

NWHF Board Meeting 15 April 2010

NWHF Alternative Strategy 2010 – 2014

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Decision:

The Board:

1. Recognises the solid analysis that constitutes the platform for priorities, Adopts Work.Doc. 06/10 Rev. *NWHF Alternative Strategy 2010 – 2014*, and asks the secretariat to develop indicators accordingly.

1. Background of the Alternative Strategy 2010-2014

Recalling Agenda Article 10/09 from the Board Meeting in Elsinore, 25 September 2009, and following Decision 2 of the Board: "Requests the Administration to present and draft an alternative strategy if a framework agreement is not reached at its next meeting", the Administration has developed an Alternative Strategy (*Inf. Doc. 04/10: Draft Alternative Strategy 2010 – 2014*) to be presented at the Board Meeting, 15 April 2010.

2. Purpose

The key objective of the Alternative Strategy is to strengthen the UNESCO Category 2 centre Nordic World Heritage Foundation (NWHF) as a useful instrument for UNESCO. NWHF presents a strategic, flexible and efficient plan of main priorities, while meeting its mandate within the financial and human constraints of the Foundation.

The Alternative Strategy is in line with guiding strategies of the UN, UNESCO and the World Heritage Centre's (WHC) priorities, strategic decisions and resolutions by the WH Committee and the General Assembly (cf. section VI). The Alternative Strategy represents a move towards added value-, normative- and upstream activities and initiatives (rather than project implementation), manifested in a longer term and multi-country and regional approach.

All NWHF strategic areas, activities, projects and initiatives shall seek to provide additionality and synergies with other internal and/or relevant external activities/projects/initiatives/programmes. It should furthermore pursue innovative approaches to support and strengthen the implementation of the Convention, and seek to have broad impact and benefits both geographically as well as among WH stakeholders.

Each activity, project and initiative shall have identified success criteria and performance targets relating to the overall aims and objectives of the Foundation. NWHF projects will include a risk analysis, and 2% of total project budget shall be allocated to project evaluation.

3. NWHF Vision, Mission & Objective

1. Vision: The World Heritage Convention (1972) is a universally recognised vehicle for sustainable development whereby the diversity, integrity/authenticity and Outstanding Universal Values of our natural and cultural heritage are protected, respected and appreciated.
2. Mission: To promote the implementation of the World Heritage Convention (1972) and Global Strategy (1994) within the context of sustainable development, the UN Millennium Development Goals (UNMDGs) and the UN framework on climate change.
3. Goal: Through information, capacity building, technical assistance and fundraising support, be a useful vehicle for UNESCO.

4. Background documents

1. Agreements

- i. *2008 Memorandum of Association for the Foundation Nordic World Heritage (MoA).*
- ii. *Agreement between UNESCO and the Government of Norway regarding the Nordic World Heritage Foundation as a centre under the auspices of UNESCO (Category 2) signed by UNESCO and the Norwegian Ministry of the Environment (MoE) 1 Oct. 2008.*
- iii. NWHF's mandate and obligations as a UNESCO Category 2 centre as decided by the General Conference at its 35th session, defined in Document 35C/22 *Implementation of the Guidelines and Criteria for Category 2 Institutes and Centres.*

2. NWHF strategy, work plans and budgets

- i. 2007 Evaluation of NWHF
- ii. NWHF Strategy 2009 – 2014 adopted 16th April 2009
- iii. Three year budget prognosis 2009-2011 (Inf.Doc.23/08) illustrating an unsustainable future economic situation
- iv. Biennial Budget 2010 – 2011 adopted by the BoD 7 December 2009
- v. Operational work plan 2010 – 2011 adopted by the BoD 7 December 2009

5. Guiding strategies, programmes, strategic decisions & resolutions by the WH Committee & the General Assembly

- i. *The UN Millennium Development Goals (UNMDGs)*
- ii. *The UN Reform – UN Delivering as One*
- iii. *The objectives of the World Heritage Convention (1972) and the Global Strategy (1994)*
- iv. *UNESCO-WHC's Sustainable Tourism Programme*
- v. *The World Heritage Marine Programme*
- vi. *The World Heritage Forest Programme*
- vii. *The ongoing reflection on the Future of the WH Convention and the Decision 33 COM 14A.2 (including draft vision and action plan) adopted by the WH Committee at its 33rd Session in Seville 2009, and Resolution 17 GA 9 adopted by the General Assembly of States Parties at its 17th session in Paris 2009.*

6. Governing Bodies, legal & administrative context

NWHF is an autonomous and non-profit foundation with UNESCO Category 2 status. The Foundation operates under Norwegian law.

The NWHF Board of Directors (BoD) is made up of representatives from the Nordic States Parties and UNESCO. The BoD is the supreme body of the Foundation, where members are elected according to guidelines set out in the MoA. The Director reports to the BoD.

The NWHF has two unique assets within the work of the Convention:

1. Independency as a foundation, yet with ties to and support of the Nordic States Parties;
2. UNESCO and WH affiliation through Category 2 centre status granted by the General Conference in 2003 and renewed in 2008 by the Executive Board.

7. Financial & human resources

The Norwegian Ministry of the Environment (MoE) finances NOK 5 mill per annum towards the administrative costs of NWHF. Project funding is obtained through independent proposals.

As of 2009 NWHF has three permanent, one temporary and one part time employees. In 2010 NWHF will in addition, through FK Norway exchange programme between NWHF and AWHF, have one extra person in the period June 2010 to June 2011.

The three year budget prognosis for 2009 - 2011 (Inf.Doc.23/08) illustrates an unsustainable future economic situation. NWHF's broad mandate, increased role and functions as a C2 centre (35C/22), and strained financial and human resources, calls for an Alternative Strategy with strict strategic priorities ensuring the highest *return on objectives*.

8. Geographical focus

The NWHF has a Nordic-Baltic as well as international mandate through the commitment to support UNESCO's strategic priorities in relation to promote North-South, South-South and triangular collaboration.

The Foundation specifically serves the States Parties and Committee Members within the Nordic-Baltic Region, and seeks to benefit the broader WH Community.

International focus is on Africa, Asia/Pacific and the Arctic.

9. Strategic partners & relevant conventions

Four groups of main stakeholders are defined including UN and UN Affiliated organisations and NGOs, States Parties/Governments, Private sector, and Civil society/Communities (ref Inf. Doc. 04/10 Chapter III).

Partnerships could include joint: a. fundraising activities, b. project implementation, and c. information sharing.

All partnerships should provide mutual synergies and offer a clear value proposition to the NWHF mandate.

NWHF's mandate covers a number of international conventions which may be used to leverage the overall objectives of the Foundation. Such conventions include the *Convention for the Safeguarding of the Intangible Cultural Heritage*, the *Convention on the Protection and the Promotion of the Diversity of Cultural Expressions*, the *Convention on Biological Diversity*, and the *United Nations Framework Convention for Climate Change*.

10. Alternative strategy 2010 – 2014

The overall goal of *NWHF's Alternative Strategy 2010 – 2014* is to **Contribute to the implementation of the World Heritage Convention (1972) and Global Strategy (1994) with emphasis on sustainable development**, in line with the Millennium Development Goals (MDGs). The goals are ultimately to secure fulfilment of the NWHF mandate, implying that all activities have outcomes that are in accordance with these goals, and that NWHF must be capable to provide feedback to partners. Throughout activity- and project cycles the impact, effectiveness, efficiency, relevance and sustainability are monitored according to UNEG/OECD DAC standards.

The analyses and recommendations presented in Inf.Doc. 06/10 emphasise NWHF's comparative advantages:

1. High degree of independence allows the NWHF to explore new partnerships and funding opportunities.
2. Unique position within the UNESCO system enables substantial impact on conceptual development and revision of the Conventions, guidelines and institutions under which NWHF functions.
3. Comprehensive academic and practical experience within the field of Sustainable Tourism, and unique possibilities for being innovative and develop approaches which provide leverage for tourism as a driver for sustainable development.
4. Extensive experience and competency within the field of Periodic Reporting in the Nordic-Baltic sub-region. Utilising these assets through active participation in the second cycle PR in WHC/EUR, WHC/AFR and WHC/APA will provide added value to stakeholders through institutionalisation of PR in UNESCO and capacity building for States Parties and C2 centres.

Strategic Objectives: Strengthened WH Convention and Institutional Capacities

Non-exhaustive list of priorities (based on current obligations and proposed new activities):

SO 1.1: Promote sustainable development through tourism:

- a. International collaboration with UNESCO-WHC, C2 centres and other international partners supporting UNESCO WHC's Sustainable Tourism Programme.
 - b. Development of a *World Heritage and Sustainable Tourism Community of Best Practice* utilising new and innovative technology to promote information sharing, communication and cooperation among WH stakeholders in the Nordic-Baltic Region (including the Arctic).
- Indicators:
 - Establishment of tools/networks/platforms meeting stakeholders' needs.

- Revision of Operational Guidelines to include reference to ST.
- ST included in WH Sites' management plans.

SO 1.2: Strengthen the Periodic Reporting tool:

- a. Assist the Nordic-Baltic States Parties through coordination of the Periodic Reporting.
 - b. Provide assistance for Africa and the Pacific together with Africa Unit and Asia/Pacific Unit of UNESCO-WHC, and C2 centres including AWHF and WHITRAP (cf. MoUs between NWHF, AWHF and WHITRAP-ARC).
- Indicators:
 - PR exercise performed according to objectives and schedules.
 - States Party-, Focal Point- and Site Manager level participation and coherence
 - Increased capacities at States Party- and Category 2 Centres level.

SO 1.3: Implementation of the UNESCO Integrated Comprehensive Strategy for Category 2 Centres and Institutes adopted by the GC at its 35th session, Paris 2009 (35C/22):

- a. Establishment of network and resource pool among WH C2 centres.
- Indicators:
 - Nordic-Baltic visibility within UNESCO and C2 network.
 - Development of operational MoUs/Lols (including WH processes and ST).
 - Shared activities and initiatives.
 - Exchange Programmes.

Strategic Approach: Synergies and Partnerships

Non-exhaustive list of priorities (based on current obligations and proposed new activities):

SA 1.1: Support Nordic-Baltic States Parties (technical and conceptual support within NWHF fields of competencies).

- Indicators:
 - NWHF preferred partner in WH activities in the region.

SA 1.2: Coordinated activities with other Conventions and NGOs:

- a. Activities with other UN-initiatives and programmes such as cooperation with UNEP/GRID-Arendal in the Arctic region.
- Indicators:
 - Development of operational MoUs/Lols.
 - Collaboration on projects/funding.

SA 1.3: Development of Private-Public Partnerships:

- a. Explore opportunities and initiate operational partnerships with private sector such as UNF cooperation on selected activities.
 - b. Engagement of tourism industry in relation to WH processes.
- Indicators:
 - Development of operational MoUs/Lols.
 - Collaboration on projects/funding.