WORLD HERITAGE
CAPACITY BUILDING
1 Editorial

2 Category 2 Centres
    Regional updates

3 Follow Up to Regional Capacity
    Building Workshops: Testimonials

4 Developing a Regional
    Capacity Building Strategy
    for Asia and the Pacific

5 Engaging local communities
    in World Heritage:
    a 12-year COMPACT report

6 Myanmar’s heritage conservation
    boosted by UNESCO support

7 Increasing World Heritage
    capacity in Egypt

8 Fellowship Program Benefits
    World Heritage Sites in Developing
    Countries and U.S. National Parks

9 Upcoming resources
It is my pleasure to introduce you to the fourth World Heritage Capacity Building Newsletter. For the first time, the Newsletter is available in English, French and Spanish - allowing us to reach a larger number of colleagues than ever before.

Much has happened in the past year. Amongst other activities, we have implemented three additional Advisory Bodies’ Regional Capacity Building workshops; published several thematic studies; and launched a new World Heritage Capacity Building Programme.

As a result of the three workshops (China in September 2012, Tunisia in November 2012, and Switzerland in March 2013) we have trained a total of 75 professionals from 52 countries on how to collaborate with the Advisory Bodies and, in particular, on the ins and outs of reactive monitoring and evaluation missions. Some of our participants have already been in the field and had the opportunity to apply their newly acquired skills. You will find their testimonials in this issue.

In another section of the newsletter you will find contributions from Category 2 Centres, showcasing some of their own activities. They report on a variety of capacity building activities, ranging from workshops to community outreach to regional pilot projects. Taken together these
contributions show how, through a variety of initiatives, we are building capacities throughout the World Heritage system and in different regions. We also include news about initiatives by other partners, such as the United States National Parks Services’ Fellowship programme, the COMPACT programme aimed at building the capacity of local communities towards the shared governance of World Heritage sites, and UNESCO’s technical cooperation with Myanmar to support that country’s first nominations to the World Heritage List – a historical event.

This is also an opportunity to tell you more about the implementation of the new World Heritage Capacity Building Programme. To officially launch the new Programme, and call upon other State Parties to contribute, Switzerland - which continues to be a major donor to our capacity building efforts - hosted a side event during the World Heritage Committee’s session in Phnom Penh, Cambodia. The programme brings together the Advisory Bodies and the World Heritage Centre, building on the results of the previous Capacity Building Project hosted by IUCN, and taking it further through a larger and more ambitious set of activities. ICCROM will take the lead in its implementation, ensuring close collaboration between the partners. One of the flagship activities is a new course on the management of cultural and natural World Heritage properties. We have started developing the curriculum and resource materials and will be convening a meeting in late January 2014 to bring together colleagues from different regions to help us with this process. I am particularly pleased to inform you that we are working on a series of translations of key documents on World Heritage, including the translation of all four resource manuals into Spanish. We hope that these will be available in the beginning of 2014.

The aim of this Newsletter is to be a shared space and reference for all of you working on Capacity Building for World Heritage. The rich and diverse contributions received from all our partners, as in this issue, is what makes this possible. Thank you for sharing and enjoy the reading!
TACKLING RISKS IN AFRICA’S WORLD HERITAGE SITES

AWHF - African World Heritage Fund

Heritage sites in Africa are increasingly being exposed to different threats, both natural – such as earthquakes, landslides, volcanic eruptions, floods and tidal waves – and manmade, such as armed conflict and war, poaching, uncontrolled urbanization and tourism development. The need to address and mitigate the impacts deriving from these threats is now a major priority.

Of the 44 properties currently on the List of World Heritage in Danger, 18 are in Africa, making up 41% of the total. The management in place in danger-listed sites is often ill-prepared to deal with major threats and disasters. Such was the case for the Tombs of the Buganda Kings at Kasubi in Uganda, which were irreversibly damaged by fire in March 2010, or the Royal Hill of Ambohimanga in Madagascar, which was affected by Tropical Cyclone Giovanna in February 2012.

This illustrates how imperative it is for heritage sites to prepare for risks before rather than after a disaster has happened. To this end, the African World Heritage Fund (AWHF) has undertaken a number of initiatives in Africa over the
last year to build the capacity of heritage professionals in disaster risk management.

From 18 March to 12 April 2013, a field project focusing on fire threats was organised by the AWHF in partnership with School of African Heritage. 15 participants gathered from Benin, Cote d’Ivoire, Madagascar, Mali, Niger, Democratic Republic of the Congo, Senegal, Burkina Faso and Morocco. It was held at the Royal Palaces of Abomey, a World Heritage site in Benin.

The 47-hectare property includes a set of ten palaces built from the 17th century by the kings of Dahomey. The structures are made of traditional materials, such as earth, palm and bamboo, as well as modern material. In 2009 and 2012, the property was stricken by fire, which destroyed several buildings and damaged some walls and bas-reliefs.

Over the course of a month, participants were required to create a risk management plan for the site and implement conservation work to minimize the threat of fire for the future. Several buildings were restored, fire guards and extinguishers were installed, and ground staff was trained in fire prevention.

Three additional training workshops on risk preparedness were organised over the last year: at the Djoudj National Birds Sanctuary in Senegal (19-26th November 2012); Great Zimbabwe World Heritage Site in Zimbabwe (6-18th May 2013); and Golden Gate National Park in South Africa (20-25th May 2013).

A total of 60 site managers, heritage professionals and community representatives were trained in risk preparedness and disaster risk management. The intensive workshops focused on how to deal with disasters before, during and after they arise. The activities have helped to create a strong network of African Heritage professionals who are now better prepared to respond to threats.

Further training will take place in the coming months, with a field project at the Le Morne Cultural Landscape in Mauritius (9-27 September 2013) and a workshop in Tunisia (25 November-6 December 2013). For more details, visit www.awhf.net.
HISTORIC URBAN LANDSCAPE: A NEW CONCEPT ON ITS WAY IN CHINA

WHITRAP - World Heritage Institute for Training and Research in Asia and the Pacific

Starting in 2005, UNESCO facilitated and coordinated the Historic Urban Landscape (HUL) initiative, a policy process to review and update existing international guidelines for urban heritage conservation. This process was successfully concluded with the adoption of the new Recommendation on the Historic Urban Landscape by UNESCO’s General Conference on 10 November 2011, a ‘soft-law’ to be implemented on a voluntary basis by individual Member States.

The historic urban landscape is a heritage management approach. It is based on the recognition and identification of a layering of values present in any historic city. It also considers the need to integrate different disciplines for the analysis and planning of the urban conservation process, in order not to separate it from the planning and development of the contemporary city. In other words, the HUL approach seeks to reconnect historic quarters with the new city, urban conservation with the planning and development process, and cultural traditions with the socio-economic dynamics that are present in any contemporary city.

The historic urban landscape identifies the city’s heritage value as a continuum in space as well as time. Therefore, it can be both a perspective and a value orientation, as well as a formation mechanism of space. It can be used in the construction and development of technical methods and management systems that can be applied to various urban spaces (for example historic districts, historic blocks, historic cities and centres) and in all other spatial management regarding urban evolution.

With the current building boom in China, how can we guarantee that the particular character and identity of Chinese cities, which have been built up over centuries, is retained and not destroyed in the modernization process? © R. van Oers/WHITRAP
To assist the Member States in the Asia and Pacific region in the implementation of the recommendation, WHITRAP (World Heritage Institute of Training and Research for Asia and the Pacific Region) has established a multi-year research programme. It will draw upon regional, international and interdisciplinary expertise to foster cooperation in further developing and applying the HUL approach, exchanging ideas and communicating wise practices to stakeholders and civil society. The content of the research programme on HUL includes:

1. Developing a basic technical framework for urban management based on spatial data;
2. Integrating the HUL approach with urban planning based on evaluations of the planning results from different time periods and of different types;
3. Developing a management framework for urban governance based on analyses of policies and ideas of urban development and management systems of the city at different stages in history;
4. Developing various types of experiments according to actual development demands of different cases as demonstrations.

On 12 and 13 October 2012, an international expert meeting was organized by WHITRAP in Shanghai to discuss the implementation of the new UNESCO Recommendation on the Historic Urban Landscape and subsequent application of the HUL approach in China. Key issues that guided the discussion included the proper interpretation of historic urban landscape in Chinese, its main objectives and the required toolkit for application at the local level. All these aspects are embedded in a general history of urban conservation in China and Europe, and relate to the implementation of the World Heritage Convention, where the origins of the historic urban landscape come from. These have been included in a new training course to be conducted by WHITRAP in Shanghai from Monday 4 to Friday 8 November 2013.

The domestic training course on historic urban landscapes consists of six different modules, one special case presentation on Shanghai, followed by an extensive study tour in or around Shanghai, and a closing public debate about the No.1 ancient commercial city of China, where over three millennia merchants ran their businesses and conducted their trades. Selected as Pilot City for the application of UNESCO’s Historic Urban Landscape Approach, technical training and managerial assistance will be provided to design and develop a urban regeneration scheme for the city utilizing the city’s unique urban culture and heritage.
development of a road map for the application of HUL in China. The course will include the following issues:

1. Historic urban landscape: concept and approach;
2. The World Heritage Convention and origins of HUL;
3. HUL action plan: essential steps and toolkit design;
4. World Heritage and sustainable development;
5. World Heritage site management;
6. Sustainable tourism;
7. Presentations, case study and roundtable.

In addition, from 2013 to 2015, the following activities will be investigated and developed:

1. Theory and best-practice framework;
2. Required toolkit for application of the HUL approach at the local level;
3. Application of HUL in selected pilot cities with integration of lessons learned into framework of recommendations.

At regular intervals the outcomes and results of individual pilot studies, as well as of overall progress in the research programme, will be published on WHITRAP’s website, where a special page for Historic Urban Landscapes is under creation.

Macau is experiencing challenges to align the preservation of its unique urban heritage with the city’s contemporary development, which is driven by a booming gambling industry with extravagant architectural expressions that are conflicting with its World Heritage status. Under UNESCO’s Historic Urban Landscape initiative technical assistance will be provided to develop, in close cooperation with Macau’s business community and other key stakeholders, a planning strategy that will respect both the city’s heritage as well as its business interests.

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DEVELOPMENTS OF THE ITRECH

ITRECH—International Training and Research Centre on the Economics of Culture and World Heritage, Turin, Italy

Building on the experience of the international ILO-UNESCO master in World Heritage and cultural projects for development in Turino,(started in 2003), ITRECH has launched two other programmes: a Spanish edition of the master, titled “Patrimonio Mundial y Proyectos Culturales para el Desarrollo” in cooperation with the Universitat Politecnica de Barcelona; and the master in World Natural Heritage Management in Trento.

All three programmes are structured to provide a multidisciplinary approach to participants and to balance theoretical issues with a strong emphasis on building capacities to design, implement and manage development projects in the different heritage fields and contexts.

ITRECH is also developing a study, funded by the CRT Bank Foundation, aimed at producing an international report on capacity building for culture and cultural heritage. This study includes a interpretative framework for defining capacity building from an economic, social and institutional perspective and a comparative survey on the main capacity building activities implemented in the cultural and heritage sector worldwide. From the research carried out so far, it is clear that capacity building is an expanding field. ITRECH is therefore considering setting up an international course on capacity building to enhance the competences and abilities of institutions and organizations working in the culture and cultural heritage field.

The curriculum of the master, will be developed to address capacity building in all of its components, including training in economic and sociological theory of organizations and institutions, human resources management, community empowerment, communication and conflict management techniques, project management and, above all, the development of individual and group creativity.
INVOLVING SOCIETY IN THE PROTECTION OF CULTURAL HERITAGE

Regional World Heritage Institute in Zacatecas (Mexico)

“No one can defend what they don’t love, and no one can love what they do not know”

On the occasion of the second anniversary of the Zacatecas Category 2 Centre, in Mexico, a public lecture was held on the participation of society in the protection and conservation of cultural heritage. The lecture took place on 19 August 2013 and was delivered by Master in Restoration Aarón Roman Delgadillo Alaniz, Coordinator of Arts and Design department at the University of Concordia in Aguascalientes, Mexico.

The aim of the lecture was to raise public awareness, encourage a better appreciation of the importance of cultural heritage and bring about a change in behaviour for greater participation in heritage protection.

Development pressures and population growth put a strain on heritage and this is gradually leading to its deterioration. The challenge is to balance development and conservation needs, as well as the right to use and enjoy cultural heritage while ensuring its safeguarding.

Involving civil society in the protection of heritage is fundamental if we are to succeed. One the objectives of the Category 2 Centre of Zacatecas is therefore to encourage heritage to have a bigger purpose in the lives of local and regional communities.

This is one of the premises of the World Heritage Convention; thus a regional focus on capacity building is key to ensure its successful implementation at the country level.
World Heritage and tourism seems to be a logical link. But what is the impact of one on the other? While “the sustainable development of tourism” has a definition of its own (United Nations World Tourism Organization), the definition of sustainable tourism to World Heritage properties – or “sustainable World Heritage tourism” – is not clearly defined. More to the point, the tools to assess and develop sustainable tourism in the context of World Heritage are urgently needed.

Unless there are clear criteria and indicators defining how sustainable tourism relates to World Heritage, it will be impossible to create a baseline, make informed decisions and develop sustainable tourism strategies. It is crucial for these criteria and indicators to consider the needs and interests of a broad spectrum of stakeholders, including the heritage and tourism sector.
One question needs to be examined: how does the Outstanding Universal Value relate to the definition of sustainable tourism for a World Heritage property?

The aim of the project “Towards a Nordic-Baltic pilot region for World Heritage and Sustainable Tourism” is to contribute tools to assess and develop sustainable tourism at World Heritage properties. The project will result in an analytical framework for assessing the sustainability of tourism at a World Heritage property, and a strategy framework with user guidelines for developing a strategy with stakeholder involvement.

The project is supported by the World Heritage Centre and will run between March 2013 and November 2014. Core stakeholders are the States Parties and their pilot sites, the national and local governments and tourism sector of the Nordic-Baltic region.

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<th>Participating State Party</th>
<th>World Heritage property and relevant destination organisation</th>
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<td><strong>Culture</strong></td>
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<td>Sweden</td>
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The Nordic-Baltic region is the first region to implement the UNESCO World Heritage and Sustainable Tourism Programme adopted by the World Heritage Committee in 2012. It is hoped that it will further contribute towards a refinement of the Periodic Reporting tool, as this exercise is a key monitoring mechanism under the World Heritage Convention to assess the state of affairs concerning World Heritage.

National policies and guidelines, as well as international frameworks and criteria such as the UN Foundations Global Sustainable Tourism Criteria (GSTC) for destinations, will also be examined. Through Innovation Norway, the country is the first to apply these criteria within a national context using World Heritage properties as pilots. It is important to highlight that existing data will be used; the goal of the project is not to create something new but rather to reinforce what is already out there.

The analytical framework is currently being developed and the final outcomes of the project will be shared with the heritage community.
THE ADVISORY BODIES’ REGIONAL
WORLD HERITAGE WORKSHOP
FOR ASIA: LESSONS LEARNED
Ma. Joycelyn B. Mananghaya

The Advisory Bodies World Heritage Workshop, held at the WHITRAP (World Heritage Institute of Training and Research-Asia and Pacific) in Shanghai, was unlike any other that I attended. It gave me a deeper understanding on how to view World Heritage from an Advisory Body’s point of view.

Having participated in quite a number of fora exploring different perspectives on World Heritage, and having represented my country at several Committee sessions, I have formed my humble experience on World Heritage working as a focal point in the Philippines. Still, the workshop in Shanghai turned out to be a unique and very enriching experience.

Seeing World Heritage from the perspective of an Advisory Body is quite different from looking at it as a member of a State Party. The workshop provided an in-depth understanding of different concepts and processes related to World Heritage that were presented in a set of valuable documents. These included the Operational Guidelines – the key instrument for implementing the World Heritage Convention, used in the evaluation of nominations to the World Heritage List or the assessment of the state of conservation of existing sites.

The visit to the Classical Gardens of Suzhou World Heritage site at the end of the workshop was also a very insightful experience. We learned about the gardens’ remarkable qualities through the nomination dossier and compared them with their actual state of conservation. The comparison shed some light over a number of outcomes resulting from tourism.

What was most helpful in the workshop was a lecture on the standards of conduct during missions, whether to evaluate potential World Heritage properties or monitor already inscribed sites needing utmost attention. This prepared me for the mission I undertook immediately after the workshop in...
the Democratic People’s Republic of Korea (North Korea) on behalf of ICOMOS.

Before this, I had had my share of missions, which I undertook on behalf of my State Party. But doing it from the side of the Advisory Body gave a better sense of being guided by an ethical code of conduct. Guidelines on how to behave with the State Party and its representatives were most useful, such as divulging no information during or after the mission, and giving recommendations only in the mission report rather than directly.

One very helpful guideline was the explanation that a mission is just one of the processes involved in the evaluation of a nominated property. I was able to apply this when I had to explain to officials that my presence at their site was no guarantee of an inscription, as the mission formed only a part of the whole assessment process.

There were memorable experiences as well as challenges during the mission. As there was only a short period to accomplish a lot of much needed work, I would request visiting some of the identified heritage sites even during late hours. There were many late night discussions with the State Party officials which greatly assisted in concreting thoughts that were difficult to articulate during the actual site visits.

The guidelines provided during the workshop also assisted in preparing the mission report following the right format and including justifications for my stand. The mission gave me a direct understanding of the state of conservation of the property, including issues of authenticity and integrity. I was thus able to clearly articulate an objective stand, albeit only from my own perspective, on the actual conditions of particular tangible attributes. I felt that an impartial, honest review was necessary to assist ICOMOS in attaining a better understanding of the management and state of conservation of the property for its evaluation of the nomination.

In many instances during the mission, I felt that integrity and ethics were being challenged but, in the end, sensibility prevailed. The thrust of the Convention to uphold ‘conservation for peace’, coupled with the Committee’s endless efforts to forge friendship amongst nations, became for me the overriding guiding principle that I applied during and after the mission.

Ma. Joycelyn B. Mananghaya is a heritage conservation architect. She is the Dean of the College of Architecture of FEATI University in Manila, Philippines, an active member of ICOMOS Philippines, a Trustee of the ICOMOS Philippines Board and a member of ICOMOS’s International Scientific Committee on Cultural Landscapes.
REALIZING ONE’S TRUE ROLE IN PROTECTING NATURAL HERITAGE

Oliver Avramoski

The Advisory Bodies’ workshop provided a rare opportunity to meet and interact with other natural heritage professionals, as well as those working in the cultural field. 13 participants from Bosnia and Herzegovina, Bulgaria, Chile, Croatia, Czech Republic, Hungary, Macedonia, Mexico, Slovenia, Ukraine and Venezuela were brought together for this occasion at the IUCN headquarters in Gland, Switzerland in March 2013.

Presentations and resources provided at the onset gave an introduction to the World Heritage Convention and its central concepts, such as outstanding universal value and the related concepts of authenticity and integrity. The discussion that followed revealed different perspectives and understanding of these concepts among the participants, in particular between cultural and natural heritage professionals.

Another session related to the Operational Guidelines for the Implementation of the World Heritage Convention, in particular main processes and the role of the Advisory Bodies to the World Heritage Committee. After this session, it was much clearer that each of us, with our particular professional interests, knowledge and experience, have the potential to provide valuable support to Advisory Bodies’ work towards a more effective implementation of the Convention.

The next day was dedicated to the protection, conservation and management of World Heritage properties. The carefully chosen examples in the presentations sparked fruitful discussions concerning the appropriateness of boundaries and the role of buffer zones.

The next session on evaluation and monitoring of World Heritage sites grabbed everyone’s attention. Presenters particularly boosted my enthusiasm and interest in contributing more actively to IUCN’s work on World Heritage with their lessons on do’s and don’ts while on a mission.

They also heightened our awareness of the skills one needs in the field, either on evaluation or reactive monitoring missions. And during our field exercise on the fourth day, we were given an excellent chance to experience what it is like to be on a field mission.
All that I have learned during the workshop was soon put to the test – as a member of IUCN’s technical evaluation mission to the Wadden Sea Extension (Denmark and Germany) in August 2013. During the preparation for the mission I repeatedly turned to the workshop materials to fully grasp the role field missions have in the much larger IUCN evaluation process of World Heritage nominations.

While reviewing the nomination dossier it was obvious that the States Parties had carefully presented their argument for the outstanding universal value of the nominated property, in particular by addressing the three key aspects: (i) the criteria for the inscription of properties on the World Heritage List; (ii) integrity; and (iii) protection and management.

Once in the field, however, I drew extensively on my knowledge and hands-on experience to understand what is needed to safeguard the outstanding universal value of the property in the particular context of the Wadden Sea region. The interaction with numerous stakeholders during the mission, and the possibility to visit many locations within the nominated property, were invaluable to fulfil my task in assessing the integrity, protection and management of the nominated property.

After this mission, I have come to realize that this novel experience presented me with an excellent opportunity to learn more about how I can help to preserve World Heritage properties – including the one I live in, the Natural and Cultural Heritage of the Ohrid region.

Oliver Avramoski is the Head of the Nature Conservation Department at the Public Institution Galicica National Park in Macedonia, and a member of WCPA. He has been involved in environmental protection and nature conservation in the Natural and Cultural Heritage of the Ohrid Region for the last 15 years, focusing in particular on participatory management and monitoring of biodiversity.
The Regional World Heritage Workshop for Francophone Africa provided me with an opportunity to strengthen my skills. The workshop took place from 29 November to 3 December 2010 at the School of African Heritage in Porto-Novo, Benin.

The workshop was facilitated by seasoned professionals from IUCN and ICCROM, two of the Advisory Bodies to the World Heritage Committee. The different presentations, exchanges and discussions allowed me to better understand the concepts of Outstanding Universal Value, authenticity and integrity.

Through several tools, the resource persons conveyed what would be necessary for me and other participants to undertake evaluations of nominations of natural and mixed properties to the World Heritage List, as well as reactive monitoring missions of properties already inscribed. The first lesson learnt was, without doubt, to work in accordance with the evaluation and monitoring processes applied by IUCN. The practical aspects and the formulation of recommendations are an essential and decisive component of mission reports, as they need to be integrated in a group of standards related to the attributes of potential World Heritage properties.

The second lesson is related to good practice guidelines, which are imbued with objectivity and credibility. Following the workshop, I was invited to carry out two missions on behalf of IUCN: one to the Lakes of Ounianga in Chad, and the other to the Archipel des Bijagós in Guinea Bissau. My interactions with representatives of both State Parties were very cordial. I made sure they were aware, as well as representatives of the press, that the evaluation process involves several stages and is carried out at several levels, of which missions are only one aspect, and thus does not constitute a decision.

The third and last lesson relates to my willingness to cooperate with the representatives of the State Party during the mission, to ensure a professional and pleasant process. I would like to thank all those who shared their expertise during the workshop and who made it possible.

Djafarou Tiomoko is a protected areas manager. He is a member of the World Commission on Protected Areas (WCPA) in Central and Western Africa. He was the director of the National Park of Pendjari from 1999 to 2011.
PUTTING LESSONS INTO PRACTICE AT THE EVALUATION OF NAMIB SAND SEA

Darlington Munyikwa

The successful implementation of the World Heritage Convention relies largely on the understanding and application of its concepts by natural and cultural heritage professionals. With this objective in mind, the Advisory bodies held a capacity building workshop for heritage professionals from Anglophone Africa in September 2011.

I found the workshop enriching and informative. It gave me an opportunity to learn how Advisory Bodies operate. It also further enhanced my understanding of the World Heritage Convention and its application.

Of particular importance were the illustrations used on the three pillars of Outstanding Universal Value (meets criteria, integrity and authenticity, protection and management). I had previously attended two capacity building workshops in Namibia (2001) and Malawi (2005) centred on the identification, nomination and conservation of World Heritage properties. The Advisory Bodies’ workshop therefore gave me new insight into the workings of the World Heritage Convention.

It gave me an opportunity to understand the process that a property goes through before it is inscribed, with an emphasis on the Advisory Bodies’ role. The supporting documents and literature were very useful. The wealth of information given by the facilitators was inspiring, and the illustrations used opened up my mind and enabled me to visualize World Heritage processes.

The fieldwork undertaken to Mijikenda Kaya Forests allowed me to put the concepts I had learned into practice. The observations and discussions were very fruitful, so were the presentations of the findings of the group work.

The effectiveness of the workshop was further enhanced by the diverse expertise of the participants, which enabled the cross-pollination of ideas and new networks among natural and cultural heritage professionals in Africa. We exchanged emails and, since then, I have been communicating with several colleagues who were at the workshop.

The skills I acquired turned out to be invaluable during
my first IUCN evaluation mission. In 2012, Dr Peter Howard, a WCPA member, and I were assigned to carry out an evaluation of the Namib Sand Sea nomination.

Although my task was made easier by Dr Howard’s presence, who I regard as an experienced natural heritage professional with vast exposure to desert landforms, the workshop allowed me to easily establish an understanding with my colleague.

Our first challenge in the mission was to make the State Party understand our role as evaluators and our obligation for impartiality. The guidance I learned from the workshop helped us to explain that our mission was just one of the steps in the evaluation process.

We made it clear that we were there to verify facts presented in the nomination dossier and that our recommendations would only be forwarded to IUCN. This cleared the way for any potential tension from the very onset and opened up a friendly atmosphere, which led to open and fruitful discussions with all the stakeholders we met.

Nevertheless, we encountered some difficult situations, because expectations differed from the purpose of our mission. Stakeholders hoped we would offer solutions to the problems they experienced with the nomination, rather than recording them. Moreover, some of the concerns raised did not relate to the nomination, but existed before.

Of particular interest was our meeting with the local Chief, whose main concern was the rights and benefits of the local community, particularly on access to their cultural sites, resource utilisation and tourism benefits. The Kaya Forests we had visited during the workshop had similar challenges and hence I was well positioned to understand the situation.

Our exit meeting with the Ministry officials after the field visit was quite delicate, as they seemed really eager to hear our assessment of the property. As the workshop taught me, we just discussed the successful completion of the fact gathering and assured them of an objective report. Yes, there was a lot of curiosity in the room, but we managed to handle the situation.

The lessons I learned in the workshop played a pivotal role in my ability to carry out this mission, during both field survey and report writing. I honestly benefited from it and I strongly support all efforts to give heritage professionals an opportunity to attend such important workshops.

Darlington Munyikwa is Deputy Executive Director of National Museums and Monuments of Zimbabwe (NMMZ) and a member of WCPA. He previously held the positions of Regional Director of Natural History Museum (2009-2012) and Regional Director of Mutare Museum (2004-2009). He was also the curator of Geology and Palaeontology and Head of the Biodiversity Unit at the Natural History Museum.
DEVELOPING A REGIONAL STRATEGY FOR

ASIA AND THE PACIFIC

WHITRAP (World Heritage Institute of Training and Research for the Asia and the Pacific Region) is taking a leading role in developing a regional capacity building strategy for Asia and the Pacific. It follows on the results of the second cycle of Periodic Reporting and seeks to respond to the specific needs and situation in the region.

Developing the strategy started with understanding the capacity needs for the region in relation to heritage conservation and development. The results of the Periodic Reporting exercise and the analysis of State of Conservation reports of sites in the region helped reviewing critical issues and challenges, and served as key references to assess needs. In addition, a questionnaire was designed to gather further insight into the current capacity building situation. The questionnaire was distributed in July 2012 and 32 valid responses were received.

After analyzing the collected information, strategic objectives were proposed in response to the prior
demands of the region, and further refined in consultation with the World Heritage Centre, Advisory Bodies and regional experts. These are:

1) Exchange between cultural and natural heritage is strengthened to develop an integrated approach of conservation and management with emphasis on management effectiveness, sustainable tourism and risk preparedness in view of dynamic local contexts and existing planning systems;

2) Awareness of the public and key stakeholders on the main concepts and procedures of the World Heritage Convention is raised, which in turn strengthens public supervision of relevant legal enforcement;

3) Respecting traditional knowledge, local communities are empowered to participate in tourism development, heritage management and monitoring process, and to enjoy benefit sharing and better livelihoods;

4) Guidance materials, toolkits and training modules in response to regional emergent needs are developed with the support of regional capacity building programmes and are widely disseminated to enrich the capacity of a broader audience with regional experience;

5) Regional cooperation, networks, and information sharing mechanisms are strengthened to enable effective delivery of capacity building materials and opportunities, while synergizing initiatives with reciprocal benefits.

Based on these strategic objectives, a programme framework referring to the Result-Based Management (RBM) approach has been developed, to collect and upstream available capacity building resources in the pursuit of common goals. In order to mobilize and synergize regional resources, a broad consultation process was launched in August 2013 to invite capacity building providers of the region to share their relevant programmes at regional and sub-regional levels.

The data derived from this consultation process will serve as an updated regional inventory of capacity building activities, which will be shared among capacity building providers and other relevant stakeholders in the region. It is expected to enhance mutual understanding of available capacity building resources and promote relevant programmes among a wider range of audience.

The success of this strategy and its associated programmes relies on the input and commitments of State Parties and capacity building providers of the region. In return, it will strengthen information sharing and regional cooperation to better serve various actors of the region in heritage conservation and development.

Any inquiries or contribution to the CBSAP-AP, please contact Ms Ping Kong via connie.ping.kong@gmail.com

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1 Result-Based Management (RBM) is applied as the central element of UNESCO reform process, to shift the focus from activities, projects and programmes linked in broad terms to UNESCO’s mandate to the achievement of clear expected results derived from that mandate. Guiding principles of RBM is available at UNESCO website: http://unesdoc.unesco.org/images/0017/001775/177568E.pdf
Local communities and indigenous peoples have been the custodians of many World Heritage sites for centuries. Through the 12 years of the COMPACT initiative, we have learned a lot on how to engage these communities in addressing today’s numerous challenges for the protection and management of these globally significant sites and landscapes. Through this book, we hope these lessons learned can be extended to the entire global network of World Heritage sites.”

Reflecting on 12 years of work in eight World Heritage sites, the COMPACT programme reports on its successes and lessons learned in building the capacity of local communities towards the shared governance of World Heritage sites. The report, COMPACT: Engaging Local Communities in the Stewardship of World Heritage, was launched at the 37th World Heritage Committee in the presence of a panel of experts from Advisory Bodies, indigenous peoples representatives and government delegates.

Community-based initiatives can significantly increase the effectiveness of biodiversity conservation in globally significant protected areas. To demonstrate this, COMPACT (Community Management of Protected Areas Conservation) was established in 2000 as a partnership between the UNDP-implemented GEF Small Grants Programme¹, the United Nations Foundation (UNF) and the World Heritage Centre.

¹ The GEF Small Grants Programme is a corporate programme of the GEF partnership implemented by UNDP in 128 countries. Competitive and demand-driven small grants contributing to global environmental benefits are approved by a decentralized National Steering Committee with a non-governmental majority.
Over the last 12 years, COMPACT has tested an innovative grant-based model for building the capacity of local communities and indigenous peoples in the conservation and shared governance of natural World Heritage sites.

Providing small grants ranging from US$10,000 to US$50,000 directly to community-based organizations and local NGOs, the initiative has been working in the buffer zones and surrounding landscapes of seven World Heritage sites and one tentative site. These include the Belize Barrier Reef, Sian Ka’an in Mexico, Morne Trois Pitons in Dominica, Mount Kenya, Tanzania’s Kilimanjaro, Puerto-Princesa Subterranean River National Park in the Philippines and Djoudj Bird Sanctuary in Senegal, as well as the Dry Forests of the Andrefana, a site on Madagascar’s Tentative List.

Adopting a landscape-level approach to conservation, over 430 small grants were allocated to local non-governmental and community-based organizations at the eight sites. To finance this, the United Nations Foundation provided a US$6-million catalytic fund to help UNDP raise more than US$10 million from the GEF.

The small grants have been guided by site-specific strategies, developed by a cross-section of local stakeholder groups and based on critical threats that could typically face the integrity of the target World Heritage sites. Local coordinators and local consultative bodies have played a central role in facilitating community involvement, improving skills locally for decentralized protected area planning, and reviewing small grants proposals based on an intimate understanding of the local area.

Communities developed and submitted concepts and proposals based on their own perceived needs. Through this process, the programme has benefitted thousands of poor people who rely on ecosystem services for their livelihoods and wellbeing.

In addition, the World Heritage Local Ecological Entrepreneurship Programme (WH LEEP) was developed to provide customized business development services to build the capacity of small and medium enterprises working in and around the large-scale World Heritage landscapes. This complementary programme to COMPACT was made possible with the support of Conservation International’s ‘Verde Ventures’ programme, UNF and the GEF Small Grants Programme.

Operating under a loan guarantee agreement established between UNF and Conservation
International, the WH LEEP was able to help about 40 organizations (including a number of former COMPACT grantees) and provide four loans for biodiversity-friendly investments in the target landscapes.

The launch of the 12-year report, COMPACT: Engaging Local Communities in the Stewardship of World Heritage at the 37th UNESCO World Heritage Committee in June 2013, brought together a panel of experts from Advisory Bodies, indigenous peoples representatives and government delegations. Tim Badman, Director of IUCN World Heritage Programme, noted that several features of COMPACT would be relevant for the Committee to consider further.

Firstly, the adoption of multi-stakeholder local consultative bodies for World Heritage sites would ensure the principles of accountability, transparency and good governance promoted by IUCN for each World Heritage site are mainstreamed and standardized.

Secondly, the opportunity to develop sustainable financing schemes to fund small grants at the level of individual protected areas offers the potential to increase the local ownership, as well as the conservation effectiveness, of World Heritage inscriptions.

Thirdly, the COMPACT landscape-level methodology needs to be further associated with the existing ‘Enhancing our Heritage’ toolkit developed jointly by the World Heritage Centre, IUCN and UNF to improve the management effectiveness and shared governance of World Heritage sites.

Over the course of 2012, many events were organized to mark the 40th anniversary of the World Heritage Convention and address how the Convention can be used more effectively to foster sustainable development through the capacity development of local communities. In this spirit, the World Heritage Centre and the GEF Small Grants Programme are working on a revised COMPACT toolkit for application in other World Heritage sites.

By providing small grants, the field-tested COMPACT methodology has shown that the approach can network non-governmental and community-based organizations together and build social capital through a “constituency” of civil society actors in support of World Heritage. It can provide a viable consultative and participatory mechanism to achieve the full and effective participation of indigenous peoples and local communities in the work of the Convention.

To download a copy of the publication please visit: www.sgp.undp.org or press here. The updated toolkit under development will be available by the end of 2013.
After a hiatus of more than a decade in culture sector cooperation, UNESCO, through generous funding from the governments of Italy, Norway and Switzerland, has revived its technical cooperation with Myanmar.

UNESCO’s renewed assistance emerged in the context of Myanmar’s recent re-engagement with the international processes of the World Heritage Convention, following the government’s reforms which started in 2010.

Myanmar ratified the World Heritage Convention in April 1994, but does not yet have any properties on the World Heritage List. The particular focus of UNESCO’s culture sector cooperation is the capacity building of technical staff and officials from government departments concerned with the implementation of the World Heritage Convention.

In the light of the country’s ultimate goal for nominating World Heritage sites, the assistance includes capacity building for Tentative List review and World Heritage nomination preparation. It also bridges the country with the most up-to-date international conservation practices, enabling it to upgrade its capacity to conserve and manage cultural and natural heritage.
UNESCO’s assistance in 2012 and early 2013, funded by Italy, responded to the immediate, high-priority needs identified by the Government of Myanmar. In particular, improved conservation standards were required in two important cultural heritage sites on the Tentative List: the Pyu Ancient Cities and Bagan Archaeological Area and Monuments.

Leading international organizations, including ICCROM and the Lerici Foundation, conducted training in archaeological site conservation, World Heritage site management and the conservation of mural paintings and stucco carvings. Practical demonstration projects included the consolidation of external carved stuccoes at a temple site in Bagan and the conservation of the highly significant Khin Ba Mound in Sri Ksetra.

The participation of managers from various sites on the Tentative List and lecturers from the Field School of Archaeology – Myanmar’s main institution for training in cultural heritage conservation – ensured heritage sites from around the country could benefit from these capacity building efforts. The activity was planned with a view to enabling national heritage professionals to apply newly acquired knowledge, and share it with junior colleagues and local community members.

At the institutional level, UNESCO has assisted the authorities in strengthening their management capacity for cultural and natural heritage sites. For the first time in Myanmar, advanced technologies such as GIS (geographic information system) were successfully put in place for the purpose of protecting heritage sites. Key reference documents related to World Heritage were translated into Myanmar language to better

With regards to the country’s natural heritage, UNESCO also provides technical assistance to identify potential natural World Heritage sites for the Myanmar’s Tentative List, with the support of the Nordic World Heritage Foundation.

In the cultural sites of Pyu Ancient Cities and Bagan, hands-on training led to better standards.
communicate and facilitate continued application among various national and local authorities.

The World Heritage nomination dossier for the Pyu Ancient Cities was successfully completed and submitted to UNESCO’s World Heritage Centre in early 2013. The serial site, comprising the three cities of Halin, Beikthano, and Sri Ksetra is the first priority for World Heritage nomination.

These archaeologically-intact ancient cities, dating back almost two millennia, are testament to the introduction of Buddhism from South Asia into Southeast Asia. They provide evidence of the establishment of the earliest urban settlements in the sub-region.

The activities surrounding the serial site’s dossier were carried out in a manner designed to build as much national capacity as possible. As such, Myanmar drafting committees prepared the content of the nomination file, under the guidance of international experts and mentors.

UNESCO’s assistance has made substantial achievements in large part through the enormous political and institutional commitment of the Myanmar counterparts, and the excellent goodwill of international cooperating bodies. This speaks of the high priority that the Myanmar authorities are now placing on World Heritage.

Following the successful completion of the Pyu Ancient Cities nomination dossier, the government is eager to continue working within the World Heritage framework. Its next priority cultural heritage site identified for international cooperation is the Bagan Archaeological Area and Monuments.

The Bagan site has experienced a boom in visitors and tourism-related investment. The immediate focus would be on improving its conservation and management, with a view to eventually achieve a nomination.

To reinforce the achievements of past and ongoing projects, and to provide for sustained capacity building efforts, future international assistance is needed to further competences for safeguarding cultural and natural heritage in Myanmar. This assistance will be particularly timely in the face of development pressures that are rapidly challenging both cultural and natural heritage sites throughout the country.
World Heritage Sites in Egypt, as well as other heritage sites protected nationally (and that are sometimes also on Egypt’s tentative list), face several challenges to their conservation and management. Qualified site managers are greatly needed to deliver effective management systems.

The Ministry of State for Antiquities, which is responsible for all matters of protection, promotion and management of cultural heritage in Egypt, has a high number of young, energetic and experienced inspectors working on heritage sites. Many of them are specialized in specific fields, such as conservation and archaeology, but they are not always aware of the World Heritage Convention and the importance of managing a site, with wider stakeholder participation, for the long-term protection of its Outstanding Universal Value.

Therefore, the Ministry requested the UNESCO Cairo office to assist in preparing, funding and conducting a course on World Heritage for a number of employees working on cultural heritage sites all over Egypt. The course, which started in May and will end in December, contains four modules:

1. The 1972 World Heritage Convention;
2. Site Management of World Heritage Property and the Reporting on the State of Conservation;
3. Analysis and Revision of Egypt’s Tentative List;
4. Introduction to the Nomination File Template.

The duration of each module is one week. The whole capacity building course is designed to provide participants with the initial tools to expand their knowledge and competences. It is hoped that they will commit to further develop their skills outside the course and share their knowledge with colleagues and other stakeholders.

Material on heritage conservation and management is widely available and easily

DINA BAKHOUM

INCREASING WORLD HERITAGE CAPACITY IN EGYPT
accessible on the internet. Therefore, from the outset, participants were encouraged to start using the available information to optimize the course’s relevance towards their needs.

To ensure full understanding of all concepts and discussions, the course is delivered in Arabic, the participants’ mother tongue. PowerPoint presentations, however, are both in Arabic and English to ensure that participants are familiar with the terminologies used at the international level and with one of the World Heritage Centre’s two working languages. This also takes into account that some references on World Heritage are mainly available in French and English.

The first module took place between 19 and 23 May 2013, and focused on the World Heritage Convention and the Operational Guidelines. The module also discussed the importance of documentation, of having an accessible inventory of all heritage sites in Egypt, and of presenting the sites in a manner that is interesting and raises the awareness of the values of heritage.

A lot of misunderstandings emerged among the participants regarding the roles and responsibilities of UNESCO, the Advisory Bodies and the State Party. Several participants indicated that this module gave them a clearer and better understanding of the positive role UNESCO plays in protecting World Heritage and assisting the State Party.

Others mentioned that, although they have always been proud of their work, this course has helped them appreciate the greatness of the sites as World Heritage. It made them realize the responsibility that lies upon them in protecting and safeguarding heritage.

The second module took place between 15 and 19 September 2013 and focused on site management and protection issues. Historic Cairo was selected as a case study of a city facing tremendous pressures in terms of conservation and management. The World Heritage Centre’s Urban Regeneration Project of Historic Cairo was presented by one of its team members and a site visit to Historic Cairo took place the following day.

For a long time, buildings in Historic Cairo and other historic cities in Egypt were treated as islands of “registered monuments”. Therefore, it was beneficial for all participants to understand how a city should be managed and how important it is to deal with the city’s heritage in its wholeness – with its inhabitants, its urban fabric, its natural and cultural landscapes, its traditions and crafts, and its stories.
Concepts like the living heritage approach, value-centred conservation and management approaches were discussed. During the site visit, each participant was given a hypothetical role – a foreign tourist, a local visitor or a shop owner, for example. This allowed them to see the city wearing a different hat, with a different set of values than those they have as heritage inspectors.

In the period between the first and second module and as a preparation for the second module, each participant was asked to prepare a presentation on the sites they worked in. This included: a brief history of the site; the factors affecting the property (threats but also opportunities); and management issues onsite.

All participants had their presentations well prepared. It was very clear that most of the sites shared similar problems, which can be summarized as the lack of management and cooperation between the various stakeholders.

By the end of the second module, participants suggested that they should start a series of presentations and discussions on heritage and its values with the community members, institutions and government authorities (such as the police, the district, etc). For them, it became apparent that a top-down approach to dealing with heritage is not sustainable; only through common understanding and valuing of the heritage can one effectively protect it.

Through their respective presentations, participants benefited from learning more about other sites in Egypt, some of which they had never visited or even heard of. Since they come from all over the country, at the end of the second module, they suggested holding the third and fourth modules elsewhere than in Cairo, such as Upper Egypt for example.

Different locations were therefore agreed in order to visit different sites, with different conservation and management concerns. In November, the third module will take place in Luxor and, in December, the fourth module will be in Aswan.

After completing all four modules, the Ministry of State for Antiquities will receive an evaluation of each participant and recommendations on how their knowledge and capacities can best benefit in managing the sites and strengthening reporting standards.
What do a Zambian national park manager, a Filipino tourism officer, a Peruvian archaeologist and a Serengeti warden all have in common? They, and nine others, have all served as World Heritage fellows in national parks in the United States.

The World Heritage Fellowship was developed by the US National Park Service (NPS) Office of International Affairs to provide technical assistance in the management and conservation of World Heritage sites in developing countries. Stephen Morris, NPS Chief of the Office International Affairs says, “The special areas that achieve this prestigious designation are not always able to manage, preserve, and protect it effectively. Ideally, the entire international community plays a role in the protection of every World Heritage site. This Fellowship programme is a way for the NPS to help the United States fulfil that responsibility.”

The Fellowship provides World Heritage site managers from other countries real-world training and experiences in US national parks that also have World Heritage site designation. Fellows typically spend five to eight weeks learning NPS management practices and working alongside NPS professionals in a variety of disciplines; and conversely, NPS employees also gain new ideas and perspectives that can be applied in the US Park System.

Since late 2009, the NPS has hosted 13 World Heritage Fellows who were recruited for their leadership potential. The NPS evaluated which candidates could best utilize the
training to have the greatest impact back in their home countries. As a direct result of the fellowship, some new programmes, training or initiatives were implemented in the respective World Heritage sites.

Gavin Shaw, manager of the Great Fish River Nature Reserve in South Africa, tells us about the changes he implemented after he returned from Olympic National Park in Washington State, where he was a fellow in 2011.

Shaw created the infrastructure to support a dispatch centre for the reserve, which is home to the third largest black rhino population in the world. New radio repeater stations have dramatically improved communication and assisted rangers who have arrested 18 people for illegal activities in the last 12 months.

He also realized his rangers needed better law enforcement training and refresher courses. He created new training for the reserve rangers based on the NPS model he learned at Olympic National Park. “Ten rangers have been through the new training, along with two rangers who have achieved dog handler training certification,” says Gavin Shaw.

“What makes Olympic National Park special cannot be written in a report or shown on a documentary. It is in the snow in your boot and the cool air past your ears. It is in the fresh mountain mornings and the wide wooded back-country,” he says. “I can only hope that other managers from Africa get the honour as there is much for us to learn from the US National Park Service.”

Colin Smith, Chief Ranger at Olympic National Park, confirms Gavin Shaw’s visit to Olympic was a valuable experience for himself and all the park employees he worked with. He remembers the many long discussions about managing people and operations.

“It was amazing to hear Gavin describe how little infrastructure and support he had for his park operations. He was very adept and making do with small amounts of funding and limited supplies. He did it mostly by thinking outside the box and looking for innovative strategies to make things happen. Learning some of these strategies from Gavin has helped me be more prepared for the present era of shrinking budgets,” says Chief Ranger Colin Smith.

Working in Tanzania’s Serengeti National Park, Godson Kimaro took back many ideas from his fellowship at Yellowstone National Park in 2013, recommending African parks to adopt measures such as law enforcement techniques and training, better equipment for rangers, trails and boardwalks. Thanks to his initiative, an amphitheatre for interpretive talks is now being developed in Serengeti – like the one he learned about in Yellowstone, except with a shade structure.
“Hosting Godson Kimaro was an excellent experience,” says Yellowstone Chief Ranger Tim Reid. “Perhaps the main thing we learned is a reaffirmation that the NPS mission is noble and that the NPS organization, despite the familial complexion and associated squabbles, is high functioning and built upon mission-dedicated staff*.

“Based on my experience in Serengeti, and with hosting Godson, I think the overarching take-home for us is that public vesting in the value of national parks, particularly in gateway communities, is critical for the success of protected area conservation and administration. Without value to the public and contiguous communities, parks will struggle,” continues Reid. “While the NPS is more advanced in this regard than Tanzanian National Parks, it is something we need to continue to mature and grow agency-wide.”

“The World Heritage Fellowship Programme fosters this type of mutually beneficial training and allows the NPS to benefit from new ideas and perspectives that can be applied to the management of our own parks,” says Office of International Affairs Chief Stephen Morris.

Initial funding for the NPS Office of International Affairs programme was provided in 2010 by a US$30,000 grant from the United Nations Foundation to the NPS, through the National Park Foundation. The funding paid for transportation costs, a small stipend, and required insurance coverage for nine participants. Additional funding and support for four fellows was provided by Tourism Cares, the George Wright Society, and the Department of the Interior. The US national park host sites also typically provide park housing for the fellows. The Office of International Affairs is currently pursuing additional funding sources to ensure this successful programme can continue.


### MEET THE WORLD HERITAGE FELLOWS

<table>
<thead>
<tr>
<th>World Heritage fellow</th>
<th>World Heritage site</th>
<th>US National Park Service host</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nuno Rodriguez</td>
<td>Brazil, Pantanal National Park</td>
<td>Everglades National Park</td>
</tr>
<tr>
<td>Bernard Ngoru</td>
<td>Kenya, Mount Kenya National Park</td>
<td>Hawaii Volcanoes National Park</td>
</tr>
<tr>
<td>Gavin Shaw</td>
<td>South Africa, Baviaanskloof</td>
<td>Olympic National Park</td>
</tr>
<tr>
<td>Gonzolo Rodriguez</td>
<td>Peru, Caral Supe Archaeological Park</td>
<td>Independence National Park</td>
</tr>
<tr>
<td>John Zulu</td>
<td>Zambia, Victoria Falls National Park</td>
<td>Grand Canyon National Park</td>
</tr>
<tr>
<td>Jovel Ananayo</td>
<td>Philippines, Rice Terraces</td>
<td>Hawaii Volcanoes National Park</td>
</tr>
<tr>
<td>Cameron Gill</td>
<td>St. Kitts and Nevis, Brimstone Hill Fortress</td>
<td>San Juan Natl. Historic Site, Puerto Rico</td>
</tr>
<tr>
<td>Tameem Fuaad Ben Taher</td>
<td>Libya, Cyrene Historic Site</td>
<td>Mesa Verde National Park</td>
</tr>
<tr>
<td>Anoop K.R.</td>
<td>India, Keoladeo National Park</td>
<td>Great Smoky Mountains National Park</td>
</tr>
<tr>
<td>Ada Ruth Castillo</td>
<td>Peru, Machu Picchu</td>
<td>Everglades National Park</td>
</tr>
<tr>
<td>Godson Kimaro</td>
<td>Tanzania, Serengeti National Park</td>
<td>Yellowstone National Park</td>
</tr>
<tr>
<td>Nasser Al-Zawideh</td>
<td>Jordan, Wadi Rum Protected Area</td>
<td>Yosemite National Park</td>
</tr>
<tr>
<td>Marc Jean-Baptiste</td>
<td>Seychelles, Aldabra and Valle de Mai</td>
<td>Grand Canyon National Park</td>
</tr>
</tbody>
</table>
We are working on the translation of all four resource manuals into Spanish. Hopefully they will be ready by mid-February. Look for it at whc.unesco.org/en/resourcemanuals/

IUCN World Heritage Advice Note: Environmental Assessment and ICOMOS Guidance on Heritage Impact Assessments for Cultural World Heritage Properties will also be published in French, Spanish and Arabic!
WORLD HERITAGE CAPACITY BUILDING

Newsletter 4

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