World Heritage Capacity Building Strategy

Internal Review Report

ICCROM

May 2021

Note: This report was compiled by ICCROM and was reviewed by UNESCO WHC, ICOMOS, IUCN, AWHF, ARC-WH, WHITR-AP, RWHIZ, RHMTC, ITRECH, ICRAWHC, and WHHMTAPR. The review was conducted during the period of October 2020 – Feb 2021. Special thanks goes to Aishwarya Deshmukh (ICCROM Intern) for her work on the review.

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1. Executive Summary

As the 2011 World Heritage Capacity Building Strategy marked its 10th anniversary, at its 43rd Session the World Heritage Committee requested ICCROM to carry out a results-based evaluation of the implementation of the World Heritage Capacity-Building Strategy (WHCBS), consulting Category 2 Centres and other capacity building partners, for examination by the Committee at its 45th session in 2021 (Decision 43 COM 6), pending the provision of additional funding to undertake the evaluation. However additional funds were not allocated by the Committee to facilitate a full-fledged evaluation of the WHCBS.

1.1 Review Scope, Methodology and Limitations

Although there are limitations of the scope due to lack of funding, ICCROM instead has conducted an in-house, desk-based internal review to provide a preliminary overview of the implementation of the Strategy. At this preliminary stage, this review lays the groundwork and sets the tone for a much detailed and in depth evaluation, should it take place with the appropriate funding. The internal review is a strictly document-based desk review and it analyses the implementation of the Strategy at international and regional levels. It has been developed based on the data extracted from working documents and reports submitted by the Advisory Bodies and the Category 2 Centers to the Committee since the adoption of the Strategy. It is important to note that these documents do not provide hard statistical data about the individual actions of any of the actors analyzed in the internal review, but rather provide an overview of the actions and strategies taken by each institution on an annual basis. ICCROM has adopted an analytical approach and methodology to provide an overarching view of the progress of the WHCBS.

1.2 Review Assessment

The findings of the different analytical perspectives are streamlined under broader parameters such as relevance, effectiveness, impact, coherence and sustainability. These identified parameters address the situation at hand, focus on the strengths, weaknesses of the Strategy, emerging challenges faced and draw out a holistic overview of its functioning. Finally, the review has formulated a set of recommendations based on the review and analysis, which can refine and reinforce the Strategy for the next phase.

2. Introduction

2.1 Background of the WHCBS

At the 35th session of the World Heritage Committee, the 2011 World Heritage Capacity Building Strategy was adopted, thus succeeding the 2001 Global Training Strategy by bringing a shift from conventional training to capacity building. This paradigm shift prioritized creating and strengthening capacities of institutions and of networks that linked heritage to wider communities rather than isolating it to training of individual practitioners. This development corresponded to Capacity Building being one of the Strategic Objectives (5Cs). Its primary focus is on building capacity to improve the credibility of the World Heritage

List, developing better conservation and communication practices and having a community based approach in the World Heritage processes. Another instrumental paradigm shift introduced by the WHCBS is to strengthen nature-culture linkages. The Strategy proposed that capacity building can be implemented effectively by creating joint opportunities for natural and cultural heritage within the framework of the World Heritage Convention.

The WHCBS came with a wider range of target audience with reference to its proposed shift to the capacity building of a wider network. The implementation of the WHCBS was identified through target audience such as practitioners, communities, institutions and networks at three broad levels: international, regional and national. Providers of capacity building at the international level include UNESCO World Heritage Centre, the Advisory Bodies, the international university programmes and the UNESCO/UNITWIN Chairs. UNESCO Category 2 Centers (C2Cs) are spread out in different regions of the world. They function towards developing capacity building strategies relevant to the particular regional needs and focus areas. At the national level, national institutions and organizations are identified to collaborate with the international and regional actors for execution of the WHCBS.

It is important to note that the WHCBS was not designed as an action oriented Strategy. The character of the Strategy aims to build a framework of potential actions to orient the actors at the international, national and regional levels. It lays out the topics, concepts and features that were needed to reinforce training and eventually guide the actors of the World Heritage Community to develop their own individual set of capacity building actions to think about and act upon. The intention of the WHCBS action plan was to draw out a structure of options to help the actors undertake the necessary measures in a more strategic manner. The action plan comprises of 10 goals which are organized according to the Strategic Objectives 5Cs. These goals are further categorized into action points, which come along with a recommended set of target audience that can be possibly involved for its implementation. The action plan aims at laying out a foundation which can aid in achieving the objectives of the WHCBS holistically and in a strategic manner.

2.2 Need and Purpose of the Review

The WHCBS has initiated new approaches in terms of World Heritage processes and heritage conservation and management. The Strategy has been instrumental in guiding its beneficiaries towards adoption of effective capacity building measures. However, 10 years have passed since the WHCBS was adopted by the World Heritage Committee in 2011 and it demands to undergo an evaluation. The review will aid in reflecting on the Strategy's progress, implementation and analyzing if it still holds substance in the light of the changing needs. At the 43rd Session of the World Heritage Committee, the Committee asked ICCROM to carry out an evaluation of the implementation of the Strategy, in consultation with the other stakeholders at international and regional levels for the last 10 years. Furthermore, action 10.9, 10.10 and 10.11 of the WHCBS action plan also call for regular monitoring and reporting mechanisms to be established to effectively measure the implementation of the Strategy over time.

The review is carried out to track the work done since the Strategy came into action and to identify impacts, changes, benefits and gaps, and to take corrective measures as needed within the implementation of the WHCBS. The key purposes that the review aims to achieve are:

- identifying the progress of implementation of the Strategy, highlighting the planned vs achieved goals and the goals that need more attention;
- analyzing the relation between the regional needs and the capacity building actions executed;
- obtaining findings of the review through the conducted analysis and outlining of the lessons learnt;
- and drafting an overall conclusion about the implementation of the Strategy and its revision or extension.

3. Review Framework

3.1 Review Scope and Limitations

Decision 43 COM 6 requests for the evaluation of the WHCBS and invites the State Parties to contribute extra budgetary resources for the evaluation of the WHCBS. Carrying out a full-fledged evaluation is absolutely contingent on these resources. Therefore, it is fundamental to note that there were no funds allocated for the decision made by the Committee in 2019 therefore, a full evaluation could not be conducted. However, ICCROM has conducted an in-house review. This review is the first step which gives an overview of the situation at hand on the basis of the preliminary data that was collected and analyzed. This preliminary review and findings extracted will pave the way for a full-fledged evaluation in the future. Moreover, this preliminary review lays the groundwork and sets the tone for a much detailed and in depth evaluation, should it take place with the appropriate funding. The outcomes of the review are in the form of recommendations based on the preliminary findings of the review. Some of the recommendations have the potential to be implemented immediately, whereas the others demand long-term investment of time and resources. Therefore, these recommendations exist in parallel but, share different timeframes. To emphasize further, this review is strictly a document-based review, which is established on the grounds of data collection derived from consultation with a range of suppliers (Advisory Bodies, WHC, C2Cs) but, due to the lack of resources proper assessment of demand and impact is not feasible. The diverse data collected from different reports and documents have different narratives and formats, therefore it is difficult to provide hard statistical data through the documents consulted for the review. These reports and documents have been generated and submitted to the World Heritage Committee by the institutions and agencies involved in the implementation of the Strategy.

3.2 Review Methodology

The review assesses the implementation of the Strategy for the last 10 years at the international and regional level by the respective institutions and agencies (see detailed list in Annex 1). Therefore, it analyses the execution of the Strategy by the international providers like ICCROM, ICOMOS, IUCN and the World Heritage Centre. At the regional level, the review scrutinizes the work done by the UNESCO

established C2Cs representing different regions of globe such as: Africa (AWHF, South Africa), Asia and the Pacific (WHITR-AP, China and WNHMTAPR, India), the Arab States (ARC-WH, Bahrain), Latin America and the Caribbean (RWHIZ, Mexico and RHMTC, Brazil). Whereas, ITRECH Italy and IRCAWHC Spain operate at a global scale as indicated in their mandate. Moreover, ITRECH Italy's thematic specialization includes: economics of heritage, the impact of culture on development, global urbanization and environmental sustainability, cultural diversity and the preservation of the identity of historic cities, and common heritage as a driver of cultural creativity and urban regeneration. On the other hand, IRCAWHA Spain focuses on the thematic area regarding: Rock art, conservation, research and management. It should be noted that the C2Cs considered for the review are limited to the World Heritage related centers that were established and were fully functional before 2020. However, it should also be distinctly registered that the C2C ITRECH, Italy is not officially operative as the approval proposed to the Italian government is still pending. Consequently, this has limited ITRECH's full-fledged functioning as a Category 2 Centre and all the past and current activities by ITRECH are developed and implemented by some of the founding members of the Centre, namely University of Torino and the Santagata Study Centre (CSS-Ebla) which was transformed in 2018 into Santagata Foundation for the Economics of Culture. These activities which are annually recorded and reported to the World Heritage Committee have been analyzed in this preliminary review.

Due to the lack of resources this review cannot comprehensively pick up on parallel capacity development work undertaken by Advisory Bodies, States Parties and other involved partners. As mentioned earlier, the review is a strictly document based internal review. It reviews the documents and reports (see detailed list in Annex 2) submitted by the international and regional bodies to the World Heritage Committee since 2011 until 2019. These reports include documents 5A, 5B, 6, and 7 of the World Heritage Committee only, along with the independent reports submitted by the C2Cs since their establishment. Additionally, the reports from the 2nd cycle of Periodic Reporting were also consulted. It should be noted that the establishment of all the C2Cs do not follow the same timeline and the number of reports generated by them also vary. Thematic studies, upstream advice provided or international assistance requests are not captured in this review.

The review lays its groundwork through this data collection then builds on analyzing the collected data through different approaches. The findings of the conducted analysis are then streamlined into a set of parameters, which further lead into drafting the lessons learnt. The review is not a result-based review and it does not intend to provide practical recommendations for the WHCBS. Moreover, it works with the initial interpretations and about the implementation of the Strategy drawn through the collected data and the conducted analysis. It observes the prevailing execution pattern of the WHCBS actions and points out areas that demand better developments for the Strategy to be relevant, effective, and sustainable.

4. Review Process

4.1 Data Collection

The first step of the review includes review of the existing documents and reports related to the WHCBS. The data collected from this review forms the core of the review and provides key information about the activities organized over the years. As the format of the reports submitted by the international agencies (ICCROM, IUCN, ICOMOS and the World Heritage Centre) and the regional agencies (the Category 2 Centers) varies in their style, a common 'data collection structure' was developed for this review. This structure incorporates both graphical and descriptive data entries, which proved to be the key database for further analysis throughout the review process.

The graphical data entries plot the work done by the capacity building providers against the respective WHCBS action points or goals achieved consequently. This graph helps in mapping the patterns in implementation of the Strategy, where some sections of the WHCBS Action plan evidently show consistent execution by all the actors while the other sections lag. The graph visually aids in understanding the contribution of the different actors at an individual level and simultaneously tracks the progress of the Strategy as a whole. On the other hand, the descriptive data entries give a detailed insight into the nature of the activities and the target audience. This further helps in identifying the regional focus areas and the strategic approaches of the actors involved in the implementation of the WHCBS.

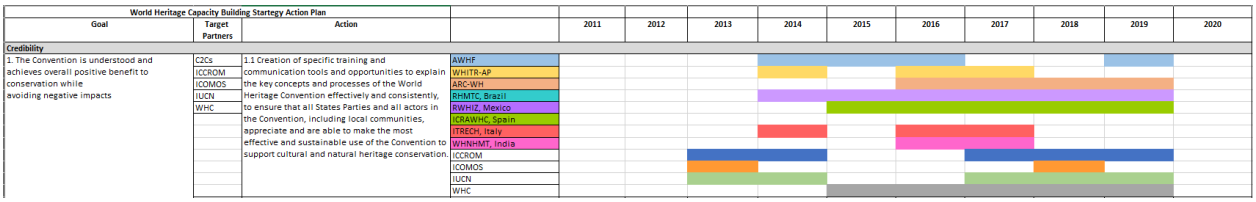


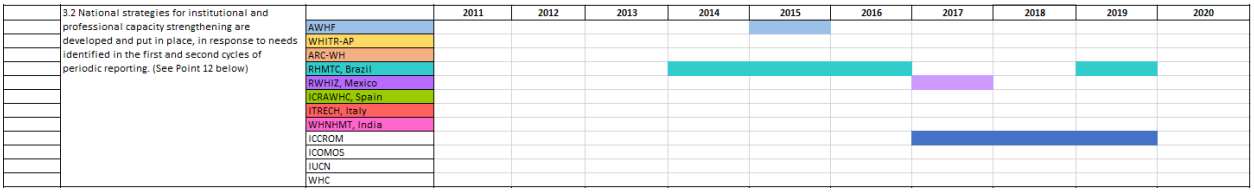
Figure 1 shows the graphical data collection structure where the work done by the capacity providers for a particular goal/action of the WHCBS is mapped against a timeframe of the last 10 years

4.2 Analytical Approaches

The collected data is analyzed through different approaches which focus on examining the Strategy on the basis of identifying the gaps in implementation, identifying the regional strategic directives, comparing the desired regional focus areas to the actual activities on ground, mapping the steps taken to accomplish the proposed paradigm shifts (from training to capacity building, and towards nature-culture linkages) through the WHCBS, and tracing the collaborative efforts of the actors involved to understand the synergies within the international and regional levels.

All the information gathered through the reports and documents by the regional and international actors, provided a massive database. The graphical section of this database aids in drawing interpretations about the strengths and weaknesses in the implementation of the WHCBS. The work done by each of the actors for each goal and action point of the WHCBS is tracked against a timeframe of the last 10 years. This graphical database visually facilitates a very evident and literal identification of the gaps in the implementation of the Strategy. The goals and action points with more crowded bar graphs represent the achievements, and areas of the Strategy with heavy involvement. In contrast, the blank or less filled goals

and actions can be identified as the sections that need focused implementation. These sections identify as the gaps in the Strategy that need to be addressed. It is to be noted that the target audience specified for each action of the WHCBS varies and therefore some of the action points might not show involvement of all the listed institutes and agencies. Also, the involvement of the C2Cs with the corresponding action points also varies due to their specific objectives and focus areas that might not be relevant to all the actions and goals of the Strategy. The graph also draws out the collaborative efforts of the international and regional actors, along with the partner projects that shared the same timeline.



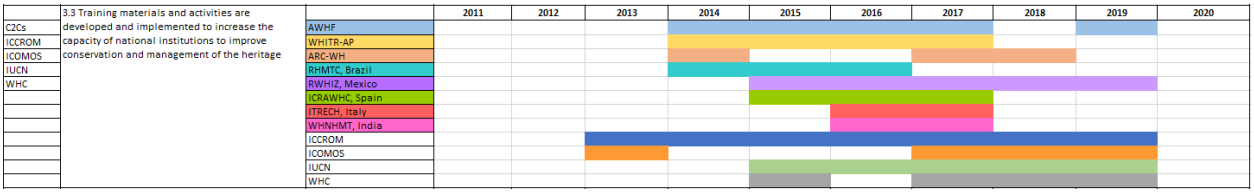


Figure 2 and Figure 3 show the graphical data entries corresponding to the sections of the WHCBS that less filled and more densely crowded respectively

The descriptive part of the collected database helps in comprehending the details of the activities that are marked graphically, as explained in the above section. The regional strategic directives are derived by understanding the nature of the activities conducted by the C2Cs. These descriptive entries give an insight into the details of the activities conducted by the international and regional agencies. The activities are grouped and typologically categorized as training and workshop activities, projects and programmes launched, research and educational activities, finance and funding initiatives, promotional events, networking activities, and so on. The frequency of the themes adopted through these activities establish the regional focus areas. The thematic preferences of the activities for the training and workshop are mapped by pie diagrams. As a result, these diagrams clearly highlight the regional focus areas, thus establishing the strategic directive for a particular region.

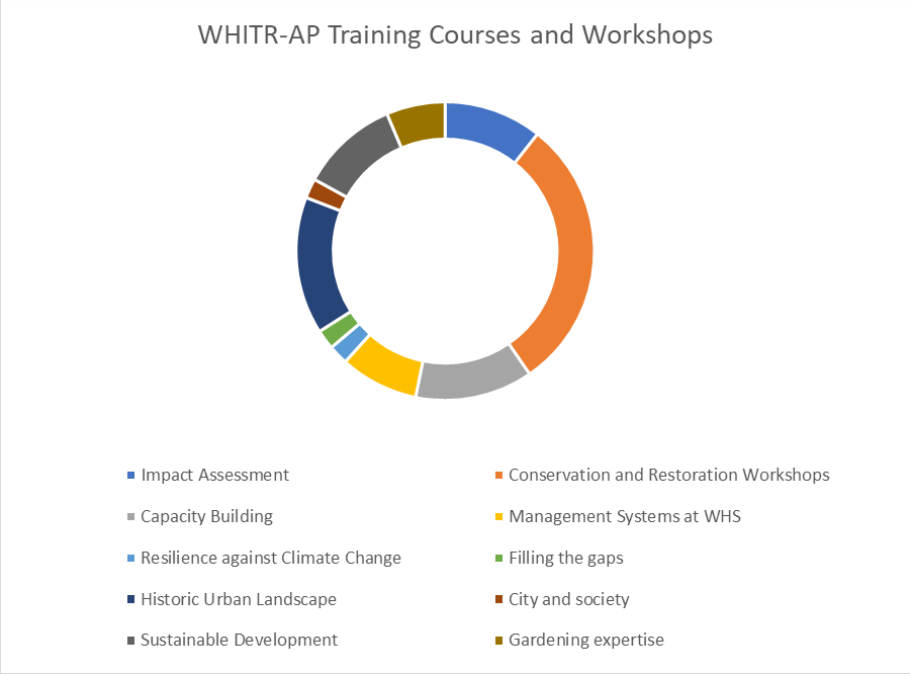


Figure 4 and 5 map the training activities and workshops undertaken by AWHF and WHITR-AP, thus highlighting their thematic focus areas

The collected data is also analyzed to check if the implementation of the WHCBS holds relevance to the proposed paradigm shifts when the Strategy was adopted. For the first paradigm shift from training to capacity building, the details about the target audience of the organized activities are analyzed. The activities directed towards strengthening of institutions, networks, and communities over a time frame of

the last 10 years are noted down. These do not include the collaborative efforts or partner projects. Similarly, the efforts made to initiate nature-culture linkages are listed down for further analysis.

Another analytical approach includes cross-referencing the desired outcomes of the Periodic Reporting regional action plan and the critical Global State of Conservation trends identified in Document 7 with the capacity building activities actually carried out on ground. The regional action plans from the 2nd cycle of the Periodic Reporting exercise and the Document 7 reports are reviewed for data collection and analysis. The PR action plan comes with different categories and sections of activities which were planned to be executed on ground. For the reference of this review, the proposed capacity building activities from the action plan are highlighted. These activities are then cross-referenced with the work done that was actually implemented on site. As the global issues facing state of conservation range from Climate Change, urbanization, economic crisis, etc. as identified in Document 7 of the Committee, the regional activities to overcome these global challenges are analyzed. This exercise and analytical approach facilitates the examination of the resonance of the activities planned and the emerging global needs with the achieved outcomes at the regional level. The table with the collaborative efforts of the Advisory Bodies along with the World Heritage Centre and the C2Cs shows the functionality of networking initiatives and synergies.

Asia and the Pacific (36COM 2012)

VHITRAP	Development, review, and implementation of management plans (including visitor	Disaster risk reduction and risk preparedness	Better regional cooperation	Community involvement	Regional gap analysis and thematic studies on Tentative Lists	Training and Information	Financial resources	Sub Regional
VHNHMT, India	Development and review of management plans corresponding to Outstanding Universal Value and establish time bound action plans for implementation	Dissemination of the UNESCO Resource Manual on "Managing Disaster Risks for World Heritage" (West and Central, and South Asia)	a network of focal points and site managers has been gradually developed through Periodic Reporting, and agreed that it should be maintained and continuously updated.	it is extremely important that the local communities that own World Heritage properties have the sense of ownership and stewardship in managing the properties.	Supporting successful nominations	Capacity development at all levels (including indigenous people)	Establishment of sustainable financing arrangements for the conservation of heritage	In South Asia, the development of legal frameworks, the improvement of capacity to enforce legislations, the development of a balance between cultural and natural properties, and the training on budget planning and management
	Endorsement or legalisation of management plans by the government	Vulnerability assessment of properties (South-East and North-East Asia)	Dialogue between communities, agencies and organisations	mechanisms and protocols to include local communities in monitoring, management, and benefit sharing should be developed.	emphasis on the different fields where capacity needs to be developed.	Development of in-country heritage expertise		In South-East Asia, the priorities are given to the assessment and trainings on various impact assessments as well as their inclusion in the planning process and awareness raising and the
	effective management plans should also address the issues of visitor management and tourism pressure.	Preparation of a disaster risk management plan for each property (South Asia)	Partnership (between communities, heritage agencies, regional organisations, educational institutions and NGOs)	Awareness building of local communities	(VHITRAP), the UNESCO Category 2 Centre, could take a lead in developing a regional capacity-building strategy and associated programmes in collaboration with the World Heritage Centre, the Advisory Bodies, and other regional institutions	Information sharing through communication network		North-East Asia, on the other hand, gives priorities to the assessment of tourism benefits and threats and their inclusion in management plans, establishment of regular monitoring system and its inclusion in the existing administrative system, training on budget planning and management, and corporate cooperation and the
	Supporting the development and implementation of effective policies and legislation for heritage		Sustaining on-going consultative process	Assisting communities for sustainable development through heritage-related enterprises				

Arab States (34COM 2010)

ARC-WH	Inventories	Tentative Lists	Nominations	Scientific and Technical Studies and Research	Training	International Cooperation	Information and Awareness Building	
	Consider moving towards a common mechanism in the process of inventory to be established by States Parties in co-operation with the WHC and the	Necessity to revise and update Tentative Lists with UNESCO and the Advisory Bodies' assistance;	Importance of the participation of local communities in and around the property on the process of nominations;	Access and diffusion of results	Reinforcement of training in the domain of management of sites as a priority for valorising World Heritage properties;	Diversify and enlarge international co-operation to include preservation and conservation beyond excavations, publications and research;	Necessity to ensure appreciation/ownership of heritage at the national level through awareness building at all levels, notably by the local communities;	
		Co-ordination between cultural and natural professionals across States Parties within the area of trans-boundary properties;	Efforts to elaborate natural heritage nominations.	Support to the national institutions involved in research	Reinforcement in new domains linked to the conservation of heritage, in particular community outreach and risk preparedness	Insist on conservation, maintenance, restoration within a legal framework, and with coordination at the national level in order to identify and select priorities - training of the actors of	Gathering and disseminating the existing documentation and materials on awareness-raising regarding the importance of heritage and its protection in Arabic;	
		Focus on natural sites and cultural landscapes		Include the concept of Outstanding Universal Value while implementing research programmes	Move beyond the mere conservation of heritage towards the sustainable development of sites, including the economic and	Inter-Arab co-operation	That the World Heritage Centre works in co-operation with the Arab Regional Centre for World Heritage (ARC-WH) in Bahrain and ALECSO	
					Align ICCROM's Athar training programme with the training			
					Mechanism towards the identification of training needs according to the specificities related			

Figure 6 shows the action plan of the 2nd Periodic Reporting exercise for Asia and the Pacific and the Arab States. The actions indicating capacity building have been highlighted and then cross referenced with the actions implemented on the ground

5. Assessment

5.1 Formulation of Indicators

The data collection process made it clear that computation of hard statistics driven data is challenging through this preliminary assessment. The reports and documents submitted by the different agencies and

actors had their individuality, which made it difficult to connect them on a common review level. The documents under analysis were based on different drafting styles and formats, therefore, it was difficult to formulate a common ground and derive measurable hard data. Hence, rather than attempting to draw indisputable numbers, this review focuses on giving a brief overview of the broader aspects that can help in the assessment of the Strategy. This further leads to the adoption of an overarching qualitative analysis which evaluates elemental features of the Strategy. The overall implementation of the Strategy is evaluated through the parameters such as relevance, effectiveness, impact, coherence and sustainability. These key indicators are parameters established to streamline the findings of the analysis conducted for the review. They represent different attributes which eventually direct the analytical findings of the WHCBS towards a comprehensive review.

The indicators are formulated to measure the degree of achievement of these attributes and thus, the progress of the Strategy. The indicators also form the base which supports the probable extension of the WHCBS for the years to follow. Therefore, streamlining the findings of the review through the lens of these indicators can prove to be insightful for further assessment purposes. The indicators help in outlining the planned versus the achieved objectives of the WHCBS, the strengths and gaps in the implementation of the Strategy, the attributable achievements and major outcomes. They also reflect on the factors affecting the sustainability quotient of the Strategy and the attributes that need upscaling for the Strategy to remain relevant with the changing needs.

5.2 Review Findings and Indicators

Relevance:

The efforts undertaken for the implementation of the WHCBS appear highly relevant for the capacity building of both nomination processes and effective conservation and management of WH properties at all levels. The resource materials generated and the activities organized actively facilitate better understanding of the World Heritage Convention and World Heritage Processes.

Furthermore, it is also observed that the implementation of the WHCBS resonates with the regional needs that can be identified through the 2nd Cycle of the Periodic Reporting exercise. For example, AWHF's focus areas are: Nomination Workshops and Courses, Disaster Risk Preparedness, Tentative lists and Entrepreneurship Field Projects. These focus areas relevant to the desired action plan for the African region, as reflected in the 2nd cycle of the Periodic Reporting exercise. Similarly, the thematic focus areas for ARC-WH are World Heritage Site Management and Capacity Building for Nomination Preparation which are reflected in the Arab States regional action plan.

The Strategy stays relevant in propagating the paradigm shift towards nature-culture conservation and management practices. Especially, the launch of projects like the World Heritage Leadership Programme (WHLP) and the People Nature Culture Course promote a rise in the nature-culture linkages initiatives which identify with a shift towards more integrative approaches to managing heritage. These are also reflected through the activities of the C2Cs and the site managers' shift in focus regarding integrated measures for conservation needs at site level. Although at its early stages, this has fostered a refined

approach within the stakeholders about the nature-culture narrative in heritage conservation and management through the World Heritage Convention. Again, it is important to note that WHLP lies outside the statutory processes of UNESCO, it is not funded by UNESCO or the Committee. It solely depends and exists due to the initiative of ICCROM and IUCN with the support of Norwegian Ministry of Climate and Environment in collaboration with ICOMOS and WHC.

Effectiveness:

At the output and activity level, the WHCBS is remarkably effective for most of its elements, especially capacity building in terms of nomination processes and effective conservation and management of WH properties. There has been an increase in the number of training and workshop activities, research and educational initiatives, programmes and projects, which trigger capacity building at international and regional levels. The Strategy has guided capacity building providers to identify the relevant priority areas for the different regions and further achieve a thematic relevance at a regional level. The Strategy has catalyzed the realization of new practical approaches which have proved to be instrumental for reinforcing capacities and understanding of the World Heritage Convention.

The collaborative works of the Advisory Bodies have been strengthened and it is evident through the emergence of partnered initiatives, especially after 2016 with the launch of the WHLP. However, the Strategy needs more work to bring about the proposed paradigm shift towards the capacity building of a wider target audience to include institutions, networks and communities. The inclusion of a wider target audience is mostly limited to collaborations at international and regional levels for the establishment of partner projects. However, capacity building interventions at national level which aim at strengthening the involved institutes and agencies at policy level, governance level, and organizational frameworks level could be improved. Furthermore, the implementation falls short in developing coordinated networks connecting the international, national and regional levels. Although the annual World Heritage Site Managers' Forum is a notable step in this direction, the WHCBS implementation shows limitations in strengthening ties amongst UNESCO Chairs, networks of WH properties at international and national level and expansion of specialist networks to mentor State Parties within Advisory Bodies, universities as well as research institutions.

Moreover, the level of effectiveness of the Strategy can only be determined in depth with the development of clear indicators which should be synchronized with the State of Conservation, Periodic Reporting and other monitoring processes. In order to effectively verify and map the implementation of the Strategy, direct dialogue and communication with the on-ground heritage practitioners is necessary.

Impacts:

The WHCBS has paved way for emergence of tools that will lead to long-time conservation and management impacts. The World Heritage Leadership Programme (WHLP) and the People Nature Culture (PNC) Course are major developments, which have aided in materializing the integration of nature-culture linkages and community based approach for conservation. The number of training courses, other capacity building and awareness raising activities has a steady growth at international as well as regional level, since the adoption of the Strategy. Inclusion of people-centered approach in management and WH

processes have also been accepted predominantly. New C2Cs and institutions have been established so as to achieve a representative and thematic balance. Furthermore, the World Heritage Site Managers' Forum is another development which is expected to prove efficient in creating new networking opportunities and exchange of knowledge.

Having said that, it is to be noted that at the time of drafting and adoption of the WHCBS, monitoring and reporting of the implementation of the Strategy was included as one of the desired action points. However, such a development of indicators and thresholds to measure its effectiveness and impacts did not take place. Due to the lack of consideration of a potential review of the Strategy, the consequent common data collection structure for the measurement of impacts is missing. Hence, it is difficult to prove the progress made with respect to the implementation of the Strategy at this preliminary stage. Additionally, as seen in the Global State of Conservation reports (Document 7 of the WH Committee), it is even more difficult to trace the conservation and management of WH sites owing to increasing threats posed due to Climate Change, rapid urbanization, deforestation, pandemics, global economic depression, over-tourism, conflicts, political instability etc. These global challenges have increased and the conservation status as well as the effective management at World Heritage Sites has deteriorated. The IUCN World Heritage Outlook is one such initiative which seeks to systematically assess the state of values, nature of threats and standards of protection and management and in tracking trends. Although the IUCN Outlook process is limited to natural sites and values, it can pinpoint capacity needs at site, national, regional and global scales providing an important input to future iterations of the WHCBS. Nevertheless, it is important to realize that the success of the WHCBS can only be proven with improved conservation and management measures and improved capacities of the involved actors to deal with the changing needs and pressures of today's world.

Coherence:

ICCROM's involvement in the implementation of the WHCBS, especially regarding the capacity building activities and dissemination of knowledge resources, has been consistent throughout. The collaborative initiatives of IUCN, ICCROM and the Norwegian Ministry of Climate and Environment in association with ICOMOS and the World Heritage Centre, under the WHLP have had significant contribution towards achieving the actions of the WHCBS. The synergies between the international and regional actors are noticeable. However, these efforts need to be encouraged more and the engagement of the international actors with the regional as well national actors should be elemental. The State Parties to the World Heritage Convention should be encouraged to provide the resources required to commensurate with coherent capacity building needs, funding of projects and scaling up of short term initiatives. This will enable a coherent understanding of the goals and objectives of the Strategy amongst all levels. Coherence within all the capacity building actors will also promote better a monitoring process of the implementation of the WHCBS. It is noteworthy that at the regional level, AWHF, ARC-WH and WHITR-AP have shown proactive engagement with the Strategy, owing to their inherent involvement with the national governments in their respective regions. As in the case of the Latin American C2Cs, RWHIZ Mexico has shown involvement in engaging National Institutes in the capacity building initiatives. The scope of actions of the Latin American C2Cs require a strategic direction to analyze the regional focus areas and reorient

their activities towards these focus areas. Additionally, the collaboration and guidance from the international providers is crucial to strategize their activities.

The coherence of the activities implemented also depends on the longevity of the involvement of the focal points, heritage practitioners or the on-site actors. Interruptions in their term of activity also affects the implementation of the Strategy at site level. It is obvious that high level of turnover rates corrodes coherence. Therefore, it is important to facilitate a smooth handover of the knowledge and human resources to assure coherence of the strategic directive for implementation of the Strategy. Furthermore, alignment of the on-site actions with WH processes like Periodic Reporting, Reactive Monitoring is also instrumental for establishing a coherent functioning system.

Sustainability:

The WHCBS has created a framework which orients towards efficient capacity building for the respective stakeholders and conservation and management at WH properties. The two paradigm shifts of the Strategy are instrumental in creating new narratives for capacity building. These approaches are still fresh and under implementation. The sustainability of the Strategy depends on the long-term application of the narratives and the upscaling of the positive outcomes and achievements so far. The inclusion of institutional level capacity building actions is key to ensure the Strategy remains relevant, effective and coherent. For the Strategy to be sustainable there is a need for expansion of the networks and communication channels at international, national, regional and local levels, both within the levels and also across them. The continuity of these networks is crucial for ensuring the enhancement and effectiveness of the Strategy. Disruption in these networks, human resources and knowledge resources results in inconsistencies in the implementation of the Strategy. Moreover, a collaborative effort by the C2Cs, the Advisory Bodies, the WHC and other partners to develop regionally focused capacity building strategies is required to make the WHCBS sustainable and efficient. Enhancing capacities at all levels for successful handover of the resources, actions, and implementations is fundamental to achieve sustainability.

Stimulated development of clear indicators to evaluate the implementation of the Strategy by actors at all levels is important. These indicators will help in analyzing the execution of the Strategy, the progress of deliverables and the consolidated results. Sustainable development and capacity building are interlinked, the C2Cs need to resonate with the emerging global challenges and consider broader level of global policies through their actions. The need for new tools, policies persists for effective implementation of the Strategy and adaption to new dynamics for the current and a potential new phase. Moreover, with the development pressures and growing global crises there is a need for developing capacity building is an efficient approach that can strengthen the course of actions at all levels.

6. Conclusion

The WHCBS envisioned two instrumental paradigm shifts which have achieved commendable progress in accomplishing the desired deliverables over the last decade. There has been a radical growth in a wide

range of learning material and activities which have enhanced capacity building for World Heritage Properties. The conservation and management processes are now more inclined towards community based, people-centered approach. WHCBS has introduced new perspectives and bridged the gap between nature and culture, thus creating joint opportunities. This change in perspective is also reflected through the activities implemented at all levels, the stakeholders involved and the content generated since the adoption of the Strategy. The projects and programmes established on the basis of the Strategy have contributed in achieving its goals and objectives.

However, there is still a need to increasingly build coherence for the better implementation of the Strategy. Similarly, strengthening of communication channels and networks could be accomplished by fostering an approach towards integration of the institutions and a wider target audience at different levels. Additionally, a set of clear indicators to guide through the monitoring process of the Strategy, needs to be given priority, as this might pave way for further developments and revisions in the Strategy. The attributes and parameters analyzed in the review can act as basic guiding principles for further implementation.

The Strategy has influenced improved capacity building initiatives and it has the potential to upscale conservation and management practices for a sustainable global impact. As of now, the global situation of World Heritage conservation and management is deteriorating due to many factors. With the emerging challenges like economic depression, pandemic, financial crisis, armed conflict, political instability, climate change, rapid urbanization, the World Heritage sector is in utmost need of attention and reinforcement measures. Owing to a global financial crisis, the heritage sector has suffered a massive setback regarding allocation of funds thus, affecting its financial capacity. Therefore, it has become much more difficult to conserve, preserve and manage heritage effectively. In this dire situation, capacity building can prove to be the most affordable and effective measure. Strengthening capacities of the stakeholders, networks, institutes, and communities can lead to a holistic and long-term reinforcement of World Heritage conservation and management. Capacity building can act as a catalyst in developing human resources and knowledge resources to reinstate the importance of heritage, its conservation and its role in the sustaining the life of communities. Hence, it is pivotal to take the proposed refinements and revisions into sincere consideration for the effective implementation of the WHCB.

7. Recommendations

This review provides an overview of the work done so far, the achievements, and the gaps in the implementation and a direction to move forward. It has helped to sort the elements that will propose a way forward by understanding the new actors and new changing needs and challenges that might not have been necessarily relevant when the Strategy was adopted. The following section comprises of recommendations based on the findings from the analytical approaches adopted for the review of the WHCBS. Again, these are not results-based recommendations, rather they represent the observations made and the suggested possible considerations, revisions and refinements for the improvement of the Strategy in the long run. Though the recommendations are aimed to function in parallel, it is also to be

noted that all of the recommendations do not share a common timeframe. Some of them can be implemented immediately whereas the others need a dedicated investment of time and resources for a longer term.

An in-depth Evaluation of the implementation of the WHCBS:

Although this preliminary review provides a basis to continue implementation and improvements, it is necessary to conduct a proper, in-depth evaluation of the Strategy that would start from data collection, conducting interviews, analyzing various reports, and also include a wider range of actors of the WHCBS. Such an evaluation would provide for a more relevant analysis to be drawn out to determine the effects, relevance and impacts of the WHCBS over the past 10 years. Although a fixed number cannot be provided for the budget of this in-depth evaluation, an approximate budgetary bracket of 40,000 USD to 50,000 USD can be taken into consideration.

Formulation of common data collection frameworks for the actors involved:

The implementation of the WHCBS at the regional level/sub-regional levels is more effective for addressing the most relevant impacts of the strategy in dealing with respect to the regional needs and desired outcomes. The regional focus areas will establish a strategic direction which will streamline the implementation of the Strategy to satisfy the region specific needs and beyond and thus make the strategy more relevant. As identified through this review, there is a need for common data collection and evaluation frameworks. These frameworks can be formed by introducing new tools and commitment platforms or reinforcing the already existing mechanisms. These frameworks will be a common binding tool to capture and register the capacity building efforts of all the actors involved and to further enhance tracing of the progress of the effective and impactful implementation of the Strategy.

Formulation of a Coherent Indicator System for Monitoring:

The institutions and agencies involved in the implementation of the WHCBS should set up coherent indicators which can be useful for mapping the progress of the Strategy. These indicators will act as a guideline to monitor the success of the Strategy and to ensure its sustainability. For this to happen, all the actors involved should be have a clear understanding of the goals, actions, objectives and the desired outcomes of the Strategy.

Capacity Building for Institutions and Wider Audience:

As the WHCBS had proposed, capacity building aims at strengthening the wider network of actors involved. This implies that the focus should shift beyond individual practitioners to institutes, networks, communities and decision makers. The organizational frameworks, policies, governance models should be reinforced for a dynamic relation between heritage and its context. Furthermore, it could also take into consideration forming stronger synergies with other conventions and programmes to include inter-sectoral actors. This also includes integrated nature-culture approaches, dealing with different contextual issues of World Heritage, breaking down barriers at legal, institutional and policy level, issues regarding demarcation of boundaries and buffer zones, etc. to realize the threats posed to World Heritage have expanded beyond on-paper limits.

Alignment of the WH processes and activation of New policies:

Capacity building actions that are implemented at site level needs to be aligned to the findings produced from existing WH processes like Periodic Reporting, Reactive Monitoring as well as complimentary processes like IUCN's World Heritage Outlook. The issues identified through these processes should resonate with the actual work done on the site. Currently, these processes exist in parallel and are more directed towards resolving the issues faced at site level. Similarly, new policies to combat the emerging global pressures like Climate Change, redevelopment, rapid urbanization and encroachment, economic depression, and pandemics should also be an additional aspect interlinked to the implementation of the Strategy.

Involvement of the National Level Actors:

In addition to the international and regional levels, national level actors should be an integral part of the implementation structure of the WHCBS. As reflected in the review, the national institutes and agencies have an involvement limited to collaborations. They should be encouraged to actively utilize the Strategy for restructuring their organizational framework for a cohesive functioning and an enthusiastic engagement.

Increasing Partnerships for Capacity Building:

Capacity Building Initiatives outside the realm of WH Convention should be integrated to increase partnerships for capacity building. Seeking partnerships with other relevant conventions, policies, civil society organizations, agreements, programmes and similar initiatives will lead in leveraging greater capacity building impact. Inter-sectoral partnerships will result in the birth of new modules which function on a more interconnected level while also keeping the impacts of rising global challenges in perspective for developing capacity building. For example: Inclusion of WH module in the IUCN WCPA Capacity Framework, WH-IUCN Green List initiative to apply global protected area management to WH sites, etc.

Strengthening of Networks and Communication Channels:

This could be accomplished by fostering an approach towards integration of the institutions at different levels. Establishing network connection patterns between the various actors and amongst the international, national, regional and local levels will lead to a comprehensive involvement and expansion of network systems. Setting up of a common platform for the identified actors and stakeholders will help in exchange of information and interaction at different levels, thus forming a common networking link. Focus needs to be shifted towards broadening the suite of tools to support enhanced capacity and this could be achieved by creating a toolbox to include awareness raising, advocacy, policy reform, training, mentoring, coaching, incentives etc. It is also important to recognize that human resources that have participated in various capacity building activities have a relatively quick turnover rate. It is recommended to ensure a long-term involvement of focal points and site managers and encourage an active handover of knowledge during such transitions of human resources.

Suggested action points pending extra budgetary funding (approximate estimate: 40,000-50,000 USD)

1. Conducting an in-depth, external evaluation on the implementation of the World Heritage Capacity Building Strategy

2. Establishing a web-based common data collection system
3. Establishing an indicator system to monitor the impacts of the Strategy
4. Convene an international workshop involving key Capacity Building actors to review the implementation of the WHCBS and discuss ways forward for possible revision/renewal of the Strategy

Annex 1: List of institutions and agencies analysed

Regional Capacity Building Providers				
Category 2 Centres		Region	Country	Est.
AWHF	African World Heritage Fund	Africa	South Africa	2007
WHITR-AP	World Heritage Institute of Training and Research for the Asia and the Pacific Region	Asia and the Pacific	China	2007
ARC-WH	Arab Regional Centre for World Heritage	Arab States	Bahrain	2009
RHMTC	Regional Heritage Management Training Centre "Lucio Costa"	Latin America and Caribbean	Brazil	2009
RWHIZ	Regional World Heritage Institute in Zacatecas	Latin America and Caribbean	Mexico	2009
ICRAWHC	International Centre for Rock Art and the World Heritage Convention	Europe and North America	Spain	2011
ITRECH	International Research Centre on the Economics of Culture and World Heritage Studies	Europe and North America	Italy	2011
WNHMTAPR	Centre on World Natural Heritage Management and Training for Asia and the Pacific Region	Asia and the Pacific	India	2014

International Capacity Building Providers	
ICCROM	International Centre for the Study of the Preservation and Restoration of Cultural Property
ICOMOS	International Council on Monuments and Sites
IUCN	International Union for Conservation of Nature
WHC	World Heritage Centre

Annex 2: List of documents consulted

Category 2 Centres	
AWHF Report 2013	https://whc.unesco.org/uploads/activities/documents/activity-676-2.pdf
AWHF Report 2014	https://whc.unesco.org/uploads/activities/documents/activity-676-16.pdf
AWHF Report 2015	https://whc.unesco.org/uploads/activities/documents/activity-676-41.pdf
AWHF Report 2016	https://whc.unesco.org/uploads/activities/documents/activity-676-53.pdf
AWHF Report 2017	https://whc.unesco.org/uploads/activities/documents/activity-676-72.pdf
AWHF Report 2018	https://whc.unesco.org/uploads/activities/documents/activity-676-74.pdf
AWHF Report 2019	https://whc.unesco.org/uploads/activities/documents/activity-676-78.pdf
WHITR-AP Report 2013	https://whc.unesco.org/uploads/activities/documents/activity-676-9.pdf
WHITR-AP Report 2014	https://whc.unesco.org/uploads/activities/documents/activity-676-17.pdf
WHITR-AP Report 2015	https://whc.unesco.org/uploads/activities/documents/activity-676-39.pdf
WHITR-AP Report 2016	https://whc.unesco.org/uploads/activities/documents/activity-676-49.pdf
WHITR-AP Report 2017	https://whc.unesco.org/uploads/activities/documents/activity-676-67.pdf
ARC-WH Report 2013	https://whc.unesco.org/uploads/activities/documents/activity-676-1.pdf
ARC-WH Report 2014	https://whc.unesco.org/uploads/activities/documents/activity-676-18.pdf
ARC-WH Report 2015	https://whc.unesco.org/uploads/activities/documents/activity-676-43.pdf
ARC-WH Report 2016	https://whc.unesco.org/uploads/activities/documents/activity-676-46.pdf
ARC-WH Report 2017	https://whc.unesco.org/uploads/activities/documents/activity-676-65.pdf
ARC-WH Report 2018	https://whc.unesco.org/uploads/activities/documents/activity-676-75.pdf
ARC-WH Report 2019	https://whc.unesco.org/uploads/activities/documents/activity-676-79.pdf
RHMTC Report 2013	https://whc.unesco.org/uploads/activities/documents/activity-676-3.pdf
RHMTC Report 2014	https://whc.unesco.org/uploads/activities/documents/activity-676-23.pdf
RHMTC Report 2015	https://whc.unesco.org/uploads/activities/documents/activity-676-44.pdf
RHMTC Report 2016	https://whc.unesco.org/uploads/activities/documents/activity-676-47.pdf
RHMTC Report 2018	https://whc.unesco.org/uploads/activities/documents/activity-676-76.pdf
RHMTC Report 2019	https://whc.unesco.org/uploads/activities/documents/activity-676-81.pdf
RWHIZ Report 2013	https://whc.unesco.org/uploads/activities/documents/activity-676-10.pdf
RWHIZ Report 2014	https://whc.unesco.org/uploads/activities/documents/activity-676-19.pdf
RWHIZ Report 2015	https://whc.unesco.org/uploads/activities/documents/activity-676-45.pdf
RWHIZ Report 2016	https://whc.unesco.org/uploads/activities/documents/activity-676-52.pdf
RWHIZ Report 2017	https://whc.unesco.org/uploads/activities/documents/activity-676-70.pdf
RWHIZ Report 2018	https://whc.unesco.org/uploads/activities/documents/activity-676-77.pdf
RWHIZ Report 2019	https://whc.unesco.org/uploads/activities/documents/activity-676-80.pdf
ICRAWHC Report 2013	https://whc.unesco.org/uploads/activities/documents/activity-676-7.pdf
ICRAWHC Report 2014	https://whc.unesco.org/uploads/activities/documents/activity-676-20.pdf
ICRAWHC Report 2015	https://whc.unesco.org/uploads/activities/documents/activity-676-37.pdf
ICRAWHC Report 2016	https://whc.unesco.org/uploads/activities/documents/activity-676-54.pdf
ICRAWHC Report 2017	https://whc.unesco.org/uploads/activities/documents/activity-676-73.pdf

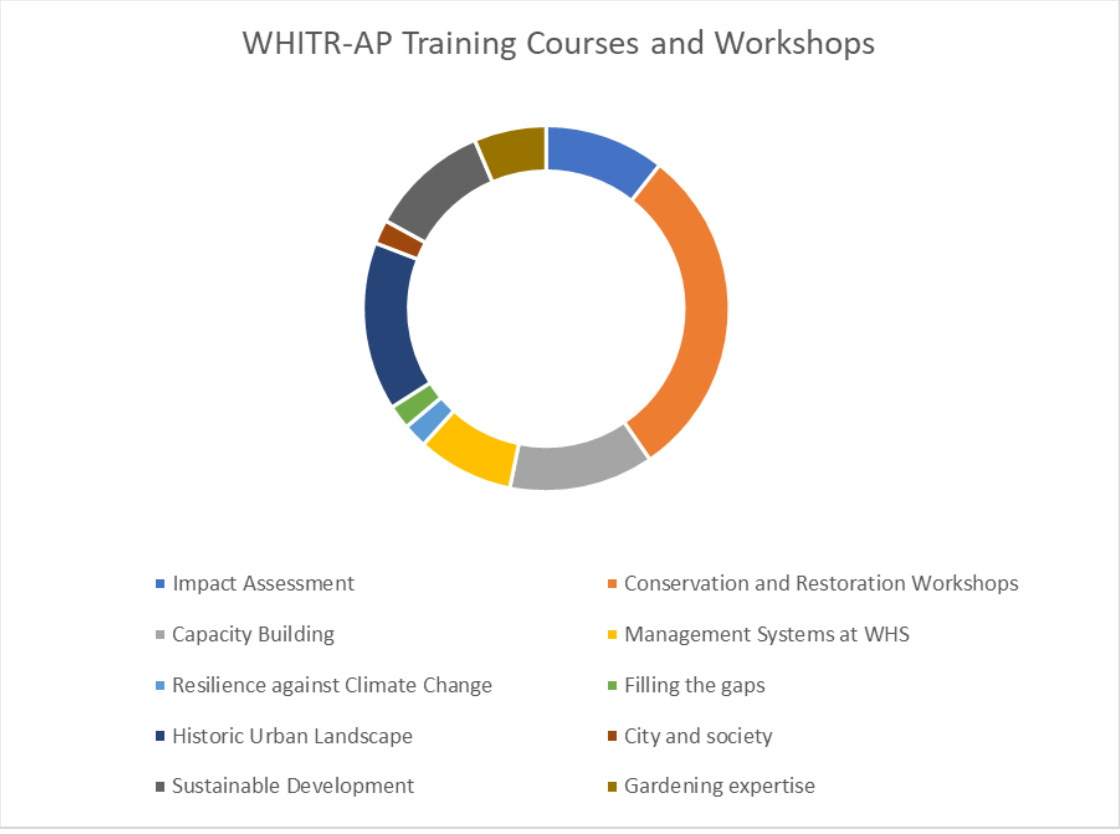
Category 2 Centres	
ITRECH Report 2013	https://whc.unesco.org/uploads/activities/documents/activity-676-8.pdf
ITRECH Report 2014	https://whc.unesco.org/uploads/activities/documents/activity-676-21.pdf
ITRECH Report 2015	https://whc.unesco.org/uploads/activities/documents/activity-676-42.pdf
ITRECH Report 2016	https://whc.unesco.org/uploads/activities/documents/activity-676-51.pdf
ITRECH Report 2017	https://whc.unesco.org/uploads/activities/documents/activity-676-69.pdf
CWNHMT Report 2014	https://whc.unesco.org/uploads/activities/documents/activity-676-40.pdf
CWNHMT Report 2016	https://whc.unesco.org/uploads/activities/documents/activity-676-50.pdf
CWNHMT Report 2017	https://whc.unesco.org/uploads/activities/documents/activity-676-68.pdf
WHC Document 6	
WHC11-35COM	https://whc.unesco.org/archive/2011/whc11-35com-6e.pdf
WHC12-36COM	https://whc.unesco.org/archive/2012/whc12-36com-6e.pdf
WHC13-37COM	https://whc.unesco.org/archive/2013/whc13-37com-6e.pdf
WHC14-38COM	https://whc.unesco.org/archive/2014/whc14-38com-6e.pdf
WHC15-39COM	https://whc.unesco.org/archive/2015/whc15-39com-6e.pdf
WHC16-40COM	https://whc.unesco.org/archive/2016/whc16-40com-6e.pdf
WHC17-41COM	https://whc.unesco.org/archive/2017/whc17-41com-6e.pdf
WHC18-42COM	https://whc.unesco.org/archive/2018/whc18-42com-6e.pdf
WHC19-43COM	https://whc.unesco.org/archive/2019/whc19-43com-6e.pdf
WHC Document 7 State of Conservation of World Heritage Properties	
WHC14-38COM	https://whc.unesco.org/archive/2014/whc14-38com-7-en.pdf
WHC15-39COM	https://whc.unesco.org/archive/2015/whc15-39com-7-en.pdf
WHC16-40COM	https://whc.unesco.org/archive/2016/whc16-40com-7-en.pdf
WHC17-41COM	https://whc.unesco.org/archive/2017/whc17-41com-7-en.pdf
WHC18-42COM	https://whc.unesco.org/archive/2018/whc18-42com-7-en.pdf
WHC19-43COM	https://whc.unesco.org/archive/2019/whc19-43com-7-en.pdf
WHC Document 5A- Activities of the WHC	
WHC11-35COM	https://whc.unesco.org/archive/2011/whc11-35com-5Ae.pdf
WHC12-36COM	https://whc.unesco.org/archive/2012/whc12-36com-5Ae.pdf
WHC13-37COM	https://whc.unesco.org/archive/2013/whc13-37com-5Ae.pdf
WHC14-38COM	https://whc.unesco.org/archive/2014/whc14-38com-5Ae.pdf
WHC15-39COM	https://whc.unesco.org/archive/2015/whc15-39com-5Ae.pdf
WHC16-40COM	https://whc.unesco.org/archive/2016/whc16-40com-5Ae.pdf
WHC17-41COM	https://whc.unesco.org/archive/2017/whc17-41com-5Ae.pdf
WHC18-42COM	https://whc.unesco.org/archive/2018/whc18-42com-5Ae.pdf
WHC19-43COM	https://whc.unesco.org/archive/2019/whc19-43com-5Ae.pdf
WHC Document 5B – Activities of the Advisory Bodies	
WHC11-35COM	https://whc.unesco.org/archive/2011/whc11-35com-5Be.pdf
WHC12-36COM	https://whc.unesco.org/archive/2012/whc12-36com-5Be.pdf
WHC13-37COM	https://whc.unesco.org/archive/2013/whc13-37com-5Be.pdf
WHC14-38COM	https://whc.unesco.org/archive/2014/whc14-38com-5Be.pdf
WHC15-39COM	https://whc.unesco.org/archive/2015/whc15-39com-5Be.pdf
WHC16-40COM	https://whc.unesco.org/archive/2016/whc16-40com-5Be.pdf
WHC17-41COM	https://whc.unesco.org/archive/2017/whc17-41com-5Be.pdf
WHC18-42COM	https://whc.unesco.org/archive/2018/whc18-42com-5Be.pdf
WHC19-43COM	https://whc.unesco.org/archive/2019/whc19-43com-5Be.pdf

2011 World Heritage Capacity Building Strategy	
WHC11-35COM-9Be	https://whc.unesco.org/archive/2011/whc11-35com-9Be.pdf

2nd Cycle of Periodic Reporting	
Arab States (2010)	https://whc.unesco.org/document/104581
Africa (2011)	https://whc.unesco.org/document/106683
Asia & Pacific (2012)	https://whc.unesco.org/document/116967
Latin America and the Caribbean (2013)	https://whc.unesco.org/document/123037
Europe and North America region (2012-2015)	https://whc.unesco.org/document/136521

Annex 3

AWHF Training Courses and Workshops
Tentative lists
Nomination Workshops and courses
Implementation of WHC
Disaster Risk Preparedness
Risk Management Field Projects
Harmonizing Heritage Workshops
Sustainability and Sustainable Tourism
Impact Assessment
Entreprenuership Field Projects
Capacity Building Workshops
Side events of Cultural and Natural Heritage

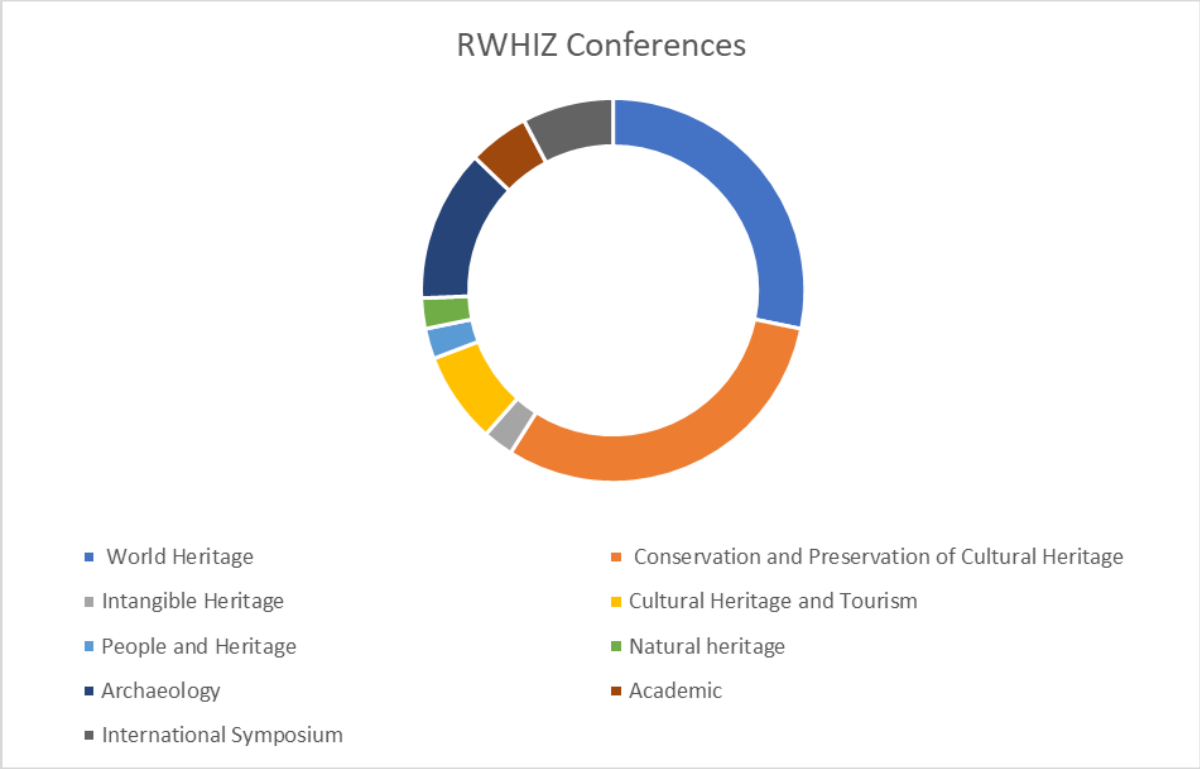

WHITR-AP Training Courses and Workshops
Impact Assessment
Conservation and Restoration Workshops
Capacity Building
Management Systems at WHS
Resilience against Climate Change
Filling the gaps
Historic Urban Landscape
City and society
Sustainable Development
Gardening expertise

ARC-WH Training Courses and Workshops

- Regional World Heritage
- World Heritage Convention
- WH Site Management
- Capacity Building for Nomination preparation
- Tentative Lists
- First Aid to cultural built heritage
- Risl Preparedness
- Site Management Frameworks
- Global Comparative Analyses
- Cultural Art Heritage
- enhancing our Heritage Toolkit

RHMTC Training Courses and Workshops

- Cultural Heritage Management Seminar
- Intangible Heritage Seminar
- Training for Cultural Heritage Managers
- Training of Intangible Heritage
- Cultural and Natural World Heritage Convention
- Risk Preparedness and Training Workshop


RWHIZ Conferences
World Heritage
Conservation and Preservation of Cultural Heritage
Intangible Heritage
Cultural Heritage and Tourism
People and Heritage
Natural heritage
Archaeology
Academic
International Symposium

RWHIZ Training Courses and Workshops
Tentative lists and Nominations
Regional Inventory Modern Heritage
Technical Training for Management of Cultural Sites
Local course Planning and Development Management
Training course of strengthening the French language
Training Course for children and youth
Management Plan workshop
Integration of Contemporary Architecture in Historical Contexts

ICRAWHC Projects

- Investigation Programme on Preventive Conservation
- Rock Art World Heritage Sites Conservation and Management
- Climate Management for Rock Art Sites
- Web Platform and App Development
- Musealization and Intervention Projects
- Draft Technical Projects for Rock Art
- Rock Art for Visually Impaired
- Rock Art Conservation Projects
- Digital Documentation and Other Activities for Rock Art
- Creation of Expert Network for Rock Art
- Good Practices in Sustainable Development

ITRECH Training Courses and Workshops

- Impact Assessment
- World Heritage and Sustainable Development
- Urbanization and Cultural Landscape
- Natural Heritage Knowledge and Management workshops
- Management of UNESCO World Heritage
- Cultural Heritage Management
- Joint workshop CSS-UNESCO
- Friends of Museums and patronage
- Projects and Management Plans for UNESCO sites
- Capacity Building Workshop on the Management of UNESCO sites
- International forums
- HULBRiC-Urban Landscape

WHNHMT Training Courses and Workshops
Disaster Risk Management
World Heritage Site Management
Training Workshops for Site Managers
Tentative List and Nomination
Management and Conservation of Natural Sites
Sustainable Tourism Development
Enhancing Capacity Workshop
Ecotourism
Economic Valuation of Ecosystem Services