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CONVENTION CONCERNING THE PROTECTION OF
THE WORLD CULTURAL AND NATURAL HERITAGE

WORLD HERITAGE COMMITTEE

Thirty-fifth session

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**Item 9 of the Provisional Agenda: Global Strategy for a representative,
balanced and credible World Heritage List**

**9B. Presentation and adoption of the World Heritage strategy for capacity
building**

SUMMARY

This Document presents the finalized World Heritage Capacity Building Strategy as requested by the World Heritage Committee at its 34th session (Decision **34 COM 9C**). A separate working document has been prepared concerning the category 2 centres under the auspices of UNESCO (WHC-11/35.COM/6).

Draft decision: 35 COM 9B, see Point II

World Heritage Capacity Building Strategy (2011)

1. Background

In 2001, the Global Training Strategy for Cultural and Natural Heritage was presented and approved at the 25th session of the World Heritage Committee (Finland). The strategy had two main levels of implementation. At the international level, the focus was placed on better implementation of the Convention, and improvement in professional skills for management, and conservation. The strategy also called for the development of regional strategies for each of the five regions.

In the nine years in which the strategy has been in operation, it became clear that the situation for training has changed significantly, and there was a need to review and revise the strategy to take into account new realities on the ground. In particular, the framework for training has become much richer. There are three key factors that have contributed to these rapid changes. The first is the entry of many new institutions now offering capacity building within the World Heritage context. Moreover, numerous new learning environments are on offer, much facilitated by new technologies and with the emphasis shifting from 'knowledge transfer' to 'knowledge acquisition'. Finally, several new priority topics for capacity building have emerged in recent years.

The 2001 strategy also foresaw the use of the Periodic Reporting process as an important driver for the development of the regional training strategies. Though limited training components were included in follow-up "action plans" in the regions, no full-fledged strategies were ever developed (with the exception of AFRICA 2009 which already existed), leading to the need to provide better guidance at the regional level for the development of effective training strategies.

2. Situation analysis

An analysis of the State of Conservation Reports (SoC) reveals some important trends in regard to capacity building needs within the World Heritage system. In looking at the key issues for which properties enter into the SoC process, it becomes clear that problems such as the isolation of heritage concerns from other sectors continues to penalize heritage practice just as isolated heritage management decision-making penalizes the relationship of heritage to its context. This becomes an acute problem when the factors hindering effective management of World Heritage properties come more and more from beyond the confines of the site, and the heritage manager in place, however good, has limited capacity to forge change. Indeed, of the 158 World Heritage properties examined in 2008, over 100 faced both development and infrastructure related issues, as well as problems with management and legislation. Along with an increase in natural and man-made disasters, this data confirms an alarming situation that has already become evident to many in the heritage sector. While training of individual professionals is an important component for improving the situation, it is not enough. There is also a need to strengthen institutions in relation to legislation, governance and the manipulation of resources. Furthermore, with heritage now recognized as having a substantial contribution to make to sustainable development and the well-being of communities, its protection is a concern for a larger group of individuals and organizations, not just those with direct responsibilities for its conservation and management.

In examining the current needs in regard to the safeguarding of World Heritage, a number of key themes emerge that should be taken in to account. They include:

- Disaster risk reduction
- Sustainable tourism
- Heritage impact assessment
- Management effectiveness
- Involvement of communities, NGOs, and other stakeholders in the management process

- Strengthening legal and administrative frameworks at the national level
- Better awareness of the World Heritage Convention in the general population
- Better integration of World Heritage processes into other related planning mechanisms

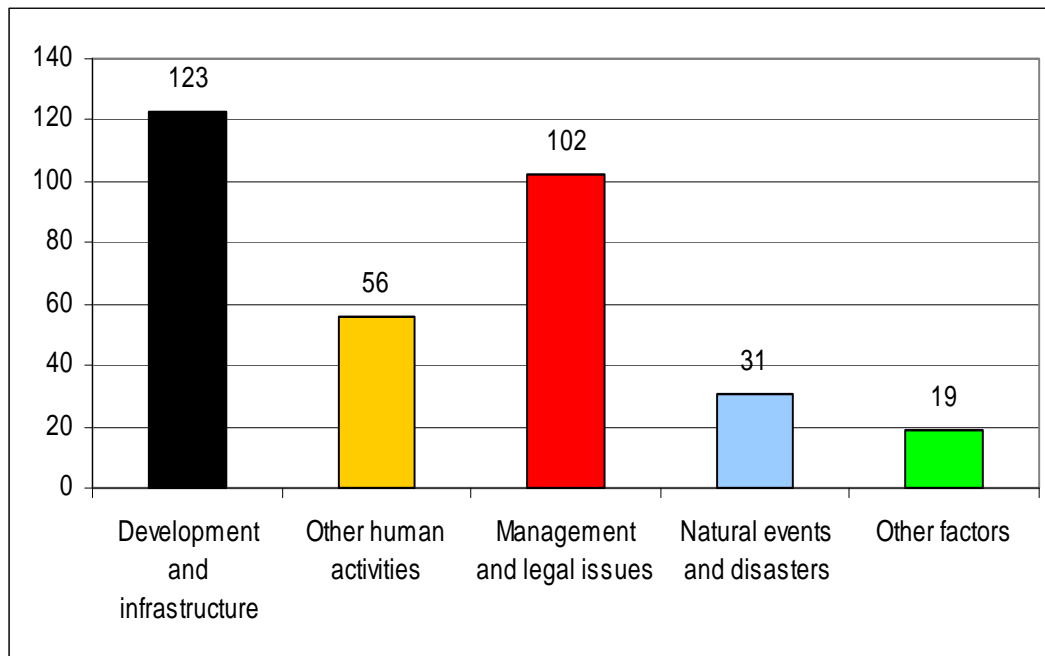


Fig. 1. An analysis of problems cited in 2008 World Heritage State of Conservation Reports

3. The First Paradigm Shift: From Training to Capacity Building

This strategy proposes a paradigm shift to step beyond conventional training to embrace a capacity building approach. Current needs demonstrate that the audience for capacity building for World Heritage conservation and management activities is wide, diverse and growing. Creating and strengthening capacities of institutions and of networks that link the heritage sector to wider communities is as much a priority as the training of individual practitioners. The result will be stronger organizational frameworks and interfaces between heritage and the wider environment, enabling individuals, including those outside heritage-related professions, to take more effective actions. It is in this context that this strategy marks the shift from a “Global Training Strategy” to a “World Heritage Capacity Building Strategy”, a development which corresponds to Article 5 of the World Heritage Convention and with the World Heritage Committee’s focus on capacity building as one of its five strategic objectives (the 5Cs)¹. It is the purpose of this strategy to ensure that effective capacity building is central to ensuring success in relation to the other four strategic objectives (credibility, conservation, communication, and community).

For the purposes of this strategy, capacity building in the World Heritage framework can be defined as follows.

If capacity is “the ability of individuals, organizations and societies to perform functions, solve problems, and set and achieve objectives in a sustainable manner”², then capacity building for the effective management of World Heritage properties will:

¹ WHC-07/31.COM/13B - World Heritage Committee, 31st Session, Christchurch, New Zealand, 23 June – 2 July 2007

² http://www.undp.org/cpr/iasc/content/docs/UNDP_Capacity_Development.pdf UNDP Capacity Development Practice Note, April 2006 (accessed 5 July 2010), p3

- strengthen the knowledge, abilities, skills and behavior of people with direct responsibilities for heritage conservation and management,
- improve institutional structures and processes through empowering decision-makers and policy-makers,
- and introduce a more dynamic relationship between heritage and its context and, in turn, greater reciprocal benefits by a more inclusive approach,

such that missions and goals are met in a sustainable way.

Capacity building – whether of practitioners, institutions or communities and networks – is seen as a form of people-centered change that entails working with groups of individuals to achieve improvements in approaches to managing cultural and natural heritage.

Considering the popularity that has been achieved by the World Heritage Convention and its ongoing political support, attempts should be made to use the World Heritage Capacity Building Strategy for the benefit of broader heritage conservation and management programmes. Capacity building messages for World Heritage sites should promote good conservation and management practice in the field without drawing distinctions between World Heritage sites and other sites³. Capacity building should be understood as the most cost-effective means by which the World Heritage Committee can protect the Outstanding Universal Value and other values of World Heritage properties and ensure a mutually beneficial dynamic between heritage and society.

4. The Second Paradigm Shift: Connecting Capacity Building for Cultural and Natural Heritage

The second paradigm shift which is contained in this capacity building strategy is the change from treating natural and cultural heritage actors separately to the realization that capacity building actions can be strengthened by creating joint opportunities. One of the key elements of the World Heritage Convention is that it brings within one normative instrument, concern for the protection of both the cultural and natural heritage. It is felt that an effective World Heritage Capacity Building Strategy must ensure that strong joint networks are created for cultural and natural heritage professionals. Successful methodologies and positive lessons learned from each type of heritage can be used to reinforce the protection of the other, while also respecting the specific conservation needs and concerns of each. Towards this end, the Government of Switzerland has been working closely with the Advisory Bodies to begin the process of networking building and joint capacity building. The new World Heritage Capacity Building Strategy foresees these efforts to continue and be strengthened.

5. Target Audiences

The definition of capacity building identifies three broad areas where capacities reside and for which audiences for capacity building need targeting: practitioners, institutions, and communities and networks. This is an approach which brings World Heritage in line with other sectors that have already adopted it (for example, UNDP and the health and food aid sector NGOs). The following table connects the three target audiences to learning areas and needs.

³ This is also important because many practitioners, institutions and networks work in environments that cannot draw distinctions between these categories.

Where capacities reside: target audiences for capacity building	Principal learning areas
Practitioners (including individuals and groups who directly intervene in the conservation and management of World Heritage properties)	<ul style="list-style-type: none"> • Implementation of the Convention (Tentative lists, Nomination etc.) • Conservation and management issues: planning, implementation and monitoring • Technical and scientific issues • Traditional conservation processes at the site level • Resource utilization and management
Institutions (including State Party heritage organizations, NGOs, the World Heritage Committee, Advisory Bodies and others institutions that have a responsibility for the enabling environment for management and conservation.)	<ul style="list-style-type: none"> • Legislative issues • Institutional frameworks/issues (Governance, decentralization) • Financial issues • Human resources • Knowledge
Communities and Networks (including local communities living on or near properties as well as the larger networks that nurture them)	<ul style="list-style-type: none"> • Reciprocal benefits and linking with sustainable development and communities • Stewardship • Ongoing sustainability of traditional conservation processes • Communication / Interpretation

6. Mission statement

The purpose of this strategy is to provide a framework which favors the development of effective actions and programmes to strengthen or develop capacities of practitioners, institutions, communities and networks for the conservation and management of World Heritage by:

- informing the policies and decisions by the World Heritage Committee in the area of capacity building;
- orienting State Parties and other actors in the World Heritage system in planning, implementing and monitoring capacity building policies and programmes;
- constituting a reference for the wider conservation community and acting as a catalyst for the development of wider cooperation to support capacity building activities for heritage conservation in general.

7. Vision

We envisage a world where practitioners, institutions, communities and networks are enlightened, capable and closely aligned in their work to protect World Heritage, and heritage in general, and to give it a positive role in the life of communities.

Practitioners will be able to better protect and manage World Heritage. Institutions will be capable of providing support for effective conservation and management through favorable legislation and policies, establishing a more effective administrative set-up and providing financial and human resources for heritage protection. Communities and networks will be aware of the importance of heritage and support its conservation.

8. Some of the Providers of Capacity Building in the World Heritage Context

One of the stated reasons for the need for a revised capacity building strategy is the number of new providers of capacity building that exist in 2011 as opposed to 2001 when the original strategy was approved. The following is a list of a few of the categories of providers that exist as of 2011.

States Parties: State Parties play a very important role providing the general framework for capacity building, education and training in general, and more specifically providing short courses and training opportunities, and the necessary resources for the safeguarding of World Heritage properties. States Parties also allowing for such opportunities as twinning and networking of sites and professionals, etc. States Parties often work closely with national training institutions and universities in order to carry out their capacity building functions.

The Advisory Bodies (ABs): The Advisory Bodies to the World Heritage Convention provide capacity building in a number of ways. These include organization of direct training activities, participating as resource persons in courses, seminars, and workshops, working individually with States Parties during missions, and the creation of resource materials, to name a few. ICCROM as the Advisory Body tasked primarily with World Heritage capacity building has been responsible for the development and implementation of the Global Training Strategy and its revision. ICCROM also offers regular training courses directly or indirectly related to themes relevant for the safeguarding of World Heritage.

The World Heritage Centre (WHC): The World Heritage Centre through the coordination of workshops and seminars and by working directly with States Parties also provides capacity building. In particular, their role in the organization of the Periodic Reporting process has provided a key area of capacity building for States Parties.

UNESCO Category II Centres (C2Cs): These organizations operate under the auspices of UNESCO and are committed to engage in support of UNESCO's strategic programme objectives (in this case support for the implementation of the World Heritage Convention). They are funded directly by Member States where they are located. The C2Cs are difficult to characterize in general because they take on different structures. Some are regional in scope while others cover more than one region or are organized around a thematic issue. Many are involved in capacity building and research, while several are set up as foundations or funds to support those activities carried out by other organizations.

University Programmes: There are currently five degree programmes around the world that offer World Heritage conservation and management as their central focus. Other university programmes may offer one or a series of courses which cover World Heritage related themes.

Regional Training Partners: There are a number of training institutions that offer non-degree professional training or updating courses which are directly or indirectly related to World Heritage themes.

UNESCO Chairs and UNITWIN Networks (UNITWIN/UNESCO Chairs): The UNITWIN/UNESCO Chairs Programme was conceived as a way to advance research, training and programme development in all of UNESCO's fields of competence by building university networks and encouraging inter-university cooperation through the transfer of knowledge across borders. The programme is active in establishing new teaching programmes, generating new ideas through research and reflection, and facilitating the enrichment of existing university programmes while respecting cultural diversity.

Forum UNESCO-University and Heritage (FUUH): FUUH is a UNESCO project for undertaking activities to protect and safeguard the cultural and natural heritage, through an informal network of higher education institutions. FUUH is under the joint responsibility of the UNESCO World Heritage Centre and the Polytechnic University of Valencia (UPV) Spain.

9. Key Goals and Summary Action Plan on World Heritage Capacity Building

The Capacity Building Strategy is organized according to the "5Cs" that represent the established strategic directions of the World Heritage Convention. The table below sets out the 9 main goals of the Strategy, the

principal actions that are recommended in relation to each, and the main audience in terms of practitioners, institutions and communities.

It is important to note that the actions proposed are not meant to be carried out by any one organization or groups of organizations. Rather, the World Heritage Capacity Building Strategy provides a framework of action, and orients actors at the international, regional, or national levels to create regional and national capacity building strategies in addition to individual capacity building activities. The actions presented can be taken up by the many actors who currently provide or could provide capacity building activities for the benefit of World Heritage. The intention of this action plan is to provide a framework of options for those who wish to undertake capacity building to be able to contribute in a more strategic manner.

When considering to undertake one or more of the actions listed below, capacity building providers should recognize the need for activities and resource materials in a wide variety of languages so that they will be well understood by those on the ground, tasked with the safeguarding of World Heritage properties. In addition, providers should consider the wide variety of delivery means both face-to-face and using internet and other technologies when planning and implementing capacity building activities.

It will also be important to link the actions in this strategy to other initiatives and programmes approved by the World Heritage Committee in areas such as sustainable tourism, earthen architecture, prehistory, cities, cultural landscapes, marine and coastal areas, forests, and climate change.

Goal	Action	Audience			Potential Implementation Partners
		Practitioners	Institutions	Communities	
Credibility					
1. The Convention is understood and achieves overall positive benefit to conservation while avoiding negative impacts	1.1 Creation of specific training and communication tools and opportunities to explain the key concepts and processes of the World Heritage Convention effectively and consistently, to ensure that all States Parties and all actors in the Convention, including local communities, appreciate and are able to make the most effective and sustainable use of the Convention to support cultural and natural heritage conservation.	X	X	X	ABs, WHC, C2Cs, States Parties
	1.2 A set of indicators are developed based on State of Conservation reporting process and other monitoring and management effectiveness processes to identify positive and negative trends for conservation of cultural and natural heritage.	X	X	X	ABs, WHC, C2Cs
	1.3 Issues related to the World Heritage Convention are included within degree programmes and long vocational courses to ensure that professionals being trained have a better basic awareness of the World Heritage Convention and its strengths and weaknesses.	X			ICCROM, University Programmes, C2Cs, UNITWIN/UNESCO Chairs, FUUH
	1.4 Links are strengthened with other Conventions and other sectors of UNESCO to ensure that World Heritage messages are considered within these other frameworks.	X	X		WHC, ABs, C2Cs
	1.5 Orientation and training tools are created for prospective and new Committee members in order to ensure effective participation in Committee sessions		X		ABs, WHC
	1.6 Regional Capacity Building Strategies are developed and implemented for each region linked to the periodic reporting process in order to provide a wider understanding of the Convention and its processes. (See 10.7 below)	X	X		ABs, WHC, C2Cs, and regional training partners

Goal	Action	Audience			Potential Implementation Partners
		Practitioners	Institutions	Communities	
2. A more balanced World Heritage List is achieved, and fewer nominations suffer serious problems following their submission	2.1 A new resource manual and associated training materials on World Heritage nominations are completed, issued to States Parties, and translated widely.	X	X		ABs, WHC, University Programmes, UNITWIN/UNESCO Chairs
	2.2 Training courses are developed and implemented to aid State Parties in the preparation of good quality nomination dossiers.		X		ABs, C2Cs, regional training partners, States Parties
	2.3 Increased and more effective support is provided to States Parties on tentative list creation with a priority given to strengthen capacity in countries with limited representation on the World Heritage List.		X		ABs, C2Cs
	2.4 Prioritized thematic studies and other tools are created that assist in the identification of appropriate, prioritized tentative lists, and the harmonization of lists within regions and/or themes as appropriate.		X		ABs
	2.5 A mentoring process is put in place to support States requiring strengthened capacity to develop and implement effective nominations, in line with priorities identified within tentative lists.		X		C2Cs, regional training partners, ABs, States Parties
	2.6 A responsive advice service is provided to respond to States Parties considering making nominations, and providing coordinated advice between the Secretariat and the Advisory Bodies.		X		ABs, WHC, C2Cs
	2.7 Specific guidance and related training and tools are created in order to support more effective community participation processes within the preparation of nominations.	X	X	X	ABs, C2Cs, regional training partners, States Parties
	2.8 The network of specialists able to advise States Parties within Advisory Bodies and their networks is expanded.	X	X		ABs
Conservation					

Goal	Action	Audience			Potential Implementation Partners
		Practitioners	Institutions	Communities	
3. National Institutions are effective in the identification, conservation and presentation of the cultural and natural heritage	3.1 A series of guidance documents are developed to assist States to assess their capacity and identify and advocate for strengthened capacity at national level. Topics should include: a) legal frameworks and their application; b) improvement of advocacy in national decision-making processes (including the capacity of non-heritage ministries to participate in the goals of the World Heritage Convention), c) the ability of heritage institutions to obtain accorded appropriate resources to function effectively.		X		ABs, C2Cs, UNITWIN/UNESCO Chairs
	3.2 National strategies for institutional and professional capacity strengthening are developed and put in place, in response to needs identified in the first and second cycles of periodic reporting. (See Point 12 below)		X		States Parties
	3.3 Training materials and activities are developed and implemented to increase the capacity of national institutions to improve conservation and management of the heritage		X		States Parties, ABs, WHC, C2Cs
	3.4 Focused mid career training is provided to support professional development of nature and culture professionals within national heritage institutions, including ministries, government agencies and NGOs.	X	X		ICCROM, UNITWIN/UNESCO Chairs, C2Cs, University programmes
	3.5 Nature focal points are identified within States Parties during the Periodic Reporting exercise as a key under-recognized audience for World Heritage capacity building.	X			States Parties

Goal	Action	Audience			Potential Implementation Partners
		Practitioners	Institutions	Communities	
	3.6 Effective management and conservation tools are developed for use at the national level, including: a) systems for assessment of developments and projects in terms of their impacts on natural and cultural heritage (EIA for example), b) integrated national and property level planning related to disaster risk reduction for heritage		X		ABs, WHC, C2Cs, States Parties
	3.7 Focused training is provided for key stakeholders in the tourism industry and other sectors which impact on the protection of World Heritage (both public and private) on appropriate conservation and sustainable development needs in relation to their specific sectors at World Heritage Sites (and potential World Heritage Sites).	X	X	X	C2Cs, regional training partners, States Parties
4. Effective sustainable management and conservation of World Heritage occurs, taking into account the dynamics of specific local contexts and settings within the larger framework of global WH processes.	4.1 New resource manuals on managing natural and cultural World Heritage properties are completed, issued to States Parties, translated widely	X	X	X	ABs, WHC
	4.2 A bibliography of existing publications and other resources is developed covering key issues of conservation and management of properties for use by States Parties and professionals.	X	X		ABs, WHC
	4.3 Training on management of World Heritage properties is developed and implemented to strengthen planning and management skills including methodologies and tools for assessment of Management Effectiveness linked to clear indicators.	X	X		ICCROM, C2Cs, UNITWIN/UNESCO Chairs, University Programmes, States Parties

Goal	Action	Audience			Potential Implementation Partners
		Practitioners	Institutions	Communities	
	4.4 Existing tools for management effectiveness assessment are refined and developed for all World Heritage properties, including the Enhancing Our Heritage toolkit, currently conceived for use in natural properties, in order to be able to offer simple, consistent and effective tools for the use of World Heritage Site managers	X	X		IUCN, ABs, regional training partners
	4.5 Training on disaster risk management at World Heritage properties is developed and implemented to strengthen planning and response to both natural and man-made disasters.	X	X	X	ABs, WHC, C2Cs, States Parties
	4.6 A network of up to 20 classroom sites are identified within the World Heritage List, with appropriate balance of regions and site types, to provide venues for in-field training using models of good practice in site management.	X	X		ABs, WHC, States Parties
	4.7 A prioritized programme of research on management and conservation needs of World Heritage properties is carried out, based on information coming from periodic reporting, SOC reports, overall assessments of SOC trends, and results of management effectiveness assessments.	X	X		UNITWIN/UNESCO Chairs, C2Cs, University programmes, FUUH
	4.8 Strengthened networks of specialist advice are created and developed linking the Advisory Bodies, UNESCO Category 2 centres, UNESCO regional offices, and other partners, in order to provide greater support for site managers.	X	X		ABs, C2Cs, WHC, regional training partners
	4.9 Mechanisms are developed to respond in a timely manner to help States Parties address issues arising from the State of Conservation process and other relevant Committee decisions.		X		WHC, ABs, C2Cs, States Parties
5. Skills for conservation of cultural and natural heritage	5.1 Availability of appropriately skilled individuals with particular conservation skills is evaluated at Regional Periodic Reporting meetings and at the national level	X	X		ABs, WHC, C2Cs, States Parties

Goal	Action	Audience			Potential Implementation Partners
		Practitioners	Institutions	Communities	
are strengthened.	5.2 Training activities are designed and implemented to improve identified areas of skills shortages, or emerging needs for skills to face new challenges.	X		X	ABs, C2Cs, regional training partners, university partners
	5.3 Networks of expertise are strengthened to bring together conservation practitioners and community groups to both promote mutual learning, and also better identify future capacity building needs.	X		X	States Parties
6. The availability of funding and other resources to meet conservation needs in World Heritage Sites is significantly enhanced	6.1 A network of partners at the site level (site managers and others involved at the site) is created to work together to support priority conservation needs at properties, identified through all management effectiveness and monitoring processes.	X	X	X	States Parties
	6.2 Tools are developed to enable States Parties to more effectively use the International Assistance process to improve conservation and management at World Heritage properties.		X		ABs, WHC
	6.3 Tools are developed to enhance the ability of States Parties and site managers to request and secure extra-budgetary funding from a variety of sources.		X		ABs, WHC, C2Cs, regional training partners
Community					
7. Greater mutual benefits to communities and their heritage results through sustainable development associated with World Heritage Properties	7.1 Targeted research on benefits and best practices for the integration of World Heritage conservation and sustainable development goals for communities is undertaken to provide examples and case studies of successful practice for use throughout the World Heritage system.		X	X	University programmes, UNITWIN/UNESCO Chairs, C2Cs, FUUH
	7.2 Training and capacity building activities are designed and implemented for national and local institutions, World Heritage site managers, and other stakeholders to integrate heritage conservation and development goals in related sectors (nature, culture, tourism, and development).	X	X	X	C2Cs, States Parties, regional training partners

Goal	Action	Audience			Potential Implementation Partners
		Practitioners	Institutions	Communities	
	7.3 Research and best practices in sustainable tourism, including those which are based on participatory processes, are undertaken to encourage the tourism sector to contribute in a positive way to the protection of World Heritage properties and the development of communities.	X	X	X	University programmes, UNITWIN/UNESCO Chairs, C2Cs, FUUH
	7.4 Networks of World Heritage properties are created at the national level, and where appropriate among neighboring countries, in order to enhance the capacity of these properties to contribute to development activities at national and regional scales		X	X	States Parties
	7.5 Networks of UNESCO Chairs are created to develop, adapt, and implement context-related participatory approaches, and exchange acquired knowledge, in order to make knowledge accessible to and operational at national levels	X	X	X	UNESCO Chairs, States Parties
8. Greater and inclusive participation of local communities in heritage conservation, presentation and associated development.	8.1 Research on effective approaches for community engagement and participation including lessons learned within World Heritage properties is undertaken as a basis for identifying successful examples to be used for capacity building and learning between properties.	X	X	X	University programmes, UNITWIN/UNESCO Chairs, C2Cs, FUUH
	8.2 A series of tools for outreach and capacity building are designed and diffused to build the capacity of communities to understand and participate in the World Heritage Convention.			X	ABs, WHC, University programmes, UNITWIN/UNESCO Chairs, C2Cs, FUUH
	8.3 Local communities, and other stakeholders, working with site managers, are encouraged to actively participate in the protection and presentation of World Heritage properties.		X	X	States Parties
	8.4 Basic information on the World Heritage Convention is made available on-line and in printed form in as many languages as possible.			X	WHC
Communication					

Goal	Action	Audience			Potential Implementation Partners
		Practitioners	Institutions	Communities	
9. Increased awareness of the need for and benefits from heritage conservation and the contribution of the World Heritage Convention to achieving this.	9.1 Tools will be designed and made available to strengthen the capacity of States Parties and World Heritage site managers to present World Heritage on site and at a more general level, supported by effective and appropriate guidance on the use of the World Heritage Emblem and brand.	X	X		WHC, ABs, States Parties, C2Cs, UNESCO Chairs, University programmes
	9.2 The inclusion of the World Heritage Convention as a component of school curricula continues to be promoted, and facilitated by an active programme of communication and preparation and dissemination of resources on World Heritage for schools via the programmes of UNESCO and via curricula development on national levels.			X	WHC, States Parties, University Programmes (focusing on primary and secondary education)

Capacity Building: Enhancing the System					Lead Responsibility
10. Beyond the contribution of capacity building to achieving positive results for the other 4 “Cs” of the strategic directions of the World Heritage Convention, new approaches are needed to ensure that the World Heritage Capacity Building itself, is effective and is able to report results to the World Heritage Committee and other stakeholders.	10.1 Clear and shared governance of the Capacity Building Strategy is carried out, coordinated by ICCROM in partnership with IUCN, ICOMOS, and the World Heritage Centre, supported by an effectively coordinated network of the key actors in World Heritage capacity building (including the Category 2 Centres, relevant UNESCO chairs, World Heritage focused partners and others).				ICCROM
	10.2 An effective and adequately resourced Information management structure is created to ensure that there is an effective dissemination of information on training programmes, activities, and the role of the different actors taking place in favor of World Heritage capacity building. Such a structure would help insure an ongoing strategic approach can be achieved. This effort should highlight the dissemination of information on existence of Capacity building opportunities at all levels.				ICCROM with WHC to contribute lead on dissemination on their website)
	10.3 Effective communication between providers of capacity building and with the audiences / beneficiaries is put in place to ensure coordination and encourage actors to contribute as part of the broader activities of the strategy.				ICCROM
	10.4 Enhancement and mentoring of the development of an effective and regionally balanced network of World Heritage focused UNESCO category 2 centres is reinforced.				WHC
	10.5 A programme of translation and dissemination of a range of documents is instituted to ensure that information is reaching a wide range of stakeholders.				ICCROM, IUCN, and ICOMOS
	10.6 New learning environments and means of provision and dissemination of information are researched and pilot projects implemented (on-line tools, short videos, etc.)				ICCROM, IUCN, and ICOMOS

Capacity Building: Enhancing the System				Lead Responsibility
	10.7 Regional strategies and programmes for each region are put in place (including sub-regional, and national approaches where appropriate) to strategically plan and implement capacity building. These plans are based on the results of periodic reporting exercises, and other regional needs assessments and programmes concerning cultural and natural heritage as appropriate, integrating the efforts of ICCROM, IUCN, ICOMOS, the World Heritage Centre, Regionally focused category 2 centres and relevant regional bodies. The proposed timeline and strategy development process for these regional strategies are shown below.			ICCROM with C2Cs, and regional training partners
	10.8 Fundraising is planned and carried out to ensure that there are resources to enable the implementation of the capacity building strategy. Sources of funds could include increased contributions to capacity building from the World Heritage Fund, and extra-budgetary funding by States Parties to the Convention, and new external partners.			World Heritage Committee and States Parties
	10.9 A clear set of indicators are developed to for each of the 10 goals outlined in the World Heritage Capacity Building Strategy in order to effectively measure the implementation over time.			ICCROM
	10.10 Monitoring and reporting is carried out on an annual basis regarding the achievement of the goals and actions of the Capacity Building Strategy, against the set of indicators established in 10.9.			ICCROM
	10.11 The performance and effectiveness of the World Heritage Convention in building capacity in relation to the <u>overall conservation of cultural and natural heritage</u> is evaluated and the results reported on the same cycle of the periodic reporting (every 6 to 8 years)			ICCROM

10. REGIONAL CAPACITY BUILDING STRATEGIES AND IMPLEMENTATION PLANS

The World Heritage Capacity Building Strategy foresees each UNESCO region developing a regional capacity building strategy and associated programmes for strengthening capacities at the regional level. This strategy will be different for each region in order to respond to the specific needs and situation in each of the regions. Nevertheless, there is a similar methodology that can be adopted in each region in order to work on the development of these strategies. A suggested methodology is as follows:

1. At the moment of the launch of the Periodic Reporting exercise in the region, the World Heritage Centre, the Advisory Bodies (and in particular ICCROM), and key known capacity building organizations in the region should consult with each other to select one or more organization to take the lead in the creation of the regional capacity building strategy. If there is a UNESCO Category 2 Centre in the region working on World Heritage issues, this may be the appropriate institution to take the lead on the strategy. ICCROM, IUCN, ICOMOS, the World Heritage Centre, University Programmes, UNITWIN/UNESCO Chairs, as well as other regional or national institutions may act as advisors or partners in the development of the Capacity Building Strategy.
2. This lead organization(s) should be invited to attend all of the regional and sub-regional meetings for the periodic reporting in that region. It is expected that the periodic reporting process will lead to the assessment of needs at both the national and site levels, following the two standard questionnaires used in the Periodic Reporting process. The compilation and analysis of these questionnaires should reveal needs at the level of the region or sub-region.
3. The lead organization(s) and partners will need to collect information to determine the existing providers of capacity building in the region (university training programmes, non-UNESCO related training institutions, NGOs, UNESCO chairs, etc.) This type of information is not part of the Periodic Reporting questionnaire and will need to be collected additionally. The lead organization(s) and partners should also determine if the results of the Periodic Reporting questionnaires will yield all the necessary training needs for a region or whether there is a need for additional data gathering (for example from NGOs, development organizations, individual professionals, etc). A plan for the collection of any additional information should be developed and agreed by the lead organization and partners.
4. In the year following the presentation of the final Periodic Report, the lead organization(s) and partners should work together to prepare a training strategy and associated programme(s) which should be presented to the Committee at its next session. There should be one strategy for a region, which presents the current situation for capacity building in the region, builds on existing initiatives, identifies capacity building needs, identifies organizations that can provide capacity building (either in the form of training or other types of materials). This regional strategy may have sub-regional components as necessary.
5. A concrete programme should accompany the strategy identifying specific activities, timelines, responsibilities, and necessary resources. The strategy may take the form of a single capacity building programme for an entire region, or may consider whether there is a need for smaller capacity building programmes based on smaller geographical sub-regions, language groupings, or thematic groupings (for example, a regional programme on urban conservation or conservation of marine environments).

Below is the timeline for each region in regard to the preparation and implementation of the regional capacity building strategies.

	2011	2012	2013	2014	2015	2016	2017	2018
Arab States	CB plan launched • Maghreb • Gulf • Middle East	Implement	Implement	Implement	Implement	Implement 3 rd Cycle PR report	3 rd Cycle PR complete Adapt and Implement	Revised CB Strategy Adapt and Implement
Africa	PR report complete	CB plan launched - Structure to be determined through regional consultation	Implement	Implement	Implement	Implement	Implement 3 rd Cycle PR report	3 rd Cycle PR complete Adapt and Implement
Asia Pacific		PR report complete	CB plan launched - Structure to be determined through regional consultation	Implement	Implement	Implement	Implement	Implement 3 rd Cycle PR report
Latin America Caribbean			PR report complete	CB plan launched - Structure to be determined through regional consultation	Implement	Implement	Implement	Implement
Europe North America				PR report complete	CB plan launched - Structure to be determined through regional consultation	Implement	Implement	Implement

11. NATIONAL CAPACITY BUILDING STRATEGIES

It would also be useful for interested State Parties to develop national capacity building strategies. These strategies can use a similar methodology as the one at the regional level, and can also be carried out at the time of the preparation and analysis of the Periodic Reporting questionnaires. This exercise will allow an individual State Party to better understand specific national and property based capacity building needs. The State Party should also investigate what national, regional, and international capacity building institutions exist that can assist in the development of national and local capacities. These national capacity building strategies could be very useful for State Parties to be able to analyze the exact human resource needs at national institutions (not just for heritage organizations, but also related institutions dealing with tourism, planning, development, etc). These national strategies would also be best placed to ensure that there is capacity building for other relevant stakeholders at the level of World Heritage properties and in particular at the level of local communities. In certain instances, it may be useful for more than one country to work on a joint strategy. The World Heritage Centre, Advisory Bodies, and other capacity building providers should provide necessary technical support and facilitation to States Parties wishing to develop national strategies.

II. Draft Decision

Draft Decision: 35 COM 9B

The World Heritage Committee,

1. Having examined Document WHC-10/35.COM/9B,
2. Welcomes the finalization of a new World Heritage Capacity Building Strategy and notes the participatory process used to develop this Strategy;
3. Notes with appreciation the ongoing contribution of the State Party of Switzerland to the finalization of the World Heritage Capacity Building Strategy and to the implementation of the interim capacity building programme for World Heritage;
4. Adopts the World Heritage Capacity Building Strategy found in Document WHC-11/35.COM/9B;
5. Requests ICCROM, in collaboration with IUCN, ICOMOS, the World Heritage Centre, the UNESCO Chairs, and UNESCO category 2 centres related to World Heritage and other capacity building partners to begin the implementation of the strategy based on their specific areas of interest and resources;
6. Takes note of the need for a significant amount of additional funding in order to fully implement the World Heritage Capacity Building Strategy;
7. Encourages States Parties to support the new World Heritage Capacity Building Strategy and consider the allocation of additional financial resources to contribute to its implementation, taking into account the most important needs identified.