

Renewal Evaluation Report of the Regional World Heritage Institute in Zacatecas (RWHIZ), a category 2 centre under the auspices of UNESCO

REPORT

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LIST OF ACRONYMS

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| CONACULTA | National Council for Culture and the Arts |
| CONANP | National Commission of Natural Protected Areas |
| ENCRYM | National School of Conservation, Restoration and Museography |
| INAH | National Institute of Anthropology and History |
| INBA | National Institute of Fine Arts and Literature |
| IPHAN | National Institute of Historic and Artistic Heritage |
| IZC | Cultural Institute of Zacatecas "Ramón López Velarde" |
| JPCMyZT | Board for the Protection and Preservation of Colonial Monuments and Traditional Places |
| PAC | Action Plan for World Heritage in the Caribbean 2014 - 2019 |
| PAMAC | Plan of Action for World Heritage in Mexico and Central America 2018 - 2023 |
| PARALC | Action Plan for World Heritage in Latin America and the Caribbean 2014 - 2024 |
| RWHIZ | Regional World Heritage Institute in Zacatecas |
| SAMA | Secretariat of Water and Environment |
| SC | Secretariat of Culture |
| SECTURZ | Secretariat of Tourism |
| SEDUZAC | Secretariat of Education |
| SEMARNAT | Secretariat for the Environment and Natural Resources |
| SEP | Secretariat of Public Education |
| SINFRA | Secretariat of Infrastructure |
| SRE | Secretariat of Foreign Affairs |
| UNAM | National Autonomous University of Mexico |
| WHC | World Heritage Centre |

Executive Summary

Purpose of the Evaluation and Methodology

According to the 2019 Strategy for Category 2 Institutes and Centres under the auspices of UNESCO (40C/Resolution 79), the current evaluation has the aim to assess the activities of the Regional World Heritage Institute in Zacatecas (RWHIZ) and its contribution to UNESCO's Approved Programme and Budget (C/5) in view of the possible renewal of the designation of the Institute as a Category 2 Institute under the auspices of UNESCO (C2C). This Renewal Evaluation Report and the corresponding draft agreement will be examined by the Intersectoral Review Committee. The Director-General of UNESCO shall provide in her report to the Executive Board recommendations as to whether the designation as Category 2 Institute should be renewed or not based on the outcomes of the assessment by the Intersectoral Review Committee.

With this purpose, on April 2020, the World Heritage Centre entrusted two independent experts who had no prior affiliation with the RWHIZ, Dr. Luis Maria Calvo from Argentina and Dr. Isabel Rigol-Savio from Cuba, to develop the evaluation of the Regional World Heritage Institute in Zacatecas, Mexico a Category 2 Centre under the auspices of UNESCO, in close coordination with the Latin America and the Caribbean Unit of the World Heritage Centre (WHC/LAC). This, in conformity with UNESCO's guidelines for review of Category 2 Institutes/Centres provided in the 2019 Strategy for Category 2 Institutes and Centres under the auspices of UNESCO approved by the 40th Session of the General Conference (40 C/Resolution 79). (For the Terms of Reference see Annex I).

The methodology applied to conduct the evaluation of the RWHIZ, included data collection and desk study of basic documents such as the 1972 *Convention Concerning the Protection of the World Cultural and Natural Heritage* and the *Operational Guidelines for the Implementation of the World Heritage Convention*, the Strategic Objectives of the World Heritage Committee, Executive Board and General Conference documents concerning the establishment of the RWHIZ; the existing Agreement between the Government of Mexico and UNESCO referring to the establishment of the RWHIZ (2010), and its Amendment (2014), the 2019 Strategy for Category 2 Institutes and Centres under the auspices of UNESCO (40C/Resolution 79), as well as other C2C evaluation reports, all of which provided the fundamental frame of reference to undertake this evaluation.

The consultants sustained online and e-mail interviews with the RWHIZ's staff. They also undertook a survey with selected stakeholders, experts, Advisory Bodies to the World Heritage Committee, and regional beneficiaries in order to enrich the information obtained. (See Annexes XIV and XV)

Online tripartite meetings with the WHC led to a better knowledge about the working relation maintained with the RWHIZ. Exploring the RWHIZ's website reviews, contributed to understand the dissemination of the RWHIZ through the digital media. Studying the evaluation of similar C2C's also provided a comparative background and helped to establish the evaluation format used for this purpose.

Both consultants sustained continuous online discussions in order to elaborate a joint evaluation. Due to the COVID-19 global health emergency, it was not possible to visit in person the RWHIZ, therefore it was necessary to reinforce meetings, interviews and online consultations.

1. Category 2 Centres under the auspices of UNESCO

Category 2 institutes and centres under the auspices of UNESCO are a global network of institutions of excellence in the Organization's domains of competence. Given their expertise, these institutes and centres contribute in a meaningful way to the implementation of UNESCO's priorities, programmes, and global development agendas during a defined period, through international and regional cooperation, research, knowledge production, policy advice, and capacity enhancement. Though independent of UNESCO, category 2 institutes and centres are a privileged partner of the Organization with access to UNESCO's logo, international and intergovernmental bodies and networks, and may leverage UNESCO's international reach and convening powers. Category 2 institutes and centres under the auspices of UNESCO are an integral part of the Organization's Comprehensive Partnership Strategy.¹

Since 2008, several actions were taken in order to make the creation of Category 2 Institutes and Centres under the auspices of UNESCO viable and to improve the justification and best performance of these partner entities. On November 2019, the 40th session of UNESCO's General Conference approved the new "2019 Strategy for Category 2 Institutes and Centres under the auspices of UNESCO", also referred to as the '2019 Strategy' (Document 40C/Resolution 79), which superseded all relevant prior resolutions by the General Conference on the subject.

The 2019 Strategy states that:

"Category 2 institutes and centres under the auspices of UNESCO are institutions proposed by Member States to contribute to the achievement of UNESCO's Approved Programme and Budget (C/5), including global strategies and action plans as well as sectorial programmes and priorities through the implementation of international and regional cooperation, research, knowledge production, policy advice, and capacity enhancement."²

"Though not legally part of the Organization, these institutes and centres are associated with UNESCO through formal arrangements approved by the General Conference and/or the Executive Board. Category 2 institutes and centres enjoy legal autonomy. Hence, UNESCO is not legally responsible for them and it shall bear neither responsibility nor liabilities of any kind, be it managerial, financial or otherwise."³

¹The 2019 Strategy for Category 2 Institutes and Centres under the auspices of UNESCO. Available at: <https://unesdoc.unesco.org/ark:/48223/pf0000373390>

² Ibidem

³ Ibidem

Each Category 2 Institute or Centre is specialized in one of UNESCO's fields of competence, such as Education, Natural Sciences, Intergovernmental Oceanographic Commission, Social Sciences and Culture, Communication and Information, as well as other cross-cutting topics.

Currently, there are the following C2C's worldwide:

Africa

Regional Centre for the Safeguarding of Intangible Cultural Heritage in Africa, Algeria

Regional Centre for the Living Arts in Africa (CREAF), Bobo-Diola, Burkina Faso

Institute for African Culture and International Understanding (IACIU), Abeokuta, Ogun State, Nigeria

African World Heritage Fund (AWHF), Johannesburg, South Africa

Asia Pacific

International Centre on Space Technologies for Natural and Cultural Heritage (HIST), Beijing, China

World Heritage Institute of Training and Research for the Asia and the Pacific Region (WHITR-AP)
Beijing, Shanghai, Suzhou, China

International Training Centre for the Intangible Cultural Heritage in the Asia-Pacific Region (CRIHAP), Beijing, China

International Centre for Creativity and Sustainable Development (ICCSA), Beijing, China

Centre on World Natural Heritage Management and Training for Asia and the Pacific, India

Regional Centre for Human Evolution, Adaptation and Dispersal in South-East Asia (CHEADSEA), Indonesia

Regional Research Centre for Safeguarding Intangible Cultural Heritage in West and Central Asia, Tehran, Islamic Republic of Iran

International Research Centre for Intangible Cultural Heritage in the Asia-Pacific Region (IRCI), Japan

International Institute for the Study of Nomadic Civilizations (IISNC), Ulan Bator, Mongolia

International Information and Networking Centre for Intangible Cultural Heritage in the Asia-Pacific Region (ICHCAP), Republic of Korea

Europe and North America

Regional Centre for the Safeguarding of Intangible Cultural Heritage in South-Eastern Europe, Sofia, Bulgaria

International Centre for Underwater Archaeology (ICUA), Zadar, Croatia

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

International Centre for Rock Art and the World Heritage Convention, Madrid, Spain

Arab States

Arab Regional Centre for World Heritage (ARC-WH), Manama, Bahrain

International Museum for Women in the Arts (IMWA), Amman, Jordan

Regional Centre for Contemporary Art, Doha, Qatar

Latin America and the Caribbean

Regional Centre for Book Development in Latin America and the Caribbean (CERLALC), Bogota, Colombia

Regional Heritage Management Training Centre "Lucio Costa" (LCC), Rio de Janeiro, Brazil

Regional World Heritage Institute in Zacatecas (RWHIZ), Mexico.

Regional Centre for the Safeguarding of the Intangible Heritage of Latin America (CRESPIAL), Cusco, Peru

Among the above-mentioned existent Category 2 Institutes and Centres under the auspices of UNESCO, nine of them are specialized in World Heritage and the implementation of the 1972 Convention. These are:

- The World Heritage Institute of Training and Research for the Asia and the Pacific Region (WHITR-AP), China; the African World Heritage Fund (AWHF), South Africa; the Arab Regional Centre for World Heritage (ARC-WH), Bahrain; the International Centre for Rock Art and the World Heritage Convention, Spain; the International Research Centre on the Economics of Culture and World Heritage Studies, Italy; the Centre on World Natural Heritage Management and Training for Asia and the Pacific Region, India; the Regional Centre for Human Evolution, Adaptations and Dispersals in South East Asia (CHEADSEA), Indonesia; the Regional Heritage Management Training Centre "Lucio Costa", Rio de Janeiro, Brazil; and the Regional World Heritage Institute in Zacatecas, Mexico.

Coordination meetings among all the C2C's worldwide have been held since 2010 in Manama, Bahrein, and subsequently in Milano, Italy (2012), Oslo, Norway (2013), Shanghai, China (2014), Dehradun, India (2016), Manama, Bahrein (2019). These meetings emphasized the role that Category 2 Centres can play in coordinated cooperation among them, with the World Heritage

Centre and the Advisory Bodies. An encounter planned to be held in Zacatecas, Mexico, on March 2020, had to be postponed due to the COVID-19 pandemic.

The Regional World Heritage Institute of Zacatecas (RWHIZ) is one of the three existing C2C's in the region of Latin America and the Caribbean. The two others are the Regional Centre for the Safeguarding of the Intangible Cultural Heritage of Latin America (CRESPIAL) in Cusco, Peru, and the Lucio Costa Centre (LCC) in Rio de Janeiro, Brazil.

While CRESPIAL was created in 2008 and its objectives and functions are focused on intangible cultural heritage, the LCC and the RWHIZ, created in 2009, are regional entities dedicated to the tangible cultural heritage as well as the natural heritage.

The creation of the RWHIZ and the LCC was approved in 2009 by the 35th UNESCO General Conference held in Paris, with the aim to support the fulfilment of UNESCO's strategic objectives in the field of World Heritage in the Latin American and Caribbean Region. They were fully justified according to the principles and guidelines for Category 2 Institutes and Centres established by UNESCO and considering the rich cultural and natural heritage of this geographical area, its diversity, as well as the frequent threat of natural disasters: earthquakes, volcanoes, hurricanes, tornadoes, floods among others the Region faces.⁴

In general, among all the C2C's under the auspices of UNESCO, the Regional World Heritage Institute in Zacatecas and the Lucio Costa Centre can be considered to be relevant partners due to the following facts:

Though integrated by Member States from different subregions, they belong to the same Latin American and Caribbean Region. For its part, the Lucio Costa Centre is integrated by Spanish and Portuguese-speaking South American countries and Portuguese-speaking African countries, while the RWHIZ is integrated by Mexico, and countries from Central America and the Caribbean.

Furthermore, both Centres share cultural and natural heritage as their central focus. In this regard, they both are in charge of contributing to the implementation of the 1972 World Heritage Convention and strengthening capacities on heritage management, as well as reinforcing international technical cooperation, especially among the UNESCO State Parties in the Region, Advisory Bodies, NGOs, cooperation agencies and other stakeholders.

⁴ It is convenient to recall that, currently, in the region of Latin America and the Caribbean 33 countries have ratified the *Convention Concerning the Protection of the World Cultural and Natural Heritage*. The region has 143 World Heritage properties (96 cultural, 38 natural and 8 mixed) in 28 countries, from which 22 inscribed properties are located in the Brazilian territory, and 35 in the Mexican territory.

1.1 The Regional Heritage Management Training Centre "Lucio Costa", Rio de Janeiro, Brazil

The creation of the Lucio Costa Centre in 2009 was followed by a cooperation agreement between UNESCO and the Government of Brazil in 2010.

The LCC has the aim to support and assist Spanish- and Portuguese-speaking countries in South America, Africa and Asia on the implementation of the 1972 World Heritage Convention, and strengthening capacities on heritage management. The countries which are part of this Centre are: Angola, Argentina, the Plurinational State of Bolivia, Brazil, Cabo Verde, Chile, Colombia, Ecuador, Guinea-Bissau, Equatorial Guinea, Mozambique, Paraguay, Peru, Sao Tome and Principe, Timor-Leste, Uruguay and the Bolivarian Republic of Venezuela.

Though the above-mentioned agreement was signed in 2010, the Centre could not start its operations until 2012 within the International Technical Cooperation Project 'Cultural Heritage Management Training' under the South-South cooperation between the National Institute of Historic and Artistic Heritage (IPHAN) and UNESCO that was signed on May 2011.

On June 2018, the Agreement between UNESCO and the Government of Brazil for the creation of the Category 2 Centre under the auspices of UNESCO was renewed by the UNESCO Executive Board (202EX/Decision 18.1.C), based on a positive evaluation of its contribution to UNESCO's Strategic Objectives.

1.2 The Regional World Heritage Institute in Zacatecas (RWHIZ), Mexico

The proposal on the creation of a Regional World Heritage Institute in Zacatecas as a Category 2 Centre under the auspices of UNESCO was first discussed on January 2009, in a meeting held at UNESCO Headquarters with the Governor of the State of Zacatecas, Mexico. This proposal was based on the strong will and commitment from the Zacatecas Government in regard to the establishment of such an entity in their historic centre. In June 2009, an official request from Mexico was submitted. As part of the proposal evaluation and in order to prepare a feasibility study, a joint World Heritage Centre/ICOMOS mission was undertaken in July 2009.

A regional consultation meeting was held on 25 and 26 August 2009 in Zacatecas, with the aim to develop the objectives and possible modes of operation of the proposed C2C, emphasizing the objective to foster international cooperation among the States Parties of the region.

Finally, the 35th session of UNESCO's General Conference held on October 2009 in Paris, by Resolution 35C/59, approved the creation of the C2C in Zacatecas and authorized the Director General to sign the correspondent Agreement between UNESCO and the Government of Mexico.

The basic principles and guidelines for the C2C that would be included on the Agreement had been clearly established by means of a sustained consultation and evaluation process and based on the

above-mentioned feasibility study. Among the most relevant issues included on this study, which should be addressed by the C2C, it is worth emphasizing the following:

“The proposed Centre is rooted in the principles of the 1972 Convention, which stresses the importance of efforts by States Parties to the Convention to foster the establishment or development of national or regional centres for training in the protection, conservation and presentation of the cultural and natural heritage and to encourage scientific research in this field.”

“The Centre in Zacatecas is also intended to assist the implementation of the Global Training Strategy for World Cultural and Natural Heritage (Helsinki, 2001), seen by the World Heritage Committee as a principal means to achieve the “Capacity-building”, as one of its Strategic Objectives adopted at the 26th session of the Committee in Budapest in 2002.”⁵

“The proposed Centre is meant to respond to the relevant provisions of the Operational Guidelines, including those concerning the Global Strategy for a Representative, Balanced and Credible World Heritage List (Par.55), which emphasizes the importance of regional studies and initiatives, and the need to support the Periodic Reporting process, in order “to provide a mechanism for regional cooperation and exchange of information and experiences between State Parties concerning the implementation of the Convention and World Heritage conservation”⁶

“The proposed Centre will be part of the network of existing World Heritage-related training and research centres and funds, established as category 2 centres under the auspices of UNESCO”.⁷

On the nature and legal status of the C2C it was stated that it should “enjoy on the territory of Mexico the personality and legal capacity necessary for the exercise of its functions.”⁸

After the UNESCO General Conference approved the Integrated Comprehensive Strategy for Category 2 Institutes and Centres under the auspices of UNESCO in 2013, it became necessary to adapt the vision of the RWHIZ. As a result, on April 1st, 2014, UNESCO, the Mexican Federal Government and the Government of Zacatecas signed the Amended Agreement on the RWHIZ (See Annex III).

Within the Latin American and Caribbean Region, the RWHIZ focuses its activities on the subregions of Mexico, Central America and the Caribbean. (In Annex XVIII the list of participating State Parties has been provided)

⁵ Feasibility study concerning the proposal for the establishment in Zacatecas (Mexico) of a regional world heritage institute as a category 2 centre under the auspices of UNESCO Executive Board 182 Session, Paris, August 2009

⁶Ibidem

⁷Ibidem

⁸Ibidem

On August 30, 2014, in order to ensure the adequate fulfilment of RWHIZ's objectives and functions, the Law on the Zacatecas Regional World Heritage Institute was officially published. This Law established the RWHIZ's Governing Board, the Executive Committee, the Advisory Council and the General Directorship. The Law on the Zacatecas Regional World Heritage Institute was modified by a Decree on November 2017 (See Annex IV).

Since 2017, the organization and consolidation of the RWHIZ has improved due to the approval of more effective administrative measures. This same year the World Heritage Committee, at its 41st session held in Krakow, Poland, "strongly encouraged the UNESCO Category 2 Centre for World Heritage in Zacatecas to enter into its operational phase, in view of the important contribution it could hold in providing to the future implementation of capacity-building activities within the framework of the Action Plan for World Heritage in Mexico and Central America to be adopted in 2017."⁹ (For more information about the activities developed by the RWHIZ, see 2.5.1. Activities developed)

The RWHIZ has shown a strong commitment regarding World Heritage conservation and the implementation of the 1972 Convention since its establishment as a Category 2 Centre under the auspices of UNESCO. Nonetheless, to date, the RWHIZ still faces many challenges related to its broad territorial scope, the high expectations stipulated on the original objectives of the RWHIZ, as well as the lack of sufficient funding.

It should be noted that in addition to Mexico, 11 of the 23 countries from the Region have formalized their adherence to RWHIZ. (See Annex XVIII. State Parties members of the RWHIZ)

⁹Decisions adopted during the 41st session WHC/17/41.COM/18 of the World Heritage Committee (Krakow, 2017), p. 267

2. An Overview of the Regional World Heritage Institute in Zacatecas (RWHIZ)

The current documents which define the principles of the Regional World Heritage Institute in Zacatecas as a Category 2 Centre are the following:

-1972 Convention Concerning the Protection of the Cultural and Natural Heritage, and the Operational Guidelines for the Implementation of the World Heritage Convention.

-2019 Strategy for Category 2 Institutes and Centres under the auspices of UNESCO, approved by the 40th Session of the General Conference (40 C/Resolution 79).

-Amended Agreement between the United Mexican States and UNESCO referring the establishment of a Regional World Heritage Institute in Zacatecas as a Category 2 Centre under the auspices of UNESCO, April 2014.¹⁰ (See Annex III)

Based on the general principles established in the above-mentioned documents, the Law of the RWHIZ was approved by the government of the State of Zacatecas in 2014. Modifications to this Law were done in 2017. (See Annex IV)

The Law of the RWHIZ (See Annex IV) is of public domain and aimed to establish the integration, organization and functioning of the World Heritage Regional Institute in Zacatecas, in conformity with the World Heritage Convention, and the Agreement between the Mexican Federal Government and UNESCO, regarding the creation of a World Heritage Regional Institute in Zacatecas as a Category 2 Centre under the auspices of UNESCO, signed on April 1, 2014. (See Annex III)

On its Article 3, the Law defines the legal nature of the RWHIZ as an autonomous entity, with legal personality and its own patrimony, established in the city of Zacatecas, Mexico. It also determines that the RWHIZ will enjoy a functional autonomy within the Mexican territory in order to develop its activities and legal capacity for contracts, acting on judicial processes, purchase or transmit immovable or movable goods, receive funds and obtain remuneration for its services as well as acquiring any means needed.

In accordance with the Amended Agreement, the Law establishes that the RWHIZ must encourage the participation of the States Parties of Central America and the Caribbean in addition to Mexico, which have ratified and expressed their adhesion to the World Heritage Convention (See Annex III, Amended Agreement, Art. 1, Par. II; and Annex IV Law of Creation, Art. 2, Par. III and VII).

Furthermore, the RWHIZ's mission, which is publicly accessible on its website, has been defined as follows: "Actively cooperate with the World Heritage Centre, the States Parties of the Region, the Focal Points, Site Managers, Advisory Bodies, Educational Institutions, Urban and Rural Communities, as well as with the different levels of government, for the application of the Convention on the Protection of the World Cultural and Natural Heritage of 1972, in Mexico, Central

¹⁰ The Amended Agreement from 2014 replaced the previous one signed on April 12, 2010.

America and the Caribbean, in accordance with the strategic objectives of the Budapest Declaration (2002), summarized in Credibility, Conservation, Capacities, Communication and the Communities.”¹¹

In addition to the Law, various regulations dictate the organization and functions of the Institute:

-Reglamento del Consejo de Administración del Instituto Regional del Patrimonio Mundial en Zacatecas, 2017 (Regulations of the Governing Board of the RWHIZ). (Annex V)

-Reglamento Interno del Instituto Regional del Patrimonio Mundial en Zacatecas, aprobado por el Consejo de Administración en junio 2019 (Internal Regulations of the RWHIZ). (Annex VI)

-Manual de Contabilidad Gubernamental del Instituto Regional del Patrimonio Mundial en Zacatecas (Governmental Accountancy Manual of the RWHIZ). (Annex VII)

-Manual de Organización del Instituto Regional del Patrimonio Mundial (Organization Manual of the RWHIZ). (Annex VIII)

These documents are aligned with the 2019 Strategy for Category 2 Centres and Institutes under the auspices of UNESCO. According to this, the Regulations of the Governing Board of the Regional World Heritage Institute in Zacatecas establishes that the Board is the highest supervisory body of the Institute (Art. 2) and ordinary meetings must be held at least once a year (Art. 9.I). Among its functions, the Governing Board approves the annual medium and long-term programmes of the Institute, as well as its budget. The secretary of the Governing Board is responsible of preparing the proposed agendas for the meetings. The documents and annexes necessary for the study and discussion of the items on the agenda (Art. 8.III) shall be reproduced and made known among the members of the Governing Board; documents and annexes are preferably distributed in a digital archive by e-mail (Art. 8.IV). However, nothing is said regarding that the agenda of the annual meeting, the draft annual programme of activities and the draft budget shall be made available to all its members at least one month prior to the meeting (2019 Strategy, Par. C.1.3).

Furthermore, also according to the 2019 Strategy, the Regulations of the Governing Board establish the inclusion of representatives of those Member States with which UNESCO signed an agreement for the designation of the Category 2 Centre, a representative of UNESCO’s Director General, as well as representatives of Member States or Associate Member States which have expressed their desire to participate in the Institute or Centre’s activities and have sent their request of membership. With regards to this last case, the Regulations set a maximum of nine representatives which might mean omitting some other States Parties.

¹¹ The RWHIZ’s mission has been elaborated based on the Amended Agreement, the Global Strategy, the Budapest Declaration, and the Strategic Action Plan to guide the implementation of the World Heritage Convention over the decade 2012-22. Available at: <https://irpmzcc2.org/nosotros/mision-vision-y-objetivos>

Notwithstanding, it is not established that the RWHIZ shall neither be headed by UNESCO staff members nor employ them.

2.1 Budget

The Amended Agreement between UNESCO and the Government of Mexico establishes on its Article 13 that the Federal Government and the Government of Zacatecas will guarantee that all the financial and/or in-kind means necessary for the administration and proper functioning of the Institute are provided. (See Annex III)

Furthermore, by means of the same article, the Federal Government and the State of Zacatecas must supply the necessary premises, providing the RWHIZ with the building known as Casa del Conquistador in Zacatecas, as well as fully defray the expenses of maintaining the RWHIZ and the operating costs of the Governing Board, the Executive Committee and the Advisory Council, including the activities carried out in accordance with the annual plans and budgets.

On the other hand, the Law of the RWHIZ (See Annex IV) establishes on its Chapter III, Article 16, that among other assets the endowment of the Institute is constituted by contributions, in cash and in kind, received from the Mexican Federal, State and Municipal Governments, from other Member States, from the social and private sectors; as well as the yields, recoveries and other income obtained by the investment of its resources.

Since 2012, the budget provision provided by the State of Zacatecas (see Annex XI) has been as follows:

| Year | | Subtotal in Mexican pesos | Total in Mexican pesos |
|------|------------------------|---------------------------|------------------------|
| 2012 | | | 4.000.000 |
| 2013 | | | 4.299.908 |
| 2014 | | | 4.393.274 |
| 2015 | | | 4.889.271 |
| 2016 | | | 4.708.720 |
| 2017 | personal services | 2.050.103 | 4.025.781 |
| | materials and supplies | 307.400 | |
| | general services | 2.668.278 | |
| 2018 | personal services | 3.248.071 | 6.224.549 |
| | materials and supplies | 307.400 | |
| | general services | 2.668.278 | |
| 2019 | personal services | 4.602.968 | 8.722.783 |
| | materials and supplies | 853.510 | |
| | general services | 3.266.305 | |
| 2020 | personal services | 4.602.968 | |
| | materials and supplies | 725.484 | |

| | |
|------------------|-----------|
| general services | 2.613.044 |
|------------------|-----------|

7.941.496

From the previous table, one can see that the budget allocation provided by the State of Zacatecas has been increasing and almost doubling over the course of nine years.

In spite of the Amended Agreement's terms, the Mexican Federal State's annual budget has not included the RWHIZ.

Since 2017, the RWHIZ has had the support and collaboration from INAH for some specific activities. Each time, both entities have dealt independently with their respective financial funds.

In 2018 the Municipal Presidency of Zacatecas allocated 50,000 Mexican pesos (equivalent to 2,325.00 USD) for the activities specifically related to the 25th Anniversary of Zacatecas inscription on the World Heritage List.

In addition, in 2019 the UNESCO Regional Office in Havana collaborated with the RWHIZ by providing supplies and equipment for the development of the International Workshop on "Updating and Harmonization of Indicative Lists" supported by the WHC and organized by the RWHIZ.

It is evident that the above-mentioned contributions are not relevant and that the State of Zacatecas is essentially the only financial support of the RWHIZ.

2.2 Objectives and functions

The main objectives and functions of the RWHIZ according to the Amended Agreement from 2014 between UNESCO and the Government of Mexico (See Annex III), and subsequently set by the Law of the RWHIZ (See Annex IV), are the following:

2.2.1 Main objectives

- Contribute to reinforce capacity-building for the implementation of the 1972 Convention in the Region;
- Contribute to reinforce international cooperation, especially among the UNESCO States Parties in the Region;
- Contribute to sustainable development through the promotion of good practices in the conservation and management of cultural and natural heritage;
- Encourage research on cultural and natural heritage, especially for properties inscribed on the World Heritage List;
- Contribute to the creation and dissemination of information through the creation of a documentation centre concerning the properties in the Region inscribed on the World Heritage List; and

- Share specialized technical knowledge with UNESCO, especially with the World Heritage Centre, and cooperate with the Secretariats of other cultural and environmental conventions in the field of World Heritage.

2.2.2 Functions

The working guidelines mentioned below include the main research and themes to be developed by the Institute:

Operational aspects of the implementation of the 1972 Convention

- Analyse and disseminate the key concepts of the Convention;
- Provide technical assistance and training to the States of the Region that are States Parties of the Convention in order to draw up Tentative Lists and nomination dossiers for possible inscription on the World Heritage List, with a particular emphasis on serial and transboundary nominations;
- Support the preparation of comparative analyses of the technical dossiers for new nominations;
- Develop methods of analysis for preparing reports on the state of conservation of World Heritage properties;
- Provide training for the preparation of periodic reports on the implementation of the Convention in States of the Region that are States Parties; and
- Enhance research into typologies of cultural and natural properties in the Region that are under-represented on the World Heritage List, in accordance with the provisions of the Convention, as well as the harmonization of the Tentative Lists in the Region.

Management of World Heritage properties and other cultural and natural heritage sites

- Use and design strategies, instruments and indicators for monitoring the management of sites with a particular focus on typologies of heritage in the Region, namely, archaeological sites, historic towns, pre-Hispanic and Amerindian sites, natural sites, cultural landscapes and routes;
- Gather experiences, instruments and methods used in management systems where a regional approach is applied with the participation of all stakeholders and local communities, and promote the exchange of experiences;
- Engage in research and studies geared towards the integration of values connected to World Heritage, and consideration of social and cultural aspects;
- Apply new perspectives and instruments for management of urban sites and adaptation of the concept of historic urban landscapes;

- Analyse the threats and risk factors in World Heritage properties and other cultural and natural heritage sites, including the development pressures, the constraints resulting from underdevelopment, and the effects of climate change;
- Disseminate good practices in the management of sustainable tourism in heritage sites, especially those inscribed on the World Heritage List;
- Carry out training activities with local, national and regional institutions concerned with the protection and safeguarding of cultural heritage;
- Cooperate and join forces with other existing or forthcoming Category 2 Centres or Institutes;
- Exchange programmes and policies with other entities and academic institutions in the Region, South America and North America, thereby promoting cooperation;
- Work in close collaboration with the World Heritage Centre and its Advisory Bodies, ICOMOS, IUCN and ICCROM, together with other national and international institutions, facilitating technical assistance, exchange of researchers and professionals from the Region, designing and implementing a range of training and collaboration tools in regional courses and meetings; and
- Support the efforts and activities of other bodies involved in the identification, conservation and training of cultural and natural heritage in the region.

Permanent Workshop

- The Institute shall establish a permanent workshop on the cultural routes in the Region, as a transversal activity related to the research lines mentioned above.
- The workshop shall serve as the framework for research, exchange among experts and scholars, training modules, documentation and dissemination of best practices on the identification, preservation and enhancement of cultural routes as a unifier between communities and as a means to reinforce cultural identity.

2.3 Structure and staff of the RWHIZ

According to the signed Amended Agreement (2014) between UNESCO and the Government of Mexico (Annex III), Chapter III, the Law of the Regional World Heritage Institute in Zacatecas (Annex IV) and to the Organization Manual (Annex VIII) the structure of the RWHIZ is composed as follows:

I. A Governing Board

Chaired by the Governor of Zacatecas and composed by:

A. One representative of the following institutions from the Federal Government:

- a) Secretariat of Foreign Affairs (SRE)
- b) National Commission of Natural Protected Areas (CONANP)
- c) Federal Secretariat of Environment and Natural Resources (SEMARNAT)

- c) Secretariat of Public Education (SEP)
- d) National Council for Culture and the Arts (CONACULTA)
- e) The National Institute of Anthropology and History (INAH); and
- f) The National Institute of Fine Arts and Literature (INBA).

B. Representatives from the following agencies of the Government of the State of Zacatecas:

- a) Secretariat of Education (SEDUZAC)
- b) Secretariat of Infrastructure (SINFRA)
- c) Secretariat of Tourism (SECTURZ)
- d) Secretariat of Water and Environment (SAMA)
- e) Cultural Institute of Zacatecas "Ramón López Velarde" (IZC); and
- f) Protection and Preservation of Colonial Monuments and Traditional Places Board (JPCMyZT).

C. Up to nine representatives of participating States of the Region that are States Parties to the World Heritage Convention;

D. One representative of the Director-General of UNESCO.

Full information on the current members and representatives of the Governing Board is provided in Annex XX.

II. An Executive Committee

The Executive Committee is composed by:

- A. The Chairman of the Governing Board.
- B. Three representatives of the Member States of the Region:
 - One representative from the United Mexican States
 - One representative from Central America
 - One representative from the Caribbean
- C. A representative of the Director General of UNESCO

The Director of the RWHIZ participates in the Executive Committee, without the right to vote.

III. An Advisory Council

The Advisory Council is integrated as follows:

- A. One to two representatives of the United Mexican States
- B. One to two representatives of the Member States of the Region from Central America
- C. One to two representatives of the Member States of the Region from the Caribbean

- D. One representative of the World Heritage Centre
- E. One representative of IUCN
- F. One representative of ICOMOS
- G. One representative of ICCROM

Members of the Advisory Council are appointed by the Governing Board among experts recommended by the competent authorities of the Government of the United Mexican States, the participating States of the Region, the UNESCO Secretariat and the Advisory Bodies of the World Heritage Committee designated in the Convention.

IV. Directorship and Secretariat

The Governing Board empowered to designate the Director of the Institute, in accordance with a short list submitted for this purpose by the President of the Advisory Council. The powers and obligations of the Director of the Institute are established in the Law of the RWHIZ (Art. 15).

The first meeting of the Governing Board took place on 23-24 August 2017 with the aim of approving its Regulations and designating the Director of the RWHIZ for the 2017-2021 period.

The Law of the RWHIZ (See Annex IV), Art. 18, states that the Directorate must have the necessary personnel for its operation, governed by the provisions of the Internal Regulations of the RWHIZ.

In accordance with the Internal Regulations (see Annex VI), for the exercise of the functions of the Institute, the Director will rely on the following Departments:

- I. Department of International Liaison,
- II. Department of Capacity-building (Departamento de Capacitación Técnica y Difusión Educativa in Spanish), and
- III. Department of Documentation.



Staff

According to the curricular synthesis provided by the RWHIZ (for details see Annex XIII), the current Directorship and Secretariat are composed by:

1. The Director: Lawyer and Master on Social Science PhD on History of America. Researcher and Professor of Ibero American Cultural Heritage, research areas focused on issues of cultural heritage in Latin America.
2. The Administrative Deputy Director: Bachelor of Informatics, Courses on Public Finances, and administration.
3. Logistics and administrative support staff (four people).
4. A Technical team integrated by:

A member with a Bachelor in Tourism, in charge of media and social networks at RWHIZ who carries out activities related to the dissemination of World Heritage issues through information technologies and the implementation of online workshops.

One Biologist, PhD on Management of Natural Resources, and Master on Regional Development, he carries out activities related to the integration of natural heritage projects.

One Economist and professor of Electoral Studies. Assistant and secretary of the RWHIZ Directorate.

One Computer Systems Engineer who collaborates in the information technology area of RWHIZ.

One Architect, Master on Restoration of Sites and Monuments.

One Anthropologist specialized in Archaeology, Master on Humanities who carries out activities related to transparency and protection of personal data.

Five Students doing social service and professional practices from the fields of Tourism, Tourism Management, Architecture and Foreign languages.

All members of the Technical Team- except for one of them- belong to the State of Zacatecas' service staff.¹² Since the personnel has been hired on a temporary basis, its definitive assignment will be carried out once the Organization Manual -which will provide broader definitions on the RWHIZ's structure and functions- is approved.¹³

2.4 Activities

The RWHIZ's first working plan was developed after the establishment of the *Action Plan for World Heritage in Mexico and Central America (PAMAC) 2018-2023* approved as a result of a meeting held in Zacatecas on April 2018.

2.4.1 Activities developed

Since 2010, the RWHIZ has developed internal activities for its organization and elaboration of internal regulations, as well as actions to improve its relations with institutions from other States Parties of the Region, research centres, universities and other Category 2 Centres.

a) Organization and generation of norms: the enactment of the Law for the official creation of the RWHIZ (30 August 2014, amended on 25 August 2017), as well as the preparation of Regulations for its operation, Regulations for the Governing Board (approved by the Governing Board on June 13, 2019) and the Government Accounting Manual (approved on June 13, 2019). It should also be noted that the projects of two other Manuals (Organization and Procedures) have been brought to the attention of the Governing Board in 2019 and will be analysed on its next session.

On April 26, 2018, a meeting of the RWHIZ staff was held with Cesar Moreno-Triana, Programme Specialist of the Latin America and the Caribbean Unit of the World Heritage Centre, and with the Architect Alfredo Conti, Consultant of the World Heritage Centre, with the purpose of strengthening actions and fulfilment of objectives.

b) Relations with other States of the Region: it is important to point out the working meetings held with representatives of Mexico, Guatemala, Honduras, El Salvador, Nicaragua, Costa Rica, Panama and Cuba (January-February 2019) with the purpose of disseminating the mission, objectives and

¹²Specialist Noé Hernández Andrade joined the RWHIZ team in January 2019 in order to provisionally replace Engineer Susana Alvarado who had then requested an unpaid leave.

¹³The Organization Manual is expected to be approved at the first meeting of the Governing Board. Until now, there is no scheduled date for this meeting.

functions of the RWHIZ. As well as to socialize the *Action Plan for World Heritage in Mexico and Central America* (PAMAC) 2018-2023 and to collect proposals to integrate the 2019 Work Plan of the RWHIZ.

c) Regional cooperation: the RWHIZ had an outstanding performance by collaborating with the World Heritage Centre in the organization of regional meetings for the preparation of the Second Cycle of the Periodic Reporting exercise in the Latin America and Caribbean Region (LAC). The First Regional Meeting for Mexico and Central America was held in Zacatecas, Mexico in September 2010 coinciding with the inauguration of the Category 2 Centre at Zacatecas. The meeting was attended by 80 participants from 7 countries representing the Focal Points and Site Managers, observers coming from institutions in Cuba and the Dominican Republic, and Mexican authorities in charge of heritage protection. In March 2012, the Sub-Regional Meeting for Mexico and Central America within the second cycle of the Periodic Reporting exercise for Latin America and the Caribbean was held in Zacatecas with the participation of representatives from Costa Rica, El Salvador, Guatemala and Honduras.

On April 2018 the Regional Meeting "Towards an Action Plan for World Heritage in Mexico and Central America - PAMAC (2018-2023)" was held in Zacatecas and organized by the World Heritage Centre with the collaboration of the RWHIZ. Among the participants attending this sub regional meeting were 27 representatives from Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua and Panama, and from two invited countries (Cuba and the Dominican Republic), also from the World Heritage Centre and the Advisory Bodies (ICCROM, ICOMOS, IUCN). At this sub regional meeting, commitments, and projects for the conservation of World Heritage and capacity-building were established.

The RWHIZ took part of the Seventh Annual Coordination Meeting of the Category 2 Centres and Institutes held in Manama, Bahrein in April 2019. The meeting was mainly focused on major issues regarding a more active implementation of the World Heritage Convention by means of strengthening collaboration among the UNESCO Category 2 Centres, and the creation of more synergies with the Advisory Bodies and the World Heritage Centre.

d) Capacity-building, education and sensitization: in this regard the RWHIZ has organized several training courses, meetings and symposia.

On April 8-12, 2013 was held the Regional Training Course on "Permanent Tentative Lists and Nomination of World Heritage Sites", intended for all actors responsible of the World Heritage sites from each State Party. Thirty people from ten States Parties participated.

On July 15-19, 2013, the Regional Course on "Regional Inventory of Modern Heritage" was held, with the participation of thirty site managers of Modern Heritage sites in the region of Mexico, Central America and the Caribbean.

During the 2017-2019 biennium, different meetings with working commissions and governmental agencies responsible for world cultural and natural heritage were held. Linkages between Central

American countries and some other countries from the Caribbean were increased. Moreover, with support from the Unit for Latin America and the Caribbean, the World Heritage Centre has provided orientations to improve the fulfilment of the RWHIZ's duties and responsibilities.

A close cooperation between the States Parties of the Region and the World Heritage Centre has helped to generate different lines of work to promote World Heritage as a strategic element within the objectives of sustainable development, the empowerment of communities and the social appropriation of culture for understanding between nations and peace.

The First sub-regional Workshop on "Basic Concepts of the World Heritage Convention" was held in Mexico in August 2019. The three-day workshop had a total of 54 specialists and representatives from Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, and Panama, as well as Caribbean participants from Cuba and the Dominican Republic, who attended the meeting (including national Focal Points, site managers, local and national authorities, researchers among others). The workshop covered topics from the fundamental concepts and processes of the 1972 Convention, including nominations, state of conservation monitoring, management systems and tools. The attendants exchanged experiences and best practices for conservation and management of the sub-region's 51 World Heritage sites. This activity was the first of a series of training activities scheduled in the RWHIZ Work Plan for 2019 and 2020.

On November 2019, the International Workshop "Towards a Regional Strategy for Updating and Harmonizing the Tentative Lists in Latin America and the Caribbean" was held in Havana, Cuba. It was sponsored and organized by the RWHIZ, in cooperation with the World Heritage Centre and with participation of representatives from Costa Rica, Cuba, Dominica, Guatemala, Granada, Honduras, Jamaica, Mexico, Nicaragua, Panama, Peru, the Dominican Republic, Saint Kitts and Nevis and Saint Vincent and the Grenadines, the Advisory Bodies and the World Heritage Centre. The meeting led to the adoption of a Practical Guide, as a reference tool for updating and harmonizing the Tentative Lists at the regional level.

An online workshop entitled "What is World Heritage. Conservation and sustainable use" was carried out in November 2019 and concluded in March 2020.

Furthermore, in 2019 the RWHIZ contributed to the review of the Guide for the strengthening of material heritage management capacities in Latin America and the Caribbean, prepared by the UNESCO Regional Office for Culture in Latin America and the Caribbean in Havana.

2.4.2 Planned activities

The 2020 Work Plan of the WHIZ includes different activities aimed to strengthen the capacity-building strategy and the regional collaboration, in order to enrich the conservation and management practices of the region. (see Annex XII)

The 2020 Work Plan is based on the World Heritage Capacity-Building Strategy (WHCBS) (Decision 35 COM 9B) and on the monitoring of the *Action Plan for World Heritage in Mexico and Central America* (PAMAC) 2018-2023.

The annual Work Plan will be developed through four main lines of action: 1) Capacity-Building; 2) Education and Awareness, 3) Regional Cooperation and 4) Monitoring results.

AXIS 1. Capacity-Building

For the year 2020, three-phase training courses were planned, with the participation of representatives from ten Member States of the Region, the WHC, the RWHIZ, experts and university representatives.

The following States Parties will be invited to participate in these activities 2020: Antigua and Barbuda, Bahamas, Barbados, Belize, Costa Rica, Cuba, Dominica, El Salvador, Grenada, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Dominican Republic, Saint Kitts and Nevis, Saint Vincent and the Grenadines, Saint Lucia, Trinidad and Tobago.

The planned courses were the following:

- 1) “Use of Sustainable Tourism Tools” (Mexico, February 2020);
- 2) “Overcoming challenges of developing Management Plans in a participatory manner” (May 2020);
- 3) “Risk Management in World Heritage” (Zacatecas, August 2020).

The three courses have been delayed due to the Covid-19 pandemic. Currently the RWHIZ is studying how and when to implement these activities scheduled as training courses.

AXIS 2. Education and Awareness

Three online training courses were planned to be held, as follows:

- 1) Sustainable tourism, from the perspective of visitor management (Mexico, April 2020). The course has been delayed due to the Covid-19 emergency. Currently the RWHIZ is studying how and when to implement this scheduled activity.
- 2) Monitoring mechanisms and impact evaluation (Mexico, July 2020);
- 3) Communities, World Heritage and Sustainable Tourism, as a way for conservation and development (Mexico, October 2020).

It is expected that representatives from the Member States of the Region: Belize, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Cuba, Dominican Republic, of the Advisory Bodies, World Heritage Centre and the RWHIZ will participate in the planned activities.

In addition, public hearings on World Heritage and Development in the following states of Mexico were foreseen to be held in 2020: Jalisco (February); Aguascalientes (April); Sonora (May); Baja California and Baja California Sur (June); and Chihuahua (August).

AXIS 3. Regional Cooperation

A Directory of experts in Environmental and Heritage Impact Assessments in the Region will be developed in the course of 2021.

In the course of 2020, the following activities have been undertaken:

1) Online training course "World Heritage Property Management" (Nicaragua, March 2020). 48 actors involved with Nicaraguan World Heritage participated in the course and 23 of them presented their papers which are in the process of evaluation.

2) Workshop "Development of management plans for World Heritage with community participation" (Mexico, June 2020) on which actors involved with Panama's World Heritage would participate. This workshop has been delayed due to the Covid-19 pandemic. Currently the RWHIZ is studying how and when to implement this activity.

With the participation of the States Parties, Focal Points and site managers it is planned to carry out the collection, diagnosis and dissemination of the following elements:

a) Legislation from each State Party on Environmental and Heritage Impact Assessments;

b) Disaster Risk Management Plans for World Heritage properties.

AXIS 4. Monitoring results

An online training course on the preparation of State of Conservation reports (SOCs) and monitoring (Mexico, May 2020) was planned to be held with the participation of representatives of the Member States of the Region, Advisory Bodies, World Heritage Centre and RWHIZ. This course has been delayed due to the Covid-19 pandemic, and currently the RWHIZ is studying how and when to implement this activity.

An online meeting between authorities responsible for Disaster Risk Management Plans in World Heritage sites and other stakeholders of the member State Parties of the Region, with representatives of the Advisory Bodies, WHC and RWHIZ will take place in November 2020, with the aim to share information and objectives as well as to establish joint plans.

It is also planned to carry out a monitoring of the implementation of agreements and of the regional Action Plans (*Action Plan for World Heritage in Latin America and the Caribbean 2014-2024* [PARALC], *Action Plan for World Heritage in the Caribbean 2014-2019* [PAC]; and *Action Plan for World Heritage in Mexico and Central America 2018-2023* [PAMAC]), undertaken from each State Party. This activity will be developed in collaboration between the RWHIZ with the States Parties and the World Heritage Centre.

2.5. Cooperation

Regarding the quality of coordination and interaction with UNESCO, as well as with National Commissions and other thematically related category 2 centres.

(See also Summary of findings)

2.5.1 With other Category 2 Centres

The Director of the RWHIZ attended the 5th, 6th and 7th Annual Coordination Meetings of Category 2 Institutes and Centres respectively, held in India (November 22-25, 2016), Cape Town, Robben Island (February 11-14, 2018) and Manama, Kingdom of Bahrein (April 2019).

In the same way, the RWHIZ participated in the Second Coordination Meeting with UNESCO Category 2 Institutes and Centres (C2C) and UNITWIN/UNESCO Chairs on November 23 and 24, 2017, in Paris.

However, no specific cooperation activities have been carried out with other Category 2 Centres. Nonetheless, it can be pointed out that cooperation links with the Lucio Costa Centre have begun to be explored and are pending resolution.

2.5.2 Cooperation with UNESCO and the World Heritage Centre

The RWHIZ collaborated with the World Heritage Centre in the organization of regional meetings for the preparation of the Second Cycle of the Periodic Reporting exercise in the Latin America and Caribbean Region (LAC). The First Regional Meeting for Mexico and Central America was held in Zacatecas, Mexico in September 2010. Also in March 2012, a sub-regional meeting for Mexico and Central America within the Second Cycle of the Periodic Reporting exercise for Latin America and the Caribbean was held in Zacatecas.

On April 2018 the Regional Meeting “Towards an Action Plan for World Heritage in Mexico and Central America -PAMAC (2018-2023)” was held in Zacatecas, organized by the World Heritage Centre with the collaboration of the RWHIZ.

With the Field Offices

In 2019 the UNESCO Regional Office in Havana collaborated with the RWHIZ by providing supplies and equipment for the development of the International Workshop on “Updating and Harmonization of Tentative Lists” supported by the WHC and organized by the RWHIZ.

No other significant collaboration with other UNESCO Field offices was informed by the RWHIZ.

2.5.3 With Mexican and other national entities related to cultural heritage and World Heritage

The RWHIZ has maintained an active relationship with Mexican organizations linked to culture and World Heritage.

On 31 March 2017, the Director of the National Institute of Anthropology and History (INAH) and the Governor of the state of Zacatecas signed an agreement with the aim of "adding efforts, resources and capacities with the provisions of current regulations, to establish the bases of collaboration that will contribute to the definition and planning of the programmes to be carried out by the Regional World Heritage Institute in Zacatecas".

The RWHIZ has had an active relationship with the INAH -as the Mexican authority responsible for cultural World Heritage - and has also been involved in several of its activities, including the following:

- October-November 2017, working visits to the States of Puebla and Morelos to assist the INAH on evaluating the World Heritage 16th-century Convents and the Archaeological Zone of Xochicalco, affected by earthquakes, with the intention to collect the information and tools necessary to preserve their Outstanding Universal Value.
- October 2017, the RWHIZ collaborated with the INAH in the organization of the "International Colloquium on Historical Routes and Cultural Routes. Experiences and Perspectives".
- In December 2017 was held a working meeting with the General Directorate of INAH regarding collaboration activities between both Organizations.
- February 2019, working meeting in Mexico City with the Anthropologist Diego Prieto Hernández, Director General of INAH, for the proposals of the 2019 Working Plan of the RWHIZ.
- Participation in different events and academic meetings organized by INAH and its National Directorate for World Heritage.

At the national level in Mexico, the RWHIZ has also signed other agreements:

- July 2017, a letter of intent was signed with institutions specialized in higher education with the aim of joining efforts on teaching, research, dissemination and conservation of World Heritage in the region of Mexico, Central America and the Caribbean.
- November 2017, a collaboration agreement was signed with the Ministry of Water and Environment (SAMA) in order to develop the project called "Diagnosis and Monitoring of the Management of Natural and Mixed Heritage Sites in the Region of Mexico Central America and the Caribbean".

The RWHIZ has also participated in national congresses and seminars, among which the following can be highlighted:

- June 2014, participation in the Third National Assembly of Mexican World Heritage Cities (Zacatecas) and in the Ordinary Session of the Special Commission on World Heritage Cities of the LXII Chamber of Deputies of the Congress of the Union.
- November 2014, participation in the 1st. International Congress of Natural Landscapes and Heritage, coordinated by the Centre of the National Institute of Anthropology and History in Zacatecas, the Autonomous University of Zacatecas and the Regional World Heritage Institute in Zacatecas.

The RWHIZ has also organized public hearings on the theme "World Heritage and Development", to present its objectives and functions and to collect proposals and concerns of citizens regarding World Heritage (April-May 2019: cities of the State of Zacatecas; June 2019: states of San Luis Potosí and Durango).

2.5.4 With universities and research centres

The RWHIZ has signed collaboration agreements with the Universidad Autónoma de Zacatecas, the Centro de Conservación de Arte Sacro en Zacatecas (2011) and with the Universidad Autónoma Metropolitana-Xochimilco (2011).

In 2012, the RWHIZ participated in the annual meeting of UNESCO Chairs in Mexico with the purpose of discussing the proposed UNESCO Chair on World Heritage at the Autonomous University of Zacatecas.

In the same way, it has participated in various meetings and events organized by different Mexican universities related to the management and research of cultural heritage.

2.5.5. With international cooperation agencies

Since the establishment of the RWHIZ, no international cooperation programmes are registered with agencies such as the Spanish Agency for International Cooperation or others.

2.5.6 With Advisory Bodies and international organizations (ICCROM, ICOMOS, IUCN)

In cooperation with ICOMOS, ICCROM and IUCN, the RWHIZ has programmed and carried out various activities, such as:

- A workshop on the "Management of World Heritage Sites: Integration of Disaster Risk Reduction Strategies", 2011.
- On September 2014 a planning meeting was held with the advice of Dr. Valerie Magar, National Coordinator of Restoration of Cultural Heritage of INAH and member of ICCROM, with the aim of developing training programmes on Tentative Lists, nominations, and integration of reduction strategies for disaster risks.
- In 2018, the international symposium "The liveability of cities: from survival to World Heritage" was held with the collaboration of ICOMOS.

- On November 2019, participation in the First Workshop on Restoration of Cultural and Environmental Assets, as well as the XXXVI International Symposium for the Conservation of the Cultural and Natural Heritage of ICOMOS Mexico.
- In 2020 the online workshop "World Heritage Management" was held in Nicaragua in collaboration with ICOMOS and IUCN.

ICCROM and ICOMOS have designated representatives to different meetings organized by the RWHIZ, such as the "International Workshop towards a Regional Strategy for Updating and Harmonizing the Tentative Lists" held in Havana in 2019.

2.6. Communication

The RWHIZ has generated active communication strategies on social networks through Instagram and Facebook accounts, that are regularly updated with information related to the RWHIZ's activities, World Heritage and other relevant news related to its objectives and functions.

The RWHIZ website is publicly available through the following link: <https://www.irpmzcc2.org/>. However, its content is available only in Spanish. (See Annex XVI)

3. Summary of Findings

This summary is organized according to the parameters indicated on the Integrated Comprehensive Strategy for Category 2 Institutes and Centres under the auspices of UNESCO (40 C/Resolution 79 (November 2019)).

(1) Regarding the extent to which the institute or centre's objectives as set out in the agreement signed with UNESCO were achieved

- The analysis of the RWHIZ's activities, shows that most of the main objectives listed in the 2014 Amended Agreement, started to be achieved basically since 2017. (See Annex III)
- By means of its activities, the RWHIZ has made efforts to reinforce capacity-building for the implementation of the World Heritage Convention in the Region.
- Large emphasis of the RWHIZ's activities has been focused on cultural heritage, while less attention has been given to the Region's natural heritage.
- A documentation Centre concerning the World Heritage properties in the Region -aimed at disseminating information- is currently on an initial stage of development.
- The RWHIZ has shared its experiences with the WHC and with its State Members, mainly through the organization of meetings or courses, and attending activities held by other national or foreign entities.
- Despite the inclusion of topics on sustainable development on the RWHIZ's plans, there is not yet any substantial result in this regard.
- The RWHIZ has its own website with direct access, but it lacks a more updated and interactive platform. Furthermore, the website's content is only available in Spanish, limiting the information accessibility to a wider range of users.

- The main objectives originally foreseen are too extensive and diverse, including aspects such as contributing to sustainable development through the adequate management of cultural and natural heritage, and encourage research on cultural and natural heritage especially for properties inscribed on the World Heritage List.

In addition, among the RWHIZ's functions, some of them present overlapping regarding the tasks and responsibilities of other entities such as the WHC, the Advisory Bodies, Field Offices and State Parties, as for example:

- Elaboration of tentative lists and nomination dossiers for possible inscription on the World Heritage List, with a particular emphasis on serial and transboundary nominations;
- Elaboration of comparative analyses;
- Elaboration of reports on the state of conservation of World Heritage properties
- Periodic reports on the implementation of the World Heritage Convention in States of the Region that are States Parties to the World Heritage Convention;
- Research on heritage typologies that are significant for the region and are underrepresented on the World Heritage List, i.e., properties related to the modern movement in architecture and urbanism. Management of World Heritage properties and other cultural and natural heritage sites;
- Design of strategies, with a focus on typologies of heritage significant for the region: archaeological sites, historic towns, prehistoric sites, natural sites, cultural landscapes and routes;
- Development of management systems: regional approach, participation of all stakeholders and involvement of local communities;
- Integration of intangible values associated to World Heritage, consideration of social and cultural aspects;
- New approaches and instruments for management of urban sites, adaptation of the concept of historic urban landscapes.
- Identification of threats and risk factors in World Heritage properties and other cultural and natural heritage sites, including the development pressures and the constraints resulting from underdevelopment;
- Strategies for tourism management in heritage sites, especially those inscribed on the World Heritage List.

(2) Regarding the relevance of the contribution of the institute or centre's programmes and activities to the achievement of UNESCO's prevailing Approved Programme and Budget (C/5) at the time in which it was designated, including global strategies and action plans as well as sectoral programme priorities, as defined in the agreement

The RWHIZ's Plan of Activities, fed back and oriented through the assistance and close collaboration with the World Heritage Centre, is periodically prepared taking into account the needs of the State Parties, and is based on the World Heritage Capacity-Building Strategy adopted by the World Heritage Committee, as well as the *Action Plan for World Heritage in Latin America and the*

Caribbean 2014-2024 (PARALC), the Action Plan for World Heritage in Mexico and Central America 2018-2023 (PAMAC) and the Caribbean Action Plan for World Heritage 2015-2019 (PAC).

(3) Regarding the relevance of the contribution of the activities of the RWHIZ to global development agenda

RWHIZ's direct contribution to global development agendas can be identified with regard to the millennium Sustainable Development Goals, in particular to Goal 11 "make cities and human settlements inclusive, safe, resilient and sustainable" and Goal 13 "take urgent action to combat climate change and its impacts". And indirect contribution to other Goals can be noted, such as end of poverty in all its forms everywhere, conserve and sustainably use of oceans, seas and marine resources. However, the activities already developed by RWHIZ on capacity building for World Heritage and those planned might, in fact, contribute to UNESCO's Global Report on Culture for Sustainable Urban development delivered during Habitat III, the Third United Nations Conference on Housing and Sustainable Urban Development held in Quito, Ecuador, 2026.

(4) Regarding the quality of coordination and interaction with UNESCO, both at Headquarters and in the field, as well as with National Commissions, other thematically-related category 1 and 2 institutes or centres with regard to planning and implementation of programmes

- A very close cooperation with the World Heritage Centre can be noted. The RWHIZ has collaborated with the World Heritage Centre on the organization of sub regional meetings for the preparation of the Second Cycle of the Periodic Reporting exercise in Latin America and the Caribbean, on meetings on sub regional Action Plans, as well as the International Workshop "Towards a Regional Strategy for the Updating and Harmonization of Tentative Lists" held in Havana (2019). Regarding this last meeting, the RWHIZ worked in a close coordination with UNESCO Regional Office for Latin America and the Caribbean.
- RWHIZ 's Working Plans have been based on the regional Action Plans PARALC, PAMAC and PAC.
- The activities of the RWHIZ have increased with a growing participation of the States Parties of the region.
- Coordination with the Brazilian Lucio Costa C2C started to be established, but a planned visit from the Centre's Director to Zacatecas in 2020 was postponed due to the Covid-19 pandemic. Also due to this health emergency, the coordination meeting among all the C2C's planned to be held in Zacatecas had to be cancelled. By means of the coordination meetings held since 2010 among the C2C's worldwide to which the RWHIZ attended, a relation with these entities was established. Notwithstanding, a full interaction with the Lucio Costa C2C as well as with the other C2C's has not yet been achieved, mainly due to the current Covid-19 restrictions.

(5) Regarding the partnerships developed and maintained with government agencies, public or private partners and donors

The RWHIZ signed in 2017 an important agreement with INAH, which has a specialized directorship dedicated to World Heritage and is, therefore, a quite relevant partner of the RWHIZ.

The potential contribution, financial and of expertise, from international cooperation agencies, Interamerican Development Bank and other banks, Advisory Bodies such as ICCROM, ICOMOS and IUCN, universities of the Region (including diverse Mexican universities), from all the Member States of the Region, and from other sources has not been yet fully explored by the RWHIZ.

(6) Regarding the nature and efficiency of the RWHIZ's governance, including organizational arrangements, management, human resources and accountability mechanisms

The RWHIZ started to function since its creation in 2010, but it is fair to recognize that it was from 2017 onwards when an appropriate guidance led to a better fulfilment of its objectives and functions.

Internal normative instruments with regards to its governance and organization have been developed by the RWHIZ for a better operation of the entity, as for example, the Regulation on the Governing Board approved in 2017 and the Internal Regulation approved in 2019. The approval of a Manual on Governmental Accountancy and a Manual on the Organization of the RWHIZ is pending. All these documents are aligned with the 2019 Strategy for Category 2 Centres and Institutes under the auspices of UNESCO.

There is an over-representation of Mexican entities in the RWHIZ's Governing Board to the detriment of the other States Parties.

The RWHIZ's staff is highly educated and committed, but it has insufficient expertise on World Heritage aspects. Budgetary limitations have not yet allowed hiring more professionals whose profiles allow strengthening the RWHIZ's capabilities.

(7) Regarding financial resources available for ensuring sustainable institutional capacity and viability

According to the 2014 Amended Agreement, the RWHIZ is an autonomous entity but its budget relies mostly on the contributions from the Government of Zacatecas. This annual budget is insufficient to cover the wide range of actions and number of currently participating Member States of the C2C.

(8) Regarding the extent to which the RWHIZ enjoys within its territory the autonomy necessary for the execution of its activities and legal capacity to contract, institute legal proceedings, and to acquire and dispose of movable and immovable property.

The RWHIZ is legally autonomous but, in the practice, it has not yet achieved a full autonomy and capacity mainly because it does not yet operate with its own funds, and essentially it depends on the financial support of the State of Zacatecas.

In addition, in order to formulate specific recommendations, the following findings are posed:

3.1 Regarding the responsibilities and functions of the RWHIZ

- The full compliance of the objectives established in the Amended Agreement has not been achieved for reasons external to the RWHIZ, fundamentally due to the following:
 - a) The extension of the regional scope assigned by the Amended Agreement, which covers 23 countries which, due to their own physical characteristics, history, culture, languages, etc., make up two different areas with specific needs. On one hand, Mexico and Central America in the continental territory, and on the other hand, the Caribbean countries, with the particularity that most of them are small island territories.
 - b) Some of the main objectives originally foreseen are too ambitious in relation to the RWHIZ's real capabilities, current funding and personnel. For example, to "Develop methods of analysis for preparing reports on the state of conservation of World Heritage properties" or to "Support the preparation of comparative analyses of the technical dossiers for new nominations".

In addition, among the RWHIZ's functions, many of them represent overlapping regarding the tasks which normally are the responsibility of the WHC, the Advisory Bodies and the States Parties. For example:

- Elaboration of Tentative Lists and nomination dossiers for possible inscription on the World Heritage List, with a particular emphasis on serial and transboundary nominations;
- Elaboration of comparative analyses;
- Elaboration of reports on the state of conservation of World Heritage properties;
- Periodic reports on the implementation of the World Heritage Convention in States of the Region that are States Parties to the World Heritage Convention;
- Research on heritage typologies that are significant for the region and are underrepresented on the World Heritage List, i.e., properties related to the modern movement in architecture and urbanism. Management of World Heritage properties and other cultural and natural heritage sites;

-Design of strategies, with a focus on typologies of heritage significant for the region: archaeological sites, historic towns, prehistoric sites, natural sites, cultural landscapes and routes;

-Development of management systems: regional approach, participation of all stakeholders and involvement of local communities;

-Integration of intangible values associated to World Heritage, consideration of social and cultural aspects;

-New approaches and instruments for management of urban sites, adaptation of the concept of historic urban landscapes;

-Identification of threats and risk factors in World Heritage properties and other cultural and natural heritage sites, including the development pressures and the constraints resulting from underdevelopment;

-Strategies for tourism management in heritage sites, especially those inscribed on the World Heritage List;

At the same time, the geographical scope of the RWHIZ is also quite extensive, considering it comprises the Caribbean region which has very different geographic, climatic, cultural, linguistic and economic characteristics compared to Mexico and Central America.

- A very close and reciprocal cooperation with the World Heritage Centre can be noted. The RWHIZ has collaborated with the World Heritage Centre on the organization of sub regional meetings for the preparation of the Second Cycle of the Periodic Reporting exercise in the Latin America and Caribbean region (LAC) and on meetings on which the sub regional Action Plans were elaborated. Most lately, the RWHIZ collaborated in the International Workshop “Towards a Regional Strategy for the Updating and Harmonization of Tentative Lists” in November 2019 in Havana. Furthermore, in close collaboration with the World Heritage Centre, Working Plans have been proposed for the RWHIZ based on the regional Action Plans (PARALC, PAMAC and PAC).
- Furthermore, from the analysis of the trajectory of the RWHIZ it is noticeable that an appropriate guidance has led to the best fulfilment of the objectives indicated by the 2014 Amended Agreement.
- The activities of the RWHIZ have increased with the participation of the Member States, showing that its regional role has been better understood and recognized. Internal normative instruments have been generated for the better operation of the RWHIZ in accordance with the Amended Agreement and the RWHIZ’s Law. These may include: Regulation on the Governing Board of the RWHIZ, Internal Regulation on the RWHIZ, Manual on Governmental Accountancy and Manual on the Organization.

3.2 Regarding the government

- The current Government of Zacatecas strongly supports the RWHIZ, but financial and technical support needs to be legally and permanently guaranteed by the national institutions in order to ensure stability and security to the level of financing required to the activities of the Centre in the long term.
- The structure of the Governing Board includes - at present regional institutions not directly involved in the heritage field and that may be invited to participate in the Board with an observer status, such as: the Secretariat of Education (SEDUZAC), the Secretariat of Infrastructure (SINFRA), the Secretariat of Tourism (SECTURZ), the Secretariat of Water and Environment (SAMA), the Cultural Institute of Zacatecas “Ramón López Velarde” (IZC); and the Board for the Protection and Preservation of Colonial Monuments and Traditional Places (JPCMyZT).

3.3 Regarding the budget

- The RWHIZ was created in Zacatecas through an initiative of the authorities of the State of Zacatecas and until now, it has been supported financially thanks to the funds provided by this State’s Government. For its operation, one of the most relevant historical buildings of Zacatecas’ heritage has been designated.
- The RWHIZ’s current annual budget is insufficient to cover the wide range of actions and number of States Parties assigned to it by the Amended Agreement.

3.4 Regarding the staff

(6) Regarding the nature and efficiency of the RWHIZ’s governance, including organizational arrangements, management, human resources and accountability mechanisms

(Also see 5. Summary of Findings)

- The RWHIZ’s staff is highly educated and committed but with insufficient expertise on World Heritage aspects.
- Budgetary limitations have not allowed hiring professionals with profiles that strengthen the RWHIZ's capabilities.
- To compensate this difficulty, the current staff has received training in capacity-building and communication techniques, but it is yet insufficient.
- Although there is a framework agreement with the Universidad Autónoma de Zacatecas (2011) that establishes internship programmes, the partnership with potential universities (especially in Mexico) has not been fully exploited.
- The RWHIZ does not have any professionals specialized in English or French language.
- It is worth noting the commitment of its current Director, effectively accompanied by his reduced team of collaborators with various expertise.

3.5 Regarding the activities

- A great effort has been done by the RWHIZ and some important activities, mainly focused on capacity-building, have been organized within the framework of the regional Action Plans adopted by the World Heritage Committee.
- There has been an increasing commitment and participation of region's States Parties in the activities carried out since 2017 by the RWHIZ. (See Annex XVIII)
- The Plan of Activities, fed back and oriented with the contributions of the World Heritage Centre, is prepared taking into account the needs of the States Parties and is based on the World Heritage Capacity-Building Strategy adopted by the World Heritage Committee, the *Action Plan for World Heritage in Latin America and the Caribbean 2014-2024 (PARALC)*, the *Action Plan for World Heritage in Mexico and Central America 2018-2023 (PAMAC)* and the *Caribbean Action Plan for World Heritage 2015-2019 (PAC)*.

3.6 Regarding cooperation

(4) Regarding the quality of coordination and interaction with UNESCO, as well as with National Commissions and other thematically related category 2 centres. (Also see 5. Summary of findings)

- A necessary and fruitful agreement with the National Institute of Anthropology and History (INAH), as the national entity responsible for cultural heritage was signed in 2017. (See Finding 5)
- Though the project to create an UNESCO Chair on World Heritage at the Autonomous University of Zacatecas was not approved, it would have been valuable to serve as partner institution for the accomplishment of the RWHIZ's goals.
- In 2014, with the support of ICCROM, two workshops were designed to promote capacity-building. Unfortunately, none of the workshops were carried out, due to the RWHIZ's lack of budget and lack of assistance requested to ICCROM for this purpose.
- In general, cooperation with IUCN, ICCROM and ICOMOS, as Advisory Bodies has not been fully exploited. However, the relationship with these Advisory Bodies began to be formalized since the installation of the current Governing Board in 2017 and representatives from these bodies are part of the Governing Board. In 2019, IUCN, ICCROM and ICOMOS participated on the RWHIZ's workshops and activities.
- The potential technical assistance from international cooperation agencies, universities of the Region (including the various Mexican universities), from all the State Parties which are part of RWHIZ and from other sources has neither been fully explored by the RWHIZ.
- The financial assistance from development banks and other sources, for the funding of specific projects and activities has not been explored by the RWHIZ either.
- The expertise regarding natural and mixed properties of CONANP in Mexico and other institutions in the Region, which could positively contribute to a best fulfilment of the objectives of the RWHIZ and to the development of its activities, has not yet been employed.

3.7 Regarding communications

(For more detailed comments concerning the Website see Annex XVI).

- The RWHIZ uses the media provided by current technologies and social networks to publicize its objectives, functions and activities.
- Through its Instagram and Facebook accounts, the RWHIZ provides permanently updated information on its activities and World Heritage issues.
- The RWHIZ has its own website with direct access, but it lacks a more updated and useful tool, as well as a more interactive online platform.
- The website is available only in Spanish, which makes it difficult for all other users to access the information.
- The website does not properly identify the World Heritage Centre as the main partner of the RWHIZ. Partners like ICOMOS, IUCN, ICCROM, INAH and other institutions are also not properly identified, moreover, a direct link to their websites are not provided.
- The website's information on news and events is not well organized or hierarchized, so its reading might be confusing.

4. Recommendations

General recommendation whether the renewal of the RWHIZ's status as a category 2 centre should be warranted and if it would conform to the 2019 Strategy for Category 2 Institutes and Centres under the auspices of UNESCO

- Considering its significant role and efforts, the RWHIZ deserves to be confirmed as Category 2 Centre under the auspices of UNESCO.
- The renewal of the RWHIZ must be fully supported under a new tripartite agreement between UNESCO, the Government of the United Mexican States and the Regional World Heritage Institute as a Category 2 Centre, with special focus on capacity-building.

(See Specific recommendations for possible amendments to the Agreement, in the event it is to be renewed).

Specific recommendations to the RWHIZ for improving the effectiveness of its operations

Government

- Ensure a balanced participation of all the State Parties in the government of the RWHIZ

Cooperation

- An efficient exploration and request of financial or technical assistance from different cooperation sources, for example, foreign cooperation agencies, funds and trusts, Development Banks, among others, is vital for the RWHIZ's performance. The RWHIZ should envisage various lines of cooperation with the State Parties of the Region in order to achieve their support to its activities. When feasible, these activities could take place on these State's territories, under the RWHIZ's programmes and guidance.
- The RWHIZ must continue increasing its links with the State Parties of the Region and exploring the use of digital communications to effectively promote the cooperation with their national institutions responsible of World Heritage properties.
- The RWHIZ must increase its cooperation with the Advisory Bodies of the World Heritage Convention (ICOMOS, ICCROM and IUCN), all of which have a long-time and effective experience of providing technical assistance to different entities, programmes and individuals worldwide.
- The RWHIZ must generate strong lines of cooperation with other Category 2 Centres, especially with the Lucio Costa C2C by sharing experiences, specialists, information and activities in order to reinforce capacity-building for the implementation of the World Heritage Convention in the Region and to share specialised technical knowledge on this issue.
- Develop cooperation networks with universities and academic institutions in Zacatecas and Mexico, for example the National School of Conservation, Restoration and Museography (ENCRYM) and the National Autonomous University of Mexico (UNAM). Cooperation with other universities from the Region should also be encouraged.

- Continue working in harmony and strong collaboration with the World Heritage Centre.
- Work in close coordination with UNESCO's Field Offices based in the Region -Guatemala, Kingston, Havana, Mexico, Port-au-Prince and San José- establishing networks and cooperation programmes with them, all of which periodically hold activities related to World Heritage.
- In order to establish a sustainable cooperation with regard to World Heritage natural and mixed properties, agreements should be signed with Mexican institutions such as the National Commission of Natural Protected Areas (CONANP) and others from the Region.
- Continue its close cooperation with the National Institute of Anthropology and History (INAH) and other Mexican entities dedicated to cultural heritage as well as with others from the Region.

Capacity-building and research studies

- The objectives and functions of the RWHIZ must be revised. In this regard, one of the main objectives of the RWHIZ should be capacity-building, including research and development of studies and databases, information dissemination and development of specialized documentation on World Heritage in the region. (See 6.5 Specific Recommendations for possible amendments to the Agreement)
- The *Action Plan for World Heritage in Latin America and the Caribbean* (PARALC) 2014–2024, the *Action Plan for World Heritage in Mexico and Central America* (PAMAC) 2018–2023 and the *Action Plan for World Heritage in the Caribbean* (PAC) 2015–2019 must continue being the main framework of reference for the development of the RWHIZ's capacity-building programme and activities. In addition, a similar framework will be provided by the future update of these Action Plans conceived for the Region and the subregions, formulated as a result of the joint work and consensus established between States Parties and the World Heritage Centre.
- The RWHIZ must continue exploring new ways to encourage the implementation of the Action Plans by the State Parties within the Region. For example, distance training could be considered as one of the best possibilities to reach a broader number of users and to increase the interaction between the C2C and its members, especially after the experience and current circumstances faced by the COVID-19. Activities such as webinars and online training could be successfully employed.
- The COVID-19 pandemic should also serve to identify specific needs caused by the vulnerability of some World Heritage properties in the Region, and also to develop strategies and materials which can guide and support their site managers.
- Develop training programmes addressed to local communities to increase the awareness-raising on the safeguarding of World Heritage properties in Zacatecas, implemented on an experimental basis, and further explore the possibility of a broader application of this experience. As part of this, develop and encourage different levels of participation of the Zacatecas's local community in the activities undertaken by the RWHIZ.

Budget

- The RWHIZ must design a strategy for its medium and long-term financing, which, once approved by the Governing Board, must be validated by the Government of the United Mexican States following its internal procedures.
- The RWHIZ must encourage financial contributions from different sources, such as international cooperation agencies, States Parties within or outside the Region, international banks, private donors, among others, in order to increase its annual budget.
- The RWHIZ should work out plans on the exploration of additional sources of financing considering, among others: the different levels and entities from the States Parties, collaboration agreements with universities in the Region or worldwide; sponsorships from the international or national private sector; grants provided by participants on activities, by their entities or States Parties.

Staff

- Training of the RWHIZ's current staff must be continued in order to achieve the needed level of expertise related to World Heritage matters and the key concepts of the World Heritage Convention. With this purpose, the RWHIZ needs to establish its own Capacity-Building Strategy addressed to its staff at a short and medium term, including strengthening the basic concepts and guidelines on the application of the World Heritage Convention, communication and efficient training methods, such as via online, training of trainers, foreign languages (mainly English and French) and other subjects which might be considered necessary.
- The C2C should ensure additional expertise, according to their regular programmes of activities, with the participation of recognized professionals who could be either provided by the Mexican Federal Government, the State of Zacatecas, and other Mexican States, as well as by the other States Parties. The additional expertise support could also be provided by means of agreements with Mexican and foreign universities, by exchange of experts with other Category 2 Centres as well as technical assistance from Cooperation Agencies and Advisory Bodies.
- The RWHIZ should incorporate, at this stage, at least one English-speaking expert.

Communication

- The use of social networks should continue to be an effective communication strategy to ensure the transmission of information regarding the RWHIZ's activities to the State Parties, the Advisory Bodies and all other relevant stakeholders.
- The website must be strongly improved to become an effective mean of communication and training, clear, updated and attractive as well as bilingual (English/Spanish). (For more detailed recommendations concerning the Website, see Annex XVI).
- Request advice or a consultancy from an expert, in order to develop an interactive, more efficient and updated website platform.

Specific recommendations to the State Party for improving the effectiveness of its coordination and interaction with the RWHIZ

- The State Party must help strengthening the functional and financial autonomy of the RWHIZ so that it can fulfil its objectives and functions according to the provisions of the Amended Agreement.
- Considering that sufficient funds will be required to improve the capacity-building activities and functioning of the RWHIZ, and according to the Amendment Agreement (Art. 14), the Federal Government must contribute to the RWHIZ's financial sustainability by providing on a regular basis an annual budget which ought to be sufficient to afford its expenses.
- The Federal Government must increase its support to the RWHIZ by also providing experts in the field of World Heritage.
- The State Party must promote and support financial contributions to the RWHIZ from cooperation agencies, NGO's and other sources, either national or foreign.
- It would be advisable that the States Parties participating in the activities of the RWHIZ would also contribute in nature or financially to the RWHIZ's objectives.
- The United Mexican States must permanently guarantee the fruitful cooperation and most harmonic relation between the National Institute of Anthropology and History (INAH), the CONANP and the RWHIZ, mainly through INAH's World Heritage Directorship and the CONANP.

Specific recommendations to UNESCO Member States for improving the effectiveness of its coordination and interaction with the RWHIZ:

- Member States must guarantee their systematic participation in the activities held by the RWHIZ and search for the necessary funding for this purpose.
- Member States should contribute –within their possibilities- to the RWHIZ's activities with funding, materials, documentation or experts. A roster of their experts and their respective CV's should be provided to the RWHIZ in order for them to be considered as participants on the C2C's activities, invited as advisors or lecturers. Member States could eventually propose and provide the venues for the RWHIZ's activities.

Specific recommendations to UNESCO for improving the effectiveness of its coordination and interaction with the RWHIZ

- The objectives and functions should be focused taking into consideration that the main objective of the RWHIZ should be to enhance capacity-building, including information dissemination and development of specialized documentation. (See 6.5 Specific Recommendations for possible amendments to the Agreement)

- The WHC must be informed of all the activities related to World Heritage organized by the Advisory Bodies, UNESCO Field Offices, UNESCO Chairs and other relevant stakeholders in order to help achieving the proper balance among them, avoid overlapping and promote the cooperation among those entities and the RWHIZ.
- The World Heritage Centre should envisage and coordinate with the States Parties, the formulation of future and updated regional and subregional Action Plans (PARALC and PAMAC), considering that the current ones end in 2024 and 2023 respectively, and also taking into account the new circumstances imposed by the Covid-19 pandemic.
- The WHC should encourage in the future the States Parties to examine the feasibility of the creation of a Caribbean Category 2 Centre with the aim to more efficiently respond to the Caribbean needs, according to this subregion's specific geographic, cultural, linguistic and economic characteristics (especially regarding small islands) and, at the same time, allow the RWHIZ to focus its actions on Mexico and Central America.¹⁴

Specific recommendations for possible amendments to the Agreement, in the event it is to be renewed:

- The new agreement must emphasize that the RWHIZ is an autonomous entity supported by both the Mexican Federal Government and the State of Zacatecas, also by the contribution and participation of the States Parties, as well as technically oriented by the World Heritage Centre and periodically monitored by UNESCO.
- The new agreement should also ensure that the RWHIZ earns its full credibility by means of the effectivity and quality of its activities, focused mainly, but not exclusively, on capacity-building, which must reach the largest possible number of entities, Focal Points and stakeholders involved on the implementation of the World Heritage Convention and the conservation of the cultural, natural and mixed World Heritage properties of the Region.

The following issues must be revised in the new Amended Agreement:

- The geographic scope of the RWHIZ should be analysed and reconsidered in the future, mainly focusing on Mexico and Central America. Notwithstanding, in the event that a new Category 2 Centre for the Caribbean is created, the RWHIZ must continue attending the whole area originally assigned to it, until the Caribbean C2C is created and functioning. The objectives and functions of the RWHIZ should mainly focus on those issues related to capacity-building (training, information, communication, public education), monitoring and international cooperation for the World Heritage conservation.

¹⁴ Barbados, for example, due to its efficient institutions and trained specialists could be a good venue for this purpose. It is relevant to evaluate the possible inclusion as observers of overseas territories from United States and Europe in the Caribbean, in order to totally embrace the full diversity of the area and a Pan-Caribbean scope, also considering the possible financial and technical contribution this might require. Cuba and the Dominican Republic would be attended by both Category 2 Centres considering that these two countries maintain strong ties with both Latin American and the Caribbean geographic and cultural spaces.

- The objectives of the RWHIZ shall be to:
 - Contribute to reinforce capacity-building for the implementation of the UNESCO 1972 World Heritage Convention in the Region;
 - Contribute to reinforce international technical cooperation, especially among the UNESCO State Parties in the Region, Advisory Bodies, NGO's, cooperation agencies and other sources;
 - Encourage the assistance of development banks and other financial sources on providing funds for the implementation of capacity-building activities;
 - Contribute to the production and dissemination of information through the creation of a documentation centre specialized on the World Heritage properties from the Region and also on those on Tentative Lists; and
 - Share specialized technical knowledge with UNESCO, mainly with the World Heritage Centre, the State Parties, the Advisory Bodies, universities and all entities involved, as well as cooperate with the Secretariats of other cultural and environmental conventions in the field of World Heritage.
- The functions of the RWHIZ shall be:
 - Analyse and disseminate the key concepts of the World Heritage Convention;
 - Develop and support capacity-building activities regarding the various fields of competence of the Convention, including the regional periodic reporting exercise and the regional and subregional Action Plans adopted by the World Heritage Committee.
 - Disseminate good practices in the management of sustainable tourism in cultural and natural heritage sites, especially those inscribed on the World Heritage List;
 - Carry out training activities with local, national and regional institutions concerned with the protection and safeguarding of cultural and natural heritage in the framework of the Convention;
 - Cooperate and join forces with other existing or forthcoming Category 2 Centres or Institutes;
 - Cooperate and join forces with UNESCO's field offices in the Region;
 - Exchange programmes and policies with other entities and academic institutions in the Region of Mexico, Central America and the Caribbean as well as with those from South America and North America, thereby promoting a broad cooperation;
 - Work in close collaboration with the World Heritage Centre and its Advisory Bodies, ICOMOS, IUCN and ICCROM, together with other national and international institutions, facilitating technical assistance, exchange of experts, designing and implementing a range of training and collaboration tools in regional programmes and meetings; and
 - Support the efforts and activities of other bodies involved in capacity-building with regards to cultural and natural heritage in the region.
- The structure of the Governing Board should be reviewed in order to achieve a more balanced representation of the States Parties that are the main partners and first beneficiaries of the RWHIZ.
- The Secretary of Foreign Relations (SER) and those specialized national Mexican institutions related to heritage (INAH, SEMARNAT, INBA, CONACULTA) should be invited to have representation on the Governing Board. Other regional institutions may attend with an observer status.
- All States Parties that have formalized their adherence to the RWHIZ should be invited to have a representative on the Governing Board.

ANNEXES

I. Evaluation Terms of Reference (TOR)

II. Agreement UNESCO-MEXICO 2010 – in English

III. Amended Agreement UNESCO-MEXICO 2014 – in English

IV. Law of the Regional World Heritage Institute in Zacatecas – in Spanish

V. Regulations of the Governing Board– in Spanish.

VI. Internal Regulations of the Regional World Heritage Institute in Zacatecas– in Spanish

VII. Accounting Manual – in Spanish

VIII. Organization Manual – in Spanish

IX. Procedures Manual – in Spanish

X. Report on Activities with State Parties 2010-2019 – in Spanish

XI. Financial Reports 2010-2019 – in Spanish

XII. Working Programme 2020– in Spanish

XIII. Staff – in Spanish

XIV. Survey on the Evaluation of the RWHIZ

XV. Survey on the Evaluation of the RWHIZ. List of people interviewed

XVI. The RWHIZ's Website

XVII. Contacts

XVIII. State Parties members of the RWHIZ

XIX. Brief CVs of the evaluators

XX. 2020 Governing Board Members