expertise House where others could benefit from it when needed. The dwellers and users depend on themselves in all conservation and protection activities. Therein lies the significance of achieving sustainability in implementing planning and the management of historic cities, sites and monuments.

The previous brief vision answers the most important question in planning context, which is: What does GOPHCY (as a technical and formal as body) want to reach in the long run by adopting and accomplishing all the above tasks and procedures? It was clear from the technical discussions within GOPHCY that there is a tendency to develop a common understandable vision for workers in GOPHCY, especially by the first institutional level; this also has to be clear and to be adopted by the MoC and other official bodies.

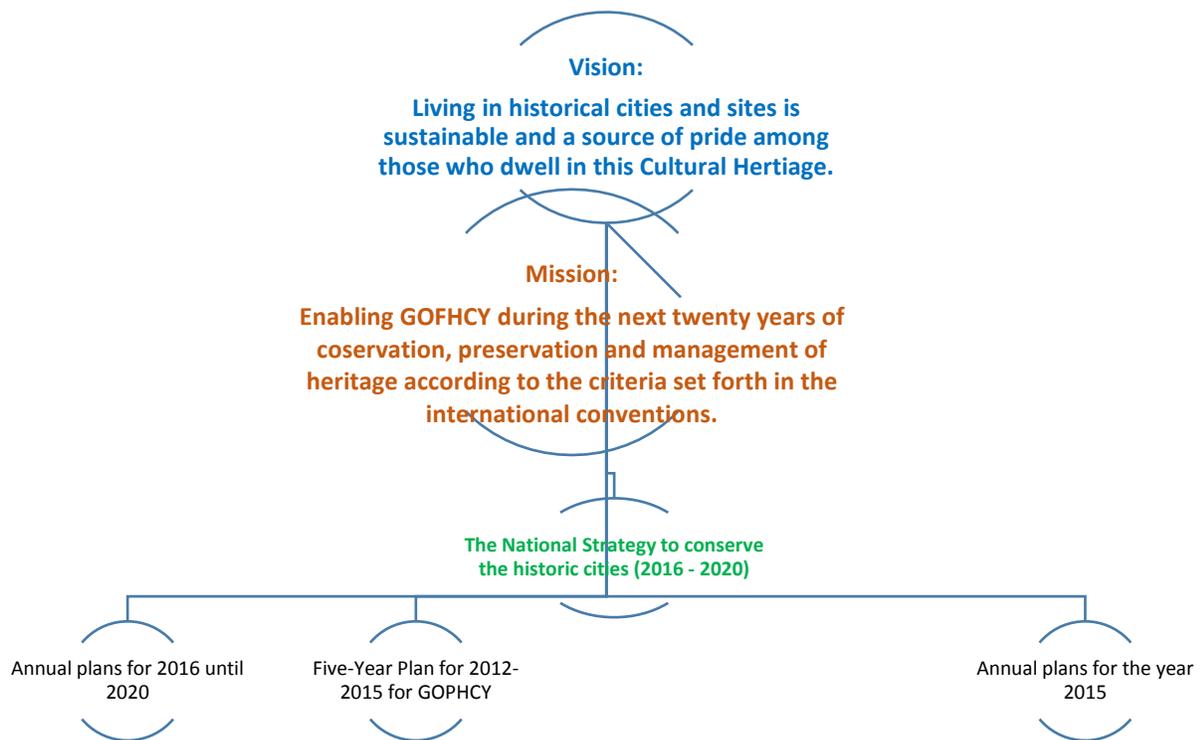


When this vision is clear for all and it is adopted by the partners and stakeholders, including the target population. This will facilitate for decision-makers at both levels (mentioned above) to draw policies and strategic objectives as well as implementation of the annual plans and activities. This will facilitate also for them the effects of the activities carried out. Thus, this vision answers the second import question: Why do we allocate and utilize all the financial and human resources year after year for protection management of historic cities, sites and monuments in Yemen?

From the above, it can be concluded that the importance of the national strategy 2016 – 2020 is to preserve the historic towns. This strategy is consistent with the strategic objectives abovementioned with the hierarchy of GOPHCY long-term mandate in mission and vision. The strategy also establishes a tradition of participatory planning that could be reflected in the annual plans and the activities of GOPHCY. On one hand, this document is a result of this approach and on the other hand it is expected that the GOPHCY's staff will reflect this experience in the strategy on the annual plans in the coming five years. This is based on the strategic objectives and main activities . It is also

on the basis of assessing the expected and observed effects in the main activities for each strategic objective.

The following figure shows the hierarchy of goals to clarify GOPHCY's mission and vision. The time reference shows indirect importance to understand the strategic objectives associated with this hierarchical planning.





Chapter II: The international conventions and technical definitions used in this Strategy

2-1 The most important international conventions and agreements

The World Cultural and Natural Heritage, which was adopted by the General Conference of UNESCO in 1972, contains criteria and conditions for the properties of registering the cultural and natural heritage on the World Heritage List. It contains many definitions, criteria and mechanisms for the conservation and protection of heritage. The outstanding universal value of the property heritage is the focus of the Convention and it guides the perspective of the signatory states regarding the conservation and management of World Heritage properties. The aim of this chapter is to introduce certain technical definition, terms and conventions that are recurrent and adopted in the conserving operations contained within the contents of this strategy. These are as follows:

Venice Charter:

Venice Charter of (1964) is the result of the second global meeting of architects, technicians of the old cities (antique land), which took place in May 25-31, 1964 in the city of Venice. This becomes "a global charter for conserving and restoring monuments and sites". It becomes the base for international policies and laws. This Charter recognizes the importance of conserving the monuments and the conservation of cultural heritage. But this follows the conservation approach only and relies on repairs and not on development. There is not any mention of the residents or the local economy. Article (1) of the Charter states that the concept of archaeological heritage does not only include the architect work but it also includes the urban or rural environment in which it resides.

Charter of Washington:

This Charter is a more advanced approach that was developed by the ICOMOS and it is known as *Washington Charter* 1987. "The present Charter on the preservation of historic cities and urban areas" combines 2 goals: conservation and the basic elements of sustainability. This was not fully developed till first Earth Summit, held in Rio de Janeiro in 1992, as part of Agenda 21. Although this is expressed earlier but the Washington Charter in 1987 pre-empted the basic principles of development, such as population participation that was covered later by the Istanbul Statement for the United Nations on settlement and the Millennium Statement in 2001.

The Charter of Washington in 1987 is based on observation. For the urban conservation to be sustainable there must be a comprehensive approach that combines economic, social and physical aspects of development in any particular area. It also recognizes that cultural heritage can serve the economic development without destroying the local identity of the place if the local population are involved. Some of these trends are:

- The preservation of historic cities and sites must be part of the economic policy and social development of the urban and siteal planning.
- The participation and interaction of the population is essential and must be encouraged. This is because the preservation of historic cities is primarily in the interest of the population.
- The preservation plan should be supported by the population in the historic site.
- The improvement of housing should be a fundamental goal to conserve.
- To encourage the population participation and interaction, there should be an information program must be addressed to the entire population, starting from school-age children.

2.2 Technical Definitions

Tangible Cultural Heritage:

This includes heritage, buildings, and the joint work between man and nature, which has value from the historical, aesthetic, ethnological and anthropological point. This is what accompanies it from the tangible heritage produced by man or acquired and became an attribute of the public environment of man.

Intangible Cultural Heritage:

Intangible Cultural Heritage refers to practices, expressions, knowledge and skills associated with using machines and cultural or space instruments that are recognized by communities, groups and individuals as part of their cultural heritage. It is transmitted from generation to generation by communities and groups according to their environment and their interaction and with nature and history. This gives them a sense of identity and continuity, which would contribute to the respect for cultural diversity and human creativity. "

Outstanding Universal Value of Heritage:

Outstanding universal value of the heritage is the significance that this heritage enjoys from the cultural and / or natural perspective where it goes beyond the national borders and is with common importance for the present and future generations of mankind in general.

Historic City:

Historic city is any dwellings that is still inhabited and preserves to a large degree its architectural style with historical continuity and it represents a historical value through its Urban Fabric and its architectural outstanding style, e.g. the independent self-contained towns, city Centres and neighborhoods.



Historic Site:

Each zone created as a result of a dynamic interaction between the human and natural environment through time and continues to conserve to a large degree on the outstanding natural landscape and represents a historical value, e.g. traditional villages and the landscapes designed by or created by man.

Historic Monument

Historic monument refers to each live architectural or engineering facility in a separate or group form gained value because of its historical or architectural or natural position or function or construction materials; or it gained historic, scientific, artistic or aesthetic value.

Urban Fabric:

Urban Fabric refers to group of relations that link the city buildings or historic site with the public and private spaces.

Architectural Style:

Architectural style refers to a group of elements, features, characteristics of the architectural and engineering excellence that makes a building or a historic monument in terms of architectural design or in terms of materials, and used construction techniques.

Preservation of Historic Cities, Sites and Monuments:

This refers to a composite process that consists of two parts: the first part collection, classification, registration, documentation, maintenance and restoration of a city, site, or all the elements of the historic monument; this is to conserve it from any aggression or distortion. The second part focuses on improvement and development of these sites to fit in with the social requirements and population living.



National Register of Historic Places:

It is a register that contains a list of studied and approved historic cities, sites and monuments that created within specific technical standards.

A Tentative List of World Heritage:

It is a list of heritage sites in a country with an estimated historical value; the concerned country intends to include it within the World Heritage property based on international criteria and standards. The tentative list is prepared with a wide participation from the government, the local and siteal stakeholders, local communities and non-governmental organizations.

World Heritage Properties in Yemen:

These are the cities and sites that are registered with the World Heritage Centre and have specific figures on the list of the World Heritage and maps, (Example for Yemen are Shibam_Had, the Old City of Sana'a and the city of Zabid, as well as the island of Socotra as a natural heritage).

Registered Site:

It is any historic city or historic monument or site that was registered in the National Register or on the World Heritage List according to national and international standards.

The buffer zone of the historic city, site or the monument:

It is the geographical site surrounding the registered site and it considered a natural extension, environmentally, aesthetically, visually or legally; it is an integral part to the historic site. This buffer zone has an essential role in conserving the historic site to preserve it from distortion or construction expansions or environmental risks.

Preservation plan for the historic registered site:

This refers to a detailed urban plan that reflects the specificity of the registered site; this includes charts, maps and documents related to the standards, guidelines and specifications for conservation and development work in the site. The conservation plan is considered an administrative and technical tool to control the urban activity and ensure the preservation of the historic site. Each conservation plan is linked to an executive plan that describes the obligations of the authorities concerned with conserving the registered site.

Restoration of the historic site:

This refers to a specialized process that is aimed at conserving the building or historic monument and manifests the aesthetic architectural, historical value; this also includes repairing the damaged parts without touching the nature of the historic site materials and its authentic architectural elements as well as their relationship to what surrounds them and without causing any other additions.

Rehabilitation of the historic site:

This refers to all the actions and activities that lead to the re-use of a building or a traditional monument or to have a new job for the site that does not interfere with the preservation requirements and it suits the privacy and nature of the historic environment.

Reconstruction of the historic site:

This refers to all the actions and activities that aim to rebuild the historic building or an entire or part of the monument, depending on the principles, criteria and requirements of the conservation plan.



Periodic maintenance of the historic monument:

This refers to the periodic actions and activities that aim to prevent the deterioration of the building or historic monument without touching its architectural or historical distinctive characteristics where there are no additions to change its function.

Economic support for the registered site:

These are the sets of mechanisms, incentives and economic advantages provided for the registered site to ensure the continuation of life in the site and conserve it; this can be through the financial and technical support (direct and indirect), e.g. tax exemptions, development projects and services to promote the local economy of the inhabitants of this site and improve their standard of living in order to serve the process of conserving it.

Traditional crafts related to the historic site:

Every industry or manual work or economic activity resulting from the accumulation of traditional expertise and technologies has character and its distinctive characteristics and forms part of the legacy of the registered site.

Heritage under threat:

This refers to each property in the World Heritage List that is threatened by specific grave dangers and to save it there is a need for major work; a request for assistance was submitted. Those risks could be: a serious deterioration in its materials, or in its structure or decorative features or in the consistency of the Urban Fabric or in the urban space or in the rural or natural environment or in the notable loss of the historical authenticity and a loss of its important cultural implications.



Before including any site in the World Heritage sites that are under treat, the condition of the site is evaluated and a program of corrective measures is to be developed in collaboration with stakeholders in country. The final decision of including the site in the heritage under threat list is by the World Heritage Committee. The Committee may allocate financial support from the World Heritage Fund to the site under threat. The state of conservation of the site is reviewed annually. Based on the



results of the review, the Committee may require additional measures may or it may delete the site from the heritage under threat list if threats are removed; or it may recommend deleting the site from the heritage under threat list and from the World Heritage List as a whole.

World Heritage Centre:

This Centre is concerned with the implementation of decisions, programs and projects of the World Heritage Committee. The Centre also receives registration of files nomination to the World Heritage List and the verification of the completion of requirements; the Centre also coordinates international assistance to States and promotes World Heritage and its International Convention.

The World Heritage Committee:

This committee is of 21 members elected by the General Assembly of the Member States in the Convention. It studies the files of nominations submitted by countries to the World Heritage List and it takes decisions (either by registering or returning or rejecting them). This committee also makes decisions related to technical support, deleting or referral to the list under threat, taking assistance from the three advisory bodies: ICCROM, ICOMOS and IUCN.

World Heritage Fund:

This is a financial deposit fund specialized Conservation of the World Cultural and Natural Heritage. It was established according to the regulations of the financial system of UNESCO. The main resources of this Fund are from the mandatory and voluntary contributions of the Member States in the Convention in addition to other countries. This is in addition to the United Nations contributions and its affiliated organizations and all other resources permitted by the fund system.

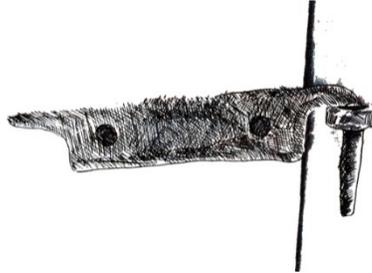
Guidelines for the Implementation of the World Heritage Convention:

These are the guidelines followed in implementing the Conservation of the World Cultural and Natural Heritage Convention. This is through developing the necessary measures concerning the registration of the property in the World Heritage List or in the heritage list under threat. This is in addition to the conservation of world heritage and preservation of property and providing technical and financial assistance within the World Heritage Fund.

Chapter III: Analysis of the status quo of the conservation management

3-1 Stages of protection management in Yemen

The conservation management is a multi-dimensional process: human, institutional, historical, social and economic as well as the complementary technical elements associated with the process of conservation and protection. It has become known to the specialists that the plans of the conservation management of the world heritage sites are supported and they receive special attention. The tentative list of the sites themselves must have management plans to be qualified for registration on the World Heritage List.



Technically protection of the historic Centres of cities leads to the revival of the traditional functions. This also helps these sites to renew their functions and attract investment and revive trade, industry and traditional tourism. Thereby jobs are created, incomes increase and poverty is reduced. The standard of living of citizens is improved too. This contributes to the development plan. It is obvious to the ones who are not specialists that there is a global competition to get sites registered in the World Heritage List.

Some sources agree that there is an inferiority view among many decision-makers in Yemen of heritage. Some limited background to conserve heritage. This is due to low knowledge of the value and importance of heritage. They have low professional knowledge about the ways and the requirements of conserving heritage. Despite more than 25 years passed on the local and international attention given to the cultural heritage, specialists believe that the professional experience of preservation, conservation and management is still at the beginning if compared with some other countries.

Several reports and sources attributed the slow development the cultural heritage in Yemen to the management experience and to several constraints that are summarized in three key sites: 1) absence of the appropriate policies and strategies, 2) absence of the safe ways to integrate the preservation of historic cities processes in development, 3) lack of the appropriate institutional structure of the cultural planning and conservation management. The results of the seminar, which was held in January 2001 on "issues and problems of urban cultural heritage," represent one of the most important sources. This is



despite the findings are outdated but they are still valid. The participants in the analysis of the situation were more than 85 from different stakeholders. This is in addition to key participations from 12 specialists in cultural heritage. The aim was to build a database to form the plan of "the strategic program for managing the urban conservation". This program was supported by the Dutch government and it lasted until 2004. The analysis will be touched upon along with some of the obstacles in the analysis of the current situation in this document.

What is important more than listing the problems is to identify the phases that formed the experience of Yemen in protection management. Many of the results of this experience show that the technical cadres in GOPHCY and others entities made use of the interventions. The projects supported by donors have their effect too. This is in addition to the interventions of the SFD in the last ten years. The stages of this period could be divided into the following:

- Phase I: 1980-1990 (pre-unification)
- Phase II: 1991-2000
- Phase III: 2001-2010
- Phase IV: 2011-2014

3-2 Phase I: before the Yemeni unification 1980-1990

Before 1980, many researches and studies focused on the archaeological side of the historic sites (this is not the place to review them). The aim of this is to show the conservation management in Yemen that is divided into four phases to give the reader the most important events and institutional capacity associated with the interventions at each stage. It is also to highlight the key players in each stage.

At this stage, Shibam_Had and the Old City of Sana'a were registered in the World Heritage List in 1982 and 1986 respectively. Despite the lack of vision on the process of heritage and conservation management, an executive office was established for the conservation of the Old City of Sana'a. This office is to implement the activities of the international campaign. This was after the announcement of the Old City of Sana'a in the World Heritage List. This was preceded by the establishment of the Higher National Committee for the Conservation of Wadi Hadramout and the heritage of the city of Shibam_Had. This committee was headed by the Minister of Culture; it is to implement the activities and projects of the national and international campaign in this regard. In Sana'a, a Board of Trustees for the conservation of the Old City of Sana'a was formed. This was headed by the Prime Minister and a number of other concerned ministers (Ministry of Public Works and Highways (MPWH), Minister of Awqaf (Endowment), Governor of Sana'a City, and the Interior Minister) to facilitate the maintenance and preservation of the Old City.

A number of studies, seminars and workshops were completed to establish for a suitable conservation and preservation policy according to international standards.

The bylaw of GOPHCY was issued in 1996; this is in addition to a number of seminars that were held with the support of UNESCO. It was clear that there was a modest international interest in the heritage of Yemen; this was represented by the implementation of a number of technical interventions. This includes pavement of streets in Old City of Sana'a and the rehabilitation of *Samsarah Al-Nahas* (*Samsarah* means caravansary; this is the place of the national Centre for the development of handicrafts).

3.3 Phase II: from 1991 to 2000

In 1990, after the announcement of the unification of Yemen GOPHCY was established. GOPHCY includes the responsibilities of the Executive Office in Sana'a and the responsibilities of the National Committee in Shibam_Had. GOPHCY is affiliated to structurally with the MoC and it is under the supervision of the Minister of Culture.

GOPHCY branch in Aden was established as well as the branch in Jibla and the branch in Zabid. This is in addition to the efforts made by GOPHCY and donors to register Zabid on the World Heritage List in 1993. Another feature of this phase is supplying GOPHCY with some Germans volunteers. Several studies were carried by international experts. The conservation and protection work was developed through the support of small enterprises by the German and the French.

There is an expansion for the role of GOPHCY at this stage but this was without institutional and sustainable strategy to secure the conservation and preservation of the historic cities. The cadre that is not qualified is growing and a number of specialists and technicians who are qualified drop out as a result of the low wages and incentives in GOPHCY.

In the year 1997, the SFD was established. The SFD adopts the repairs and maintenance of many historic monuments after the establishment of the cultural heritage unit- some of the activities by SFD will be mentioned in phase 3 and 4 in some detail.

The conservation activities at this stage focused on paving and improving the roads and streets in Shibam_Had and Sana'a. The activities also include rehabilitation of the old fence and gate of Bab al-Yemen as well as *Samsarah Al-Mansoura*; *Samsarah Al-Thamari* was rebuilt; the Studies and Architect Training Centre in Sana'a began to be established as well as the Cisterns of Tawila in Aden,

The Italian company also (Bonifika studio Caroni) implemented a project to improve and restore the urban site (part of *Harat Miad* or Miad Neighborhood) with funding from the Government of Italy.

Some technicians in GOPHCY recall that the heritage management at this stage was not technical in the real sense. Some projects were implemented without a comprehensive plan; implementation was by foreign experts and with limited local expertise. This is in addition to the partial implementation of some of the recommendations of the World Heritage Centre.

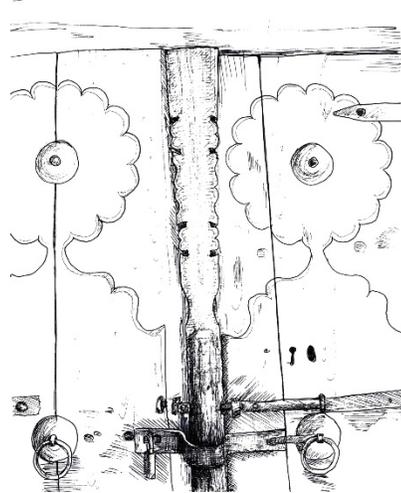
3-4 Phase III: from 2001 to 2010

In 2001, the cabinet issued Resolution No. (204) for the year 2001 to regulate construction in historic cities.

This phase was characterized by many projects that are funded by donors. For example, there are a number of projects funded by donors: GIZ and the Dutch funded projects in Shibam_Had; KfW implemented a water and sanitation project and a study on paving streets and rain water drainage in Zabid.

This is in addition to projects implemented by SFD and The Public Works Project; these entities receive funds from many international donors such as the Arab Fund for Development, the World Bank and the Japanese government etc.

The most important achievements at this stage from the viewpoint of specialists in GOPHCY are the completion of the conservation plans of Shibam_Had and Zabid. This is in addition to the initial preservation plan for the Old City of Sana'a, Al-Rawdah, and Bir al-Azab. This reflects in-depth understanding of the Heritage management with the specialists and the constant concern to complete all the preservation plans for all historic cities and sites. This planning is a kind of priority before starting the implementation of projects, particularly on



infrastructure. This is in addition to the importance of an integrated implementation of these plans with the General Authority for Land Surveying and Urban Planning (GALSUP) and the development of appropriate financial and technical resources. Although it was not long since Zabid was registered on the World Heritage List (1993), but it was dropped from the list in 2000 and put it in the list of World Heritage sites under threat. However, there are efforts that led to the registration of Socotra as a natural heritage on the World Heritage List in 2008.

The financial resources for conservation infrastructure works are estimated to be \$80 million¹ during this phase. This is what explains the geographical expansion and the diversity of activities. This includes implementation of the Rehabilitation Project of Al-Saelah (rain water route) in Sana'a. The establishment of water network and sanitation as well as the water treatment plant in Shibam_Had and in Zabid. This is in addition to the rehabilitation of about 66% of the buildings in Shibam (in Hadramout) (out of 430 buildings). The studies and documentation were completed for 90% of these buildings. It should be noted that the multiple interventions of the SFD included the three registered urban historic cities and monuments that site expected to be included in the Tentative List. During 2010, 28 projects were approved and donors' commitment reached \$6.7

¹ This estimate is from an initial inventory in discussion with some of the GOPHCY specialists but this cannot be confirmed since there are no written sources.

million. The number of SFD projects in the field of Cultural heritage since 1997 until 2010 are 252 projects with an estimated cost of approximately \$53 million. (Social Fund Report, 2010)

Despite declaring the violation regulations in 2001, but there is an increase in the number of violations and violations in all the cities and sites, reaching an average of 20 violations in a month, particularly in the registered historic city of Zabid. This casts a number of questions about the nature of the conservation management system to during this phase.

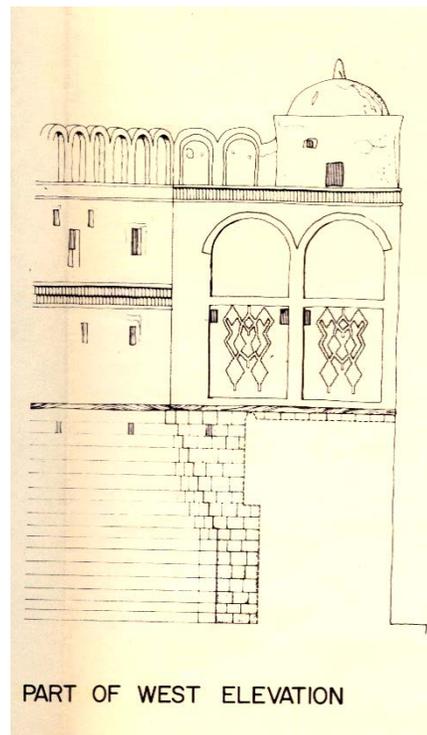
The Supreme Committee to conserve the city of Zabid is formed in the year 2007 and it is headed by the Minister of Culture. The Supreme Committee for the conservation of the Old City of Sana'a is formed in 2000 and it is headed by the director of the Office of President of Yemen (but it stopped its activities since 2006). These committees are formed to facilitate response to decisions of the World Heritage Centre regarding Zabid and Sana'a.

3-5 Phase IV: from 2011 to 2014

When the conservation reaches this stage, GOPHCY has a wider coverage; it has branches in Shibam_Had, Aden, Jibla, Zabid, Amran, Saada, Mahweet, Al-Jawf, Hajjah, Shabwa, Dhamar. This means there are 11 branches and the number of employees in each branch with an average of 3 persons and with an annual operating budget of about \$20 thousand per branch.

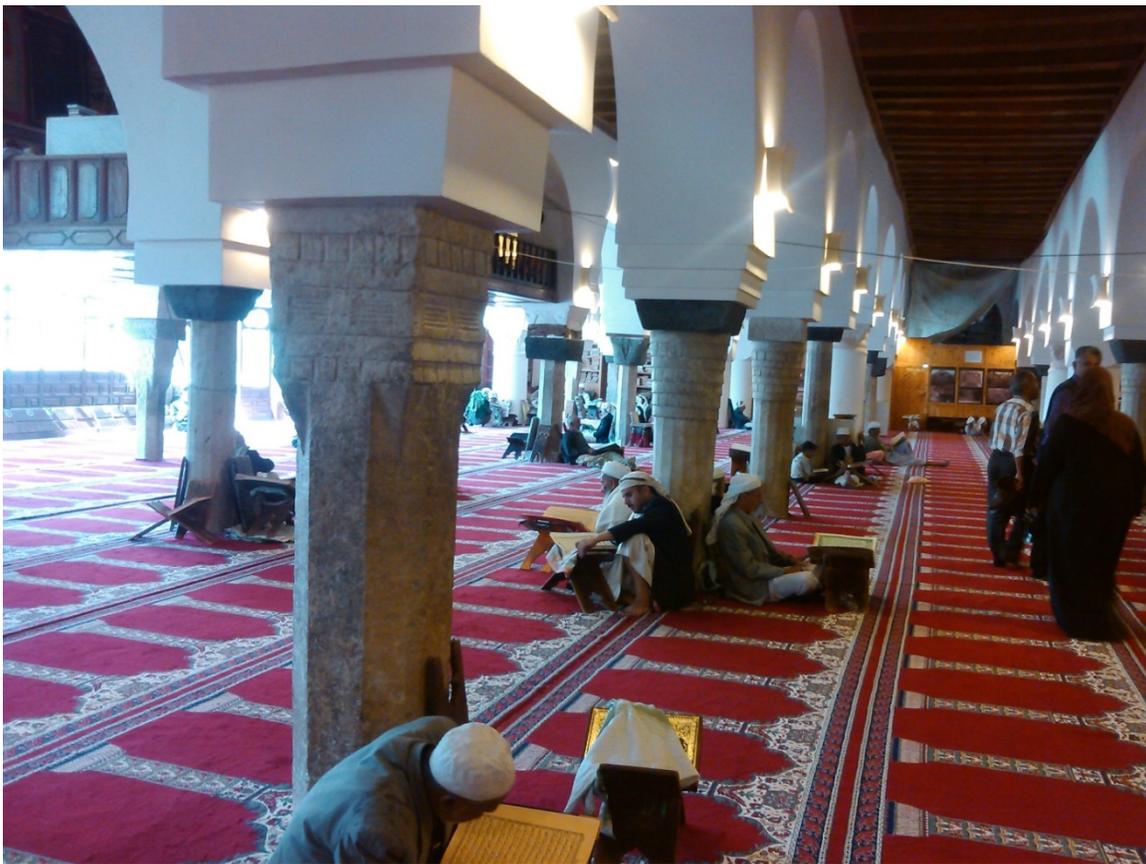
There was a declaration of Law No. (16) for the year 2013 regarding the preservation of the historic cities, sites, monuments and cultural architectural heritage. This is one of the prominent features of this stage since this law provides the most important reference point in terms of conservation management. There is a kind of consistency of in the articles of this law with the international standards and requirements. The work to complete the bylaw of this law is going on during 2014.

One of the most prominent features of this stage is that there is a growing interest in knowing the World Heritage Convention by all ordinary workers and technicians. This is done through conducting courses and sessions on the principles and concepts of preservation. This is in addition to increasing the technical communication with Higher Heritage Centre as the technical consulting body as a well as enhancing communication with siteal and international donors. GIZ is still supportive to GOPHCY in the site of capacity building and other donors contribute well through interventions, which has 284 projects between 1997 and 2013 with a cost of \$62 million. As the SFD's report for 2013 mentions that these projects provide five million jobs opportunities.



One of the most important activities during this phase is the declaration of Sana'a as the Arab culture capital in 2004 and the implementation of many heritage and cultural activities during that event. During 2013, many institutional decisions were issued, such as launching the national campaign to save the Old City of Sana'a. This event implemented a number of varied activities this campaign stopped after six months of its launch.

It should be noted that the number of specialists and workers in GOPHCY and its branches are around 180 employees and the budget of annual salaries is 108 million YR (equivalent of half a million dollars a year). The average monthly salary of an employee does not exceed 50,000 YR and the operational budget allocations decrease. The budget for projects decreases too and it does not exceed 20% of the total annual budgets.



3-6 Legal and Legislative Environment

Preservation of the historic cities in Yemen is relatively recent (about three decades ago), The beginning was with the registration of Shibam_Had in the World Heritage List in 1982. It is followed by the registration of the Old City of Sana'a in 1986. The establishment of executives offices for these two cities form the legislative beginnings of preservation of historic cities. This is followed by legislations and regulations- the latest of them was the Presidential Decree. No. (129) for the year (1997), establishing GOPHCY; this is followed by the bylaw. But all this did not meet the preservation

requirements. This led to the issuance of Law No. (16) for the year (2013) regarding conservation of historic cities, sites, cultural monuments and architectural heritage.

GOPHCY was unable to issue the bylaw and the organizational structure despite the passage of more than a year. The specialists in GOPHCY mention during the discussion that some important articles in the law were not included and the law was issued without them. The strategic plan included activities concerned with amending some legal articles.

The bylaw is of importance and priority to facilitate the work of GOPHCY and the law enforcement, especially the articles related to the technical work, e.g. conservation plans, producing the National Register of historic cities, sites and monuments.

3-7 Institutional and Organizational Structure

The eighties of the last century was the beginning of the conservation of the historic cities, sites and monuments in the southern part of Yemen. That was the time of registering the city of Shibam_Had in the UNESCO list in 1982. The National Committee was formed and it launched a national and international campaign for the maintenance of Shibam_Had and the heritage of Wadi Hadramout. This committee was headed by the Minister of Culture in the southern part of Yemen. At the time and in the northern part of Yemen, the Technical Office for the conservation of the Old City of Sana'a was established. This is when Sana'a was registered in UNESCO List in 1986. The aim was to implement the international campaign activities for the conservation of the Old City of Sana'a. The Technical Office is affiliated to the Cabinet. The situation continues as it is until the Technical Office and the National Commission were merged in GOPHCY that was created after unification of Yemen in 1990. GOPHCY is an independent financially and administratively and it is under the supervisory of the Minister of Culture. The institutional structure of GOPHCY is like other government agencies; it consists of several general directorates and they are followed by departments and sections. A number of branches were established in some cities but in a random way and they lack the basic administrative, technical and financial criteria. The GOPHCY headquarter in Sana'a became known as *al-diwan*. Recently a general manager of the branches was appointed without taking into account an integrated management with a clear mechanism to manage the tasks of this entity. The appropriate requirements to operate this entity in an effective way to meet the desired goal are not taken into account too.

In 2002, the MoC establishes a sector in the Ministry headquarter called *Monuments and Historic Cities Sector* which completely conflicts with the resolution of establishing GOPHCY and the requirements of conservation. This will lead to duplication and conflicting mechanisms, activities and fragmentation of efforts, especially after the issuance of Law No. (16) for the year (2013) regarding conservation of historic cities, sites, cultural monuments and architectural heritage.

The one who follows the current institutional structure does not find a job description for the specialists and workers. This is in addition to what is said about the scarcity of the technical and administrative expertise.

The preservation of historic cities, sites and monuments is considered to a complex process. This is in terms of quality and hierarchy. The preservation also means revival in future and complete effectiveness with modern life. This necessarily requires the concerned authorities to have a complementary work and put efforts to strengthen institutional relationship. For this reason, this strategic plan takes into account raising the performance level of GOPHCY and regulating the work processes with partners. This is in addition to improving the decentralized management of conservation. This takes into account the diversity of environments and the multiplicity of architectural patterns of construction.

3-8 Training and building the human capacity

Preservation of cities, sites and historic monuments is new in its current sense and it is subject to the concepts of international standards; it has its legal references. The general reference for this concept is the Word Convention on the Preservation of Cultural and Natural Heritage approved in (1972). The internationally reference is regularly updated and improved. The experience of Yemen during the last three decades of these concepts is relative within limits on the vertical and horizontal levels. A limited number of specialists and workers obtained experience and can be relied upon. This is in addition to the availability of the traditional expertise in many Yemeni historical environments and the availability of raw materials for traditional buildings. There are also some of the documents, programs, and training materials related to capacity building albeit most of this is in foreign languages that cannot be taken advantage of easily.

The low financial allocations for training and not approving the training plans associated with the training needs were an obstacle to improve performance.

The international technical assistance that supports the process of training was not comprehensive and integrated. Therefore, the strategic plan provided a planning and professional data to increase the capacity in order to implement the different preservation



requirements. This is through the provision of adequate staff and raising the capacity of specialists in the preservation and management techniques. This will lead to the acquisition of the overall quality of the experience that will be originated with the local community.

3-9 Preservation and conservation requirements and the World Heritage Conventions

The experience of Yemen in conserving the historic cities and monuments is relatively short. This dates back to the mid-eighties of the last century where two Yemeni cities are registered as historic cities: Shibam_Had in (1982) and then Sana'a in (1986). This quality event shed light on the uniqueness of the Yemeni architectural heritage and the importance of conserving it. This led to the registration of Zabid in (1993). Then a number of historic cities and monuments are registered in the tentative list in (2002); this is in addition to the registration of Socotra as a natural global heritage in (2008). All had a clear impact establishing an institutional entity to conserve the historic cities, sites and monuments in Yemen. This entity begins to grow and it is viable. The government contributed to support it along with a number of donor countries. They supported this entity with initial requirements: administrative and technical staff and limited equipment, which enabled this entity to develop and implement a number of projects related to the preservation of these cities. A number of legislations accompanied the establishment of this entity, which culminated in the issuance of conserving the cities and historic monuments Law No. (16) for the year (2013).

However, that experiment did not complete some important conservation landmarks such as developing the National Register of the historic cities, sites and monuments since the register a pillar to various preservation activities, including registration of historic cities, sites and monuments in the tentative list of the World Heritage Register. This is in addition to completing the application to conserve the registered cities in the conservation plan: Hadramout and Zabid. As for the Old City of Sana'a, it goes without saying that there is no conservation plan for it since it was registered in (1986).

It was noticed during the previous years that there was no adequate funding, institutional building or effective planning. This to implement, reduce or prevent daily violations (especially in Zabid and Sana'a). Moreover, there is no ability to respond to natural threats and those resulting from decay and neglect. This led to disastrous results like placing Zabid in the heritage register under threat. This could lead to deleting it from the World Heritage List if no actions taken to conserve it. For this, this strategic plan has included a number of activities like increasing the degrees of commitment with International Convention for the cities that are threatened to be deleted from the World Heritage list; this is an urgent priority to take the necessary measures to ensure the application of the conservation standards in the activities of GOPHCY. The practical environment is to be prepared to be in line with the type of performance and its importance.

3-10 Financial Funds

The cultural matter in Yemen occupies a low position and priorities for decision-makers. This has a negative effect on the process of preservation of cultural heritage. Fund is the most important component associated with the technical and financial requirements. The conservation operation occupies a secondary position even during the last three decades. The annual budget is relatively small and it decreases gradually and annually until it reached its lowest level in recent years. GOPHCY became unable to conduct its regular administrative work, let alone the technical works and activities almost do not exist. This led to a number of staff who gained some kind of experience to drop out of GOPHCY. In addition to the above, when establishing GOPHCY, the organizational structure does taken into account creating administrative and accounting staff with reasonable qualifications and training that suitable with the tasks of GOPHCY. Also there is no special financial cadre suitable to GOPHCY special tasks and with the duties of the technicians; this needs to be like similar local research bodies.

It should be mentioned here that SFD provided a funding assistance that cannot be ignored after establishing the cultural heritage unit. SFD contributes in financing many studies and projects in historic cities. To highlight this problem, this strategy took into account the possibility of taking advantage of the financial and technical benefits provided by the International Convention on the conservation of the cultural and natural heritage. This is in addition to recording activities related to the expected finance from the local and international partners, particularly what is mentioned in the preservation law from potential sources to fund the activities.

3-11 Awareness and the traditional and professional production in the registered sites

Yemen is an open museum where multi-sided creativity exhibited in all its forms: tangible and intangible. This heritage drew the attention of the world and made the three cities (Old Sana'a, Shibam_Had and Zabid) world property, let alone the other sites on the tentative list of the World Heritage register. The recent concept of preservation of cultural heritage and the historic cities and monuments in Yemen require social awareness and participation characterized by institutional participation, such as heritage associations and allocating budget special for outreach activities. The presence of many traditional handicrafts with various kinds and purposes that resulted from the traditional accumulated experiences shows the heritage environments is still full with many traditional crafts, sources of raw materials. There are opportunities for producing, developing and marketing the traditional crafts in traditional markets within the historic cities or in the weekly markets in various sites of Yemen. There are also latent opportunities offered by the historic buildings to accommodate those crafts, revive them, develop them and market them through rehabilitating them in the light of the results of the preservation plans.

It should be noted that the first official attention to heritage coincided with the creation of the Executive Office to preserve the Old City of Sana'a. This is evident in the rehabilitation of *Samsarah Al-Nahasas* as a National Centre for the Development of Handicrafts in the Old City of Sana'a, with the support of the United Nations Program. It

should be noted also that it is important to document traditional crafts symbols as done by SFD in the three sites. But raising awareness in this site must be interconnected with the economic employment and tourism to these crafts. This strategy document includes many of the activities related to the joint assessment for the institutional, documentary and marketing of the traditional crafts.

From the perspective of preserving the heritage of the historic city, the traditional products must reflect the authenticity associated with its historical environment. The presence of heritage is a sign of survival of those environments and a sign of integrity of the heritage values. This perception is one of the ways of conserving many of these crafts. But despite this perception, there are crafts that are either extinct or on the way to be extinct. This is because the traditional crafts are ended or because of the substitution mechanism or because of refraining from utilizing them for different reasons. This becomes clear if we review an unfamiliar reference in Arabic (The Inventor In the Creative Manufacturing/ almukhare fi bdae alsunea) by Al-Muzaffar Yusuf bin Omar bin Ali Rasol. He dealt in his first book with a number of important Trades and Crafts in the Yemeni environment that we do not know anything about them in the present time. We can also infer from the manufacturing of King Ashraf Al-Rasoli of the Astrolabe (this is one of the holdings of the Metropolitan Museum in New York), let alone other historical sources.

3.12 Relationship status with the institutions concerned with the siteal and international heritage

Yemen endorsement on the International Convention on the Preservation of Cultural and Natural Heritage represents an entrance for communication and coordination with the institutions concerned with the preservation of heritage. This signatory allows communication with many other concerned international and siteal organizations. The current administrative and organizational structure of GOPHCY includes a Public Relations and Technical Cooperation Directorate. This directorate must utilize suitable communication and coordination mechanism with international organizations and relevant agencies to promote the preservation and enhance utilization of the available resources.

The establishment of the Arab Siteal Centre for World Heritage Sites in the State of Bahrain - under the auspices of UNESCO - will contribute to the process of preserving the world heritage sites in the Arab world. This will also facilitate the process of obtaining the technical and financial support. The first initiatives of this Centre in supporting the Yemeni government to conserve the historic city of Zabid as world heritage under threat. This is through signing an agreement to implement a rehabilitation of architectural construction in the city of Zabid. The studies for the intervention will start in the near future. This project is considered a model to encourage other financiers to support similar projects.

One of the distinctive mechanisms in continuing communication with the siteal and international institutions is assigning 2 international coordinators from each country to

represent Arab countries in the consultative meetings that are held annually to discuss the conditions of the registered sites in the World Heritage List; this meeting also discusses the level of implementing the World Heritage Convention in the Arab countries. It is expected that these coordinators will contribute to delivering the message to the international community easily. SFD is an important funding entity for the activities and projects to conserve the historic cities. SFD enjoys direct contact with donors concerned with the heritage preservation. This strategic document contains some of activities related to coordination between GOPHCY and the SFD conservation of cultural heritage unit. This is in accordance with the priorities adopted by GOPHCY as a responsible entity.

Chapter IV: Principles and Policies Supporting Implementation of the Strategy

4.1 The Supporting Principles to Implement the Strategy

1. The Principle of Integrative Planning and Management to Preserve Heritage

The preservation and management of heritage in a complementary way requires planning for all the basic elements of administration in the sector concerned with the planning of all services in the historic sites and cities with coordination between different sectors at the central and local levels.

2. The principle of sustainability and self-management of heritage

Self-management of heritage is the most important elements to ensure sustainability. Therefore, all the results of the financial and technical interventions are maximized and utilized by persons and institutions involved in heritage management. These institutions and population are able to depend on themselves and on management of their heritage resources.

3. The principle of decentralization in Heritage Management

Planning the local human and financial resources and their good use at the local level is one of the parameters of success for the management of heritage. This is due to the privacy of monuments and historic cities and its relation with the local knowledge of the population and institutions.

4. The principle of community participation in heritage management

Localization of heritage management is carried out through the involvement of local communities. This is to promote the ownership and responsibility of the targeted population towards the preservation of heritage and utilizing it in a sustainable manner.

5. The principle of annual participatory planning approach

The success of the implementation processes for all interventions in heritage management and conservation depends mainly on the involvement of all stakeholders, specialists and decision makers in various planning stages, including re-planning, evaluation and performance improvement.

6. The principle of balance in Heritage Management

Heritage management efficiency and sustainability of interventions is a delicate process. It requires a lot of professional balance between preservation of the inherited heritage and the acquired economic returns earned and expected to avoid the negative effects of the interventions.

7. The principle of results-based management and performance evaluation and impact

Participatory planning is necessarily correlated with goals-oriented planning and measuring the achievement of goals. Therefore, the workers in heritage administration must be professionally knowledgeable of planning approaches and measuring impact of interventions whether it was positive or negative.

4-2 Supporting Policies to Implement the Strategy

The most important issues related to policies of conservation can be summarized in the points below that serve the contents of this strategy (see Law 16, 2013 p. 46-51):

1. The state and its institutions as well as the members of the community bear the responsibility of conserving the historic cities, monuments and cultural and architectural heritage and preservation of this heritage.
2. The state with its various organs and authorities are committed according to the Constitution and the conservation law to implement all agreements and international conventions related to conservation of the historic cities, sites, monuments and sites of the Cultural and Architectural Heritage that are signed by the Republic of Yemen.
3. Conserving the city or site or historic monument is an integral part of the economic and social development plans of the central and local authority.
4. Using or exploiting historic buildings or monuments by individuals or bodies or public or private institutions for heritage owned by the state does not grant the right to own this heritage by the utilizers even if they use the heritage for a long time.
5. Every historic site when registered in the National Register need to have a statement specifying the dimensions of space and limits the scope of its buffer zone and it is an integral part of the site that must be conserved and preserved.
6. Every natural or legal person owns a public or private property that is within a registered location should comply with the conservation law.
7. The education authorities should incorporate in the curricula an introduction of the historic cities, monuments and cultural and architectural heritage; the curricula need to highlight the importance of preservation.
8. The public prosecution for the historic monuments and cities is specialized in issues of conserving the historic cities, sites and cultural and architectural heritage; these public prosecutors should be in all registered sites.
9. The issues related to conservation of the historic cities, sites and cultural and architectural heritage filed in courts are considered urgent issues that must be resolved within a period that does not exceed a month.
10. The foreign missions that import tools and equipment for the work, studies and research related to preservations, maintenance and rehabilitation of sites registered are to be excepted from customs duties; donations or in-kind assistance for the same purposes are to be excepted too.
11. Local authorities are an essential partner in the process of conserving the registered sites. Coordination must be with the local authorities during the development of plans to conserve and preserve and also during the implementation of the law and its bylaw.

12. Service agencies are committed to place the registered site at the forefront of their investment priorities as well as coordination with GOPHCY to develop programs for the renewal of infrastructure services in the registered sites in order to ensure that the digging work for different services are not repeated more than once.
13. The local authority and GOPHCY are to contribute to provide traditional construction materials with competitive prices of the available modern concrete material in the market and according to social situations.

Part II: Matrix of the Strategic plan to conserve the historic cities, sites and monuments 2016 -2020

The Strategic Plan consists of eight Strategic objectives; each strategic objective consists of sub-objectives. Each sub-objective represents a number of main activities , or what might be called medium results that are expected to be completed during the years of the strategy 2016-2020.

Strategic objectives

Strategic objective 1: Improving the legal and legislative environment,

Strategic objective 1: Improving the institutional setup,

Strategic objective 3: Capacity building of human resources,

Strategic objective 4: Activating the conservation and protection processes to apply the requirements of the World Heritage Conventions,

4.1 Improving the conservation state of World Heritage in Yemen, Sana'a, Shibam_Had and Zabid,

4.1.1 Improving Zabid state of conservation as a world heritage site in danger,

4.1.2 Improving Shibam_Had state of conservation as a World Culture Heritage site,

4.1.3 Improving the Old City of Sana'a state of conservation as a World Culture Heritage site

4-2 Increasing the level of acceptance and recognition of the World Heritage tentative list,

4-3 Establishing the National Register of cultural heritage,

4-4 Developing and updating the database,

4-5 Proposed projects to be studied and implemented by GOPHCY,

4.6 Proposed projects to be studied and implemented GOPHCY partners' organization.

Strategic objective 5: Assuring and diversifying the funding resources,

Strategic objective 6: Raising awareness and the community participation,

Strategic objective 7: Encouraging the economic activities and developing the traditional handicrafts product,

Strategic objective 8: Developing the joint work with the concerned institutions and authorities.

Strategic objective 1: Improving the legal and legislative environment

Sn	Strategic Objectives	The Main Activities or Intermediate Results	Start and Finish Date	Expected Impacts
1-1	Completing the basic legislative structure	1.1.1 Preparing a document to modify 5 articles in Law 16 for the year 2013 and to add important articles such as the status of the technical cadre in GOPHCY to be similar to research staff in similar research institutions; this is in addition to adding articles on the financial resources of GOPHCY.	2016-2017	<ul style="list-style-type: none"> - Technical cadre performed well and satisfied. - GOPHCY allocations and potential financial resources increased by 20% during the years 2016-2020 - GOPHCY protection and conservation interventions in cultural heritage are executed in high quality.
		1.1.2 Preparing a document that shows legal articles that are in harmony or in conflict with the Heritage and Tourism Law and the law of the local authority, the law of Construction, acquisitions, urban planning, Endowment (awqaf), environment and Culture.	2015-2016	<ul style="list-style-type: none"> - 50% of the protection and conservation activities are planned jointly with GOPHCY stakeholders.
		Issuing the bylaw (explanatory) of Law 16 for the year 2013.	2015-2016	<ul style="list-style-type: none"> - 90% of the articles and items of the law and its bylaw are absorbed and applied by GOPHCY and the responsible organizations. - 60% of the financial revenue of GOPHCY is collected regularly.
		1.1.3 Developing the bylaw of GOPHCY with reference to Law No.16 for the year 2013 and with reference to the approval of establishing GOPHCY No. 129 for the year 1997.	2015-2016	<ul style="list-style-type: none"> - The tasks and institutional relationships between all levels of decision are clear. - 80% of the decisions are taken and implemented quickly and
		1.1.4 A decision is issued for a limited number of	2015-2016	

		GOPHCY specialists to grant them the judicial authority in accordance of article 126 in Law 16 for the year 2013 and in accordance of the standards and the law and the bylaw.		efficiently.
		1.1.5 Article 34 in the current constitution should be re-worked by GOPHCY to be submitted to the constitutional committee to be adopted by the new constitution.	2015-2016	- Incorporating the new article in the new constitution to create a platform for policy and legislative support.
1-2	Improving the supportive legislative conservation environment	1.2.1 Preparing a joint working document between GOPHCY and the private sector concerned with tourism investments.	2015-2016	- 50% of the tourist investments is planned in accordance of the conservation plans.
		1.2.2 Review, approval and issuance of general standards and rehabilitation guideline.	2015-2017	- Technical and legal standards for the realization of the preservation and conservation is available.
		1.2.3 Issuing the official conservation plans and circulating them on official bodies, e.g. MPWH, GALSUP, Local Authority and the Ministry of Awqaf.	2016-2020	- 70% of the components of conservation and the general standards is incorporated in the plans of the official institutes during the implementation
		1.2.4 Listing, scrutinizing y and integrating the traditional norms in the historical urban environments and the legislative framework.	2016-2020	- 50% of the traditional norms and usages in urban buildings are adopted in preservation and conservation.
		1.2.5 Listing, scrutinizing y, documenting and registering all the properties of GOPHCY and archiving them; this is includes buildings and lands to register them in the Real Estate.	2015-2016	- Planning for all interventions is based on precise technical knowledge
		1.2.6 Signing MoU between GOPHCY, the Ministry of Awqaf and the National Registry to reconsider the Awqaf contracts to serve the preservation and conservation.	2015-2016	- The barriers of implementing the conservation plans are reduced.

Strategic objective 2: Improving the institutional setup,

Sn	Strategic Objectives	The Main Activities or Intermediate Results	Start and Finish Date	Expected Impacts
2-1	Improving the administrative performance of GOPHCY	2.1.1 Evaluating the GOPHCY general institutional activities and its branches in developing proposals and staff rotations.	2015-2016	- 80% of the annual plans of the activities in GOPHCY are implemented efficiently
		2.1.2 Developing job descriptions for GOPHCY departments and workers in accordance with GOPHCY requirements.	2016	
		2.1.3 Signing a MoU between GOPHCY and the stakeholders related to cultural Heritage; this includes assigning a focal person in both sides.	2015-2016	- The joint decision-making processes are accelerated.
2.2.	Improving the decentralized management of the urban heritage	2.2.1 Conducting a study about the Decentralization and work mechanism of GOPHCY.	2016-2017	- Considering the proposed local solutions in GOPHCY conservation management.
		2.2.2 Creating geographic divisions in similar architectural governorates.	2016-2018	
		2.2.3 Establishing Research and Studies Information Centres for the cultural heritage at governorates level.	2017-2020	
		2.2.4 Forming local conservation committees in Historic cities.	2017-2020	
		2.2.5 Establishing Training Centres for producing the Traditional Handicrafts at the regional level.	2017-2020	
2-3	Organization Proceedings Course Labour Between Authority And partners	2.3.1 Connecting GOPHCY, its departments and its branches with a network.	2016-2018	- Exchanging information to facilitate the right decision.

		2.3.2 Connecting GOPHCY and its partners (donors and organizations working in World Heritage).	2016-2018	
		2.3.3 Providing modern equipment to the concerned departments in GOPHCY and its branches.	2015-2020	
		2.3.4 Setting the terms of reference for the formation of a coordination committee between GOPHCY and the key partners involved in urban planning.	2015-2016	

Strategic objective 3: Capacity building of human resources.

Sn	Strategic Objectives	The Main Activities or Intermediate Results	Start and Finish Date	Expected Impacts
3-1	Establishing a planning and technical database to build the conservation capacity	3.1.1 Listing and classifying the available expertise specialized in heritage: the technical, traditional and academic.	2015-2017	- 80% of the training data and information is available for proper planning
		3.1.2 Creating a list of the private sectors and regional technical institutes and centers specialized in financing and implementing training.	2015-2016	
		3.1.3 Evaluating the consultancy offices, contractors and engineers involved in conservation according to GOPHCY qualification standards in coordination with WHC.	2016-2017	
		3.1.4 Evaluating CATS roles and responsibilities towards professional buildings.	2015-2016	
		3.1.5 Reviewing and evaluating the status of the Mud Architectural Centre in Hadramout.	2015-2016	
		3.1.6 Collecting and translating the sources related to heritage and conservation to make available sources for self-training.	2015-2020	
3-2	Hiring specialist and supportive cadre to implement the conservation work	3.2.1 Developing external training plan for workers addressed to specialized institutes that follow HIS, ICCROM institute or al-Sharjah Institutes as well as similar Institutes.	2016-2018	- 70% of the training sites are adopted by decision makers - 80% of the finance needs are allocated.
		3.2.2 Needs and training analysis to all staff in GOPHCY to come up with a training plan.	2015-2016	
		3.2.3 Training main partners on principles and basics of heritage conservation and preservation.	2015-2020	- Approving at least 1% of the annual partners budgets for conservation - 20% of the conservation standards are adopted by partners
		3.2.4 Training specific professional categories in all historical	2016-2020	- 80% of the trainees

	locations on skills and construction including specific training, such as rehabilitation of wooden panel, metals and murals (for a number of 60 persons).		provide support, using the skills they gained. - 60% of the rehabilitated buildings applied conservation standards
	3-2-5 Setting up professional training and productivity workshops affiliated to GOPHCY (two workshops in secretariat of Sana'a and a workshop in each branch specialized in heritage work).	2018-2020	- 10 persons in each handicraft are qualified and ready to use the skills - Handicraft products in workshops take into account originality in about 90%.
	3.2.6 Holding training courses to rescue for the professional technicians to help fast intervention in the buildings and heritage sites endangered to collapse.	2017-2019	- 10% of the known collapsed buildings stopped deterioration.
	3.2.7 Advanced training for engineers and specialists who have experience in technical sites associated with conservation such as modern techniques utilization in documentation architect analysis as well as construction.	2017-2020	- 70% of the trainees practice their work efficiently and professionally.
	3.2.8 Designing programs and grants (Tandem Scholarship Programs) for academic studies as part of the projects and technical assistance provided by the supporting institutions (at least two persons each year).	2017-2020	- The academic research field has been determined according to the GOPHCY priorities. - The Yemeni candidates opportunity to get academic grants is increased by 90%
	3.2.9 Conducting annual courses for 20 persons each year of the graduates from the Department of Architectural Engineering in the Yemeni Universities to provide them with the knowledge and conservation concepts.	2015-2020	- 30% of the trainees register their scientific research in the area of conservation
	3.2.10 Preparing the cadre (about 3 persons of engineers) to	2015-2016	- At least 50% of the

		prepare architectural and technical plans to provide consulting studies and services to others (this is as a pioneer activity in GOPHCY and after evaluation to be circulated to other branches).		studies and plans are used as a model for others.
3.3	Raising the capabilities of the specialists and workers in conservation techniques	3.3.1 Training specialists in GOPHCY and its branches in the governorates on the following technical and professional sites: rehabilitation, maintenance, documentation of the traditional architectural vocabulary and development as well as transferring the technical know-how.	2016-2020	- 50% of the trainees specialists in authority and its branches practice their work with high quality and the efficiency
		3.3.2 Training specialists in GOPHCY and its branches in governorates on the administrative and planning sites: management of heritage locations, information collection, documentation and archiving, analysis and evaluation of information as well as English language.	2016-2020	
		3.3.3 Training specialists in Authority and its branches in governorates on the information and electronic technology related to work.	2017-2020	
		3.3.4 Raising the cadres' competencies operating in the existing national inventory locations and covering the shortage of the technical cadres.	2015-2020	- Assessment of the situation of World Heritage Property Registration is improved.
		3.3.5 Training the technicians and researchers who will work in the governorates on the field surveys for the historical locations, the introduction, documentation and analysis data.	2017-2020	- 90% of the data input in the information system for the historical right and comprehensive locations.
		3.3.6 Implementing every year a program for about 10 persons (technicians and specialists) to exchange experiences with the Arab and Muslim countries that are similar to Yemen to share experiences of the models and techniques.	2016-2020	- 50% of the trainees adopted experiences to the Yemeni situation
3-4	Acquisition of the technical	3.4.1 Designing and preparing training and specialized manuals for the conservation and protection operations.	2016-2020	- Raising self-reliance by 80% in the local curriculum design and in
		3.4.2 Training trainers from the colleges and technical	2017-2020	

	knowledge in the conservation techniques and ensuring sustainability	institutes to run short-term training courses.		the delivery of the training service
		3-4-3 Designing curricula in sites of urban conservation and management to be taught in colleges and institutes of the vocational education and training.	2017-2020	
		3.4.4 Designing short, medium and long term training programs that are to be implemented as workshops, scientific and training seminars and distance training.	2017-2020	
		3-4-5 Training and qualifying instructors on training methods and requirements for conservation; this includes candidates from associations and the private sector.	2017-2020	
3-5	Development of the administrative and planning capacity for workers in GOPHCY	3-5-1 Training specialists in GOPHCY and its branches in governorates in the administrative and planning sites: life cycle of projects, developing annual working plan, monitoring and evaluation, impact evaluation, building team, communication skills, promotion and marketing of heritage.	2015-2020	<ul style="list-style-type: none"> - The local performance is in line with the conditions and requirements of the international standards to manage and preserve heritage - 85% of the activities of the conservation strategy 2016-2020 are incorporated in the technical proposals in the forms of projects and these projects are funded - 70% of the trainees qualified to formulate projects that are characterized by sustainability
		3-5-2 Training on monitoring and evaluation and writing reports in accordance with international standards.	2015-2020	
		3.5.3 Training on facilitating meeting and workshops to make working plans (facilitation techniques and Mateplan tools).	2015-2020	
		3-5-4 Training on participatory planning and the way to prepare annual work plan for decision makers from GOPHCY and from the partners.	2016-2019	
		3-5-5 Training on how to write technical proposals for projects and activities of the strategy.	2015-2016	

Strategic objective 4: Activating the conservation and protection processes to apply the requirements of the World Heritage Conventions

4.1 Improving the conservation state of World Heritage in Yemen, Sana'a, Shibam_Had and Zabid

Sn	Strategic Objectives	The Main Activities or Intermediate Results	Start and Finish Date	Expected Impacts
4-1-1	Raising the urgent commitments of Yemen to international conventions of the Yemeni cities that are threatened to be out of the Heritage List	4-1-1-1 Completing the central database special to the deformities, violations, ways and mechanisms to process the three cities to facilitate analysis, comparison and taking decisions.	2015-2017	<ul style="list-style-type: none"> - 80% of the decisions issued from GOPHCY to reform present situation are implemented efficiently - 50% of the funds required urgent interventions are provided and used
		4-1-1-2 Preparing urgent interventions study to save the buildings threatened to collapse; this should be according to high professional conditions.	2015-2020	
		4-1-1-3 Holding an urgent scientific symposium with the participation of all partners and the decision makers to clarify the gravity of the situation and the ways to deal with the situation.	2015-2016	
		4.1.1 4 Holding an annual evaluation workshop to review the accomplishments of each town and compare it with the commitments	2015-2016-2020	
		4.1.1 5 Forming a team from GOPHCY management to study the reports of the international committees and put executive action plan for the recommendations of 2014-2015.	2015-2016-2020	
		4.1.1 6 Listing and classifying the decision issued by the prosecution with regards to the violations and publishing it in GOPHCY periodic reports.	2015-2016-2020	
		7 4.1.1 Completing an organized mechanism to write and send annual reports about obligations of Yemen to world heritage Centre.	2015-2016	
4.1.2	Ensuring the application of conservation standards in	4-1-2-1 Developing a mechanism and a procedures guideline for the rehabilitation, maintenance and qualification licenses in 2015.	2015-2016	<ul style="list-style-type: none"> - 20% of the operations protection and conservation applied the conditions and
		4-1-2-2 Developing a technical and financial mechanism	2017-2020	

the local environments and raising the level of integration in the conservation processes with urban planning	related to renovating and conserving traditional buildings owned by poor and disadvantage categories.		technical standards
	4-1-2-3 Listing and documenting affected residential buildings in terms of architecture and construction as well as developing program to save them.	2016-2017	
	4-1-2-4 Listing and documenting buildings neglected by their owners and discussing the possibility of applying the ownership law for the purpose of public interest.	2016-2018	
	4-1-2-5 Developing a joint mechanism between GOPHCY and other development and service bodies that are related to the historic cities by approving the annual plans for these entities as well as considering their views of implementation.	2015-2016	
	4-1-2-6 Preparing a proposal for setting up a Land Register Office for property in every town from 2018 to 2019.	2018-2020	
	4-1-2-7 Agreeing on a twining program between the three cities and the registered Arab and world cities in World Heritage List.	2016-2020	- Signature of at least three twining conventions are signed between Yemen and the Arab or world cities registered in the world heritage list - Implementing at least three joint programs
	4-1-2-8 Preparing a draft project decision to the cabinet about the importance of involving GOPHCY in preparing and the adopting the urban mapping that come from GALSUP and the housing sector in MPWH and the local authority in the governorates and the secretariat of Sana'a.	2015-2016-2020	- At the end of 2020 GOPHCY is involved in approving all the plans of the historic cities and governorates
	4-1-2-9 Preparing a complete joint draft project outside the border of the historic cities as an alternative for the	2017-2020	- 20% of the project infrastructure in

		population expansion; all elements of urban planning and protection of historic cities as a pioneer model like the example of Zabid.		Zabid is completed.
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Continuing the fourth Strategic objective: Activating the conservation and protection processes to apply the requirements of the World Heritage Conventions

4.1 Improving the conservation state of World Heritage in Yemen, Sana'a, Shibam_Had and Zabid

Sn	Strategic Objectives	The Main Activities or Intermediate Results	Start and Finish Date	Expected Impacts
4.1.3.	Preparing the technical works to preserve the environment	4-1-3-1 Completing and updating the conservation plans of the registered historic cities	2015-2018	<ul style="list-style-type: none"> - The annual plans of GOPHCY and other bodies involved in heritage is based on accurate scientific data - The financial resources directed to conservation are utilized according to priorities
		4-1-3-2 Listing and documenting historic monuments in cities world heritage.	2016-2020	
		4-1-3-3 Documenting the traditional techniques used in the construction and rehabilitation of the historic cities.	2016-2020	
		4-1-3-4 Completing a research summary about the historical and architectural value of the historic cities and building; this should be based on available historical sources and studies and feeding them to the database.	2016-2017	
		4-1-3-5 Setting up laboratories to study and analyze traditional materials and dissemination technical information associated with it.	2018-2020	

Continuing the fourth Strategic objective: Activating the conservation and protection processes to apply the requirements of the World Heritage Conventions.

4-2 Improving Zabid state of conservation as a world heritage site in danger,

Sn	Strategic Objectives	The Main Activities or Intermediate Results	Start and Finish Date	Expected Impacts
4.2. 1.	Stopping the threat of removing Zabid from the World Heritage List	4-2-1-1 Developing an urgent plan before February 2015 to meet the requirements of the World Heritage Centre Report for the year 2014 concerning urgent reforms in the Town of Zabid	2015	<ul style="list-style-type: none"> - Remove violations and addressing the current distortions in about 10% per annum - The violations is reduced by 50% per month - The decision of the World Heritage Committee in the next 39 session for 2015 is supportive of preserving Zabid in the World Heritage List at UNESCO
		4-2-1-2 Listing spaces and making them known to others in accordance with the Conservation plan.	2015-2016	
		4-2-1-3 Making a comprehensive survey and implementing all violations and modifications for the spaces and locations by type and size.	2015-2016	
		4-2-1-4 Developing a plan to remove all violations along with the local authority in zabid (the estimated average of violations is 20 violations in a month).	2015-2016	
		4-2-1-5 Developing a local mechanism for the government and private bodies to study and implement the compensation.	2015-2016	
		4-2-1-6 Issuing a governmental or ministerial decision to approve annual development and conservation projects within the budget of the local authority according to conservation plan.	2015-2016	
		4-2-1-7 Preparing a report about importance of opening a branch for the real estate register and completing the legal and institutional procedures.	2015-2016	

		4-2-1-8 Developing a comprehensive strategic plan and annual plans to all the interventions in the Town of Zabid.	17-2019	
4.2.2.	Forming a local model of removing Zabid from the List of endangered Heritage	4-2-2-1 Holding a symposium especially for the conservation at the Town of Zabid to be attended by international experts to assess the extent of progress to remove it from the danger list.	2016-2017	- Annual increase in the number of applicants for rehabilitation and maintenance in an average of 20% from the estimate the base year
		4-2-2-2 Signing MoU and joint work to design pioneer conservation projects in collaboration with GOPHCY and architecture departments in universities graduation projects for students.	2015-2016-2020	- The use of the traditional building materials is gradually adopted by the population in about 20% in the year of 2016
		4-2-2-3 Completing a technical, feasibility and economic study to develop traditional construction materials production; this needs to include analysis of the traditional materials components to manufacturer them (such as clay mixture and <i>gahadh</i> (a mixture of lime and volcanic ash used for plastering)).	2016-2017	- 20% of the affected historical buildings have completion of the suitable technical interventions
		4-2-2-4 Completing a technical and environmental study for the development of the traditional Kiln bricks and take advantage of the success stories in regional and international experiences	2016-2017	
		4-2-2-5 Preparing and providing technical lists of buildings that need urgent rehabilitation and the ones that need soft loans from the financial institutions such as Al-Amal Bank	2015-2016	
		4-2-2-6 Evaluating the experience of the Emergency Fund and developing	2015-2016	

		proposals mechanism for an action plan that is effective and transparent.		
		4-2-2-7 Preparing historical, social and economic studies to support the conservation plan, e.g. Zabid Market	2016-2017	
		4-2-2-8 signing a joint document between the branches of the Improvement and Cleaning Fund and the branches of GOPHCY about role that is related to cleaning, hygiene and support of the projects conservation	2015-2016	
		4-2-2-9 Rehabilitating the Old Market for a multiple economic activities based on the results of previous studies. This is with reference to conservation plan and on the basis of consultancy of Burkhard Von Rabenau.	2016-2020	- 60% of the shops that were rehabilitated in the Old Market exercises their economic activities
		4-2-2-10 Preparing feasibility and economic studies for small enterprises in accordance with the local materials in the environment and disseminating them in the form of brochures.	17-2019	
		4-2-2-11 Helping establishing feminist and youth associations that orientate their activities to implement initiatives related conservation.	2016-2020	- 50% of the targeted of awareness campaigns form advocate associations
		4-2-2-12 Holding an annual carnival to promote the interest of the local community in the conservation process in the historical town and they can be named (The Day of Zabid, the Days of Tahama Heritage).	2016-2020	- 20% of the local community involved in planning meetings of GOPHCY branches

Continuing the fourth Strategic objective: Activating the conservation and protection processes to apply the requirements of the World Heritage Conventions

4-3 Improving Shibam_Had state of conservation as a World Culture Heritage site

Sn	Strategic Objectives	The Main Activities or Intermediate Results	Start and Finish Date	Expected Impacts
4.3.1	Increasing the institutional and planning capacities of GOPHCY and its branch	4-3-1-1 Developing action plan for 2015 with timeliness and suitable financial estimates.	2015	- 80% of the intervention and protection priorities are identified accurately; a detailed program to implement the priorities was put.
		4-3-1-2 Evaluating the current situation of the cadre and completing the terms reference to provide the branch with technical and qualified staff.	2015-2016	
		4-3-1-3 Listing and classifying the emergency cases of buildings and setting the financial estimates.	2015-2016	
		4-3-1-4 Completing the comprehensive survey of violations, including their causes and developing a mechanism to limit these causes and prevent their emergencies.	2015-2016	
		4-3-1-5 Providing proposals to finance technical studies for maintenance and rehabilitation projects.	2016-2018	
		4-3-1-6 Completing a list of all studies and proposals which are put by the development project of the historic cities (funded by GIZ) about Shibam_Had; and identifying the detailed aspects on how to benefit of this project.	2015-2016	
4.3.2.	Ensuring the sustainability of conservation processes	4-3-2-1 Preparing a complete program to complete the construction and operation of the clay architecture Centre in Shibam_Had	2015-2020	- 20% of the population benefit from centre services and request the consulting experience of the centre.
		4-3-2-2 Writing a proposal for the rehabilitation of buildings in Shibam_Had, which stopped since 2010 for submitting it to the SFD (68% of the buildings had been rehabilitated with the support of the SFD and GIZ	2015-2016-2020	- The number of the rehabilitated buildings increased by 20% compared to what has been rehabilitated
		4-3-2-3 Preparing studies to renovate ruins in the town	2015 / 2016-	- Improving housing and urban

		and rehabilitating 35 collapsed buildings.	2020	environment
		4-3-2-4 Updating a study to rehabilitate the old market of the town with GIZ.	2015 / 2016-2020	- The number of the visitors to the old market increased 100%
		4-3-2-5 Providing a complete proposal to what remains of the infrastructure project of the town that was financed by the Social Fund For Development (SFD) to complete the treatment station.	2015 / 2016-2020	- The negative environmental impacts decreased by 50%
		4-3-2-6 Providing a complete proposal to what remains of the oases project around the town	2015-2016	
		4-3-2-7 Preparing and implanting awareness programs that target engaging local community in conservation theme.	2015 / 2016-2020	- 20% of the targeted population of the awareness activities adopt self-conservation processes that depends on traditional techniques
		4-3-2-8 Holding an annual carnival (it could be called Shibam Day) to promote the interest of the local community in the process of conserving the historical town.	2016-2020	- the number of workers in traditional crafts increased by 30%

Continuing the fourth Strategic objective: Activating the conservation and protection processes to apply the requirements of the World Heritage Conventions

4-4 Improving the Old City of Sana'a state of conservation as a World Culture Heritage site

Sn	Strategic Objectives	The Main Activities or Intermediate Results	Start and Finish Date	Expected Impacts
4-4-1	Preparing the technical environment for protection and conservation.	4-4-1-1 Updating the field survey of the buildings and open space implemented in 2006 and completing second stage of the conservation plan (quality maps, dividing the sites, manuals and standards)	15-18	- 90% of the interventions in Sana'a City has scientific and technical reference
		4-4-1-2 Completing documentation of the architectural <i>Smsarah</i> to clarify their economic and social role; there are about 30 <i>Smsarah</i> that need qualification according to the outputs of conservation plans.	16-19	
		4-4-1-3 Listing and documenting the residential buildings that are affected in terms of architect and construction (there are about 200 buildings)	15-18	
		4-4-1-4 Evaluating the initial study for the buildings affected on the west of the Great Mosque; there are about 10 buildings that need to be rehabilitated	15-18	
		4-4-1-5 Listing and documenting al-Maranea (a traditional water source) and the rehabilitating one of them as a pioneer project that could be set as example.	16-18	
		4-4-1-6 Listing and classifying the distortions and violations of the traditional drinking water (<i>subol</i>) and the ways to deal with them.	15-18	
		4-4-1-7 Listing and documenting the ways and re-	15-18	

		qualifying them according to the outputs of conservation plans		
4-4-2	Reduction of the continuing deterioration of the architectural character and Urban Fabric	4-4-2-1 Developing an urgent plan at the beginning of 2015 that meet the requirements of the World Heritage Centre for the year 2014 regarding urgent reforms in Sana'a City.	2015	- The support of the World Heritage Centre gained 50% for the collective work; and reducing the risk of Sana'a City to become in the list of heritage under threat.
		4-4-2-2 Signing MoUs between GOPHCY and the local authority to reduce the spread of construction violations, especially the commercial expansions in the residential neighborhood.	2015	
		4-4-2-3 Implementing technical interventions to remove and deal with about 50 simple offenses/ violations.	15-16	
		4-4-2-4 Setting a mechanism and a procedural guide for licensing repairs and maintenance and re-qualification	15-16	
		4-4-2-5 Preparing an awareness plan targeting a number of layers in the community in old Sana'a (schools, women, neighbourhood chiefs, traders.... etc.)	2015	- At least 30% of the targeted from the awareness campaigns contribute voluntary in conservation activities.
		4-4-2-6 Producing a full introductory bilingual brochure in Arabic and English (10,000 copies)	15-16	
		4-4-2-7 Holding an annual carnival (it could be called Sana'a Day) to promote the interest of the local community in the conservation process of historical towns.	2015-2020	
		4-4-2-8 Providing the technical and financial abilities to develop the general management performance for inspection and control of violations	2016-2017	- 70% of the cases of violations are professionally and documented with technical and legal professionalism and these documentations are filed

		4-4-2-9 Holding workshops for workers in GOPHCY to enhance professional concepts related to conservation, laws and legislation	2015-2016	with the concerned entities.
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Continuing the fourth Strategic objective: Activating the conservation and protection processes to apply the requirements of the World Heritage Conventions.

4-5 Increasing the level of acceptance and recognition of the World Heritage tentative list

Sn	Strategic Objectives	The Main Activities or Intermediate Results	Start and Finish Date	Expected Impacts
4. 5-1	Meeting the basic technical requirements for the national tentative list for the World Heritage	4. 5 -1-1 Compiling the geographical and topographical maps of the World Heritage tentative list. This is coordination with organizations such as OCHA in the United Nations, SFD, and GALSUP.	2015-2016	<ul style="list-style-type: none"> - 80% of the basic information is evaluated and used in the conservation plans - At least 3 sites nominated in the inventory list for registration in the World Heritage List
		4. 5 -1-2 Determining the geographical site and the buffer site for the national tentative list	2016-2017	
		4. 5 -1-3 Collecting and classifying information, studies, technical reports for the projects, which were completed in locations of the World Heritage tentative list.	2015-2016	
		4. 5 -1-4 Collecting field and historical information about locations in the World Heritage tentative list and identifying the natural and human threats and risks.	2015-2016	
		4. 5 -1-5 Starting preparing the conservation plans and the administrative plan for locations such as Jibla, Thula, Saada and Al-Amiriya school as well as the mount of Haraz	2017-2019	
		4. 5 -1-6 Listing and classifying construction materials and traditional crafts and their sources; this is in addition to skilled traditional labour in the locations of the World Heritage tentative list.	2016-2017	
		4. 5 -1-7 Getting references and the drafts correspondences with World Heritage Centre for the countries which have inventory lists for the purpose of registration	2015-2016	
4. 5-2	Securing a high degree of	4. 5 2.1. Forming an internal team in GOPHCY to provide necessary abilities to prepare a study to raise the level	2015-2016	- A satisfactory increase in the

	community participation in the approval of the tentative list	of acceptance, approval and developing a response plan to the requirements.		community participation with the importance of registering the sites in the World Heritage List
		4. 5 -2-2 Introducing the sites in the World Heritage tentative list to different sectors development that have construction interventions in basic structure.	2016-2018	
		4. 5 -2-3 Producing media materials targeting the local communities in locations of the World Heritage tentative list.	2016-2017	
		4. 5 -2-4 Holding intensive meetings each quarter or biannual with the local councils, and the civil societies as well as the local authorities concerned to take inventory protectionist action.	2016-2020	
4. 5-3	Securing the financial resources to raise the level of acceptance of registration in the World Heritage List	4. 5 3-1 Developing a joint plan between GOPHCY and the cultural heritage unit in SFD and other partners to carry out the inventory work to conserve five leading sites that are representative of the geographic sites.	2015-2016	- 80% of fund required is secured
		4. 5 -3-2 Submitting a technical and financial proposal for the technical help that is expected to be funded by the World Heritage Centre for the purpose of reviewing the World Heritage tentative list.	2016-2017	

Continuing the fourth Strategic objective: Activating the conservation and protection processes to apply the requirements of the World Heritage Conventions.

4-6 Establishing the National Register of cultural heritage

Sn	Strategic Objectives	The Main Activities or Intermediate Results	Start and Finish Date	Expected Impacts
4-6-1	Identifying, documenting and registering the different components of the national construction heritage that has multiple values	4-6-1-1 Forming a team with experience to develop standards for the technical choice with the assistance of a siteal expert from the World Heritage Centre and approving it officially.	2015-2016	- Approving the National Register, publishing and promoting it
		4-6-1-2 Reviewing, evaluating and developing the guide contents of the national work register to take advantage of "the second draft the National Register for the historic cities, sites and monuments" that was submitted in 2002 by the Dutch project.	2015-2016	
		4-6-1-3 Forming a basic team with experience to develop a work mechanism; it also forms and trains the different field and office teams to do the national comprehensive survey.	2015-2016	
		4-6-1-4 Providing and evaluating the available geographic and topographic maps	2016-2017	
		4-6-1-5 Involving the local communities and training their representatives on choice standards of the heritage educator.	2016-2017	
		4-6-1-6 Listing and accurate describing of the historical locations where army camps are located or utilize part of it or part of their surroundings for purposes other than civilian and register them in the list of the National Register.	2016-2017	
		4-6-1-7 Holding a workshop to introduce and promote with the participation of the concerned funding agencies	2018-2019	
4.6.2	Integration of priorities for intervention and	4-6-2-1 Agreeing on priorities for the historic monuments at the level of each governorate (regional registers).	2019-2020	- Identification of the historic sites that have
		4-6-2-2 Nominating heritage sites in the National Register as	2019-2020	

protection in the local, regional and national plans	part of the annual plans of different service sectors at the local level.		priority and starting the intervention and protection process.
	4-6-2-3 Setting local budgets at the level of each governorates for the purposes of protection of historic monuments	2019-2020	
	4-6-2-4 Developing a program to promote and introduce the importance of construction heritage at the local and national levels in the National Register.	2019-2020	
	4-6-2-5 Choosing the monuments that have priority and rehabilitating them to be placed in inventory list.	2019-2020	
	4-6-2-6 Helping forming the heritage associations in the sites and historic monuments as partners in the conservation and protection process.	2016-2020	
	4-6-2-7 Assigning a specialist of those who have experience within GOPHCY to update and follow up the National Register.	2015-2016	

Continuing the fourth Strategic objective: Activating the conservation and protection processes to apply the requirements of the World Heritage Conventions.

4-7 Developing and updating the database

Sn	Strategic Objectives	The Main Activities or Intermediate Results	Start and Finish Date	Expected Impacts
4.7.1	Database management in a sustainable manner	4-7-1-1 Preparing the terms of reference for the technical consultancy to build the database and send a proposal to SFD or potential donors for funding.	2015-2016	- 30% of data and information is prepared.
		4-7-1-2 Assuring of operational budget for the CATS Centre database to be discussed with the donors to fund 50% by SFD during 2016-2020.	2016-2020	
		4-7-1-3 Listing available equipment and repairing the damaged ones out of the available budget of GOPHCY.	2015-2016	
		4-7-1-4 Setting specific standards and conditions to database technical workers; this needs to be included in the bylaw of the law.	2015-2016	
		4-7-1-5 Holding workshop to clarify database importance for employees and departments in GOPHCY and as well as other concerned actors such as the local authority and site.	2015-2016	
4.7.2	Improving the level of database utilization	4-7-2-1 Compiling topographic and demographic maps and national statistics from sources to feed database.	2016-2020	- 30% of decision makers and local researchers depend on database
		4-7-2-2 Developing a plan of the present workers training needs (about 10 persons).	2016-2017	
		4-7-2-3 Setting up and launching a website of GOPHCY; it has to contain all the data on GOPHCY.	2015-2016	
		4-7-2-4 Publishing on the website the available documents and information that are in the database.	2016-2020	
		4-7-2-5 Registering and linking the historic monuments in the international code.	17-2018	

Continuing the fourth Strategic objective: Activating the conservation and protection processes to apply the requirements of the World Heritage Conventions.

4-8 Proposed projects to be studied and implemented by GOPHCY

Sn	Strategic Objectives	Programs / projects	Expected results from project implementation
1		Establishing and equipping the Al-Tuhama architecture Centre, Zabid	
2		Establishing and equipping Clay architecture Centre, Saada	
3		Rehabilitation of a number of historic buildings in Sana'a	
4		Rehabilitation of a number of historic buildings, Zabid	
5		Rehabilitation of a number of historic buildings, Shibam_Had and Al-Hajarayn, Al-Gurfa, and the Valley of Ben Ali	
6		Rehabilitation of a number of historic buildings in 11 towns to prepare them for registration	
7		Rehabilitation of a number of historic buildings in Aden	
8		Rehabilitation of Alqtin Agency in Zabid	
9		Rehabilitation of Alashaar Mosque in the Town of Zabid	
10		Meeting the Emergency cases that are affected by and decay in Old Sana'a	
11		Rehabilitation of Alrnad Palace, in Sayoon, Hadramout	
12		Rehabilitation of <i>Samsarah</i> Almjh	

13		Rehabilitation of <i>Samsarah</i> Yahya bin Qasim	
14		Rehabilitation of <i>Samsarah</i> al-Oqod	
15		Rehabilitation of <i>Samsarah</i> Almnjarh	
16		Rehabilitation of <i>Samsarah</i> Al-Qasher	
17		Rehabilitation of <i>Samsarah</i> Al-Mizan	
18		Rehabilitation of Great Mosque <i>Samsarah</i> in Jibla	
19		Rehabilitation of <i>Samsarah</i> Al-Madrasah in Jibla	
20		Rehabilitation of <i>Samsarah</i> Al-Hadi in Saada	
21		Rehabilitation of Bab Al Nakhl in Zabid	
22		Rehabilitation of the Old City of Sana'a Walls – the fourth and final phase	
23		Re-implementing the gates of the Old City of Sana'a from Shoub side (Bab al Sabah).	
24		Rehabilitation of Siham Gate in Zabid	
25		Rehabilitation and improvement of Sirah Castle in Aden	
26		Rehabilitation of Al-Saha Tower in Aden	
27		Preparing a historical Manual about the cities in the valley - Hadramout	
28		Comprehensive survey to document the professional heritage in Yemen	
29		Comprehensive survey to complete the register of the national architectural heritage	
30		Exploratory studies of new cities	

31		Rehabilitation of Old City of Sana'a steam baths (hamamat)	
32		Rehabilitation of water closets (m2+m3+m4+m5) in Old Sana'a	
33		Rehabilitation of <i>subol</i> (Traditional public drinking water) and Alemrana (Traditional water source) and oil mills (M 2 Old Sana'a)	
34		Rehabilitation of Cisterns of Tawila in Aden.	
35		Equipping the Shibam Life House (bait al-hyat alshibamiah)	
36		Equipping the Information Centre in the town of Shibam_Had.	
37		Reviving al-Qaa, al-Bunia, and Beer al-Azab	
38		Improving and rehabilitating public spaces in Old City of Sana'a.	
39		Rehabilitation and improvement of the old market in Zabid	
40		<i>The removal and solutions for the offenses registered historic cities</i>	
41		<i>Reviving and rehabilitating of orchards (basatin) by using or cultivating them to produce vegetables, fruits and ornamental trees.</i>	
42		<i>Re-using the ablution water in mosques for the purpose of irrigating trees and gardening.</i>	
43		<i>Rehabilitating the use of conventional wells in Sana'a to irrigate orchards, mosques, and public spaces.</i>	
44		<i>Preparing a study on water network for the purposes of security and fire safety.</i>	
45		<i>Preparing a study on underground extensions of the electricity network for the historic cities.</i>	

46		<i>Studying the situation of the water and sanitation network and its effects on the buildings due to their decay to come up with the necessary solutions.</i>	
47		Preparing a study on completing the construction, maintenance, and rehabilitation of the walls of the historic cities in order to conserve and preserve them.	
48		Preparing a study on completing lighting of the streets of the historic towns.	

4.9 Proposed projects to be studied and implemented GOPHCY partners' organization.

Sn	Strategic Objectives	Programs / Projects	Interactions Expected Of Execution Project
1		Paving and improving the streets in Jibla 4+5+6+7+the last one	
2		Paving and improving the lighting of buildings and the streets of Zabid	
3		Paving and improving Bader neighbourhood in Shibam_Had	
4		Working on infrastructure, e.g. water sewage and paving 11 towns.	
5		Equipping the Hospitality House in Zabid	
6		Paving and improving Abbas neighbourhood in Shibam_Had and in Al-Ahajarayn.	

Strategic objective 5: Assuring and diversifying the funding resources.

Sn	Strategic Objectives	Main activities or intermediate results	Start and Finish Date	Expected Impacts
5-1	Building a sustainable mechanism for funding	5.1.1 Developing a mechanism to collect annual finance provisions from the funds of heritage, cultural development and tourist promotion approved from the two ministries and in proportions stated in the law, 20% to 10%, respectively	2015-2016	- 80% of the approved provisions collected and accrued regularly
		5.1.2 Developing a transparent mechanism to collect and allocate fines and licenses fees in accordance with the law and executive regulations.	2015-2016	
		5.1.3 Holding workshop with SFD to discuss and approve joint action plan that is derived from the strategy document and it is to be funded by SFD.	2015-2016	- Determining the exact potential donors to finance the strategy - Holding financial agreements to fund the activities of the strategy with about 50% of the partners
		5.1.4 Holding Workshop with the Heritage Fund to discuss the joint action plan derived from the strategy document and it is to be funded by Heritage Fund	2015-2016	
		5.1.5 Holding workshop to search for new potential resources to finance the activities of the strategy, e.g. new fee on markets and violations and put fee on planning plans and technical consulting.	2016	
		5.1.6 Holding 2 seminars and 2 workshops each year to promote strategy document locally and internationally and to clarify the financing needs.	2015-2020	
		5.1.7 Preparing 2 to 4 technical proposals of annual projects to conserve that is directed to financing from donors; this is in coordination with the World Heritage Centre and the Ministry Of Planning (executive office to accelerate absorbing assistance of donors).	2015-2020	
		5-1-8 making arrangements to hold regular meetings to the representatives of the donors in Sana'a to discuss the strategy and the annual projects that were implemented.	2015-2020	
		5.1.9 Writing a proposal to establish a Voluntary Fund to be adopted by the private sector to support the conservation operations of the cultural heritage to clarify the work mechanism.	2016	

5.2	Activating the role of the available financial resources	5.2.1 Agreeing on a financial estimate and approving allocations in the annual budgets of GOPHCY to the technical interventions to improve the conservation operations (the present allocations represent 20% of the annual budget that is about 100,000 dollars)	2016-2020	- Raising the budget of GOPHCY to meet the technical interventions by 100% compared with the budget in 2014
		5.2.2 Allocating a contribution rate of 25% of the rehabilitation costs of buildings in the annual budget of GOPHCY according to the law.	15-16-2020	
		5.2.3 Opening accounts for the branches of GOPHCY in the registered cities to manage the local provisions obtained on the basis of activities plan approved by GOPHCY and on the basis of article 105 of the law and executive regulations of GOPHCY.	2016	

Strategic objective 6: Raising awareness and the community participation.

Sn	Strategic Objectives	Main activities or intermediate results	Start and Finish Date	Expected Impacts
6-1	Raising advocacy towards the targeted who are to take part in the maintenance and protection operations	6.1.1 Holding annual and regular workshops to introduce the law and executive regulations of GOPHCY and the world heritage convention in coordination with the MoC and the Heritage Fund	15-16-2020	<ul style="list-style-type: none"> - 10% of the target are members of specialized protection associations. - 40% of the schools in the historic cities organize field visits - Periodic publication of articles that introduce heritage - holding events in the historic cities
		6.1.2 Holding 2 to 3 annual workshops to creative and private organizations such as the Writers Union, artists syndicate, and journalists syndicate to put joint programs for the awareness campaigns.	2016-2020	
		6.1.3 Holding 3 experimental awareness workshops in GOPHCY to target selected categories of the population; they are the active actors and speakers; this is with the participation of specialists to guide the discussions.	15-16-2020	
		6.1.4 Holding 6 awareness workshops in three cities to target monuments and mosques sermons.	2016-2020	
		6.1.5 Preparing awareness program on radio and television about the historic cities and conservation to be broadcast weekly.	2016	
		6.1.6 Implementing free drawing program about historic cities during a school year in 3 schools in each town.	15-16-2020	
		6.1.7 Implementing 2 annual competitions at the beginning and in the middle of the school year to show the students drawings of the historic cities	15-16-2020	
		6.1.8 Granting annual award for the best implementer of rehabilitation and the best buildings rehabilitated; this is within conditions and terms issued by GOPHCY.	17-2020	
		6.1.9 Preparing a document that shows how to include protection and conservation in the school curriculum.		
6-2	Expand the	6.2.1 Printing 10000 copies of posters and brochures that include influential messages about protection and conservation.	2016-2020	<ul style="list-style-type: none"> - An increase in the number of visitors to

	circle of the targeted continuously	6.2.2 Preparing CDs about historic cities and monuments that include basic formation and typical work on conservation.	2016	the historic cities
		6.2.3 Disseminating introductory maps about the historic cities and monuments (3 maps for three cities).	2016	
		6.2.4 Preparing 3 studies about traditional construction in three cities in collaboration with universities to show the constructivism features related to costs and sustainability as well as the environmental aspects for the traditional materials and roads.	2017-2018	
		6.2.5 Preparing awareness programs that target the young through production of movies and cartoon series to transfer several messages about the importance of conservation and about the role of the individual in that.	2017-2018	
6-3	Raising confidence between GOPHCY and the targeted on the protection and conservation operations	6.3.1 Making a proposal to implement the timelines matrix of the varied cultural events in the studies and training Centre (CATS): 2 exhibitions for fine arts that include visual images, graphic, short training course about construction materials; lectures on cultural heritage, protection and development. Research methodology, architectural metric survey and rendering.	15-16-2020	<ul style="list-style-type: none"> - 40% of the targeted in the training programs practice topics related to training. - The local councils and the private sector participate and contribute in costs activities. - Implementing a number of innovative economic activities
		6.3.2 Equipping a permanent exhibition for the results of documentation and the architectural metric survey as well as the repairs in GOPHCY and its branches; this is in addition to visual documentation for the conservation and rehabilitation through video.	2017	-
		6.3.3 Introducing the most important typical activities that have economic and innovative relevance to cultural heritage at the studies and training Centre (CATS), especially for	2017	-

		youth and women.		
		6.3.4 Designing and launching a website for GOPHCY and the issuance of a regular bulletin.	2015-2016	
		6.3.5 Updating library and the office exchange with all Centres and the dissemination of contents.	2016	
6-4	Expanding the opportunities for the community participation in awareness programs	6.4.1 Coordinating with the National Institute Of Hospitality And Tourism to develop a special program about the historic cities to be directed to the department of tourism guidance.	2016	<ul style="list-style-type: none"> - 10% of the students in the National Institute Of Hospitality And Tourism enroll in the program - A number of the local or community awareness groups implement activities related to heritage on their own.
		6.4.2 Encouraging awareness groups formation of the heritage cities and monuments to offer training for these groups of population.	2016-2020	
		6.4.3 Preparing an annual action plan for the awareness programs with the participation of the targeted groups; this in addition to developing evaluation indicators of the effects of awareness activities.	2016-2020	
		6.4.4 Sharing annually 3 successful awareness experiments (locally and siteally) in awareness and community participation; this is to benefit from them while applying the local awareness programs.	2016-2020	

Strategic objective 7: Encouraging the economic activities and developing the traditional handicrafts product.

Sn	Strategic Objectives	Main activities or intermediate results	Start and Finish Date	Expected Impacts
7-1	Improving the investment opportunities for the private sector	7.1.1 Listing, documenting and classifying the handicrafts, traditional and economic activities in the registered locations.	2016	- 10% increase in the private investments sector in sites directed to be suitable with planning plans.
		7.1.2 Preparing 15 feasibility economic studies derived of the results of the conservation plan; this is to be presented to the private sector for the purpose of investment and to make it more sustainable. As examples of this is the rehabilitation of <i>Samsarah</i> , cafes and traditional markets.	2017	
		7.1.3 Re-evaluating the feasibility of the economic tourism and activities in the existing locations; it is to suggest the appropriate and the new activities.	2017	
		7.1.4 Evaluating the performance of the craft Centres and the traditional markets and the ones that are affiliated to the branches of GOPHCY; the appropriate are to be established in the locations determined by the conservation plans in the three Cities.	2016	
		7.1.5 Re-evaluating the feasibility of the activities of the traditional crafts that are related to heritage; this is to develop a development plan for to support production, marketing and protection.	2016	
7-2	Raising the popularity of the traditional craft activities	7.2.1 Issuing a list of tax exemptions for the ones who are potential to be associated with the production the traditional crafts.	2017	- 50% of the craft products are characterized by authenticity and are registered - 80% of the targeted got work opportunities - 20 of decaying crafts are revived.
		7.2.2 Approving 10% of the operational budget of GOPHCY to support the economic activities and the development of the traditional crafts within transparent and accurate criteria.	2016	
		7.2.3 Training 20 traditional workers to re-produce the traditional and decayed (long time neglected) handicrafts or the ones that are decaying, e.g. in the sites of blacksmithing, carpentry, tanning, production of alabaster, and the traditional dyeing etc.	2016	
		7.2.4 Preparing and publishing 20 feasibility studies about mini-traditional handicraft activities; this is to coordinate funding them	2017	

		from the small and medium industries such as the Islamic banks that support the small projects.		
		7.2.5 Providing the local raw materials at the basic cost to be used as essential inputs for some craft activities such as tanning, woollen products as Tuhami chairs.	2016	

Strategic objective 8: Developing the joint work with the concerned institutions and authorities..

Sn	Strategic Objectives	The Main Activities or Intermediate Results	Start and Finish Date	Expected Impacts
8.1	Strengthening the level of technical and professional responsiveness of the regional and international bodies to finance the activities of the strategy	8.1.1 Introducing the 2016-2020 strategy in 2015 to the regional and international institutions concerned with the cultural heritage during attending the regional and international seminars and conferences; this is in coordination with organizers of these events.	2015-2016	- Securing 50% of the financial cost to implement the strategy out of the potential local or international sources.
		8.1.2 Translating the Conservation Law and its bylaw into English and distributing it to regional and international institutions that give priority to the topic.	2015-2016	
		8.1.3 Providing the international and regional institutions with the national strategy 2016-2020 with all necessary documents such as proposals for projects and the Conservation Law.	2015-2016	
		8.1.4 Holding 4 workshops in Yemen or in the site to introduce the strategy 2016-2020 in 2015 to institutions regional and international donors.	2015-2016	
		8-1-5 Developing a table for participation in the regional and international seminars, conferences and workshops- the common or uncommon ones. There is a need to follow the working papers or reviews about Yemen as well as the persons, quality and nature of the participations.	2015-2016	
8-2	Raising the professional capacity of GOPHCY to utilize the financial and technical potential resources	8.2.1 Completing a detailed document about the field of activities and the technical and financial support for the regional and international donors that support the institutions and prioritize them.	2015-2016	- 90% of the targeted partner agencies to finance the strategy are accurately identified.
		8.2.2 Completing the technical review document that shows the contributions of donors and international institutions whether this financial or technical contribution to support the cultural heritage in Yemen; this is whether during this period or previously. This is to put priorities to communicate and coordination with these agencies.	2015-2016	

		8.2.3 Monitoring the current interventions to support the institutions in the conservation operations in Yemen such as Qatar, Aga Khan Foundation, Bahrain, ICCROM institute, Institute in Sharjah and compare them with the main activities in the national strategy.	2015-2016	
		8.2.4 Developing a plan for the technical consulting to bring regional and international experiences in coordination with the World Heritage Centre; this is on the basis of the contents of the strategy 2016 – 2020.	2015-2016	- 80% of the proposals for technical projects and activities of the strategy are accepted and funded by the supporting actors
		8.2.5 Establishing a unit to prepare the technical proposals for the conservation projects that are included in the strategy 2016 - 2020 and in the conservation plans that are expected to be funded by donors.	2015-2016	
		8.2.6 Preparing terms of reference and competitive standards to select the staff and technicians in GOPHCY to work in the unit that prepares the technical proposals for protection projects.	2015-2016	
		8.2.7 Developing the monitoring and evaluation system and writing reports in accordance with the international standards; this is in coordination with the World Heritage Centre.	2015-2016	

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