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**UNITED NATIONS EDUCATIONAL, SCIENTIFIC
AND CULTURAL ORGANIZATION**

**CONVENTION CONCERNING THE PROTECTION OF
THE WORLD CULTURAL AND NATURAL HERITAGE**

WORLD HERITAGE COMMITTEE

Thirty-fourth session

Brasilia, Brazil
25 July – 3 August 2010

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

**INF9C: Outcomes of the Consultative Meeting on Training and Capacity
Development for World Heritage**

SUMMARY

This document presents the outcomes of the Consultative Meeting on Training and Capacity Development for World Heritage, which was held in Chexbres, Switzerland, on 10-13 November 2009.



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Workshop Report

Consultative Meeting on Training and Capacity Development for World Heritage

Hotel Prealpina, Chexbres, Switzerland,
10-13 November, 2009



World Heritage Convention





The Chexbres Meeting Participants (see Annex I)

The Workshop Report

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Introduction

A Consultative Meeting on Training and Capacity Development for World Heritage took place at the Hotel Prealpina in Chexbres Switzerland, 10-13 November, 2009. The Meeting was kindly hosted by the Federal Office of the Environment, Government of Switzerland. The technical aspects of the meeting were prepared by IUCN and ICCROM, in consultation with the World Heritage Centre and ICOMOS. The Meeting was attended by the World Heritage Centre and the Advisory Bodies, as well as representatives from academic institutions that participate in World Heritage training and capacity building activities. A list of the Meeting participants is attached as Annex I.

This report is written as a summary of the discussions that took place during the Meeting. It does not pretend to capture the richness of the dialogue, but rather the general points that emerged. Background papers that were used as the basis for the discussions are presented in the annexes.

The Workshop

Objectives

The objectives of the Workshop were as follows:

- a) consult with stakeholders on revising the existing Global Training Strategy for World Heritage;
- b) evaluate new and emerging situations to identify major elements that need to be considered in revising the Global Training Strategy;
- c) determine the operational framework for integrating training and capacity development for cultural and natural heritage;
- d) clarify the roles and responsibilities of the WH Centre, Advisory Bodies, and new and emerging partners with respect to implementation of the Global Strategy; and,
- e) propose the outlines of a single 5 year training and capacity development programme for both cultural and natural heritage that would be implemented by the WH Centre, the Advisory Bodies, and cooperating academic institutions.

Structure

The four day workshop was structured as follows (see the Agenda in Annex II):

Day 1

- goal and objectives;



- presentation of participants;
- analysis of proposed workshop structure;
- review of previous work and trends related to training and capacity development;
- presentation and discussion on potential changes to the Global Training Strategy including the:
 - operational framework;
 - partner academic institutions;
 - integrated approach; and
 - principles.

Day 2

- points to be included in a revision of the Strategy;
- key elements for a Five Year Action Programme;
- potentials for cooperating with related international conventions and programmes;
- roles and responsibilities

Day 3

- draft outline for a Five Year Action Programme for implementation the Strategy;
- funding options
- marketing the Five Year Action Programme

Day 4

- field trip to the Lavaux Vineyard Terraces World Heritage Site

Background

A Global Training Strategy on World Heritage was entrusted to ICCROM in 1994, but concerned only cultural heritage. This was amplified in 2001 to cover both cultural and natural heritage, and in 2005 a specific Global Framework Programme for Capacity Development on Natural Heritage was developed.

In June, 2008, IUCN organised a workshop to bring together a small group of key people to discuss proposals for a coordinated approach to natural World Heritage (WH) training and capacity development. This group included representatives from the WH Centre, ICCROM, IUCN and cooperating academic institutions from Europe, Asia, Latin America, and Africa. It was agreed that training and capacity development should be:

- a) a priority aspect of the Convention, and driven by a 5 year programme of work attuned to regional needs;



- b) guided by a World Heritage Capacity Development Coordinating Group made up of representatives from the WH Centre, the ABs, academic partners, and donors;
- c) delivered by “World Heritage Recognized” Programmes, Courses and Training Events;
- d) work with other international conventions and programmes that support natural and cultural heritage; and,
- e) improve delivery processes to focus on the right audiences, the right training opportunities and materials, and the provision of materials in more languages.

Current Situation

ICCROM is undertaking a review of the 2001 Global Strategy in order to determine how training and capacity development in cultural and natural heritage could be improved and better integrated. In undertaking this review, changes that have occurred since the original Strategy was developed are being taken into account. Some of the most important changes are the following:

- a) There has been a greater emphasis on capacity building as against training, which has resulted in several new initiatives such as the development of resource manuals.
- b) Several universities have started postgraduate studies on World Heritage.
- c) UNESCO Category II institutions have been promoted and are being created in a number of regions.
- d) University programmes under UNESCO Chairs have been established with emphasis on World Heritage.
- e) New initiatives on climate change and risk management have been started by the Committee.
- e) Capacity building programmes for cultural heritage have far outpaced similar programmes for natural heritage, which have been woefully underfunded.

Considering these new developments, the World Heritage Committee has decided to review the 2001 Global Strategy to determine how training and capacity development in cultural and natural heritage could be improved and better integrated. A meeting has been proposed to be held in May, 2010, in Rome for this purpose. In the meantime, the Chexbres Meeting has served as a preparatory and consultative event that includes the major stakeholder groups, and will inform the Rome meeting.

Existing Programmes

While there are many academic programmes on natural and cultural heritage, few are specific to World Heritage. An overview of academic institutions now providing training and / or capacity building specifically on World Heritage is presented in the following table. This table draws on information available on the web, personal knowledge of informed individuals, and information provided by the meeting participants. However, it was recognized by all that this information is



at best preliminary, and that much more research would be required to come up with a definitive data base.

Academic Institutions Offering Training and Capacity Building for World Heritage

Institution	Nature/ Culture	Masters/PhD /Diploma	Course	Module	Short Course	Research
World Heritage Advisory Body						
International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM,) Rome, Italy	C		X	X	X	X
Category II Centres of UNESCO						
World Heritage Institute of Training and Research for the Asia and the Pacific Region (WHITRAP), China	C,N	D			X	X
Arabian Regional Centre for World Heritage, Bahrain	C,N				X	X
Regional Heritage Management Training Centre for South America, Brazil	C,N				X	X
Regional World Heritage Institute, Zacatecas, Mexico	C,N				X	X
Universities						
University of Minnesota College of Design, Centre for World Heritage Studies, USA	C			X		X
University College London, Institute of Archaeology, UK	C					X
Bournemouth University, Talbot Campus, UK	C,N	M				X
Brandenburg University of Technology, Cottbus, Germany	C,N	P,M				X
Deakin University, Melbourne, Australia	C	P,M,D		X	X	X
University College, Dublin, Ireland	N,C	P,M				X
Delft University of Technology, Netherlands	C					X
University of Queensland, Australia	N			X		X
University of Tsukuba, Graduate School of Comprehensive Human Sciences, Japan	C, N	P,M				X
University of Turin and Polytechnic University of Turin, Italy	C, N	M				X
Centro Agronómico Tropical de Investigación y Enseñanza (CATIE), Costa Rica	N				X	
Edinburg College of Art, Scotland, UK	C			X		
Ritsumeikan University, Kyoto, Japan	C				X	X



Escuela Latinoamericana de Áreas Protegidas (ELAP), Universidad de Cooperación Internacional (UCI), Costa Rica	N,C	M,D	X	X	X	X
Institution	Nature/ Culture	Masters/PhD /Diploma	Course	Module	Short Course	Research
National/Regional / International Institutes						
Wildlife Institute of India, Dehra Dun	N			X		X
College of African Wildlife Management, Mweka, Tanzania	N			X		
UNITAR Series on the Management and Conservation of World Heritage Sites, Japan	N,C				X	
Centro Nacional de Conservacion, Restaruacion, y Museologia (CENCREM), Cuba	C				X	
International Academy for Nature Conservation, Isle of Vilm, Germany	N,C				X	
Japan Centre for International Cooperation in Conservation (NRICPT), Japan	C				X	X
Ecole de Patrimoine Africain (EPA), Benin	C				X	X
Centre for Heritage Development in Africa (CHEDA), Kenya	C				X	X
Centro de Estudos da Conservacao Integrada (CECI), Brazil	C			X		X
Getty Conservation Institute, Los Angeles, California, USA	C				X	X
Asian Academy for Heritage Management, Bangkok, Thailand.	C				X	X
Asia / Pacific Cultural Centre for UNESCO, Cultural Heritage Protection Cooperation Office, (ACCU NARA), Japan	C				X	X
Zapovednics Centre, Moscow, Russia	N				X	

C = culture
N = nature
M = masters
P = PhD.
D = Diploma

The information presented in the table indicates a good balance of programmes and courses with respect to natural and cultural heritage (10 institutions with culture only, 8 institutions with nature only, 8 institutions with both nature and culture). While the geographic distribution of graduate level programs is poor (4 in Europe and 2 in Asia), it is relatively good with respect to course modules, courses, short courses, and research.

UNESCO Category II Centres

It is also worth noting the growing number of UNESCO Category II Centres that are being developed. A PowerPoint on this subject presented to the participants is attached as Annex III. In addition to the four Centres listed in the table above that play, or will play, an important role in



capacity development in their respective regions, note should also be taken of the Nordic and African World Heritage Funds, also Category II Centres, that play an indirect but active role in support of capacity development.

Technological Tools

In considering the revised strategy and action programme for capacity building on World Heritage, the participants were encouraged to bear in mind the use of new and innovative technologies. The text of the presentation on this item is presented in Annex IV. A World Heritage community approach to capacity building is recommended, using a Web 2.0 Platform that includes:

- Information & Resources Maps
- Online Networking
- Wiki Collaboration
- Web-Conferences/Webinars/Virtual meetings
- Simulations & Simulation Training
- Mobile downloads

Overall Message

Much has been accomplished in the almost four decades since the signing of the World Heritage Convention. Yet the Meeting Participants agreed that if the promise of the Convention is to be realised, a step change is needed in the priority and attention that is given to training and capacity development. There also needs to be a conceptual transition from an emphasis on training to a wider approach that focuses on capacity development. This is the third “C” (capacity) of the World Heritage objectives that supports the other 4 “Cs” (credibility, conservation, communication, and community).

The many changes that have taken place since the original World Heritage Training Strategy was developed suggest that new concepts and approaches are needed. There are now more audiences to be addressed, including groups that were not considered before; more actors; more demands; more themes; and more threats. At the same time there are more tools, especially online tools, and more opportunities with more institutions.

Thus, to be fully successful, a revised World Heritage Capacity Development Strategy and an associated Action Programme will require greater attention, more resources, and a clear and coordinated effort across the “World Heritage Family”. It must be an initiative that takes advantage of change as an opportunity, while articulating and maintaining firm priorities.

Towards a Revised Strategy



The current Global Strategy for Training, and considerations for its revision, were presented to the participants by ICCROM (see the text of the PowerPoint Presentations in Annexes V and VI). In revising the current Global Training Strategy, the Participants agreed on five major areas of focus for which there was relative consensus:

1. Guiding principles

The Participants agreed that revision of the current strategy should be based on the following guiding principles:

- 1.1 The new strategy should move from a narrow focus on training to a broader approach targeting the enhancement of capacities, both individual and institutional. This would involve all stakeholders, and would seek alignment with the 5C objectives for World Heritage.
- 1.2 The current priority given to mid-career professionals should be expanded to include a bottom up approach that focuses on actors who are essential for creating a positive enabling environment, such as the media, decision makers, and communities.
- 1.3 Particular priority should be given to the training of World Heritage Experts in the different regions of the world who could serve as evaluators, mentors, trainers, and advisers.
- 1.4 Implementation of the strategy should be guided and monitored on an on-going basis by a Capacity Development Coordinating Group made up of representatives of the major stakeholder groups (ie. WH Centre, AB's, C2Cs, universities, regional institutes, and site managers)
- 1.5 Fund raising, which has been the weakest aspect of the current strategy, should be a major component of the revised strategy.
- 1.6 The success of the strategy should be measured by positive results on the ground in terms of conservation and management of the sites.

2. Context and content

2.1 To be successful, the new strategy will need to deal with a wide variety of themes such as natural, cultural, tangible, intangible, movable, and immovable heritage; social and environmental sustainability; the new challenge of climate change; human rights, the right to development, and the right to participate, among many others.

2.2 Capacity development for World Heritage must relate to broader heritage conservation programmes and vice versa.

2.3 It is important to develop a variety of tools, case studies, modules, and curricula which can be adapted to particular conditions.



3. Action Programme

3.1 The new strategy should lead to development of a time bound and costed Action Programme. This should be the responsibility of the Capacity Development Coordinating Group indicated in point 1.4 above.

3.2 The Action Programme should be based on a needs assessment, and include components for short-term training events, graduate degree programmes, and associated research.

3.3 A database is needed to facilitate comparisons between programmes, regular courses, training events, and research, and to recognise the comparative advantages of different institutional types.

4. Monitoring and evaluation

4.1 The objectives of the action programme should be the basis for monitoring and evaluation measured by verifiable indicators.

4.2 ICCROM should be responsible for overall reporting to the World Heritage Committee on behalf of the Capacity Building Coordinating Group.

5. Communications

5.1 Quality branding should be a key element in raising the profile and marketing of WH capacity building efforts for the WH Convention.

5.2 Communications should be based on the results of the programme and could be used as a tool to build ownership by all stakeholders.

5.3 Communication strategies should make use of modern technologies, retaining accessibility as much as possible.

5.4 Programme partners should be major participants in the communication strategy.

Towards an Action Programme

A proposal was presented by IUCN for a five year capacity development action programme for natural heritage. The proposal was built around priorities identified at a June 2008 meeting on training and capacity development for natural heritage hosted by IUCN. A copy of the proposal is attached as Annex VII.



Participants discussed whether the components for this proposed action programme could be used as the basis for an overall programme, including both natural and cultural heritage. While it was recognised that the proposal for natural heritage had many elements that were relevant to cultural heritage, there was no agreement as to whether this proposal could be used as the basis for a combined natural and cultural heritage proposal. One particular point where there was no consensus among participants was with respect to developing a system for “formal recognition” by the WH Centre and the Advisory Bodies of World Heritage programmes and courses offered by academic institutions.

There was, however, ample agreement among participants with respect to immediate priorities for a World Heritage Action Programme for Capacity Development that focuses on both natural and cultural heritage. The highest priority, and by far, was with respect to improved coordination and collaboration among the stakeholders associated with World Heritage capacity development. The second priority was to develop capacities in each region of the world for a cadre of World Heritage Experts who can serve as evaluators, trainers, mentors, and advisers. This cadre of experts would receive common training on the World Heritage Convention and its processes, and would then be divided into groups on natural heritage and on cultural heritage where the training would be more specialized.

It became clear during the Meeting, that (1) considerable work remains to be done on revising the Global Strategy for Capacity Development, and (2) it is not possible at this point to come to agreement on the elements that might be included in a long-term Action Programme for Capacity Development for both natural and cultural heritage. Based on the recognition of these two realities, it was suggested that a short-term action programme for both cultural and natural heritage be developed with an immediate focus on the two agreed highest priority actions; that is, (1) improved cooperation / collaboration among stakeholders, and (2) the development of capacities in the different regions for a recognized cadre of World Heritage Experts.

Towards Adequate Financing and Resources

A presentation on the financing of capacity development efforts was made by IUCN (see PowerPoint in Annex VIII). Taking the IUCN proposal on capacity development for natural heritage as a guide, the cost of a combined programme, including both natural and cultural heritage, was estimated at about **€3 million per year**. This amount would appear to be considerably in excess of the funding currently available for this purpose, though precision is lacking because of the difficulties of obtaining accurate and easily understood information on the budgets for capacity development from the World Heritage Fund, the World Heritage Centre, and extra-budgetary financial resources. This is a first obstacle that needs to be overcome if a convincing case is to be made for increased investment in capacity development.

New donors and new funding mechanisms would appear to be necessary, and the development of a funding strategy specifically for capacity development is required. In so doing, consideration should be given to the following options:



- Mobilization of funding commitments by the States Parties.
- Use of the World Heritage Fund as a mechanism for leveraging financing from donors.
- Tapping existing potential sources such as the World Monuments Fund, the European Union, climate change funds, foundations, and individual donors.
- Examining new mechanisms such as those being developed to implement the Convention on Biological Diversity, and the Global Natural Heritage Fund being developed by IUCN.
- Working with the UNESCO Category II Centres at the regional level to identify where they might have a particular competitive advantage in working with new donors.
- Working with cooperating Academic Institutions to identify where they may have particular advantages in mobilizing the support of their governments or other potential donors.

A key component of the funding strategy must be the definition of mechanisms for coordination among the various stakeholders to take advantage of the competitive advantages of the different institutional formats, to develop cooperative proposals where relevant, to maintain good relations with donors and avoid multiple approaches for the same kinds of projects, and to avoid unhelpful competition.

Next Steps

The following actions are suggested as priorities for moving forward with training and capacity development activities for World Heritage, taking into account the ongoing process of reviewing the Global Training Strategy:

1. Present the conclusions of this workshop at the meeting being organized by ICCROM to revise the current Global Training Strategy to be held in Rome in May 2010;
2. Convey the combined results and recommendations of two meetings to the World Heritage Committee in order to take note and for decision, especially on next steps of priority actions;
3. Clarify current training and capacity building activities and funding.
4. Designate focal points for capacity buildings within the Advisory Bodies and the World Heritage Centre to help establishing a network on World Heritage Capacity Development among stakeholders;
5. Develop a short term proposal for capacity development for both natural and cultural heritage to address the high priority actions agreed to by the meeting participants and use it as a basis for developing a longer-term programme to implement the revised Global Training Strategy;
6. Identify potential donors to fund the short-term proposal and begin its implementation as soon as possible.

Note should also be taken of a series of practical actions, identified during the meeting, that can be implemented in the near term without additional investment (see Annex IX).



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Annex I – Meeting Participants

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Annex II – Agenda

Tuesday 10 November 2009		
08.00 – 09.00	Registration at the Prealpina hotel (www.prealpina.ch)	
09.00 – 10.30	<u>Session 1: Opening Session</u> Chair: Tim Badman, IUCN	
	1. Presentation of meeting hosts	Mr Walder (Switzerland)
	2. Goals and objectives of the Meeting	
	3. Presentation of participants and what each hopes to achieve at the meeting	
	4. Analysis of proposed workshop structure to see if participant expectations can be met, and if not, how the structure should be modified	Mr. Putney
	5. Review of previous work and trends related to training and capacity development	Mr. Wijesuriya
10.30 – 11.00 Coffee break		
10.30 – 12.30	<u>Session 2: Global Training Strategy</u> Chair: Lodovico Folin-Calabi, WHC	
	1. Background: Major components of current Global Training Strategy	Mr. King
	2. Major changes since the Global Training Strategy was adopted	Mr. Wijesuriya, Mr. Putney
	3. Discussion on changes that should be introduced into the Global Training strategy - The major points currently included in the Global Training Strategy and a list of major changes are shown on a projected computer screen. - Participants are requested to write two cards each with suggestions for improving the Global Training Strategy taking into account especially the major changes that have been noted since the Strategy was adopted. - Each participant explains the cards they have written and suggests where this might be inserted into the Strategy.	Mr. King
12.30 – 14.00 Lunch Break		



14:00-15:30	<u>Session 3 – Revised Global Strategy</u>
	Chair: Joseph King, ICCROM
	Continuation of points that should be included in a revised Global Strategy on Training and Capacity Building • Each card prepared by a participant is inserted into the proper place in the Strategy outline. Duplicate cards are discarded. • After all cards have been inserted into the Strategy outline, participants are asked if this represents the major points to be included in a revised Strategy. Have any points been left out?
15:30-16:00 Coffee Break	
16:00-18:30	<u>Session 4 – Revised Global Strategy</u>
	Chair: Joseph King, ICCROM
	Continuation of points that should be included in a revised Global Strategy on Training and Capacity Building
19:30 Dinner	

Wednesday 11 November 2009							
09.00 – 10.30	<u>Session 5 – New and Innovative Technologies for Training and Capacity Building, and 5 year Action Plan for Natural Heritage</u>						
	Chair: Jan Anderson, ICOMOS						
	<table border="1"> <tr> <td data-bbox="248 1228 979 1415"> 1. Review and approval of text of agreements reached on previous day. • Points to be added to the revised version of the Global Training Strategy. • Principles for an operational framework for the Global Training Strategy </td><td data-bbox="979 1228 1399 1415"></td></tr> <tr> <td data-bbox="248 1415 979 1442">2. Use of new and innovative technologies</td><td data-bbox="979 1415 1399 1442">Ms. Smith-Christensen</td></tr> <tr> <td data-bbox="248 1442 979 1507">3. Potential use of satellite imagery for monitoring and for communication of background information – TerraLook</td><td data-bbox="979 1442 1399 1507">Ms. Cave</td></tr> </table>	1. Review and approval of text of agreements reached on previous day. • Points to be added to the revised version of the Global Training Strategy. • Principles for an operational framework for the Global Training Strategy		2. Use of new and innovative technologies	Ms. Smith-Christensen	3. Potential use of satellite imagery for monitoring and for communication of background information – TerraLook	Ms. Cave
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2. Use of new and innovative technologies	Ms. Smith-Christensen						
3. Potential use of satellite imagery for monitoring and for communication of background information – TerraLook	Ms. Cave						
10.30 – 11.00 Coffee break							
10.30 – 12.30	<u>Session 6 – Operational Framework:</u>						
	Chair: Cai Mantang, WHITRAP						



	1. Background: Major components of current Global Training Strategy Current training activities on WH • Summary presentation • Current inter-institutional arrangements and flows of information with interventions by: - o World Heritage Centre - o Category II Centres (Asia and the Pacific, Nordic, African, Arab, LAC) - o ICCROM - o ICOMOS - o IUCN - o Universities (Dublin, CATIE) - o Wildlife Institutes (Dehra Dun, Garoua, Mweka) - o Regional training centres on cultural heritage (EPA, CHEDA, AAHM)	Mr. Wijesuriya, Mr. Putney
	2. Discussion: What does the current setup need to function better?	
12.30 – 14.00 Lunch Break		
14:00-15:30	<u>Session 7 - Review of 5 Year Plan of Action for NATURAL heritage and its applicability to an integrated NATURAL and CULTURAL Heritage Programme</u> Chair: Varissou Souaybou , AWHF	
	1. Presentation of draft 5 Year Action Programme for Training and Capacity Building for NATURAL Heritage • Show outline on projected computer screen. • Note points that are applicable to training and capacity building for both cultural and natural heritage. • Note the points that have to be treated separately for cultural and natural heritage.	Mr. Putney
	2. Outline of an integrated 5 year Plan of Action for training and capacity building that includes both NATURAL and CULTURAL heritage. • To what degree are the principles articulated for the NATURAL heritage Plan of Action relevant to an integrated NATURAL and CULTURAL heritage Plan of Action? • Are there other principles that need to be added? • Which actions articulated in the NATURAL heritage Plan of Action are relevant to an integrated Plan of Action for NATURAL and CULTURAL heritage?	



15:30-16:00 Coffee Break	
16:00-18:00	<u>Session 8 – Outline of 5 year integrated Plan of Action (continued).</u>
	Chair: Vinod Mathur, WII - Which actions articulated in the NATURAL heritage Plan of Action are relevant to an integrated Plan of Action for NATURAL and CULTURAL heritage (continuation of discussion from prior session)? - What other actions need to be added? - How would the roles and responsibilities outlined in the Plan of Action for NATURAL heritage need to be revised or added to for an integrated NATURAL and CULTURAL heritage Plan of Action? - Given the number of cultural sites in comparison to natural sites, and the additional activities and responsibilities that would be required to implement a major integrated Plan of Action for NATURAL and CULTURAL heritage, what magnitude of resourcing would be required?
19:00 Dinner with the Swiss Authorities	

Thursday, 12 November 2009	
09.00 – 10.30	<u>Session 9 – Integrated Plan of Action for Training and Capacity Building for Natural and Cultural World Heritage (continued)</u>
	Chair: Claire Cave, University College of Dublin - Synthesis and review of yesterday's work - Presentation of revised outline - Discussion of revised outline.
10.00 – 11.30 Coffee break	
10.30 – 12.30	Session 10 – Funding Options for a 5 Year Plan of Action.
	Chair: Allen Putney, IUCN / WCPA
	- Alternative funding mechanisms - Contributions by States Parties - World Heritage Fund - Independent Funds - World Monuments Fund - RedLAC example at national level, natural heritage - Proposed Global Natural Heritage Fund - Potential strategic alliances among International Conventions and Programmes
12.30 – 14.00 Lunch Break	
14:00-15:30	<u>Session 11 – Funding the 5 year Plan of Action (continued)</u>



	Chair: Allen Putney, IUCN / WCPA	
	1. Potential funding mechanisms for 5 year Plan of Action	
	2. Most likely sources	
	3. Avenues for approaching potential donors	
	4. Marketing	
15:30-16:00 Coffee Break		
16:00-18:00	<u>Session 12 – Making the 5 year Plan of Action Happen.</u>	
	Chair, Tim Badman, IUCN	
	1. Roles and responsibilities	
	2. Follow-up actions	
	3. Comments from hosts	
4. Closure of Workshop		
19:00 Dinner,Departures		

Friday, 13 November 2009	
09.00 – 14:00	<u>Field Trip, Departures</u>
14:00 Departures	