

CARIBBEAN CAPACITY BUILDING PROGRAMME FOR WORLD HERITAGE

The Caribbean Capacity Building Programme (CCBP) is a long-term training programme to strengthen capacities of Caribbean Member States in effectively implementing the 1972 Convention concerning the Protection of the World Cultural and Natural Heritage –the World Heritage Convention. CCBP is implemented by the UNESCO Regional Office for Culture in Latin America and the Caribbean in Havana, in close coordination with the Organization's World Heritage Centre and the UNESCO Offices in Kingston and Port-au-Prince.

The Programme was developed on the basis of the recommendations made in the First Periodic Report on the Implementation of the World Heritage Convention in Latin America and the Caribbean, and implemented from 2007 onwards. Its first implementation cycle came to an end in 2013, with the presentation of the Second Periodic Report on the Implementation of the Convention in Latin America and the Caribbean.

UNESCO Havana has carried out an internal and an external evaluation of CCBP to analyse the actions taken so far under this programme and identify a number of lessons learned and recommendations that may help improve its implementation in the coming years.

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BACKGROUND INFORMATION ON THE CARIBBEAN CAPACITY BUILDING PROGRAMME FOR WORLD HERITAGE

STRENGTHEN THE CREDIBILITY OF THE WORLD HERITAGE LIST: AMONG THE ACTIONS UNDER THIS OBJECTIVE WAS THE RECOMMENDATION THAT STATES PARTIES SHOULD UNDERTAKE NATIONAL CONSULTATIONS ON HERITAGE, AUTHENTICITY AND INTEGRITY, AND PROVIDE GUIDELINES FOR SUCH CONSULTATIONS.

First Periodic Report on the Implementation of the Convention in Latin America and the Caribbean (2004)

Article 29 of the Convention provides that the States Parties of the Convention shall submit a report to the General Conference of UNESCO, in which they give information on the legislative and administrative provisions which they have adopted and other action which they have taken for the application of the Convention, together with details of the experience acquired in this field. As stated in Paragraph 201 of the Operational Guidelines for the Implementation of the World Heritage Convention, the four main purposes of the Periodic Report are

1. to provide an assessment of the application of the World Heritage Convention by the State Party;
2. to provide an assessment as to whether the Outstanding Universal Value of the properties inscribed on the World Heritage List is being maintained over time;
3. to provide updated information about the World Heritage properties to record the changing circumstances and state of conservation of such properties; and
4. to provide a mechanism for regional co-operation and exchange of information and experiences among States Parties concerning the implementation of the Convention and World Heritage conservation.

The first Periodic Report on the implementation of the Convention in LAC was submitted to the World Heritage Committee at its 28th Meeting in 2004 (WHC-03/28.COM/16). The report recalled the need to achieve the four strategic objectives (five today), adopted by the 26th Session of the World Heritage Committee in 2002: strengthen the Credibility of the World Heritage List; ensure the effective Conservation of World Heritage properties; promote the development of effective Capacity Building measures in States Parties; and raise, through Communication, the levels of awareness of, participation in, and support for World Heritage activities.

Overall implementation framework

- to provide an assessment of the application of the World Heritage Convention by the State Party;
- to provide an assessment as to whether the Outstanding Universal Value of the properties inscribed on the World Heritage List is being maintained over time;
- to provide updated information about the World Heritage properties to record the changing circumstances and state of conservation of such properties; and
- to provide a mechanism for regional co-operation and exchange of information and experiences among States Parties concerning the implementation of the Convention and World Heritage conservation.

Credibility

- The World Heritage concepts of Outstanding Universal Value, significance, authenticity and integrity are not well understood, compromising the very foundation of World Heritage conservation and management;
- Specific property categories as well as the sub-region of the Caribbean are under-represented on the World Heritage List;
- Tentative lists do not fully reflect the diversity of the cultural and natural heritage of the States Parties and region, and are not harmonized among States Parties;

Conservation

- While World Heritage properties are reported to have maintained the values that merited inscription, it appears that the implications of the recognition of the Outstanding Universal Value on conservation and management action at the property level are not broadly understood;

- A very high number of World Heritage properties are reported to be threatened by internal or external factors and their authenticity/integrity is expected to be compromised in the near future;
- The majority of World Heritage properties do not have management plans and the majority of respondents consider the management arrangements as insufficient;
- Only very few World Heritage properties have monitoring and evaluation mechanisms in place;
- Staffing and financing mechanisms are insufficient to ensure the adequate conservation and management of World Heritage properties;

Capacity building

- The lack of continuity in a considerable number of States Parties and World Heritage properties results in the loss of institutional memory and technical capacity in national governments, national institutions for the cultural and natural heritage and the bodies with management authority over World Heritage properties;
- There is, on all levels of government and among all stakeholders, a great need for training in World Heritage concepts and all components of the World Heritage cycle, i.e. the identification of management objectives, preparation of integrated management plans, including risk preparedness and emergency plans, monitoring and evaluation mechanisms and participatory approaches to management;
- While the World Heritage Committee and others have invested considerable amounts in training activities, there is little information on the effectiveness of these investments;

Communication

- For it to be effective and to obtain broad cooperation and support for World heritage, the Convention, its objectives, concepts, operations and implications should be better communicated to all stakeholders and the society at large;
- Special attention needs to be paid to formal and informal education at different levels and to the participation of young people in heritage conservation;
- There is limited access to and knowledge of promotional material on World Heritage as well as key documentation that is indispensable for the effective application of the Convention and the States Parties' action for the conservation and management of the World Heritage.

The First Periodic Report also included a Caribbean Action Plan for World Heritage 2004-2013, which was prepared in a meeting in St. Lucia in February 2004. The Plan referred to the aforementioned objectives, and adapted them to the specific Caribbean needs:

- Improve the general framework for the implementation of the World Heritage Convention (cross-cutting issue): One of the actions under this objective was to encourage the Governments of the Bahamas and Trinidad and Tobago to ratify the Convention at the earliest opportunity. As was already mentioned, Trinidad and Tobago ratified it in 2005, and the Bahamas has announced that it will do so in the near future.
- Strengthen the credibility of the World Heritage List: Among the actions under this objective was the recommendation that States Parties should undertake national consultations on Heritage, Authenticity and Integrity, and provide guidelines for such consultations. Similarly, it was recommended that they prepare



Morne Trois Pitons National Park, Freshwater Lake, Dominica ©A. James

national inventories of natural sites and cultural heritage sites and monuments, using the technical formats developed by CARIMOS and CCA, as well as Indicative Lists and Nomination Dossiers on the most outstanding sites, with financial and technical assistance from the World Heritage Fund and other sources.

- Ensure the effective conservation of World Heritage properties: It was recommended to facilitate the preparation of a manual of best practices on the management of cultural and natural sites; put pressure on governments and/or disaster management and response agencies to incorporate natural sites and cultural heritage sites into their national programmes and respond positively to the specific circumstances of such sites; and work jointly and under appropriate mechanisms to improve collaboration among Caribbean States.
- Promote the development of effective Capacity Building measures in States Parties: A call was made to develop a Capacity-Development Programme for the Caribbean, in keeping with the discussions and recommendations adopted by the Conference in St. Lucia, which later became the Caribbean Capacity Building Programme (CCBP), and to identify and

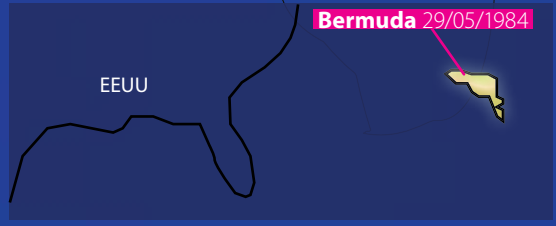
distribute training manuals on heritage conservation and management and on risk preparedness and mitigation. It was also recommended to obtain additional information on the intent of the Dominican Republic to establish a training centre for the management, mitigation and response to disasters that may affect cultural properties in the Caribbean region.

- Raise, through communication, the levels of awareness of, participation in, and support for World Heritage activities: It was recommended to establish a consultancy service for the preparation and development of a Communication Plan on the World Heritage multimedia for the general public and various constituent groups in the region, especially young people; reconsider the UNESCO Associated Schools Network Programme; review the materials on World Heritage in Young Hands Programme and modify them to show Caribbean images and contents; activate electronic networking among stakeholders and strive to keep the communication network running; and compile and regularly update an inventory of managers of cultural and natural sites, representatives of States Parties, and other officials in charge of resources in the Caribbean region. [C&D](#)

THE PROGRAMME WAS DEVELOPED ON THE BASIS OF THE RECOMMENDATIONS MADE IN THE FIRST PERIODIC REPORT ON THE IMPLEMENTATION OF THE WORLD HERITAGE CONVENTION IN LATIN AMERICA AND THE CARIBBEAN, AND IMPLEMENTED FROM 2007 ONWARDS.



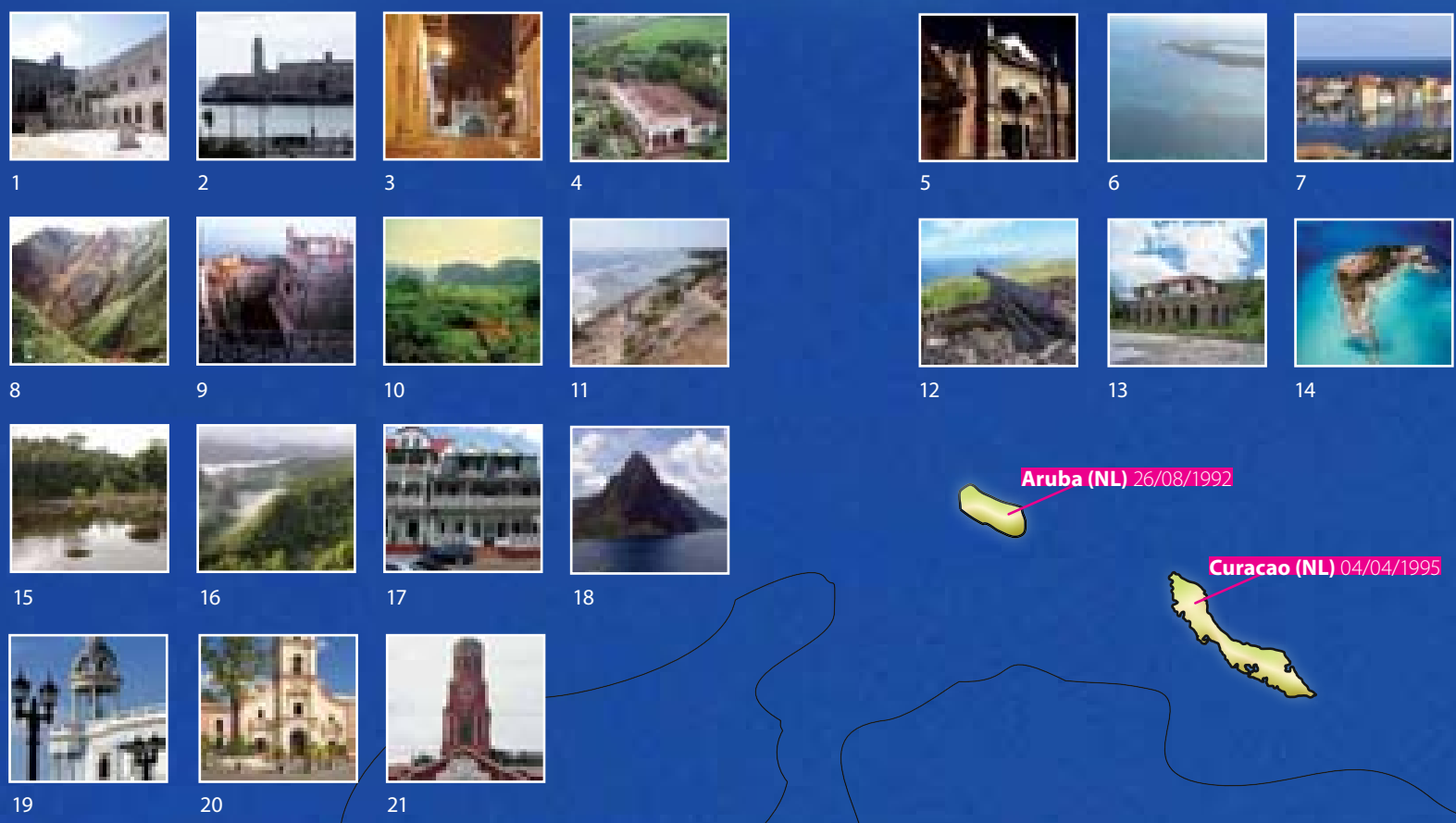
WORLD HERITAGE SITES IN THE CARIBBEAN



1. 1982 **HAITI** National History Park – Citadel, Sans Souci, Ramiers
2. 1982 **CUBA** Old Havana and its Fortifications
3. 1983 **PUERTO RICO (US)** La Fortaleza and San Juan National Historic Site
4. 1988 **CUBA** Trinidad and the Valley de los Ingenios
5. 1990 **DOMINICAN REPUBLIC** Colonial City of Santo Domingo
6. 1996 **BELIZE** Belize Barrier Reef Reserve System
7. 1997 **CURACAO (NL)** Willemstad Historic Area, City Centre and Port
8. 1997 **DOMINICA** Morne Trois Pitons National Park
9. 1997 **CUBA** San Pedro de la Roca Castle, Santiago de Cuba
10. 1999 **CUBA** Viñales Valley
11. 1999 **CUBA** Desembarco del Granma National Park
12. 1999 **ST. KITTS AND NEVIS** Brimstone Hill Fortress National Park
13. 2000 **CUBA** Archaeological Landscape of the First Coffee Plantations in the South-East of Cuba
14. 2000 **BERMUDA (UK)** Historic Village of St. George and related fortresses
15. 2000 **SURINAM** Natural Reserve of Central Suriname
16. 2001 **CUBA** Alejandro de Humboldt National Park
17. 2002 **SURINAM** Historic City of Paramaribo
18. 2004 **ST. LUCIA** Pitons Management Area
19. 2005 **CUBA** Historic Centre of Cienfuegos
20. 2008 **CUBA** Historic Centre of Camagüey
21. 2011 **BARBADOS** Historic Bridgetown and its Garrison

KEY: **Country** Date of ratification

CULTURAL AND NATURAL HERITAGE IN THE WORLD					
REGION	CULTURAL	NATURAL	MIXED	TOTAL	%
Africa	48	36	4	88	9%
Arab States	68	4	2	74	8%
Asia and the Pacific	154	57	10	221	23%
Europe and North America	399	60	10	469	48%
Latin America y el Caribe	90	36	3	129	13%
Total	759	193	29	981	100%



CCBP: STRENGTHENING CAPACITIES

AN EXPERT MEETING HELD IN HAVANA IN MARCH 2007 AIMED AT DEFINING NETWORKING PROCEDURES, FORMULATING STRATEGIES TO ENSURE SUSTAINABILITY, ESTABLISHING MONITORING MECHANISMS, AND DEVELOPING A WORK PLAN FOR THE FOLLOWING YEARS

The Caribbean Capacity Building Programme (CCBP) was prepared to give follow-up to the measures proposed in the Caribbean Action Plan. An expert meeting held in Havana in March 2007 aimed at defining networking procedures, formulating strategies to ensure sustainability, establishing monitoring mechanisms, and developing a work plan for the following years. It brought together 30 experts from various heritage institutions, museums and sites of Cuba, the Bahamas, Curacao, Haiti, the Dominican Republic, Saint Kitts & Nevis, and Suriname.

The experts agreed that CCBP should train professionals and university students on heritage issues, raise awareness among schoolchildren and professionals in other sectors in connection with heritage risk information dissemination, education, and prevention. They recommended establishing a database to set up a network of experts, and developing a list of reference documents to be used as a training material along with the thematic modules. They also agreed that all these materials should be available in English, French and Spanish.

Likewise, they developed a number of indicators to measure CCBP progress and outcomes, and recommended conducting an evaluation after completing the Programme development phase, and disseminating the evaluation report through any of the publications of UNESCO. The purpose of CCBP would be to:

- strengthen the capacity and legal framework of Caribbean institutions in the field of heritage protection, conservation and management, as well as the training of technicians and specialists;
- improve the conditions for the preservation of Caribbean heritage through further integration into a sustainable development process;
- encourage and facilitate Caribbean nominations to the World Heritage List;

- promote professional exchange and networking among countries in the sub-region;
- initiate and stimulate the study of materials, techniques and technologies in the field of conservation, depending on the factors of common concern to the sub-region;
- identify and disseminate the best practices in restoration, conservation and management experiences in the sub-region;
- raise awareness of heritage values among all stakeholders, particularly women and youth in local communities; and
- promote actions to seek extra-budgetary funding for conservation.

For doing so, training materials would be developed to be used in trainings and university courses, and the network of Caribbean governmental and non-governmental institutions, as well as academic institutions, would be strengthened.

Training materials

There are six training modules. The first one, which deals with the implementation of the Convention, is mandatory. The other five modules are dedicated to various aspects of heritage management, such as tourism, risks, cultural landscapes, historic centres, and natural heritage, which can cover specific needs of beneficiaries. Each 30-hour module includes theoretical and conceptual explanations, practical exercises, discussions, and analysis of regional case studies.

The modules can be combined and adapted to concrete training needs and requirements. They can also be used as training material for postgraduate and diploma courses. They are available in English, French and Spanish at www.unesco.org/havana and www.unesco.lacult.org, and have been used in all training activities.

Module 1 | Implementation of the World Heritage Convention

Grazia Piras, Italy, 2007

This module explains the basic concepts of heritage conservation and management, the terms of authenticity, integrity and outstanding universal value, and the basic principles of the Convention. This module is mandatory.

Module 2 | Tourism in heritage sites

Ricardo Núñez, Cuba, 2007

The tourist industry is the major source of income on many islands of the Caribbean. This module teaches to work with heritage as a tourist product, in compliance with international standards on conservation and promotion of sustainable development.

Module 3 | Disaster risk management

Herbert S. Stovel, Canada, 2007

The Caribbean is exposed to frequent natural disasters that cause heavy economic and human losses. This module outlines the various risks and threats that affect the heritage, and presents a damage assessment methodology.

Module 4 | Management of cultural landscapes

Isabel Rigol, Cuba, 2007

The Convention is the first international legal instrument developed to recognize and protect cultural landscapes. There are several types of cultural landscapes in the Caribbean, which are mainly related to plantation systems that often have their integrity at risk.

Module 5 | Management of historic centres

Cristina Lamandi, 2007

Historic centres are dynamic entities exposed to constant change due to socio-economic developments. There is thus a great need for guidance as to how to deal with and predict these changes. This module highlights the balance between "the old" and "the new," and the importance of social participation in sustainable management plans for these centres.

Module 6 | Management of the natural heritage

Enrique Hernández, Cuba, 2009

The Caribbean has outstanding natural values, but its natural heritage is still under-represented on the World Heritage List, with only six inscriptions. This module advances key aspects in natural heritage management and conservation from a holistic perspective.



Training workshops

There have been ten training benefiting over 200 participants of the sub-region and the Southern Cone.

Workshop on the Conservation of the Historic and Archaeological Park of La Isabela, Dominican Republic, 2007.

Following a request from the authorities of the Dominican Republic, the UNESCO Office in Havana organized a technical assistance mission to La Isabela, a historic and archaeological site included on the World Heritage Indicative List in 2002, and a workshop to discuss the preliminary results of the technical mission. The workshop brought together representatives of civil society and professionals of the Ministries of Culture and Environment to reflect on the effective implementation of the Convention and apply theoretical concepts to a practical case.

Workshop on Risk Reduction for the Caribbean Cultural Heritage, Havana, Cuba, 2008.

The workshop was attended by experts from the Bahamas, the Dominican Republic, Haiti, Netherlands Antilles, Saint Kitts & Nevis, Suriname and Cuba, and made it possible to update and exchange experiences gained and results achieved under the UNDP Caribbean Risk Management Initiative (CRMI) and Local Human Development Programme (LHDP), focusing on heritage as a development tool. This workshop made use, for the first time, of CCBP training modules, and its beneficiaries were managers of World Heritage Sites in the Caribbean and of museums in Cuba and the Bahamas. It counted on the collaboration of experts from the Cuban Civil Defence System, the Institute of Meteorology, the School of Architecture of Havana, the National Centre for Protected Areas, Blue Shield Cuba, and the United Nations System.

Workshop on the Adaptation of Training Modules to MERCOSUR, Villa Ocampo, Buenos Aires, Argentina, 2008.

The workshop was organized by the UNESCO offices in Havana and Montevideo to adapt CCBP modules to the context of the southern hemisphere. Heritage experts and professionals from Argentina, Brazil, Chile, Paraguay,

Uruguay and other Member States participated in the event with the aim of adapting CCBP modules 2 and 3. Participants agreed to undertake joint efforts with the UNESCO Cultural Tourism Programme, emergency commissions, and civil-defence entities to implement these modules the following year.

Regional Meeting on Heritage, Biodiversity and Community (CCBP Module 4: Management of Cultural Landscapes), Havana, Cuba, 2009.

This meeting of experts in heritage, biodiversity and community was organized to improve the management of cultural and natural heritage, create synergies with protected areas, review and discuss lessons learned, and enhance the implementation of the Convention at natural sites. The meeting provided the inputs necessary for the preparation of CCBP Module 6: Management of natural heritage.

Workshop on Risk Reduction for Río de La Plata Heritage (CCBP Module 3: Risk Preparedness), UNESCO Office, Montevideo, Uruguay, 2009.

Following a negotiation between UNESCO Montevideo and the Uruguayan Navy, a workshop on risk management for Río de La Plata Heritage was organized with the support of UNESCO Havana. The preliminary work was carried out in collaboration with ICOMOS Argentina and the National Heritage Commission in the Republic of Uruguay, with the consultancy services of the University, and under the supervision of UNESCO MTD. The workshop was designed for heritage site managers, and became the first experience in connection with the implementation of Module 3: Risk Preparedness, after having been adapted to MERCOSUR specificities.

Caribbean Sub-regional Meeting on the Implementation of the World Heritage Convention (CCBP Module 1), Havana, Cuba, 2010.

The workshop, organized by the UNESCO offices in Havana and Kingston, was attended by 45 representatives from twelve Caribbean countries and was aimed at strengthening the implementation of the Convention. The experts discussed the concepts of "outstanding universal value," "integrity," and "authenticity," and were informed about the policies adopted by the

World Heritage Committee of UNESCO under the Global Strategy (1994) and about the strategic World Heritage objectives (2002). They delved into the obligations of States Parties in connection with site management and preparation of indicative lists and Periodic Report at the national level, including nomination processes and requests for international assistance.

Workshop on the Role of Tourism in the Conservation of the Colonial City of Santo Domingo (CCBP Module 2), Santo Domingo, Dominican Republic, 2010.

This national workshop, organized by UNESCO Havana with the support of the Department of Heritage Monuments of the Dominican Republic, the Dominican National Commission for UNESCO, and Dominican ICOMOS, was aimed at training experts in world heritage and cultural tourism on the implementation of the Convention. The workshop was facilitated by two experts of UNESCO and UNDP in Havana, and was attended by over 30 Dominican specialists. They promoted synergies between heritage protection and cultural tourism as major factors for local development, and highlighted the importance of cultural exchange and the role of culture in development.

First Stage of the Course on Capacity Building to Support the Conservation of World Heritage Sites and Enhance Sustainable Development in Local Communities of Eastern Caribbean Small Island Developing States, Kingston, Jamaica, 2012.

This course, which was organized by the UNESCO Office in Kingston, was aimed at preparing nominations for the Caribbean tentative lists, with particular emphasis on sites of memory. At the end of the course, the experts endorsed the Kingston Action Plan, which encouraged States Parties to prioritize world heritage on national agendas, continue to promote the conservation of the cultural and natural heritage, effectively implement the Convention, and ensure continuing efforts to achieve the objectives of the course, including potential collaboration in

serial nominations between and among countries. For eight months, participants continued preparing, coordinating and completing nomination dossiers in collaboration with the National Commissions for UNESCO. They were submitted in the second (final) part of the course.

Second Stage of the Course on Capacity Building to Support the Conservation of World Heritage Sites and Enhance Sustainable Development in Local Communities of Eastern Caribbean Small Island Developing States, Antigua and Barbuda, 2013.

This second stage of the course took place in Antigua and Barbuda. It was organized by the UNESCO Office in Kingston in collaboration with the National Commission for UNESCO, the World Heritage Centre of UNESCO, and the UNESCO Office in Havana. Its purpose was to review and analyse the nomination dossiers to increase the number of sites of memory on the indicative lists. The dossiers were presented and discussed by representatives of ICOMOS, IUCN and the World Heritage Centre of UNESCO, and made it possible to determine the progress achieved on this issue in the sub- region and the level of implementation of actions by each country and site. Participants from 17 Caribbean countries incorporated new objectives into the Kingston Action Plan. After this training action, experts continued working to complete the nomination dossiers for submission to the World Heritage Centre of UNESCO.



Workshop on Lessons Learned in World Heritage

Risk Management, Havana, Cuba, 2013. This second workshop on disaster risk management, which was held in Old Havana, was organized by the UNESCO Office in Havana in collaboration with the World Heritage Centre of UNESCO, ICOMOS and ICCROM, in coordination with the National World Heritage Council of Cuba. The general objectives of the workshop included training heritage experts in disaster risk prevention and management to promote, in partnership with specialized institutions, the incorporation of heritage into general risk prevention plans. Participants associated disaster risk management for world heritage with the procedures of the United Nations international emergency assistance, and better understood the procedures of the Convention. Heritage experts from Aruba, Cuba, Haiti and the Dominican Republic, and civil defence agencies shared their experiences in disaster risk management to deal with growing challenges in the sub-region. Media professionals and professors also shared their experiences. Among them were ICCROM's LATAM, ICOMOS' ISCARSAH, and NEXUS Project of Leiden University.

University Courses

Since its inception, CCBP has sought to work with Caribbean universities following the recommendation made in the Action Plan to promote and support collaborative networks of experts, researchers and universities. Universities, because of their training role, are essential to the Programme, as are UNESCO Chairs and Associated Schools to the implementation of the educational programmes of the Organization. In this sense, CCBP provides universities with the opportunity to create synergies and improve the quality of studies on heritage conservation, management and promotion, by working with the Advisory Bodies of the Convention and with institutions and experts who lead these activities in their countries.

CCBP actions have counted on the academic support of the National Centre for Conservation, Restoration and Museology (CENCREM) in Cuba, ICOMOS, the Centre for Advanced Humanistic Studies, and the Pedro Enríquez Ureña National University in the Dominican Republic. Concerted actions between CCBP and the University and Heritage Forum are very instrumental in implementing heritage-related educational initiatives and attracting other training institutions in the Caribbean for the organization of seminars, summer courses, internships, etc., including in-person workshops or distance-education platforms. The University of the Netherlands Antilles, and the University of the West Indies, have both organized two CCBP trainings:

Course Course on World Heritage for the Caribbean (CCBP Modules 1 and 5), organized by the University of the Netherlands Antilles (UNA), Willemstad, Curacao, 2011.

This course, organized by the University of the Netherlands Antilles (UNA) at the headquarters of National Archaeological Anthropological Memory Management (NAAM) in Willemstad, a World Heritage site in Curacao,

with the co-sponsorship of UNESCO Havana, dealt with CCBP Modules 1 (Implementation of the World Heritage Convention) and 5 (Management of Historic Centres).

Expert Isabel Rigol, an architect and international consultant on cultural heritage, gave classes for two weeks, along with expert José Courrau, an international consultant on natural heritage and officer of the International Union for the Conservation of Nature (IUCN), for Module 1, and expert Gustavo Araoz, a professor and Chairman of the International Council on Monuments and Sites (ICOMOS), for Module 5.

The course was attended by 21 experts from Barbados, Haiti, the Virgin Islands, St. Lucia, St. Kitts and Nevis, Trinidad and Tobago, St. Maarten, Aruba, Bonaire, Curacao, Guyana, and Suriname. Seven participants from the five countries last mentioned were granted scholarships by UNESCO. The beneficiaries are experts in heritage conservation and management, including site managers, architects, archaeologists and consultants.

During the course, technical visits to Savonet plantation, a protected nature reserve and museum, and to the historic districts of Pietermaai, Punda and Otrabanda, were organized. They included a part of the Historic Centre of Curacao, a World Heritage site since 1997. The course concluded with the adoption of the Willemstad Declaration on World Heritage of Importance for CCBP Follow-up. Attendance certificates were presented by Prime Minister Gerrit Schotte at the closing ceremony.

Management of Caribbean Cultural Resources in Natural Surroundings: Sites of Memory and Local Community Participation, University of the West Indies, Bridgetown, Barbados, 2013.

Twenty experts from Antigua and Barbuda, Barbados, Curacao, Jamaica, Granada, and St. Vincent and the Grenadines attended the five-day training workshop, organized by the UNESCO Office in Havana, in coordination with the Barbados National Commission for UNESCO and the University of the West Indies, with the support of UNESCO Kingston and the World Heritage Centre of the Organization. This course was aimed at strengthening the participation of communities in the management of cultural resources, primarily those living in natural surroundings, as is the case of the Maroons in Jamaica and other sites of memory. The workshop paid particular attention to the latter and encouraged the participation of local communities in the processes of nomination to the World Heritage List. Several case studies that showed the link between site managers and local communities were addressed, as was the link between universities and heritage entities.

Professors and academicians from the University of the West Indies and the University of the Netherlands Antilles participated in the course to help strengthen the network of Caribbean universities in cultural and natural heritage training and research.

Contact and communication networks

Considering the Strategic Objective of the World Heritage Committee related to communication, the Convention can provide an effective tool for the protection of the cultural and natural heritage only if its objectives, concepts, operations and implications in the right form, format and language are widely disseminated among all stakeholders (authorities, site managers, property owners, general public, students, youth, etc.). There should thus be interactive, on-going communication between and among stakeholders, both vertically and horizontally, through the dissemination of information materials and documents, feedback mechanisms for information and comments, and networking. This is also necessary to achieve cooperation and participation in specific World Heritage conservation and management activities.

In this sense, a CCBP network of experts, institutions and universities from the Caribbean and elsewhere was established, and facilitated by the CCBP coordinator of the UNESCO Havana Office. Besides providing regular updates on the programme to its members, UNESCO also informs on all CCBP activities through a dedicated website within the Portal of Culture for Latin America and the Caribbean of UNESCO (www.unesco.lacult.org) where all materials can be downloaded, and at <http://whc.unesco.org/en/activities/475/>.



Second Periodic Report on the Implementation of the Convention in Latin America and the Caribbean (2013)

The Second Cycle of Periodic Report was coordinated by the Latin America and Caribbean Unit at the World Heritage Centre of UNESCO, in close collaboration with national focal points, site managers, international specialists, UNESCO offices, and advisory bodies: the International Council on Monuments and Sites (ICOMOS), the International Union for the Conservation of Nature (IUCN), and the International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM).

The results of the Second Periodic Report on the State of World Heritage in Latin America and the Caribbean were presented to the World Heritage Committee for discussion at its 37th Meeting in Phnom Penh, Cambodia (16 -27 June 2013). The reporting process provided States Parties with an opportunity to assess the progress made at the regional and national levels, as well as to better identify challenges, in order to improve the state of conservation of the properties that have been inscribed after the First Periodic Report.

The exercise was conducted in the 32 States Parties in the region which had ratified the Convention by 2011, and the 128 properties that had been inscribed on the World Heritage List from 1978 to 2011. A total of 29 States Parties completed the questionnaires for Section I on the Implementation of the Convention, while Section II on the state of conservation of World Heritage properties covered 122 World Heritage properties of the Region.

The Second Periodic Report shows that there have been several success stories in the implementation of the Convention in Latin American and the Caribbean after the First Periodic Report (2004). One of the two remaining Caribbean States to ratify the Convention, Trinidad and Tobago, did so in 2005, while the second one, Bahamas, started the ratification procedures in 2011. The number of Latin American and Caribbean sites inscribed on the World Heritage List moved from 109 up to 129. The number of States Parties with World Heritage properties in their territories also grew from 25 to 26.

Also, seven States Parties that had not yet developed Indicative Lists have already submitted one, and another five States Parties are in the process of updating theirs. A property was removed from the List of World Heritage in Danger, so only seven properties remain on this List in the region.

The Report also highlighted the role of the Caribbean Capacity Building Programme (CCBP) in the identification, conservation and management of the cultural and natural heritage of Caribbean States Parties, in addition to the need to intensify site management training. [C&D](#)

EVALUATION OF THE CCBP

THE INTERNAL EVALUATION WAS DONE ON THE BASIS OF TWO QUESTIONNAIRES CONCERNING RESPECTIVELY TO THE IMPACT OF CCBP ON SUPPORTING THE IMPLEMENTATION OF THE WORLD HERITAGE CONVENTION AND ON ASSESSING THE QUALITY OF CCBP ACTIVITIES AND TRAINING MATERIALS. THE QUESTIONNAIRES WERE SENT TO THE PROGRAMME'S NETWORK OF EXPERTS IN THE CARIBBEAN, AS WELL AS TO NATIONAL COMMISSIONS FOR UNESCO AND PERMANENT DELEGATIONS, FOR THEIR INFORMATION AND POSSIBLE CONTRIBUTIONS.

Introduction

The Second Periodic Report on the State of World Heritage in Latin America and the Caribbean was presented to the World Heritage Committee at its 37th Meeting in Phnom Penh, Cambodia, in June 2013.

The Report recognized the important role of the Caribbean Capacity Building Programme (CCBP) in the identification, conservation and management of cultural and natural heritage of Caribbean States Parties. It also highlighted the need to intensify training on managing sites and requested that the knowledge gained in and the results obtained from the capacity-building strategy in the Caribbean are disseminated in the rest of the region and that other training modules are developed, among other issues.

As follow-up to that report, and in order to obtain more detailed information on the capacity building needs of the Caribbean, UNESCO, with the financial support of The Netherlands, carried out an external and an internal evaluation of the CCBP. The external evaluation was done by Dr. Isabel Rigol, who participated in the original drafting of the CCBP, acted as trainer and prepared the training module 4 on Management of Cultural Landscapes.

The internal evaluation was done on the basis of two questionnaires concerning respectively to the impact of CCBP on supporting the implementation of the World Heritage Convention and on assessing the quality of CCBP activities and training materials. The questionnaires were sent to the Programme's network of experts in the Caribbean, as well as to National Commissions for UNESCO and Permanent Delegations, for their information and possible contributions.

32 experts submitted their completed questionnaires with information related to 14 Caribbean Member States: Antigua & Barbuda, Aruba, Barbados, Cayman Islands, Cuba, Curacao, Guyana, Jamaica, Saint Kitts and Nevis, Saint Lucia,

Saint Martin, Saint Vincent and the Grenadines, Suriname, and Virgin Islands. One to two experts of each country participated in the consultation, except Cuba, Curacao and Jamaica, which sent 8, 5 and 3, respectively. One expert from the Netherlands covered the whole sub-region.

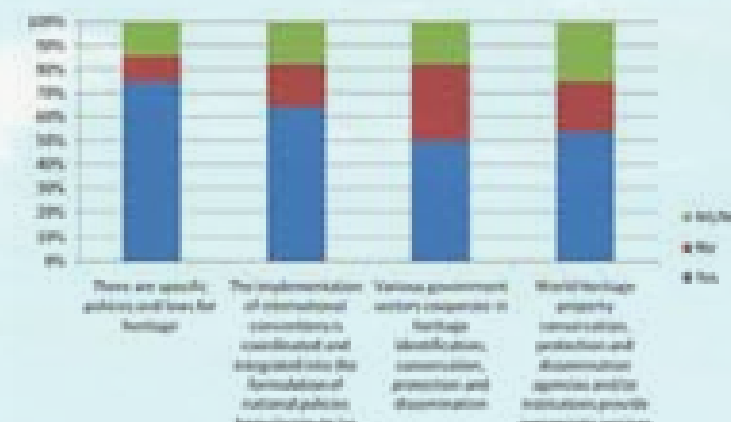
Results of the evaluation on the impact of CCBP

The questionnaire on the impact of CCBP rated the experts' degree of conformity with a number of statements on two main issues: the implementation of the 1972 Convention in the Caribbean and the state of conservation of the cultural and natural heritage in the Caribbean. The topics that have been covered in the six CCBP modules published to date were taken into account to determine the Programme impact on these two aspects. Participants were given the opportunity to evaluate each statement in the country and/or regional context, and reflect on the issues identified.

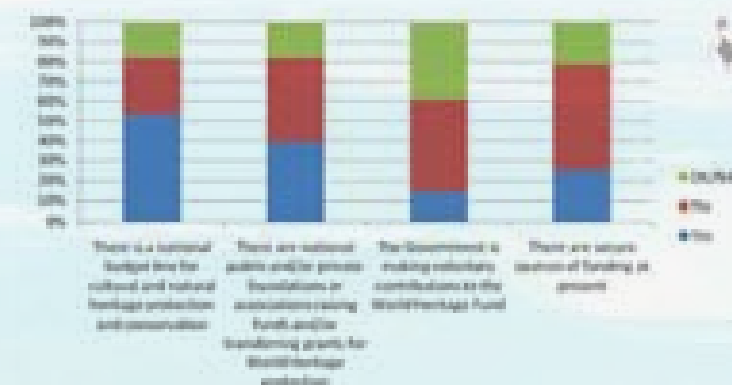
The section on the implementation of the World Heritage Convention included questions on heritage legislation and policies at the country level, the availability of financial resources, and the reinvestment of economic benefits on heritage sites. Other topics involved the development of inventories, records and lists, the participation of various actors in heritage protection and conservation, the training of human resources working in the sector and, finally, educational and research programmes and outreach and awareness-raising strategies.

The questions are similar to those of Section I of the Periodic Report form, with the purpose to have more detailed information on the Caribbean, also from experts that did not necessarily participate in the Periodic Reporting exercise. The results presented below may thus further contribute to the Caribbean-specific Action Plan for the implementation of the Convention in the upcoming years, as well as to the new capacity-building programme.

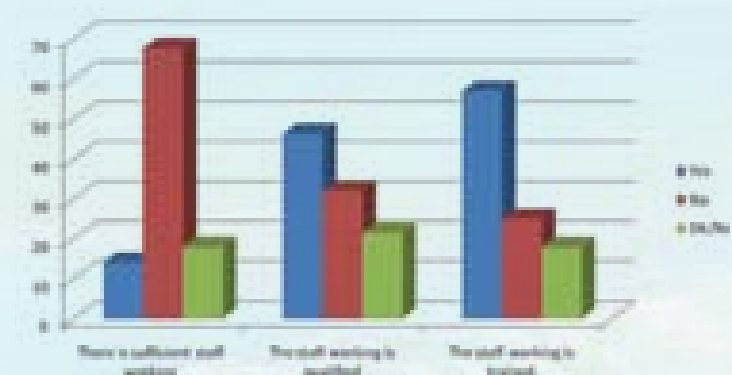
- While most Caribbean countries have developed specific heritage policies and laws, survey respondents felt that they need to be updated. They do not always see an effective implementation of international conventions and believe that there is a need to adopt an approach that goes from the local to the national level. There is also a need to strengthen coordination between different levels of government whose laws and actions might interfere with heritage protection, conservation and management.



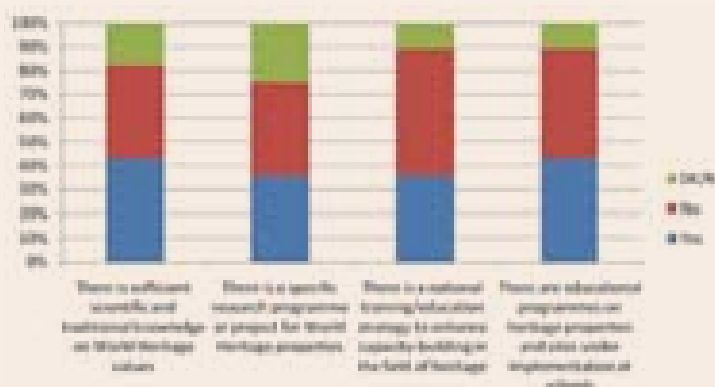
- This policy and legislative reform must secure funding for its implementation, with specific budget lines and other external contributions from the World Heritage Fund to meet specific requests, as well as from NGOs, the private sector, etc. For this purpose, it is necessary to be much better aware of the use of the resources of the World Heritage Fund and identify NGOs and private initiatives interested in working in this sector to develop conservation and restoration projects.



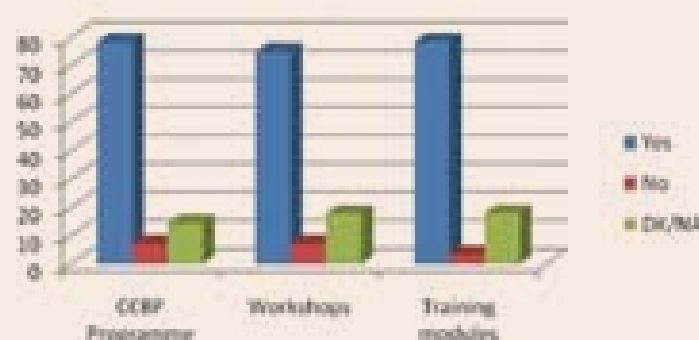
- The economic benefits generated by heritage properties and sites are not always reinvested on conservation and management, an action that would help to create jobs and improve infrastructure and services for residents and visitors.
- Capacity building for heritage conservation and management should be a fundamental line of action for the Caribbean countries. The staff working in this sector should be further trained, increased and maintained in the long term.



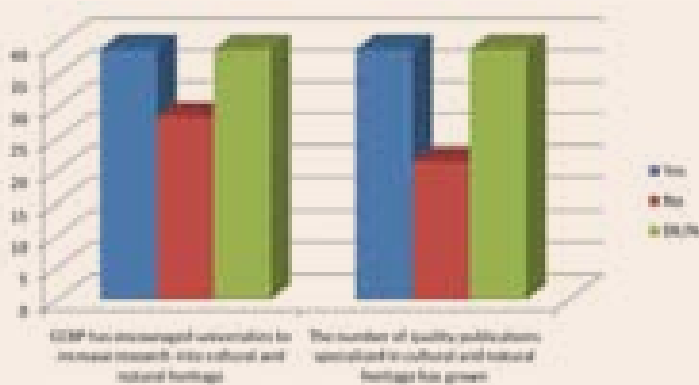
- It is essential to develop specific research programmes and/or projects for the benefit of World Heritage properties, reaching agreements with universities and research institutes/centres, both national and international. Similarly, there is a need to design and implement educational programmes in schools and continue raising awareness among all the actors involved in heritage conservation, protection, management and promotion.



- CCBP has improved the implementation of the 1972 Convention in the Caribbean, having adapted to the characteristics and needs of the sub region, but this is not enough because the state of site conservation is not the most satisfactory yet.

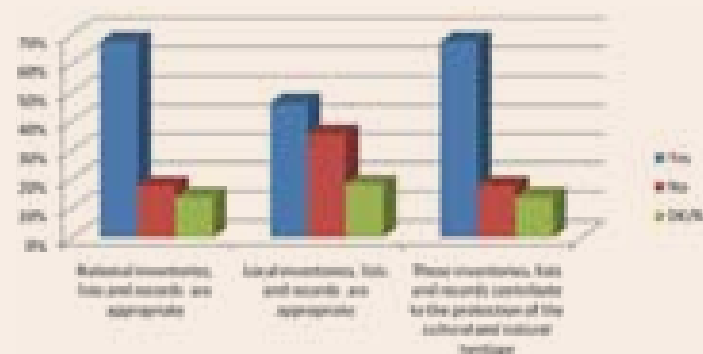


- The number of heritage-related research works at universities has significantly grown, and the network of heritage-linked professionals and experts has been strengthened.

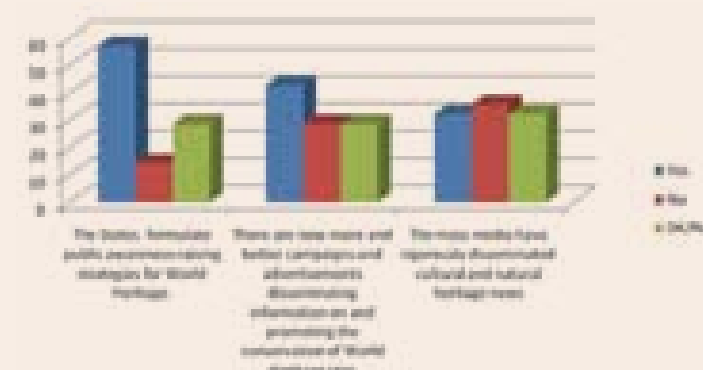


- There are still deficiencies in making inventories and registries at the government level, an issue that affects the updating of the Tentative List. This situation could be solved by establishing a bank of methodologies

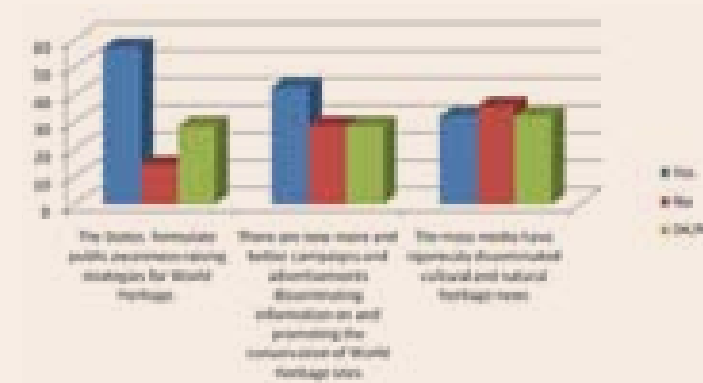
for inventory-making and increasing the participation of local authorities and communities in inventorying, Tentative List review, and nomination processes.



- It is necessary to strengthen the partnership between universities, government institutions, private entities, foundations, NGOs, UNESCO category 2 centres, and the advisory bodies of the Convention (ICOMOS, ICCROM and IUCN).
- Curricula and other school programmes should include aspects related to cultural and natural heritage conservation and management so as to raise awareness among young people about the value of heritage and the need to conserve it. It is vital to improve the training of teachers on heritage risk prevention.

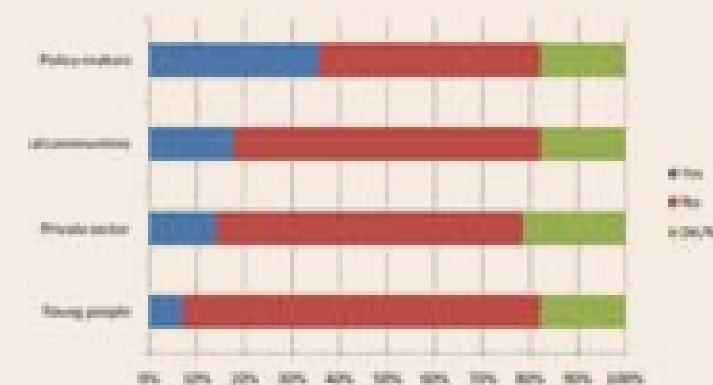


- It is also necessary to train journalists to properly disseminate news on cultural and natural heritage, especially key aspects of heritage conservation and management that generate economic, social and human development.



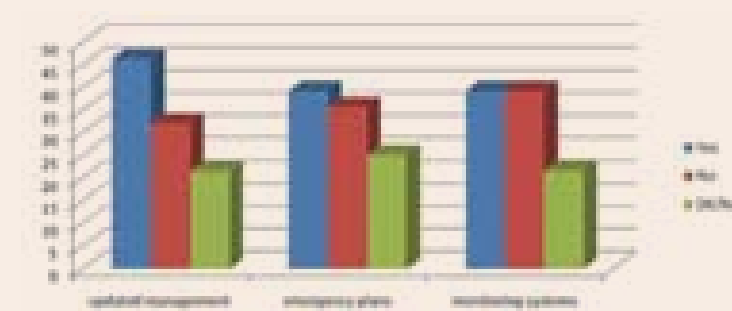
San Pedro de la Roca Castle, Santiago de Cuba © UNESCO/V. Marín

- States should promote heritage-related, public awareness strategies, making special emphasis on policy makers, local communities, the private sector, and youth.



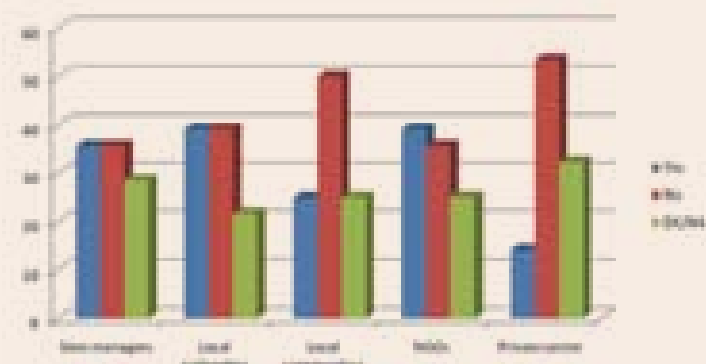
The section on the state of conservation of World Heritage in the Caribbean included questions on site management plans and monitoring systems, the involvement of various actors in monitoring and preserving site heritage values, the relationship with the tourist industry, and the implementation of World Heritage Committee recommendations, among other issues. The results were:

- Site management plans should be updated more regularly. It is therefore necessary to count on trained personnel, sufficient economic resources, and the participation of the local population.

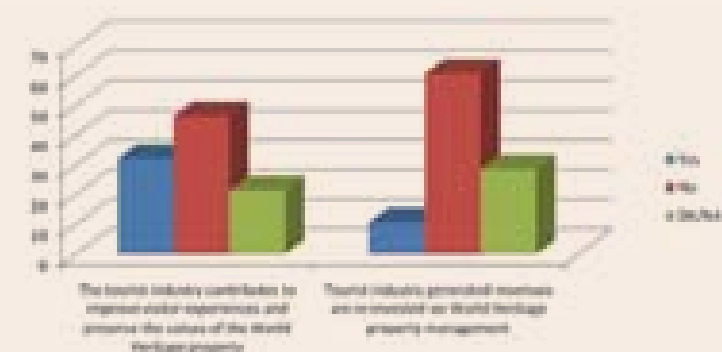


- Monitoring programmes are as important as management plans, because they make it possible to check the validity of the values and criteria by which sites have been included on the Tentative and World Heritage Lists, and their buffer zones.
- Every monitoring programme must have its own indicators. For implementation purposes, they must involve members of a committee consisting of site

managers, local authorities and communities, as well as related NGOs and foundations.



- The cultural sector and the tourist industry should work together in protecting and managing heritage sites, and thus contribute to improve visitor experiences and reinvest the revenues generated by them.

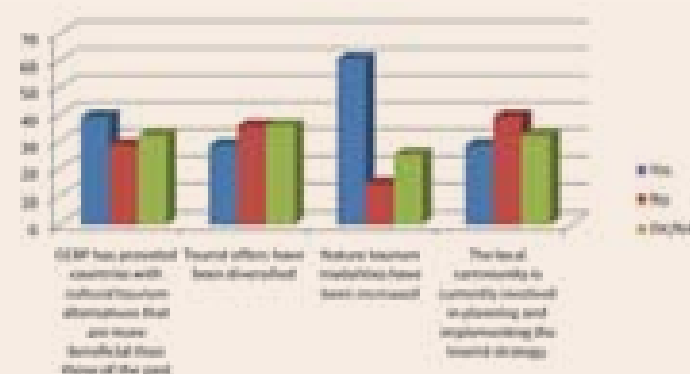


- In 2007, the World Heritage Committee added to its strategic objectives a fifth 'C', Communities, stressing the important role of local communities in the preservation of World Heritage. It is essential to take this aspect into account in the Caribbean, a sub region with little participation of local people in the process of identification, conservation, protection and management of heritage sites.

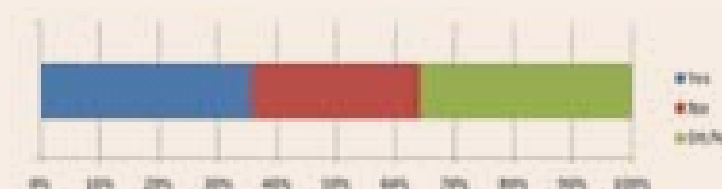


CCBP has increased participation by local and indigenous communities in the processes to update the Tentative List and prepare nominations

- The development of tourist programmes planned and implemented in accordance with the needs of the local population, seeking to foster economic and social development and diversify tourist offers, is paramount to an area that has mainly promoted the sun and sand modality.



- Nature tourism has been growing in the Caribbean lately, and cultural tourism can certainly become a great attraction for visitors. It is necessary to implement policies and strategies that promote responsible tourism and low impacts on heritage sites.
- It is fundamental to reinvest the economic benefits generated on site management, update management plans, conduct studies over visitor carrying capacity in heritage areas, and take into account the values of the intangible heritage present on the sites.

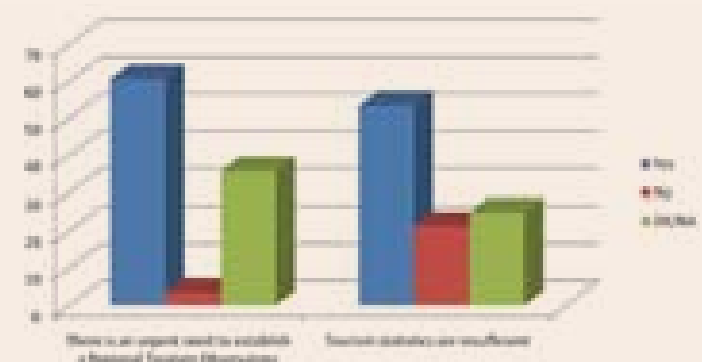


CCBP has raised awareness so that the economic benefits generated by tourist modalities at heritage sites can be partially re-invested on their conservation and management

- There is also a need to encourage the establishment of cultural routes linking significant heritage sites in Caribbean States, develop multinational World Heritage projects, and continue implementing national serial nomination initiatives. Experts find that tourism statistics are insufficient and favour the idea of a Regional Tourism Observatory.



CCBP has led to the establishment of cultural routes in Caribbean States

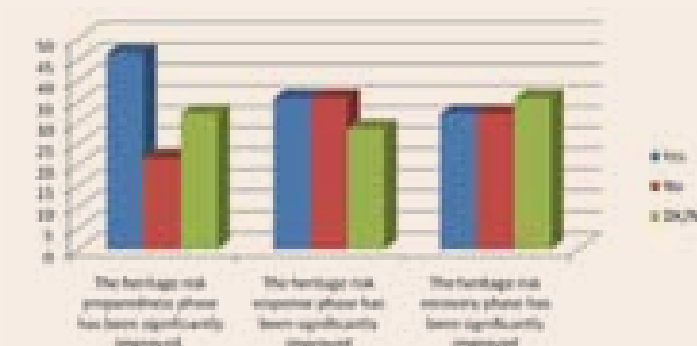


There is an urgent need to establish a Regional Tourism Observatory



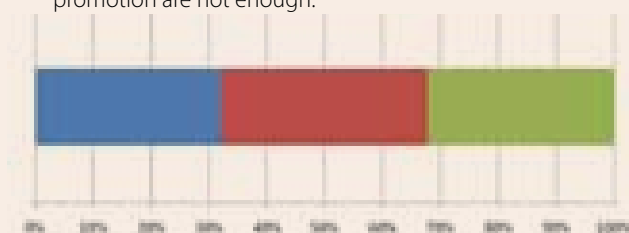
St. Martin ©UNESCO-V. Martin, 2014

- While CCBP has encouraged networking among professionals involved in actions education and information dissemination on natural risks and disasters, there is a need to intensify training on risk prevention and forge an effective partnership between the entities and actors one way or another concerned over this area.



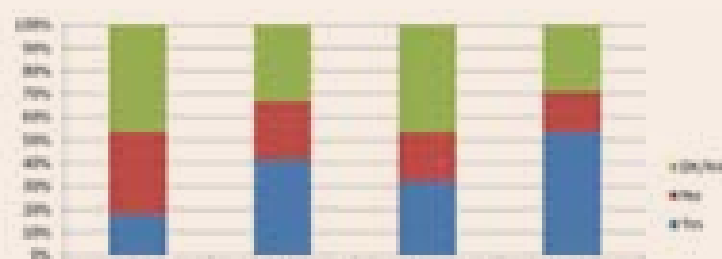
- States have improved risk preparedness, but much remains to be done in advanced, comprehensive planning of response and recovery phases, as they should be viewed as part of the same systemic development process that enhances resilience. In its design and implementation, it is essential for site managers, residents and users to be included and involved in the development of emergency response plans and measures.

- The Caribbean has pioneered the efforts on the management of cultural landscapes in the region, issuing the first two declarations that recognize the importance of plantation systems, as they represent the complexities of Caribbean heritage and its many places of memory. Despite the wealth of cultural landscapes in the Caribbean and their inscription on some tentative lists, their identification, protection, conservation and promotion are not enough.

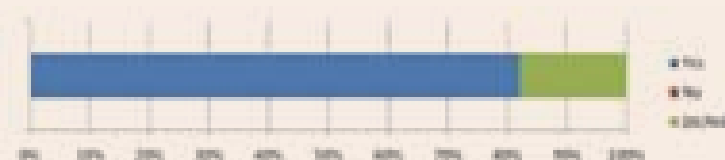


CCBP has improved the state of conservation of cultural landscapes

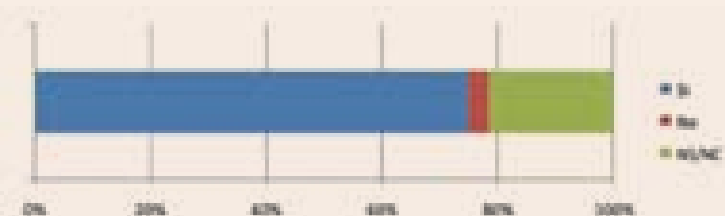
- Some of these site management plans have not been updated and have failed to take into account the needs of local residents or potential visitors. These rural areas continue to suffer from population migration to urban areas. The fact that they cover vast territories calls for comprehensive management plans, tailored to local needs and designed to promote development on the basis of their own resources.



- Heritage protection laws should include specifications on cultural landscapes, strengthen collaboration, and encourage transnational nominations related to heritage and the Slave Route.

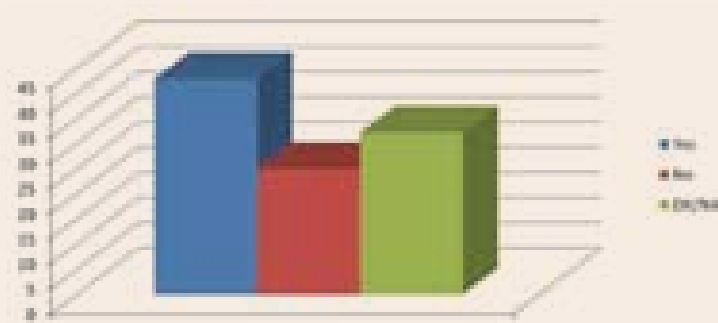


There is a need to strengthen collaboration and prepare transnational nominations related to heritage and the Slave Route Project

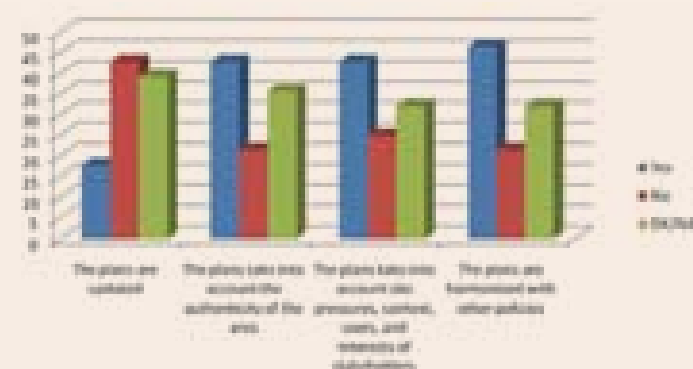


Heritage protection laws should incorporate cultural landscape specifications

- The state of conservation of historic centres has greatly improved thanks to a comprehensive vision, despite insufficiencies in their management plans. The socio-cultural value of several historic centres inscribed on the World Heritage List has helped to raise awareness about the necessity to avoid aggressive urban development projects, take into account the needs of their residents, and properly manage visitors.

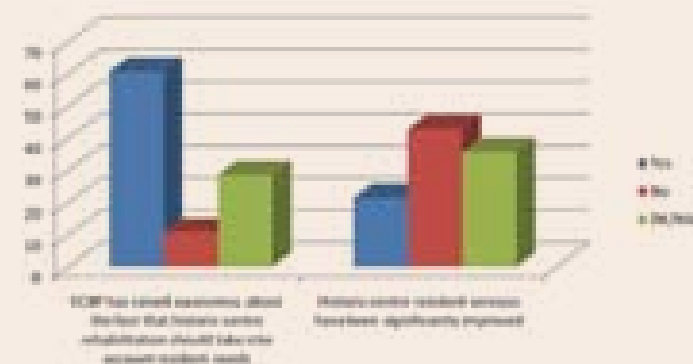


CCBP has helped improve the state of conservation of historic centres



Historic centres management plans

- Historic centres are complex, changing, fragile spaces where there coexist strong physical and social degradation and high identity-related, symbolic values present in their intangible and built heritage. There is a need to pay closer attention to the actual needs of their residents (housing, transportation, services, etc.).



- They are also ideal places for the development of cultural industries (specialized tourism), creative economies, knowledge management, and development

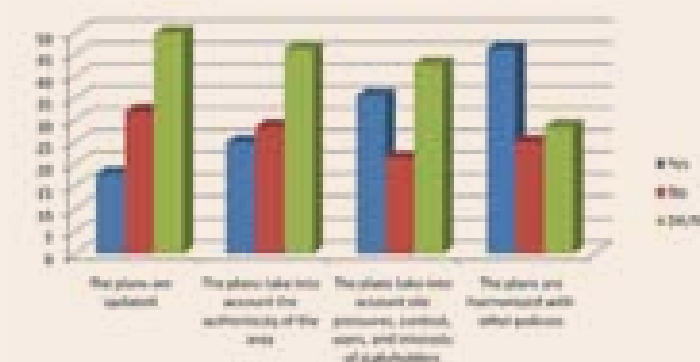


of computer and telecommunication technologies. Tradition and modernity converge in a creative economic dynamics that reinforces a sense of identity.

- Awareness is gradually being raised about the need to conserve natural heritage at the same level as cultural heritage. The state of conservation of natural sites has improved, but there is still a need to design their management plans in a more comprehensive manner and make further emphasis on the authenticity of their management areas.



CCBP has managed to raise awareness about the need for conservation of natural heritage at the same level as cultural heritage



Natural heritage management plans

- Natural heritage sites take into account the needs of their residents, but they have not yet improved their infrastructure for visitors. The managers of these sites should further take into account their carrying capacity and avoid excessive development of a type of tourism that is now on the rise. They should also review the actions that are being implemented at some natural properties under the name of adventure tourism.

Results of the evaluation on the quality of CCBP activities and materials

A total of 30 experts completed the questionnaire on the quality and relevance of the actions implemented under CCBP, including training courses and workshops, modules, and the website.

Concerning the **training workshops**, they have been given good ratings, especially in terms of organization, objectives, contents, trainers and speakers. The logistics and relevance to the work of experts are also highly rated and, to a lesser extent, the methodology applied and the materials delivered. The duration of the workshops is one of the issues given the lowest scores, because they are considered too short.

The two courses delivered at universities (the University of the Netherlands Antilles (UNA) and the University of the West Indies (UWI) were highly valued, especially the one organized at UNA on World Heritage in the Caribbean.

There is a need to strengthen CCBP presence in universities and define a specific methodology for courses/workshops. The fact that they have been organized in an irregular manner, depending on the availability of funds, has generated weaknesses.

For the coming years, it will be imperative to develop and consolidate courses/workshops under different modalities (combination of modules to be covered and duration-hours), applying a specific methodology based on theoretical explanations and analysis of case studies, delivering topical and supplementary materials, and establishing a working group of experts identified based in the region and elsewhere.

Moreover, on-line courses and e-learning tools can be developed to reach more people who may be interested in acquiring and deepening knowledge on the protection, preservation and management of cultural and natural heritage, including specific agendas, evaluation tests and attendance certificates issued by the organizing institution and recognized by UNESCO.

Concerning the **training modules**, the experts considered that they are relevant to the work of professionals and provide conceptual clarity; however, the contents, the support used for presentations, and the degree of practical applicability should be improved.

These training actions should provide further details on the implementation of the 1972 Convention and its Operational Guidelines. It is necessary to continue publishing new

modules that address issues of interest to professionals and researchers in the Caribbean. Out of the three topics proposed in the questionnaire, due to their relevance to Caribbean heritage and the lack of a specific training guide, the one related to industrial heritage was given the highest scores, followed by terrestrial and underwater archaeology, and vernacular architecture. Many Caribbean cultural landscapes are associated with the production of sugar, coffee and cocoa, and so far only Cuba has worked steadily and deeply in the identification, protection, conservation and management of these sites.

Other contents suggested by experts for new modules and for the expansion of those already in use include developing management plans, indicators and heritage conservation techniques, identifying good and bad practices in heritage restoration, and addressing heritage economics, value-based management, historical memory, and influence of the natural heritage on cultural constructions.

In short, there is an urgent need to expand and update module contents, present more case studies of the sub-region, and improve the support used for presentation.

CCBP has a dedicated **website** on the Portal of Culture for Latin America and the Caribbean of UNESCO (www.unesco.lacult.org) and on the Organization's World Heritage Centre (whc.unesco.org).

Seventy per cent of respondents have visited the website at some point. The experts of Cuba and Jamaica admitted they have not. In the case of Cuba, Internet access is limited. Out of those who have visited the site at least once, 61% recognize that they have never downloaded any module and only half of them actually found what they were looking for. Over 61% believe that the website should be improved.

A recommendation was made to simplify access to the website and its structure, and add specialized documentation and resources, as well as brief reports on the workshops held. There is a need to promote its dissemination using all available Internet platforms and media.

Moreover, the website should become a reference point for the network of CCBP experts and professionals, not only as a source of resources and information but also a source of contact among them. The transformation of the website into a forum to exchange experiences and clarify doubts would require the appointment of a person/group/institution in charge of updating, streamlining and coordinating it on a permanent basis.



Conclusions and recommendations

The Second Periodic Report identified the following training-related needs:

- intensify site management training;
- establish a working group made up of international and national experts and representatives of advisory bodies to gather together all training strategies;
- develop educational tools and activities, including courses, in all the languages spoken in Latin America and the Caribbean to formulate effective cooperation strategies jointly with educators, teachers, professors, and specialists in the design of educational instruments in terms of World Heritage, and ask the World Heritage Centre to coordinate this initiative with ICCROM/LATAM;
- have the knowledge and results of the Caribbean Training Strategy disseminated in the rest of the region and have e-learning tools designed to meet the needs of other sub-regions;
- seek greater commitment to the training of trainers in order to develop further knowledge in the implementation of the Operational Guidelines of the Convention; and
- develop training modules to help prepare reports on the state of conservation for the World Heritage Committee and implement participatory projects to renew the Tentative Lists in each country and sub-region.

Conclusions and recommendations resulting from this Evaluation

Concerning the implementation of the World Heritage Convention, the evaluation shows a number of clearly positive developments in the past ten years. For instance, many states have developed specific heritage laws and policies, and policymakers are becoming increasingly aware of heritage contribution to economic and social development as well as on the need to protect and manage natural heritage at the same level as cultural heritage. States have also improved risk preparedness, and networking among professionals involved in action, education and information dissemination on natural risks and disasters that affect heritage has been strengthened. The state of conservation of historic centres and natural heritage sites has considerably improved, and some governments have already heritage-earmarked budgetary allocations.

The evaluation also shows a number of issues of concern. Concerning community participation, the evaluation reveals that there is little and/or no participation of local communities in the processes of identification, conservation, monitoring and management of heritage sites. Their needs are hardly taken into account in management plans and, moreover, the economic benefits generated by heritage properties and sites are not always reinvested in their conservation and management, an action that would help to create jobs and improve their infrastructure and services for locals and visitors.

An important issue for the region is climate change. Its effects are seriously affecting the integrity of many natural and cultural sites, particularly in small island states where

much of the built heritage has a vernacular character and where building materials are not resilient. The situation may even worsen since risk prevention and response are not yet satisfactory. The Caribbean heritage is threatened not only by natural factors but also, very often, by human actions such as the negative impacts of land speculation and site overexploitation for tourism or industry.

Weaknesses persist in inventorying and registering heritage, especially at the local level, as well as on reviewing and updating management plans and tentative lists, or in developing appropriate services and infrastructure for visitors. Despite their importance for the Caribbean, the identification, protection, conservation and promotion of cultural landscapes has not deserved sufficient attention yet. Another weakness is that States Parties, other than the Dominican Republic in 2008, have not seized the assistance opportunities provided by the World Heritage Fund for training purposes.

Following the above, and in view of the preparation of a new Caribbean Action Plan, the results of the evaluation suggest a number of recommendations:

- Review and update heritage policies and legislation, and intensify coordination between different levels of government whose laws and actions might interfere with heritage protection, conservation and management.
- Be better aware of the use that can be made of the World Heritage Fund and identify NGOs and private initiatives interested in working in this sector to develop conservation and restoration projects. This recommendation is also mentioned in the conclusions of the Second Periodic Report on the State of World Heritage in Latin America and the Caribbean.
- Intensify the participation of local authorities and communities in the processes of identification, conservation, monitoring and management of heritage sites.
- Continue training the staff working in this sector, which should be further increased and maintained in the long term.
- Develop specific research programmes and/or projects for the benefit of World Heritage properties, reaching agreements with universities and research institutes/centres, both national and international, as suggested in the Second Periodic Report.
- Design and implement heritage-related educational programmes in schools.
- Raise further awareness among all actors involved in heritage conservation, protection, management and promotion.
- Train broadcasters to properly disseminate news on cultural and natural heritage.
- Establish a bank of methodologies for inventorying, a recommendation that is also contained in the Second Periodic Report.
- Develop tourist programmes planned and implemented in accordance with the needs of the local population to promote economic and social development and responsible, diversified, low-impact tourist offers at heritage sites.

- Encourage the establishment of cultural routes linking significant heritage sites in Caribbean States and develop multinational projects and national serial nomination initiatives, as proposed in the Second Periodic Report.
- Set up a Regional Tourism Observatory.
- Continue providing risk prevention training, establish an effective partnership between institutions and actors related to this field, and involve site managers and residents in developing emergency response plans and measures.
- Incorporate specifications on cultural landscapes into heritage protection laws. The Second Periodic Report also contains this recommendation, covering industrial and modern heritage as well.

In view of the preparation of new Capacity Building Programme, the results of the evaluation on the current CCBP show that thanks to this programme a total of 250 professionals of the Caribbean have benefited from it, and that site managers and heritage experts have increased their capacities and knowledge on nomination methodologies, tentative lists, heritage categories, and relationships between culture and nature, and heritage and development, among other issues.

The programme has also helped to establish a comprehensive and advanced approach to Caribbean heritage, striving to link cultural and natural resources, biological and cultural diversity, tangible and intangible expressions, and the relationship between heritage and sustainable development.

The six training modules have been published in three languages and are available on the Internet (www.unesco.lacult.org) to facilitate the work of site managers and professors. The contents of CCBP modules are encompassing and clear, and reflect the breadth of facets of Caribbean heritage, its threats and urgent conservation and protection needs.

The usefulness and validity of CCBP has been demonstrated by its experimental adaptation to MERCOSUR member countries. Texts like the Dominica Document, the Declarations of Castries, Santiago de Cuba and Willemstad, and other papers prepared by different expert meetings and CCBP courses, have made it possible to develop a Caribbean doctrine that guides CCBP future development and should be disseminated at the national and international levels.

Notwithstanding the above, the evaluation also shows a number of challenges faced by the Programme. A main issue is that the programme has not been implemented in a systematic manner, and its continuity has not been planned. This may also be due to the fact that funding sources have been insufficient and unstable. Financial limitations may also be the reason that the Programme and its activities have not been evaluated on a permanent basis for progressive improvement. Also, a stable CCBP network managed by UNESCO has not been established and there is no network in place to work with universities. Moreover,

the sustainability of the capacities acquired through the programme is limited due to the fast rotation pace of site managers and officials in many countries.

Resulting from the above, the evaluation gives insight in a number of issues to be considered when preparing a new capacity-building programme:

- Training should be intensified, as also indicated in the Second Periodic Report. When doing so, the CCBP should be seen as a tool that contributes to overall Caribbean social and economic development. In this sense, it is necessary to strengthen the relation between experts and universities, governmental institutions, private entities, foundations, NGOs, UNESCO category 2 centres, and the advisory bodies of the Convention (ICOMOS, ICCROM and IUCN).
- In particular, the role of universities in the programme needs to be strengthened. The Programme should benefit from a well-defined pedagogical methodology for the university courses and training workshops, while the organization of different types of courses should be foreseen, both in terms of duration as on the topics to be covered. On-line training and e-learning tools need to be developed within this training methodology, as is also recommended in the Second Periodic Report, and the support used for the presentation of modules needs to be improved.
- The existing modules need to be updated to cover more case studies and new modules should be prepared to cover topics of interest to the Caribbean, including industrial heritage, vernacular architecture, terrestrial and underwater archaeology, inventorying methodologies and the preparation of management plans. The external consultant also proposed the following topics: conservation economics, education and interpretation, legislation and community participation.
- All information should be available in a more user-friendly website that offers more specialized resources and serves as clearing house for the programme's network.
- Funding sources needs to be secured to allow the implementation of the programme.

Additional recommendations by the external consultant

To the abovementioned recommendations, the external consultant added the following:

- To implement and improve CCBP under the leadership of the UNESCO Regional Office for Culture in Havana, in coordination with UNESCO Kingston and with the support of the Organization's World Heritage Centre.
- Establish, at the UNESCO Regional Office for Culture in Havana (with the participation of UNESCO Kingston), an academic committee composed of renowned professors of the sub-region to approve proposed courses and workshops to be organized under CCBP and, at the same time, monitor the quality of these activities.



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- Manage funds through UNESCO, international cooperation agencies, governments, banks, the tourist industry and other funding sources to ensure the continuity of the Programme at least until 2020, defining its annual activities as accurately as possible.
- States Parties should also take advantage of the assistance of the World Heritage Fund for training purposes to organize CCBP courses and workshops in their territories.
- Explore potential support from large industries and the powerful tourist industry in the Caribbean.
- Close relations with the World Monuments Fund.
- Continue exploring the potential for CCBP implementation in other regions or countries of Latin America with a view to establishing partnerships.

- Further urge Caribbean territories subordinated to European countries like UK, the Netherlands and France, as well as those associated with the U.S., to join CCBP.
- Establish a CCBP communication network managed by the UNESCO Regional Office for Culture in Havana.
- The courses do not have to be international or pan-Caribbean. Each country can organize them for national staff to lower costs.
- Develop and deliver an official attendance certificate of UNESCO to course and workshop participants.
- All these recommendations will be taken into account for the preparation of the Caribbean Action Plan and its training programme (CCBP), as follow-up to the results of the Second Periodic Report on the State of World Heritage in Latin America and the Caribbean.

Other areas to be taken into account cuenta

UNESCO's Programme and Budget for the upcoming four years (37C/5) considers the identification, protection, follow-up and sustainable management of the tangible heritage through, inter alia, the effective implementation of the World Heritage Convention, as one of the results to be achieved. The 37 C/5 also refer to the need to promote joint actions between Biosphere Reserves and World Heritage Sites, and create synergies with other conventions and programmes of UNESCO to enhance truly sustainable development, applying a more holistic approach that emphasizes the importance of cultural diversity.

The training activities to be developed under a future CCBP should also take into account the following international priorities relevant to the Caribbean:

- The next ten years have been proclaimed by the General Assembly the United Nations Decade for People of African Descent (2013-2022). The International Scientific Committee of the UNESCO Project "The Slave Route: Strength, Freedom, Heritage" confirmed the need to make progress over these years in preserving the heritage that has emerged from this history, including sites and places of memory, and to strengthen comprehensive site management, site vulnerability mitigation, and risk coping strategies in the area.
- The General Assembly of the United Nations declared 2014 the International Year of Small Island Developing States (A/RES/67/206). It reaffirmed its commitment to take urgent, concrete measures to address the vulnerability of Small Island Developing States through the on-going implementation of the Programme of Action for the Sustainable Development of Small Island Developing States and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States. It also highlighted the urgent need for concerted action to devise new solutions to the serious difficulties faced by Small Island Developing States to help them maintain the momentum seen in the implementation of the Barbados Programme of Action and the Mauritius Strategy, and achieve sustainable development (A/C.2/68/L.41).
- On 11 November 2013, on the occasion of the meeting between the Director-General of UNESCO and the Secretary-General of the Caribbean Community (CARICOM), the Memorandum of Understanding, which complements the agreement signed in 1980 and replaces the one signed by the two entities in May 2003, was signed. The Memorandum strengthens cooperation in various fields of UNESCO, including biosphere reserves and World Heritage sites, which will benefit, inter alia, from increased heritage education and strengthened cultural policies, as well as from the cooperation of CARICOM with the plan of action on the decade for people of African descent (2013-2022).
- The General Assembly of the United Nations, after two resolutions adopted in 2010 and 2011, adopted by consensus a third resolution relative to culture and development on 12 December 2013. The new resolution represents an essential step in the development agenda, as it explicitly recognizes the direct links between culture and the economic, social and environmental pillars of sustainable development, and its contribution to peace and security. The General Assembly urged UNESCO to continue to support Member States in building capacities through the exchange of information and good practices, research, data collection, appropriate use of evaluation indicators, as well as the effective implementation of international conventions in the field of culture.

CCBP's contribution to the implementation of UNESCO's Programme and of the above-mentioned actions will be subject to the availability of funds. 