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UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL
ORGANIZATION

CONVENTION CONCERNING THE PROTECTION OF THE WORLD
CULTURAL AND NATURAL HERITAGE

WORLD HERITAGE COMMITTEE

Twenty-third session
Marrakesh, Morocco
29 November – 4 December 1999

Item 7 of the Provisional Agenda: Document presented to the twenty-third ordinary session of the Bureau of the World Heritage Committee (July 1999) on the Follow-up to the work of the Consultative Body of the World Heritage Committee

SUMMARY

This information document presents, in its entirety, the document prepared by the Secretariat for examination by the twenty-third ordinary session of the Bureau in July 1999. It includes a *Progress Report on Follow-up to the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention", June 1999* (Annex I) and the *Report from the Director-General of UNESCO concerning the roles and functions of the World Heritage Centre, as requested by the twenty-second session of the World Heritage Committee* (Annex II).

This information document should be read in conjunction with the working document WHC-99/CONF.209/9

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UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL
ORGANIZATION

CONVENTION CONCERNING THE PROTECTION OF THE WORLD
CULTURAL AND NATURAL HERITAGE

BUREAU OF THE WORLD HERITAGE COMMITTEE

Twenty-third session
Paris, UNESCO Headquarters, Room X
5 - 10 July 1999

**Item 6 of the Provisional Agenda: Follow-up to the work of the Consultative Body of
the World Heritage Committee**

SUMMARY

Background

In 1998, the twenty-second session of the World Heritage Committee requested:

- I. the twenty-third session of the Bureau to examine the *Progress Report on Follow-up to the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention"* prepared by the World Heritage Centre. Furthermore the twenty-third session of the Bureau was asked to present its own report and recommendations on the subject to the twenty-third session of the World Heritage Committee for adoption; and,
- II. the Committee kindly requested the Director-General of UNESCO to prepare a report on the roles and functions of the World Heritage Centre.

Summary of this document

The *Progress Report on Follow-up to the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention"*, June 1999 is presented in **Annex I** of this document.

The *Report from the Director-General of UNESCO concerning the roles and functions of the World Heritage Centre, as requested by the twenty-second session of the World Heritage Committee* is presented as **Annex II** of this document.

Action required:

The twenty-third session of the Bureau may wish to examine the *Progress Report on Follow-up to the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention"* presented in Annex I of this document. Furthermore the Bureau may wish to make recommendations for adoption by the twelfth session of the General Assembly of States Parties or the twenty-third session of the Committee as indicated in the last column of Annex I.

In addition, the twenty-third session of the Bureau may wish to consider the *Report from the Director-General of UNESCO concerning the roles and functions of the World Heritage Centre, as requested by the twenty-second session of the World Heritage Committee* presented in Annex II. Furthermore, the Bureau may decide to provide recommendations, if necessary, to the twenty-third session of the Committee.

I. ***Progress Report on Follow-up to the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention", June 1999***

Background

The Consultative Body of the World Heritage Committee was established at the twentieth session of the Committee (Merida, 1996) "to undertake a review of the way in which the World Heritage Centre has assisted the Committee in implementing the World Heritage Convention". The review was conducted in two parts – A Financial Audit of the World Heritage Fund for the year ended 31 December 1996 and a Management Review of the Centre.

The Deputy External Auditor of UNESCO presented the report on the audited Financial Statements of the World Heritage Fund to the twenty-first session of the Bureau in June 1997. She informed the Bureau that the financial statements of the World Heritage Fund were considered correct. Her report included recommendations under the following headings: Coordination, Filing, Expenditures and revenues, Internal controls, Cash monitoring, Unliquidated obligations, Costs for fund raising, Financial information, Training and internal audit.

The "*Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention*" was submitted to the twenty-first session of the World Heritage Committee (Naples, 1997). As the *Report* was only finalized a few days before the Committee session, the Committee decided to prolong the work of the Consultative Body into 1998 to ensure detailed consideration of the recommendations of the *Report*.

As a result, the recommendations of the Management Review and Financial Audit were discussed at an April 1998 Consultative Body meeting with reference to a discussion paper prepared jointly by France and Italy. The resultant Report of the Rapporteur of the Consultative Body was examined by the twenty-second session of the Bureau. Subsequently a number of recommendations agreed upon by the twenty-second session of the Bureau were presented to the twenty-second session of the Committee (Kyoto, 1998).

The recommendations of the Management Review, the Director-General's comments, the recommendations of the Consultative Body and of the twenty-second session of the Bureau were presented to the twenty-second session of the World Heritage Committee in the form of *A Progress Report on Follow-up to the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention", June 1999*. The *Progress Report* also contained follow-up actions and timeframes for their implementation suggested by the Director of the World Heritage Centre to the Committee. The twenty-second session of the Committee could not examine the *Progress Report* in detail, due to time constraints.

Decision of the twenty-second session of the World Heritage Committee, 1998

The twenty-second session of the Committee adopted the following decision:

Having examined the work of the Consultative Body in 1998, the Committee requested the twenty-third session of the Bureau to examine the Progress Report on Follow-up to the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention" prepared by the Centre ... The twenty-third session of the Bureau is asked to present its own report and recommendations on the subject to the twenty-third session of the World Heritage Committee for adoption.

The *Progress Report* (see Annex I) has been updated since the twenty-second session of the Committee to reflect the current state of implementation and follow-up to the recommendations of the Management Review.

Action required: The twenty-third session of the Bureau may wish to examine the *Progress Report* presented in Annex I. Furthermore the Bureau may wish to make recommendations for adoption by the twelfth General Assembly of States Parties or the twenty-third session of the Committee as indicated in the last column of Annex I.

II. Roles and functions of the UNESCO World Heritage Centre

Background

At its twenty-second session, the Bureau requested that the Director-General of UNESCO provide a report outlining "the tasks and functions of the World Heritage Centre as Secretariat to the Convention".

The Green Note entitled the "Preservation and Presentation of Cultural and Natural Heritage" issued by the Director-General of UNESCO (DG/Note/98/53) on 23 November 1998 was distributed as requested by the twenty-second session of the Committee.

Decision of the twenty-second session of the World Heritage Committee

The discussion of the twenty-second session of the Committee on the roles and function of the Centre resulted in the adoption of the following decision:

1. *The Committee expressed satisfaction and appreciation of the work of the World Heritage Centre under the direction of Mr von Droste, successfully bringing together work on the protection of both cultural as well as natural World Heritage.*

2. *The Committee is convinced that the World Heritage Centre should remain a unit specifically dedicated to provide Secretariat services to the World Heritage Convention under the direct authority of the Director-General.*
3. *The Committee believed that the recommendation of the twenty-second session of the Bureau in June 1998 addressed to the Director-General remains valid. Therefore, the Committee kindly requested the Director-General of UNESCO to prepare a report on the following points:*
 - *the tasks and functions of the World Heritage Centre as Secretariat to the Convention;*
 - *the modalities for intervention and co-operation with other specialized sectors of UNESCO in the field of World Heritage;*
 - *the modalities for co-ordination of the other sectors with the World Heritage Centre;*
 - *the way in which decisions are adopted and applied on the use of the funds related to the implementation of the World Heritage Convention;*
 - *the tasks and functions of the World Heritage Centre with respect to the use of funds as Secretariat to the Convention.*

The report is requested in due time for the twenty-third session of the Bureau to consider it and provide recommendations, if necessary, to the twenty-third session of the Committee.

The Centre is asked to circulate the report to all members of the Committee as soon as it becomes available.

The Report from the Director-General of UNESCO concerning the roles and functions of the World Heritage Centre, as requested by the twenty-second session of the World Heritage Committee is presented as Annex II of this document.

Action required: The twenty-third session of the Bureau may wish to consider the Report from the Director-General of UNESCO concerning the roles and functions of the World Heritage Centre, as requested by the twenty-second session of the World Heritage Committee presented in Annex II. Furthermore, the Bureau may decide to provide recommendations, if necessary, to the twenty-third session of the Committee.

PROGRESS REPORT ON FOLLOW-UP TO THE "REPORT OF THE EXTERNAL AUDITOR TO THE DIRECTOR-GENERAL OF UNESCO ON THE MANAGEMENT REVIEW OF THE WORLD HERITAGE CONVENTION", June 1999

<i>Recommendations of the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention" (Paragraph numbers indicated)</i>	<i>Responses of the Director-General of UNESCO, 28 November 1997</i>	<i>Recommendations of the Consultative Body (Recommendation numbers indicated)</i>	<i>Recommendations of the 22nd session of the Bureau (Recommendation numbers indicated)</i>	<i>Follow-up actions, timeframes for their implementation and action required by the 23rd session of the Bureau of the World Heritage Committee</i>
	<p>Preamble I have carefully read the above Report and taken note of the 35 recommendations put forward by the External Auditor. I wish to thank the Auditor General of Canada for their considered work and advice.</p> <p>Most of the recommendations proposed are rather general. Hence, in their current form it is very difficult to see how they can be considered for immediate application with a view to further improving the efficient functioning of the World Heritage Committee and the World Heritage Centre. This is perhaps due to the extremely limited time which was set aside for the Review (approximately 3 months).</p> <p>In my view, in addition to those issues raised in the Report, the most important need is to enhance the conservation of World Heritage sites through a closer and decentralised monitoring of the state of conservation of the World Heritage sites.</p> <p>I have tried to respond to each of the recommendations in as positive and constructive a manner as possible. I am also interested in knowing the Committee's views, both on the Report and its recommendations. In particular I now wish to see a detailed set of priorities established and a timetable of implementation agreed upon. Finally, I wish to assure the members of the World Heritage Committee that I am at their service to implement those concrete recommendations which they may identify as pertinent, and whose implementation is feasible.</p>	<p>Background At its meeting on 29-30 April 1998, the Consultative Body examined the recommendations of the Management Review and Financial Audit with reference to a discussion paper prepared by France and Italy (Section D of Information Document WHC-98/CONF.201/INF.11).</p> <p>The Delegate of France presented the first part of the discussion paper which had been prepared by France and Italy. He stated that no new recommendations had been added, but an analysis of the Report of the External Auditor had been made:</p> <ul style="list-style-type: none"> ▪ The functioning of the WHC, which has been itemised in three categories; ▪ The technical capacities of the WHC; ▪ Human Resource management. <p>The French Delegate commented that the Report was extremely thorough and dealt with many day-to-day difficulties at the Centre. Yet he recalled that the World Heritage Committee, convened in Naples in December 1997, held the view that the auditors had gone beyond their terms of reference in expecting the role of the World Heritage Committee and Centre to be redefined. On this point several Delegates insisted that it was equally important for the Management Review to have considered and commented on the role of the Committee and of the Centre.</p>	<p>Background At the 22nd session of the Bureau (22-27 June 1998) the Delegates of France and Italy presented the conclusions of the Consultative Body on this subject and drew the Bureau's particular attention to the recommendations concerning the Management Review in Paragraphs 78 to 90, and the Financial Audit in Paragraph 110 of the Report of the Rapporteur of the Consultative Body (Working Document WHC-98/CONF.201/4Corr.).</p> <p>During the Bureau's discussion on this subject, the Chairperson emphasised the need to clarify and reduce the ambiguity concerning the different roles and the institutional context of the Committee, the World Heritage Centre and of the different Sectors of UNESCO. The Director of the Centre responded by informing the Bureau that the Director-General of UNESCO was committed to ensuring that the Secretariat to the World Heritage Committee be both efficient and effective.</p>	<p>Background The <i>Management Review of the World Heritage Convention</i> was performed by the UNESCO External Auditor (Auditor General of Canada) between September and November 1997. The Management Review report was forwarded to the Director-General of UNESCO on 20 November 1997 (see Information Document WHC-98/CONF.203/INF.16).</p> <p>This synoptic table summarizes the initial responses to the Management Review report by the Director-General and the recommendations of the Consultative Body and the twenty-second session of the Bureau. The final column of the table summarizes the actions undertaken by UNESCO and the World Heritage Centre to address the recommendations in the Report of the Management Review.</p> <p>Action required: The Bureau may wish to make recommendations for adoption by the twelfth General Assembly of State Parties or the twenty-third session of the Committee as indicated in bold in this column throughout the table.</p>

Recommendations of the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention" (Paragraph numbers indicated)	Responses of the Director-General of UNESCO, 28 November 1997	Recommendations of the Consultative Body (Recommendation numbers indicated)	Recommendations of the 22nd session of the Bureau (Recommendation numbers indicated)	Follow-up actions, timeframes for their implementation and action required by the 23rd session of the Bureau of the World Heritage Committee
<p>Strategic Direction</p> <p>27. The Committee should :</p> <ul style="list-style-type: none"> • direct a Strategic Review exercise, fully supported by the Centre, using as a starting point a follow-up on the goals, objectives and recommendations adopted by its at the sixteenth session and contained in the 1992 document entitled "Strategic Orientations for the Future"; • ensure that an updated strategic framework, containing as a minimum a vision, goals, objectives and short-, medium- and long- term action plans, be produced by December 1998 and systematically followed up through an action plan specifying accountable parties, time horizons and reporting mechanisms ; and • adopt the review of the status of the strategic framework as a permanent item on its agenda. 	<p>The conduct of the systematic strategic review is an important first step because the implementation of nearly all the other recommendations of the Management Review Report will depend on the outcome of such a review.</p>			<p>An updated, coherent strategy for the implementation of the <i>World Heritage Convention</i> is needed. It would be helpful if the Strategic Orientations of 1992 were updated as was proposed to the Committee at its twentieth session in Merida, Mexico in December 1996.</p> <p>Action required: The Bureau may wish to recommend that the twenty-third session of the Committee establish, and allocate the necessary funds for a World Heritage Strategic Planning Task Force. The Task Force would work with the Centre and the Advisory Bodies to bring forward a coherent strategy for the future implementation of the <i>World Heritage Convention</i> to the Bureau and Committee at its twenty-fourth sessions in 2000. This strategy could include, as was suggested in the Report of the Management Review, a long-term vision, measurable goals and objectives, priorities, delegation of responsibility for implementation, action plans, a timetable for implementation and an appropriate mechanism for follow-up.</p>
<p>Implementing the Convention</p> <p>32. The Committee should examine whether its existing structure and operating procedures are still appropriate for today's environment and make any recommendations for improvement.</p>	<p>I fully agree; it is important that the Committee minimises redundancy in the work agenda of the Bureau and the Committee and ensures that the work of the Committee involves, to a much greater extent than at present, renowned experts in both fields: conservation of cultural and the conservation of natural heritage.</p>			<p>Action required: The structure and operating procedures of the Committee could be examined by the twelfth General Assembly of States Parties. In particular, it would be useful to examine the possibility of a biennial planning and budget cycle for the Committee to be harmonised with that of UNESCO.</p>

<i>Recommendations of the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention" (Paragraph numbers indicated)</i>	<i>Responses of the Director-General of UNESCO, 28 November 1997</i>	<i>Recommendations of the Consultative Body (Recommendation numbers indicated)</i>	<i>Recommendations of the 22nd session of the Bureau (Recommendation numbers indicated)</i>	<i>Follow-up actions, timeframes for their implementation and action required by the 23rd session of the Bureau of the World Heritage Committee</i>
<p>Site Listing and inscription</p> <p>43. The Committee should request that the Centre prepare an analysis of the sources of the imbalances in the World Heritage List and the list of sites being nominated, with a view to redress the imbalances in the nomination and inscription process. The analysis should include the effect of UNESCO and Centre interactions with regions and States Parties including missions to particular regions or countries, allocation of preparatory assistance, and allocation of funding for preparation of tentative lists. The Centre should also prepare a set of options that reflect their findings for discussion and decisions by the Committee.</p>	<p>There have been some past efforts to undertake a partial analysis; for example, as part of the meeting of natural and cultural heritage experts which was held in Parc de la Vanoise in March 1996.</p>			<p>The World Heritage Centre, in close consultation with the Advisory Bodies prepared such an analysis as part of the "Progress Report, Synthesis and Action Plan on the Global Strategy for a representative and credible World Heritage List" submitted to the twenty-second session of the Committee in 1998 (see Working Document WHC-98/CONF.203/12).</p> <p>At the request of the twenty-second session of the Committee, the Centre has prepared a document entitled "Ways and means to ensure a representative World Heritage List" for presentation to the twelfth General Assembly of States Parties.</p> <p>Action required: The Bureau is asked to submit the document entitled "Ways and means to ensure a representative World Heritage List" presented in Annex III of WHC-99/CONF.204/12 Rev. to the twelfth General Assembly of States Parties.</p>
<p>51. The Committee should examine options for changing the timing of the nomination process or limiting the number of nominations considered each year.</p>	<p>I do not agree with this recommendation. In my view, what is important is that the Committee uses its authority and capacity to judge the merit of each site nominated according to its quality.</p>			<p>The timing of the nomination process has recently been changed and no further change is necessary.</p> <p>The possibility of limiting numbers of nominations considered each year is discussed in the document entitled "Ways and means to ensure a representative World Heritage List" presented in Annex III of WHC-99/CONF.204/12 Rev. under Item 10 of the Provisional Agenda.</p>

Recommendations of the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention" (Paragraph numbers indicated)	Responses of the Director-General of UNESCO, 28 November 1997	Recommendations of the Consultative Body (Recommendation numbers indicated)	Recommendations of the 22nd session of the Bureau (Recommendation numbers indicated)	Follow-up actions, timeframes for their implementation and action required by the 23rd session of the Bureau of the World Heritage Committee
52. The Committee should consider revising the Operational Guidelines for nominations and evaluations to enforce application of Article 11 paragraph 1 of the Convention requiring that all States Parties submit tentative lists for both cultural and natural heritage; and extend the time-frames for nomination evaluations, preparation of evaluation summaries and consultation with States Parties, thereby providing for a "fast track" option in compelling cases. Any revisions should be done in consultation with the advisory bodies.	Submission of tentative lists must be made an obligatory requirement for natural sites as well. The recommendations of the Global Strategy, approved by the Committee at its eighteenth session (1994) identifies regions and categories of properties which are under-represented and could provide a basis for determining the compelling cases. Advisory Bodies, in particular ICOMOS, should be requested to take into full consideration the recommendations of the Global Strategy, and bring more rigour in the evaluation of nominations of categories of properties which are already well represented on the List.			<p>The proposed obligation for all States Parties to submit tentative lists for both natural and cultural properties is foreseen in the proposed revisions to Paragraph 10 of the <i>Operational Guidelines for the Implementation of the World Heritage Convention</i> (see Working Document WHC-99/CONF.204/10).</p> <p>Action required: The Bureau may wish to examine the proposed revisions to the <i>Operational Guidelines</i> (see Working Document WHC-99/CONF.204/10) under item 8 of the Provisional Agenda and recommend their adoption by the twenty-third session of the Committee.</p>
53. The Centre should consider preparing separate guides for different players and for different activities instead of revising all-inclusive Operational Guidelines. For example, the States Parties could receive a guide outlining the steps of the nomination process, the expectations for nomination submissions, and relevant deadlines. For the advisory bodies, these requirements could be incorporated into the contracts, possibly with a penalty for late submission.	The Committee should assess the advantages and disadvantages of preparing separate guidelines as proposed, and instruct the Centre of its decision for implementation of this recommendation.			<p>Following the decisions of the twenty-second session of the Committee in 1998, the Centre is preparing separate guidelines on:</p> <ul style="list-style-type: none"> • International Assistance • The preparation of tentative lists and nominations • Monitoring and reporting <p>In addition, supplements to the World Heritage information kit are being prepared on the following subjects:</p> <ul style="list-style-type: none"> ▪ Global Strategy for a representative and balanced World Heritage List ▪ Benefits of ratification

<i>Recommendations of the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention" (Paragraph numbers indicated)</i>	<i>Responses of the Director-General of UNESCO, 28 November 1997</i>	<i>Recommendations of the Consultative Body (Recommendation numbers indicated)</i>	<i>Recommendations of the 22nd session of the Bureau (Recommendation numbers indicated)</i>	<i>Follow-up actions, timeframes for their implementation and action required by the 23rd session of the Bureau of the World Heritage Committee</i>
<p>59. The Committee should :</p> <ul style="list-style-type: none"> • amend the Operational Guidelines or the contracts with the advisory bodies to require the nomination evaluations to describe clearly the important values at each site and how they related to the criteria applied to the site ; and • periodically and selectively obtain an independent second opinion on nomination evaluations. This second opinion should be rendered by experts who are clearly independent of the original evaluations and should involve a site visit. 	<p>This requirement is already clearly well-established in the present Operational Guidelines (see Paragraph 63).</p> <p>I am of the opinion that the full responsibility for independent evaluations has to lie with the advisory bodies. In making its decisions, the Committee has to express its views on the quality of these evaluations.</p>			<p>In preparing their evaluations of properties for inclusion on the World Heritage List the advisory bodies also prepare Statements of Significance and Brief Descriptions for approval by the Committee. The Statement of Significance and the Brief Description are then used in information materials on World Heritage properties prepared by the World Heritage Centre (eg on the Centre's web site etc.).</p> <p>UNESCO does not consider that a second opinion for nomination evaluations is required. Furthermore, it must be stressed that it is the Committee which decides on whether to include a property on the World Heritage List, not the Advisory Bodies.</p>
<p>60. The Centre should :</p> <ul style="list-style-type: none"> • ensure that each nomination is checked carefully by a staff member experienced with the contents of nominations and familiar with the current Operational Guidelines. Only if the nomination is complete, should it be forwarded to the advisory bodies. If technical questions arise, the relevant technical staff should be consulted and sign the nomination checklist before sending it on. The advisory bodies could, at their discretion, take incomplete files with information to be filled in later ; and • work with the advisory bodies to prepare a proposal to the Committee for other steps to promote high-quality and credible evaluations. 	<p>The Centre will further improve its method for checking the completeness of the nomination files. The Advisory bodies will be asked to provide a detailed list of the information necessary for considering a nomination ready for evaluation by them.</p> <p>The Director of the Centre will raise this matter at the Centre's next meeting with the Advisory Bodies.</p>	<p>Recommendation 1: Verification of the content of each nomination file</p> <p>As the Operational Guidelines clearly state, it is the responsibility of the WHC staff to check the content of the files in order to assist the States Parties, while preserving the neutrality of the Secretariat.</p> <p>The technical capacity of the WHC to ensure this function will strengthen its image as a structure in the service of the Parties, while allowing the ICOMOS and IUCN experts to concentrate on evaluating the properties as soon as the inscription files are received.</p> <p>Recommendation 2: Evaluation of the properties</p> <p>Together with the advisory bodies responsible for evaluating the nominations (ICOMOS and IUCN), the WHC will define clear rules governing their collaboration in order to further involve the Centre's staff in the procedure, with a view to providing better information to the Committee and assistance to the Parties.</p>		<p>Each regional desk officer in the World Heritage Centre checks the contents of nominations, acknowledges receipt of all nominations and if necessary requests additional information and transmits the nomination to IUCN and/or ICOMOS.</p> <p>The World Heritage Centre works closely with the Advisory Bodies to ensure the preparation of high quality, credible evaluations. This matter is the subject of continual discussion between the World Heritage Centre and the Advisory Bodies.</p>

<i>Recommendations of the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention" (Paragraph numbers indicated)</i>	<i>Responses of the Director-General of UNESCO, 28 November 1997</i>	<i>Recommendations of the Consultative Body (Recommendation numbers indicated)</i>	<i>Recommendations of the 22nd session of the Bureau (Recommendation numbers indicated)</i>	<i>Follow-up actions, timeframes for their implementation and action required by the 23rd session of the Bureau of the World Heritage Committee</i>
<p>64. The Committee should :</p> <ul style="list-style-type: none"> • consider the implications of a growing World Heritage in Danger List, especially now that monitoring activity under the Convention steps up ; and • set strategic priorities for action on sites on the List. 	<p>The World Heritage in Danger List is indeed a tool for improving the conservation of threatened properties. Its potential for protection and conservation of World Heritage properties however, has not been fully exploited. The Committee should ensure that the implementation of this recommendation too is linked to the overall strategic review as recommended in paragraph 27.</p>			<p>The World Heritage in Danger List would grow considerably if it was to contain all World Heritage properties under potential or actual threat. The main purpose of in Danger listing is to reverse a situation where the World Heritage values for which the property was listed are threatened by serious and specific danger. In many cases the prospect of in Danger listing has led to States Parties taking immediate steps for improving the conservation of properties. World Heritage in Danger listing is a particularly powerful instrument as it provides the mechanism and process for negotiating for the better conservation of properties. However, a number of properties are forever on the in Danger List and in rare cases the option of de-listing should be carefully examined.</p> <p>Action required: The Bureau may wish to recommend to the twenty-third session of the Committee that the World Heritage Strategic Planning Task Force proposed in recommendation 27 above, the World Heritage Centre and the Advisory Bodies, discuss and clarify a future policy concerning World Heritage in Danger listing and, in rare cases, the potential delisting of World Heritage properties.</p>

Recommendations of the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention" (Paragraph numbers indicated)	Responses of the Director-General of UNESCO, 28 November 1997	Recommendations of the Consultative Body (Recommendation numbers indicated)	Recommendations of the 22nd session of the Bureau (Recommendation numbers indicated)	Follow-up actions, timeframes for their implementation and action required by the 23rd session of the Bureau of the World Heritage Committee
<p>65. The Centre should strengthen co-operation with the Culture and Science-sectors of UNESCO :</p> <ul style="list-style-type: none"> • to monitor sites, especially those on the World Heritage in Danger List, and • to develop joint approaches to provide assistance to those sites. 	<p>I shall set up a Task Force involving professionals from the Centre and the Science Sector to develop joint approaches for monitoring and international assistance to those natural heritage sites which are also Biosphere Reserves as well. In the case of cultural properties the Centre and the Cultural Sector will develop an information exchange system to notify one another before undertaking activities so that the activities could be better co-ordinated .</p>			<p>For natural World Heritage properties, a task force made up of representatives of the World Heritage Centre, the MAB Secretariat and IUCN-WCPA was established following the 5th Meeting of the Advisory Committee for Biosphere Reserves in July 1998. The task force has met to discuss elements of a workplan and associated funding requirements to support World Heritage conservation.</p> <p>Similar arrangements will be made to reinforce the co-operation with other sectors notably the Culture Sector.</p> <p>In further developing co-operation with the different sectors of UNESCO, and with the Advisory Bodies, States Parties and other partners involved in World Heritage conservation, priority is being given to the monitoring of properties, especially those on the List of World Heritage in Danger and the development of bi-lateral and multi-lateral approaches to providing assistance to these properties.</p> <p>The UNESCO Special Project "Young People's participation in World Heritage Preservation and Promotion" continues to benefit from effective co-operation with the Education Sector (namely the UNESCO Associated Schools Project Network International Co-ordination Unit).</p>

<i>Recommendations of the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention" (Paragraph numbers indicated)</i>	<i>Responses of the Director-General of UNESCO, 28 November 1997</i>	<i>Recommendations of the Consultative Body (Recommendation numbers indicated)</i>	<i>Recommendations of the 22nd session of the Bureau (Recommendation numbers indicated)</i>	<i>Follow-up actions, timeframes for their implementation and action required by the 23rd session of the Bureau of the World Heritage Committee</i>
<p>Monitoring of sites</p> <p>72. The Centre should institute consolidated record keeping and reporting for monitoring reports starting as soon as possible, ensuring that they can be matched with nomination files. This information should be supplemented with the reports from previous years as soon as possible, drawing on the files of ICOMOS and IUCN if necessary.</p>	<p>The Centre will institute appropriate systems for record keeping and reporting on monitoring in full consultation with its partners, both inside and outside of UNESCO.</p>			<p>A new system for handling state of conservation and periodic reports will be implemented as part of the follow-up to the report of the Expert Group Review of the World Heritage Centre Data and Information Structure.</p> <p>A data base will be developed for the state of conservation reports presented to the Bureau and the Committee and of their respective decisions. A next step will be to link this data base to a technical report depository.</p>
<p>82. The Committee should request the Centre :</p> <ul style="list-style-type: none"> to prepare an outline of different types of monitoring activity and identify which organization (or combination of organizations) could most effectively carry out the activity. This outline should be prepared in consultation with the advisory bodies and the UNESCO Sectors and agreed to by them. 	<p>The Committee should instruct the Centre to undertake work necessary to implement these proposals which in my view are important to accomplish.</p>			<p>Procedures for reactive monitoring of properties that are under threat have been discussed with the Advisory Bodies and sectors of UNESCO. Whilst the World Heritage Centre has a co-ordinating role, it is recognised that other sectors of UNESCO and the Advisory Bodies, as well as other organisations and experts, play an important role in information gathering and examination of technical documentation relating to the state of conservation of World Heritage properties.</p>

<i>Recommendations of the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention" (Paragraph numbers indicated)</i>	<i>Responses of the Director-General of UNESCO, 28 November 1997</i>	<i>Recommendations of the Consultative Body (Recommendation numbers indicated)</i>	<i>Recommendations of the 22nd session of the Bureau (Recommendation numbers indicated)</i>	<i>Follow-up actions, timeframes for their implementation and action required by the 23rd session of the Bureau of the World Heritage Committee</i>
<p>82. (continued)</p> <ul style="list-style-type: none"> to develop a mechanism for co-ordinating actions on an on-going basis with all parties who carry out monitoring at World Heritage sites. 				<p>As for monitoring properties inscribed on the List of World Heritage in Danger, clear indications are given in paragraphs 82 to 89 of the <i>Operational Guidelines</i>.</p> <p>Co-ordination of monitoring activities and missions takes place on a continuous basis with the Advisory Bodies and other sectors and units of UNESCO, as well as during the biannual consultative meeting between the World Heritage Centre and the Advisory Bodies (February and September of each year).</p>
<p>84. The Committee should request the Centre :</p> <ul style="list-style-type: none"> to prepare in consultation with the Advisory Bodies a format for the periodic reporting by the States Parties for approval by the World Heritage Committee ; and to develop mechanisms for the handling and record keeping of the periodic reports. 	<p>I attribute great importance to this recommendation. The Centre is ready to implement the Committee's decisions on this matter.</p>	<p>Recommendation 4: Monitoring of sites</p> <p>As the Audit proposes, the Centre could strengthen its competency in this domain - systematic and reactive monitoring - (Recom. 72 and following), while respecting the sovereignty of States Parties, particularly in view of the decision of the General Assembly of States Parties for the monitoring of sites.</p> <p>The draft for the periodic reporting requested in Naples, on harmonising the reporting (and the frequency of the reports) will allow the Centre to co-ordinate the preparation of concise, thematic monitoring reports on the state of the properties by the relevant States Parties.</p>	<p>The Bureau examined a draft format for periodic reporting by States Parties and considered the handling, examination and response by the Committee to these reports.</p> <p>The Bureau requested the Centre to study in further detail different scenarios for the handling, review process and examination of the periodic reports. It requested the Centre to continue to refine the document in collaboration with the Advisory Bodies and on the basis of the comments and observations made by the Bureau for examination by the World Heritage Committee at its twenty-second session.</p>	<p>The Secretariat is implementing the decisions of the twenty-second session of the World Heritage Committee with regards to the methodology and procedures for periodic reporting.</p>

<i>Recommendations of the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention" (Paragraph numbers indicated)</i>	<i>Responses of the Director-General of UNESCO, 28 November 1997</i>	<i>Recommendations of the Consultative Body (Recommendation numbers indicated)</i>	<i>Recommendations of the 22nd session of the Bureau (Recommendation numbers indicated)</i>	<i>Follow-up actions, timeframes for their implementation and action required by the 23rd session of the Bureau of the World Heritage Committee</i>
<p>International assistance</p> <p>88. The Centre should establish a management information system that will enable easy access and analysis of trends and patterns of international assistance projects.</p>	<p>The Centre will improve its information management capabilities, particularly with regard to enabling the Committee to regularly publish an updated list of properties to which the Committee has granted international assistance.</p>	<p>Recommendation 3: International Assistance</p> <p>The Consultative Body decided not to approve the Management Review recommendation concerning the use of external expertise or the allocation of funds for International Assistance and an external evaluation of the appropriateness and impact of the assistance provided.</p>		<p>All International Assistance projects approved by the Chairperson, the Committee or the Bureau, have been regularly reported to World Heritage statutory meetings. In the future the Centre's information management systems will be improved to ensure easy access and analysis of trends and patterns of these projects. A preliminary analysis of trends is presented in Information Document WHC-99/CONF.204/INF.15. These trends reflect the fact that International Assistance requests are often received on an ad hoc basis from States Parties.</p>
<p>89. The Committee should take necessary steps in order to fulfil its obligation, as per paragraph 5 of Article 13, to establish, regularly update and publicize a List of properties to which it has granted international assistance.</p>	<p>The Centre will improve its information management capabilities, particularly with regard to enabling the Committee to regularly publish an updated list of properties to which the committee has granted international assistance.</p>			<p>Extensive lists of international assistance grants have been presented by the Centre to the World Heritage Committee as information documents on an annual basis.</p> <p>WHC-99/CONF.204/INF.15 includes a list of international assistance granted to World Heritage properties.</p> <p>At its twenty-second session, the World Heritage Committee approved USD 5,000 for designing and publishing a leaflet on the process of international assistance. The World Heritage Centre is currently preparing the leaflet for presentation to States Parties. The brochure will include a list of previous grants.</p>
<p>94. The Committee should :</p> <ul style="list-style-type: none"> • consider revising the Operational Guidelines to give greater flexibility to the Centre to allocate international assistance, while requiring the Centre to provide proper accountability and performance reports ; and • develop strategic priorities among and within categories of international assistance, considering the niche of the World Heritage Fund, the role of Regular Program funds, and the actions of other Sectors within UNESCO and other donors. 	<p>A very welcome recommendation. It will have significant beneficial impacts on nearly all aspects of the implementation of the Convention, particularly with regard to bettering the current implementation rates for funds set aside for international assistance projects.</p> <p>This must constitute an important component of the overall strategic review recommended in paragraph 27.</p>			<p>The World Heritage Centre follows the <i>Operational Guidelines</i> and decisions of the World Heritage Committee in processing all international assistance requests received in the Centre. All requests are transmitted to the relevant Advisory Body(ies), as appropriate, for their evaluation, prior to the formulation of recommendations to the Committee, Bureau or Chairperson. However, with the growing number and increasing amounts of requests for international assistance, the World Heritage Centre is enhancing its review process to increase transparency, accountability and performance, for meeting the needs of</p>

94. (continued)				<p>States Parties and the strategic priorities set forth by the <i>World Heritage Convention</i>, the <i>Operational Guidelines</i> and the World Heritage Committee.</p> <p>Action required: In view of the limited funds available under the World Heritage Fund, the Bureau may wish to recommend that the Committee encourages States Parties, the World Heritage Centre and the Advisory Bodies, to continue to respect paragraphs 113-119 of the <i>Operational Guidelines</i>, to bring the maximum benefit from the limited funds available to World Heritage properties, annually increasing in number.</p> <p>At its twenty-second session, the World Heritage Committee revised the <i>Operational Guidelines</i> concerning Preparatory Assistance and Assistance for Education, Information and Promotional Activities. Presentation of information concerning funds granted to World Heritage sites or sites nominated for inscription, including Funds-in-Trust, Participation Programme, and other sources within UNESCO, will be further enhanced.</p> <p>Action required: The Bureau may wish to ask the Director of the World Heritage Centre to establish clear internal procedures for implementing the relevant paragraphs of the <i>Operational Guidelines</i> concerning international assistance.</p>
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Recommendations of the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention" (Paragraph numbers indicated)	Responses of the Director-General of UNESCO, 28 November 1997	Recommendations of the Consultative Body (Recommendation numbers indicated)	Recommendations of the 22nd session of the Bureau (Recommendation numbers indicated)	Follow-up actions, timeframes for their implementation and action required by the 23rd session of the Bureau of the World Heritage Committee
95. The Committee and the Centre should jointly develop performance expectations for international assistance provided under the banner of the World Heritage Convention.	I shall instruct the Centre to take necessary action to follow up on this matter			Approved international assistance grants are provided under contractual agreements in accordance with UNESCO regulations. The evaluation of previous World Heritage Fund international assistance grants will enable the World Heritage Committee and the World Heritage Centre to develop criteria for evaluating the performance of international assistance projects, following the expectations already described in the <i>Operational Guidelines</i> .
96. The Committee should request the Centre to prepare draft revisions of the Operational Guidelines. These revisions should include preparing a separate description for States Parties of the types of international assistance available, procedures for obtaining that assistance, and obligations of that assistance.	In the preparation of the draft revisions of the Operational Guidelines, the decisions of the Committee with regard to the recommendations in paragraphs 93 and 94 will have to be taken into account. A small brochure on the World Heritage Fund was produced during the early 1990s and the Committee may consider updating that brochure to reflect all the proposed changes to the Operational Guidelines.			At its twenty second session, the World Heritage Committee approved USD 5,000 for designing and publishing a leaflet on the process of international assistance. The World Heritage Centre is currently preparing this for presentation to States Parties. The leaflet will include a list of international assistance grants.
97. Centre desk officers should obtain a formal peer review and sign-off by one other desk officer on the technical merits of any particular project they are reviewing before funds are approved internally by the Centre.	The establishment of a Task Force between the Centre and the Science Sector and an information exchange system between the Centre and the Cultural Sector will provide an in-house peer review mechanisms.			In-house peer review may be promoted through the task force made up of representatives of the World Heritage Centre, the MAB Secretariat and IUCN-WCPA established following the 5 th Meeting of the Advisory Committee for Biosphere Reserves in July 1998 and through information exchange with the Culture Sector. In-house peer review will also be enhanced, with the establishment of a frequent and regular staff meeting in the Centre for international assistance. All new international assistance requests, priorities, and remaining funds, will be reviewed between World Heritage Centre regional desk officers, before recommendations are made to the Committee, Bureau or Chairperson.

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106. The Committee should request the Centre to conduct an outside evaluation of the relevance and effectiveness of international assistance provided. This information should provide a baseline for a follow-up evaluation in three years.	An evaluation will be undertaken by the Central Evaluation Unit of UNESCO and/or outside organisations.			An evaluation of all previous international assistance grant projects will be conducted, utilizing the USD40,000 approved by the Committee at its twenty-second session.
<p>Management of the World Heritage Centre</p> <p>Management of activities</p> <p>117. The Centre should examine its current span of functions and activities in line with :</p> <ul style="list-style-type: none"> • the Committee's strategic priorities; and • a clarified statement of its roles, responsibilities and accountability relationships for World Heritage activities that are not directly linked to statutory meetings. 	Upon the completion of the strategic review as recommended in paragraph 27, and once the Committee has set strategic priorities for the Convention's future work, I intend to update the terms of reference of the Centre's work in consultation with concerned Sectors and units.			The World Heritage Centre as a unit of UNESCO co-ordinates all World Heritage matters within the organization. The Centre not only services the World Heritage statutory bodies (the General Assembly of States Parties, the World Heritage Committee and Bureau) and States Parties to the <i>Convention</i> but also the UNESCO statutory bodies (the General Conference and Executive Board) and UNESCO Member States. The World Heritage Centre's work is therefore organised to service all these statutory bodies, States Parties and Member States.
125. The Centre should : <ul style="list-style-type: none"> • develop, under guidance by the Office of Public Information and UNESCO Publishing Office, adequate policies and mechanisms for controlling the quality of information and publication products and protecting the rights and interests of UNESCO, the Fund and the States Parties/sites as necessary ; • ensure that its presentation and information activities are harmonised with the activities undertaken by States Parties in line with their obligations as signatories to the Convention ; and 	An ad-hoc working group has been constituted by the Centre with other Sectors and units in UNESCO, notably OPI and UNESCO Publishing Office to address these concerns. It will develop policies and mechanisms to control the quality of information and publication products. The Centre will notify information and publication activities in advance to the States Parties as well as to the relevant UNESCO Sectors.	<p>Recommendation 5: Promotion and information to the public</p> <p>The Consultative Body recommends that the World Heritage Centre:</p> <ul style="list-style-type: none"> ▪ control the quality of information with UNESCO's competent services, ▪ harmonise this information with the States Parties, ▪ evaluate periodically its information and education activities. <p>The Consultative Body noted that this recommendation should be viewed with reference to Recommendation II in section II of WHC-98/CONF.201/INF.11 (Communications and Promotion).</p>		In 1998, the twenty-second session of the Committee approved a "Strategic Plan for World Heritage Documentation, Information and Education Activities" and "Guidelines and Principles for the Use of the World Heritage Emblem" (see Annex 3 of the <i>Operational Guidelines</i>). The Committee also examined and noted a business case for the <i>World Heritage Review</i> prepared following the recommendation of the Consultative Body.

<i>Recommendations of the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention" (Paragraph numbers indicated)</i>	<i>Responses of the Director-General of UNESCO, 28 November 1997</i>	<i>Recommendations of the Consultative Body (Recommendation numbers indicated)</i>	<i>Recommendations of the 22nd session of the Bureau (Recommendation numbers indicated)</i>	<i>Follow-up actions, timeframes for their implementation and action required by the 23rd session of the Bureau of the World Heritage Committee</i>
125. (continued) <ul style="list-style-type: none"> • evaluate periodically the cost-effectiveness and impacts of its information and education activities. 				
128. The Centre should strive for an ideal mix of expertise based on a clear definition of the extent and nature of each activity, and the cost-effectiveness of alternate delivery modalities available.	The precise listing of activities for which the Centre is responsible for will have to be derived from the strategic review recommended in paragraph 27 and will enable the identification of the ideal mix of expertise.			Although the staff of the World Heritage Centre are as qualified as possible to respond to the transdisciplinary work, it is recognized that highly specialized input is sometimes also required from advisers and consultants when it is not available within UNESCO.
130. The Centre should achieve a better integration between the cultural and natural heritage functions.	There are certain functions common to natural and cultural heritage which can be integrated. But certain areas of expertise related to cultural and natural heritage conservation are distinct and must remain separate.			The World Heritage Centre has made considerable progress in this regard and the imbalance between the natural and cultural heritage expertise has been redressed. For each region, the Centre has the capacity to provide specialised inputs in both cultural and natural heritage conservation.
136. The Centre should develop mechanisms to enhance collegial decision-making, co-ordination and sharing of lessons learned in the following areas : <ul style="list-style-type: none"> • strategies and priorities ; • budgeting and work planning ; • management of activities ; and • reporting on activities and results. 	The Director of the Centre will improve sharing of lessons with regard to all four areas. In-house decision making system will also be improved with establishment of a Task Force with the Science Sector and an information exchange system with the Cultural Sector.			In order to enhance collegial decision-making, to improve co-ordination and sharing of experience, staff meetings are supplemented by frequently convened ad-hoc meetings that bring all those directly concerned with particular issues together. This has led to greater coherence in the actions of UNESCO in regard to World Heritage matters. A Task Force has been established with the MAB Secretariat and IUCN/WCPA and the exchange of information concerning World Heritage with the Culture Sector will be improved. Daily co-operation continues between the World Heritage Centre and the UNESCO Associated Schools Project Network International Co-ordination Unit of the Education Sector for the implementation of the UNESCO Special Project: "Young People's Participation in World Heritage Preservation and Promotion".

<i>Recommendations of the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention" (Paragraph numbers indicated)</i>	<i>Responses of the Director-General of UNESCO, 28 November 1997</i>	<i>Recommendations of the Consultative Body (Recommendation numbers indicated)</i>	<i>Recommendations of the 22nd session of the Bureau (Recommendation numbers indicated)</i>	<i>Follow-up actions, timeframes for their implementation and action required by the 23rd session of the Bureau of the World Heritage Committee</i>
142. The Committee and the Centre need to review the way in which the needs of the Committee are currently fulfilled and how they could better served.	If the Committee lists its needs in accordance with its priorities, then the Centre will organise its work in order to better meet those priorities.			<p>The World Heritage Centre's work is organized around the servicing needs as expressed by States Parties, Member States, the World Heritage and UNESCO statutory bodies. As mentioned under recommendation 27 above, an updated, coherent strategy for the implementation of the <i>World Heritage Convention</i> is needed.</p> <p>Action required: If the Committee establishes a World Heritage Strategic Planning Task Force (as mentioned under recommendation 27 above), it may wish to ask the Task Force to review the way in which the needs of the Committee are currently fulfilled and how they could be better served.</p>
143. The Centre should consider having dedicated support to streamline preparatory work and follow-up documentation for the statutory meetings.	I believe it is better that all members of the Staff are associated with the statutory meetings so that they are fully aware of the working procedures and agenda of the Bureau and the Committee.			A great deal of the focus of the work of the staff of the World Heritage Centre is on the preparation, servicing and follow up of the work of the statutory meetings – this includes preparation of statutory documents, follow-up to the recommendations and decisions of the Bureau and the Committee concerning the state of conservation of World Heritage properties, organisation of expert meetings etc.

<p><i>Recommendations of the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention"</i> <i>(Paragraph numbers indicated)</i></p>	<p><i>Responses of the Director-General of UNESCO,</i> <i>28 November 1997</i></p>	<p><i>Recommendations of the Consultative Body (Recommendation numbers indicated)</i></p>	<p><i>Recommendations of the 22nd session of the Bureau (Recommendation numbers indicated)</i></p>	<p><i>Follow-up actions, timeframes for their implementation and action required by the 23rd session of the Bureau of the World Heritage Committee</i></p>
<p>Operational planning and performance measurement</p> <p>150. The Committee should consider harmonising its planning cycle with the UNESCO biennial planning system.</p>	<p>If requested by the Committee, the Centre will provide a paper outlining a possible biennial planning cycle to the next session of the Committee.</p>			<p>Within the context of UNESCO's biennial strategic planning cycle, the World Heritage Centre has contributed to the Draft 30C/5 (Draft Programme and Budget for 2000-2001) and will contribute to the preparation of the 31C/4 (UNESCO's Medium-Term Plan 2002-2007). These strategic documents refer to the allocation of Regular Programme funds and will need to be adopted by the 30th session of the General Conference in 1999.</p> <p>At present, decisions concerning the use of the World Heritage Fund are made on an annual basis despite the fact that Article 2 of the <i>Financial Regulations for the World Heritage Fund</i> states that "The financial period shall be two consecutive calendar years coinciding with the financial period of the Regular Budget of UNESCO".</p> <p>Action required: In order to harmonise the strategic planning, budget cycles and work planning for the Regular Programme and the World Heritage Fund, the Bureau may wish to recommend to the twelfth General Assembly of States Parties that it investigate the possibility of reinstating biennial budgeting and planning for the use of the World Heritage Fund in line with Article 2 of the <i>Financial Regulations for the World Heritage Fund</i>.</p>

<i>Recommendations of the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention" (Paragraph numbers indicated)</i>	<i>Responses of the Director-General of UNESCO, 28 November 1997</i>	<i>Recommendations of the Consultative Body (Recommendation numbers indicated)</i>	<i>Recommendations of the 22nd session of the Bureau (Recommendation numbers indicated)</i>	<i>Follow-up actions, timeframes for their implementation and action required by the 23rd session of the Bureau of the World Heritage Committee</i>
<p>151. In order to improve the monitoring of the implementation of Committee decisions and other activities, the Centre should :</p> <ul style="list-style-type: none"> • formalise the process for preparing and updating work plans; • prepare work plans presenting options with estimates of full cost implications and based on clearly established strategic priorities ; • monitor operations through quality management and financial information against approved work plans ; and • account to the Committee on a regular basis through a report on its performance against clearly targets, priorities and fully costed plans. 	<p>The Centre will further improve its performance in all four aspects.</p>			<p>The World Heritage Centre expends considerable time in the complex and detailed task of preparing, updating and reviewing the performance of work plans for both the Regular Programme and the World Heritage Fund.</p> <p>For the Regular Programme, the Centre prepares inputs into a Medium Term Plan (2002-2007) and to the biennial Draft Programme and Budget (2000-2001) for submission to the General Conference. The Medium Term Plan (C/4) and the biennial Programme and Budget (C/5) are UNESCO's primary strategic frameworks which outline approved budgets, work plans, priorities, targets and evaluation.</p> <p>So far, for the World Heritage Fund, annual work plans are prepared for submission to the World Heritage Committee.</p> <p>Action required: The Bureau may wish to recommend to the twelfth Gernal Assembly of States Parties that it examine the proposal made in recommendation 150 above, for the harmonisation of work plans and budgets for the use of the Regular Programme and the World Heritage Fund.</p>
<p>157. The Centre should report systematically on the performance (results) of its activities and projects, and of other factors which are deemed critical for the success of the Convention.</p>	<p>Special attention will be given to providing performance-focused reports to the Committee on all activities undertaken, and in particular those dealing with monitoring, international assistance and promotion.</p>			<p>It is important that evaluation of the implementation of the <i>World Heritage Convention</i> (including monitoring, international assistance and promotion) be conducted with the full co-operation of the States Parties. States Parties should be encouraged, to the extent possible, to use their own means for the evaluation for these activities.</p> <p>Action required: The Bureau may wish to recommend to the Committee that it adopt the proposals made under recommendations 27 above for strategic planning.</p>

<p><i>Recommendations of the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention" (Paragraph numbers indicated)</i></p>	<p><i>Responses of the Director-General of UNESCO, 28 November 1997</i></p>	<p><i>Recommendations of the Consultative Body (Recommendation numbers indicated)</i></p>	<p><i>Recommendations of the 22nd session of the Bureau (Recommendation numbers indicated)</i></p>	<p><i>Follow-up actions, timeframes for their implementation and action required by the 23rd session of the Bureau of the World Heritage Committee</i></p>
<p>Human Resource Management Staffing of the World Heritage Centre</p> <p>174. The Centre should ensure that all posts are described and approved following a rigorous application of the Classification Standard and taking into account the actual responsibilities, duties and qualifications required for the posts necessary to meet the operational needs.</p>	<p>This recommendation will be rigorously followed.</p>	<p>Recommendation 6: Human Resource Management and organization of the World Heritage Centre (Recom. 164-172)</p> <p>The Consultative Body recommended that the World Heritage Centre must:</p> <ul style="list-style-type: none"> ▪ ensure that all the <u>permanent posts</u> are clearly <u>identified</u> with a corresponding job description and qualifications required for employment, following a rigorous application of the Classification Standard. This document must be approved and made public. ▪ fill all the permanent posts: <p>With regard to temporary assistance, the Audit noted a strong recourse to supernumeraries and contractual consultants, who in some cases have assumed the functions of permanent staff.</p> <p>However, if the tasks are clearly defined and distributed amongst the permanent staff and if the posts are filled rapidly, there will be a correspondence between the objectives of the centre and the tasks that are assigned to it.</p> <p>If, in addition to associate experts made available through agreements, the Centre feels the need to recruit temporary staff for permanent tasks, it will be necessary to either review the job descriptions and distribution of tasks, or obtain additional permanent staff, which, under the present circumstances is not authorised by UNESCO.</p>	<p>The Bureau adopted the following recommendation:</p> <p>2. Taking into account paragraph 90 of the Report of the Consultative Body, has recommended that:</p> <p>UNESCO and the World Heritage Centre:</p> <ul style="list-style-type: none"> • ensure that all the permanent posts of the Centre are clearly identified with a corresponding job description and qualifications required for employment, following a rigorous application of the Classification Standard. This document must be approved and made public. • fill all the permanent posts. 	<p>All posts in the World Heritage Centre are described in accordance with <i>UNESCO Rules and Procedures</i>. At the request of the World Heritage Centre several desk audits have been undertaken to ensure rigorous application of the classification standards.</p> <p>Considerable progress has been made in regularising staff who were previously on temporary contracts. However, further requests have been made as part of the preparation of the Draft 30C/5 (Draft Programme and Budget for 2000-2001).</p> <p>Staff training in quality management should be foreseen in the future. The World Heritage Centre will approach the Bureau of Personnel on this crucial subject.</p>

<i>Recommendations of the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention" (Paragraph numbers indicated)</i>	<i>Responses of the Director-General of UNESCO, 28 November 1997</i>	<i>Recommendations of the Consultative Body (Recommendation numbers indicated)</i>	<i>Recommendations of the 22nd session of the Bureau (Recommendation numbers indicated)</i>	<i>Follow-up actions, timeframes for their implementation and action required by the 23rd session of the Bureau of the World Heritage Committee</i>
Financial management 179. The Centre should continue to give priority to improving its financial management situation, together with the assistance of UNESCO's Comptroller and Inspector General.	Internal control through the Comptroller's Office will be strengthened.			A detailed report of actions undertaken by the Centre as follow-up to the recommendation of the External Audit was presented to the 22 nd session of the Bureau as Information Document WHC-98/CONF.201/INF.5
Management of Information 193. The Centre should : <ul style="list-style-type: none"> • carefully review the recommendations from the Documentation Unit to strengthen the corporate memory and improve document management procedures, and implement all the steps that are feasible as soon as possible ; • adapt the central filing system to take into account the UNESCO wide requirements and the operational needs of the Centre. This should involve co-ordination among professional and support staff members to select the best of their individual systems ; • maintain a database on the number, type and source of requests received as well as staff time spent on responding to them in order to streamline this activity through effective support mechanisms ; and • ensure maximum use of up-to-date technology such as voice-mail and electronic mail. 	The Centre will control access to nomination files and will systematically file monitoring and mission reports as well as check lists and correspondence related to nominations of properties.			Prior to the Management Review, the World Heritage Centre identified several key deficiencies in the management of World Heritage documentation. These included a critical lack of space, absence of effective electronic document control, and a paper filing system that made retrieval of documents and information highly resource intensive. In response to this assessment, and that of the subsequent Management Review, the Centre organized a review of the Centre's information infrastructure by internationally recognized experts in information management (March 1998). This group concluded that the Centre should put in place an integrated World Heritage information management system using outside professional guidance and full staff participation. This new system would integrate existing and new databases, nomination files, statutory meeting documents, reports and correspondence into a unified electronic system accessible to all staff, and where appropriate, using passwords, Advisory Bodies, Committee members and the general public. During 1998 and 1999, 100% of the nomination files were scanned and a new International Assistance database constructed. An expert is being identified to build the World Heritage Information System and partial funding has been identified from extrabudgetary sources. However, at the time of this report the modalities of this operation have not been concluded. The World Heritage Centre

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193. (continued)				continues to experience a critical lack of space. All staff now have, and use, electronic mail. A staff mailing address, whc-staff@unesco.org, permits the distribution of announcements and other information to all staff simultaneously. UNESCO voicemail is available to all staff members.
<p><u>Co-operation within UNESCO and with International Organizations</u></p> <p>Role and responsibilities within UNESCO</p> <p>201. The Director-General should :</p> <ul style="list-style-type: none"> • strengthen the existing processes for co-ordinating world heritage activities within UNESCO to ensure that these activities are administered in the most efficient way. • clarify the responsibilities of the Centre for world heritage activities within UNESCO. 	<p>The Steering Committee will be re-invigorated as a policy organ to assist the Centre's in its work to co-ordinate the implementation of the World Heritage Convention within and outside of UNESCO and in accordance with the decisions of the Committee. The establishment of a Task Force with the Science Sector and an information exchange system with the Cultural Sector will complement the work of the Steering Committee at the operational level.</p>	<p>The Consultative Body recommended that a detailed internal UNESCO document be prepared and submitted to the twenty-second session of the Committee that:-</p> <ul style="list-style-type: none"> ▪ defines the tasks of the World Heritage Centre; ▪ defines the modalities of co-ordination of the other sectors of UNESCO. 	<p>The Bureau adopted the following recommendation:</p> <p>1. Having taken note of paragraphs 79 to 89 of the "Report on the work of the Consultative Body of the Committee", adopted the following decision:</p> <p>That a detailed document be prepared by the Director-General of UNESCO and made available to the Committee members before the end of October 1998. The report should specify:</p> <ul style="list-style-type: none"> • the tasks and functions of the World Heritage Centre as Secretariat to the Convention; • the modalities for intervention and co-operation with other specialised sectors of UNESCO in the field of World Heritage; • the modalities for co-ordination of the other sectors with the World Heritage Centre. <p>The document will be submitted to the twenty-second session of the Committee, which will then formulate its recommendation to the General Assembly of the States Parties.</p>	<p>The Director-General's report is presented in Annex II of this document.</p>

<p><i>Recommendations of the "Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention" (Paragraph numbers indicated)</i></p>	<p><i>Responses of the Director-General of UNESCO, 28 November 1997</i></p>	<p><i>Recommendations of the Consultative Body (Recommendation numbers indicated)</i></p>	<p><i>Recommendations of the 22nd session of the Bureau (Recommendation numbers indicated)</i></p>	<p><i>Follow-up actions, timeframes for their implementation and action required by the 23rd session of the Bureau of the World Heritage Committee</i></p>
<p>Co-operation with other international organizations involved with cultural or natural world heritage activities or related instruments</p> <p>208. The Committee should, as part of the strategic planning exercise, request the Centre to prepare a plan that systematically identifies international organisations that are involved in world heritage activities, and the opportunities and approaches to co-operation.</p>	<p>If requested by the Committee, the Centre will prepare such a plan.</p>			<p>Action required: The Bureau may wish to recommend to the Committee that such a plan should be prepared as part of the strategic planning work suggested in recommendation 27.</p>
	<p>Final remarks</p> <p>With regard to the implementation of the recommendations, I request the Committee to:</p> <ul style="list-style-type: none"> • set priorities and time schedules for implementation; • decide whether review, analyses and studies recommended are to be carried out by the Centre in co-operation with UNESCO based units or by external organisations; and • estimate and provide the necessary financial resources for implementing the recommendations where necessary . 		<p>The Bureau adopted the following recommendation:</p> <p>3. Taking into account paragraphs 91 to 109 of the Report of the Consultative Body, has adopted the following:</p> <p><u>Shares</u> the view that ambiguities exist in the way in which decisions are adopted and applied on the use of the funds related to the programmes and projects relevant to the 1972 Convention;</p> <p><u>Reaffirms</u> that this concern should form the subject of an urgent and scrupulous examination;</p> <p><u>Recommends</u> to the Director-General to clearly specify (in the report requested in Recommendation 1 above):</p> <ul style="list-style-type: none"> • the way in which decisions are adopted and applied on the use of the funds related to the implementation of the World Heritage Convention; • the tasks and functions of the World Heritage Centre with respect to the use of funds as Secretariat to the Convention. 	<p>The improvement of the functioning of the World Heritage Centre as Secretariat to the World Heritage Committee is necessary to address the new challenges posed by the implementation of the <i>Convention</i>. The implementation of the <i>Convention</i> is a dynamic process whereby the spectrum of conservation issues is both broad and complex, especially in cases where properties are highly symbolic, of importance to particular groups of people or where short term resource exploitation threatens the long term conservation of properties. At the same time the number of properties included on the World Heritage List is steadily increasing. The human and financial resources available within the Centre to address these many challenges will be strongly bounded by the resources of UNESCO itself.</p>

Report from the Director-General of UNESCO concerning the roles and functions of the World Heritage Centre, as requested by the twenty-second session of the World Heritage Committee

Introduction

In 1992, to mark the twentieth anniversary of the adoption of the *Convention concerning the Protection of the World Cultural and Natural Heritage* by the General Conference of UNESCO, I established the «UNESCO World Heritage Centre» (DG/Note/92/4 of 16 March 1992). I further clarified the roles and functions of the Centre in DG/Note/92/13 of 30 April 1992, DG/Note/93/4 of 23 February 1993, DG/Note/93/17 of 12 May 1993, DG/Note/98/53 of 23 November 1998 and DG/Note/99/9 of 18 March 1999. Furthermore, my responses to the “Report of the External Auditor to the Director-General of UNESCO on the Management Review of the World Heritage Convention” were presented to the twenty-first and twenty-second sessions of the World Heritage Committee in 1997 and 1998 respectively. I now wish to respond to the specific requests for information as outlined by the twenty-second session of the World Heritage Committee.

The tasks and functions of the World Heritage Centre

Following the retirement of Mr Bernd von Droste on 31 January 1999, I have entrusted the leadership of the World Heritage Centre, until further notice, to Mr Mounir Bouchenaki (D-2). Mr Bouchenaki is responsible, under my authority and, by delegation, under ADG/CLT or, in his absence, of ADG/SC, for heading the World Heritage Centre. The Centre has developed an integrated, transdisciplinary approach to the conservation of both cultural and natural heritage of outstanding universal value. Under the direction of Mr Bouchenaki, the Centre will also continue to provide the Secretariat services to the World Heritage statutory organs (General Assembly of States Parties, World Heritage Committee and Bureau) and to serve to its best abilities States Parties to the *Convention* and UNESCO Member States in this regard for the preservation of humankind’s irreplaceable heritage. In 1999, for example, the Centre will organise a total of six World Heritage statutory meetings.

Mr Georges Zouain (D-1), Deputy Director of the Centre, will continue to assist Mr Bouchenaki in administrative matters and in co-ordinating the Centre’s activities with those of the appropriate divisions in the Culture and Science Sectors. Ms Minja Yang (D-1) will remain in charge of the Centre’s activities relating to cultural heritage in the Asia-Pacific region and will now also be responsible for co-ordinating special intersectoral projects relating to the rehabilitation and development of World Heritage cities with CLT/CH and SHS/MOST.

In 1998 and 1999 the Centre has been responsible for ensuring the implementation of Major Programme III, Section III.1.2 "Promotion of the Convention Concerning the Protection of the World Cultural and Natural Heritage" presented in UNESCO's "Approved Programme and Budget for 1998-1999" (29C/5). The Centre also continues to ensure the implementation of the decisions and the work plans approved by the World Heritage Committee. As the transdisciplinary focal point for the co-ordination of UNESCO’s World Heritage conservation activities, the Centre’s work falls largely within the following domains:

Ways and means to ensure a representative World Heritage List

The World Heritage Centre, in co-operation with the advisory bodies and the UNESCO sectors and field units :

- (a) works to ensure universality of the *World Heritage Convention* by promoting its adherence by all Member States of UNESCO and by non-Member States;
- (b) works to ensure a better balance in the representation of the cultural and natural heritage of outstanding universal value on the World Heritage List. The preparation of thematic, comparative and regional studies and expert meetings in accordance with the *Action Plan for Cultural Landscapes* and the *Global Strategy for a representative and balanced World Heritage List* adopted by the World Heritage Committee at its seventeenth and eighteenth sessions in 1993 and 1994 need to be encouraged and the application of the findings of these studies need to be vigorously pursued;
- (c) helps to disseminate information concerning the new definitions and categories of properties of outstanding universal value (including cultural landscapes and geological sites for example) situated in different cultural and biogeographical zones;
- (d) encourages work on identifying outstanding interactions between people and the environment and links between preserving the cultural heritage and natural heritage , in particular following the recommendations of the Amsterdam expert meeting held in March 1998;
- (e) provides assistance to States Parties, in particular in Africa, the Pacific, the Caribbean and in the less developed countries for the identification of properties of potential World Heritage value, to establish tentative lists, regional reviews and harmonisation of tentative lists, compile high quality nomination dossiers and to formulate international assistance requests;
- (f) processes nominations (checks, requests additional information, documents, registers and archives) and ensures their proper evaluation by the advisory bodies ICOMOS and/or IUCN;
- (g) regularly updates and publishes the World Heritage List and the List of World Heritage in Danger in accordance with Article 11.2 and 11.4 of the *Convention*.

Technical implementation of the *Convention* - strengthening national capacities necessary for the protection of World Heritage properties

The World Heritage Centre, in co-operation with the advisory bodies and the UNESCO sectors and field units, will continue to:

- (a) assist States Parties to establish and reinforce local and national capabilities necessary for the application of the *Convention*;
- (b) assist States Parties in the preparation of international assistance projects (by facilitating emergency, preparatory, training, technical co-operation and on-site promotion and education assistance from the World Heritage Fund) and ensure their implementation;

- (c) ensure the provision of adequate assistance to the States Parties whose World Heritage properties have been declared as under threat or in Danger by the World Heritage Committee in order that they may undertake the necessary emergency measures;
- (d) co-ordinate the implementation of training strategies for cultural and natural heritage specialists as adopted by the nineteenth session of the World Heritage Committee in 1995;
- (e) use the World Heritage Fund as a catalyst to attract additional support from donors, bilateral aid agencies and private foundations. In this way, the Centre will encourage the establishment of medium-term co-operation programmes (2 to 3 years) for which it will seek co-financing arrangements as well as external contributions in order to strengthen the Fund's resources for these programmes.
- (f) prepare World Heritage conservation projects, mobilize extra-budgetary funding support and execute the projects by maximizing the use, to the extent possible, of the capacity of regional desks in the Sectors and other units of UNESCO;
- (g) achieve synergy with other international conventions (namely the *Convention for the Protection of Cultural Property in the Event of Armed Conflict* (the 1954 Hague Convention), the 1970 *Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property*, the *Draft Convention on the Protection of Underwater Cultural Heritage*, the *UNIDROIT Convention on Stolen or Illegally exported cultural objects* (1995), *The Convention on Biological Diversity*, *The Convention on Wetlands of International Importance Especially as Waterfowl Habitat* (the Ramsar Convention), the *Convention on the Conservation of Migratory Species of Wild Animals* (CMS) and the *Convention on International Trade in Endangered Species of Wild Fauna and Flora* (CITES Convention) and related programmes such as the Man and the Biosphere Programme (MAB) with its Biosphere Reserve Network;

Monitoring and reporting on the state of conservation of World Heritage properties

The World Heritage Centre, in co-operation with the advisory bodies and the UNESCO sectors and field units, will:

- (a) perform jointly with the advisory bodies (ICOMOS, IUCN and ICCROM), ad-hoc reporting and monitoring on the state of conservation of specific World Heritage properties that are under threat;
- (b) assist States Parties in the periodic reporting of their implementation of the *Convention* and the state of conservation of World Heritage properties located on their territory in accordance with Article 29 of the *Convention* (recently activated by 29C/Resolution 24 of the twenty-ninth session of the General Conference), and following the decision of the twenty-second session of the Committee in Kyoto, Japan in 1998;
- (c) co-ordinate the preparation of the periodic reports by the States Parties and synthesise the national reports region by region making full use of the available expertise of the advisory bodies, States Parties, competent institutions and expertise available within the regions. This action will include awareness-building and training activities as well as technical support. The synthesis of these periodic reports will be presented for the examination and response of the World Heritage Committee according to the following timetable. The World Heritage Committee will include its findings in its reports to the UNESCO General Conference.

SIX-YEAR PERIODIC REPORTING CYCLE

Year of examination by Committee of Regional State of the World Heritage Report	Region	Number of States Parties (as per December 1998)	Reporting on World Heritage properties inscribed up to and including	
			Year	number
2000	Arab States	16	1992	46
2001	Africa	31	1993	40
2002	Asia and Pacific	31	1994	96
2003	Latin America and the Caribbean	29	1995	62
2004	Europe and North America	48	1996	243
2005				

Documentation, information and awareness-building

The World Heritage Centre, in co-operation with the advisory bodies and the UNESCO sectors and field units will:

- (a) promote greater awareness and understanding of the *Convention* and of World Heritage values and ensure greater participation in World Heritage conservation through the preparation and circulation of exhibits, the production, co-production and distribution of audiovisual and published materials and the presentation of World Heritage information on the World Wide Web;
- (b) build up World Heritage related multi-media projects in consultation with other units of UNESCO, namely UPO and OPI to achieve greater public awareness of UNESCO's World Heritage work. The final authority on all World Heritage multi-media activities lies with the Director of the Centre as stipulated in Annex III of the *Operational Guidelines* – "Guidelines and Principles for the use of the World Heritage Emblem". Financial contributions to the World Heritage Fund, and when possible to the sites themselves, should be foreseen in any agreement to cooperate on projects of a promotional nature;
- (c) ensure proper archiving and documentation of all World Heritage related records and compile a complete database of information relating to all of UNESCO's World Heritage activities. The World Heritage Centre will maintain a World Heritage Documentation Unit to this effect;

- (d) continue its efforts aimed at the development of information materials for different target groups : States Parties, local authorities, general public, decision-makers and media etc.;
- (e) facilitate access to information and its dissemination, particularly by Internet and through the use of the World Heritage Information Network (WHIN); it will also begin, with the support of States Parties, the establishment of a global World Heritage information system to allow improved access to information by Committee members, delegations of States Parties and the advisory bodies;
- (f) continue to co-operate with specialised international and national publishing houses for the production of printed documents and texts;
- (g) pay particular attention to providing information about the *Convention* and World Heritage to local communities.

Special Project “Young People’s Participation in World Heritage Preservation and Promotion”

The Centre will continue the implementation of this Special Project launched in 1994 and managed in close co-operation with the Associated Schools Project Network (ASPnet) in the Education Sector. An Educational Resource Kit for Teachers “World Heritage in young hands” has been published in English and French in 1999 and is currently being distributed and tested in about 500 ASP-schools in more than 90 Member States. Translations of the Kit into Arabic and Spanish will be finalised for distribution in September 1999 and more national language versions are under preparation. Following the success of five World Heritage Youth Fora in Africa, Asia-Pacific and Europe, the Second African World Heritage Youth Forum will be held in Senegal, August 1999 and the First Arab States Regional World Heritage Youth Forum in Morocco, November 1999.

In order to pursue the rigorous implementation of the Special Project “Young People’s Participation in World Heritage Preservation and Promotion”, the World Heritage Centre, jointly with the Education Sector (ED/ECP/ASP) will continue to:

- a) strengthen young people’s knowledge, skills and commitment to heritage preservation and promotion by supporting the organisation of World Heritage Youth Fora, Summer Camps and other vocational training for young people in heritage preservation and valorisation;
- b) strengthen networking between teachers, heritage experts and relevant institutions and organisations by organising sub-regional and national teacher-training workshops;
- c) support the translation, testing and adaptation of the Educational Resource Kit for Teachers entitled “World Heritage in young hands” to disseminate the Kit as widely as possible;
- d) provide high quality information material on the Special Project to Member States and ASP-schools and furthermore strengthen the knowledge about its activities through the creation of a web-site and the production and distribution a bi-annual newsletter “Patrimonto’s Newsletter”;
- e) develop an evaluation and monitoring mechanism to review past achievements and properly assess future requirements. For this purpose, UNESCO will convene an

International Task Force, a group of experts in heritage conservation, education and evaluation.

The modalities for co-ordination of the other sectors with the World Heritage Centre and the modalities for intervention and co-operation with other specialized sectors of UNESCO in the field of World Heritage

I have repeatedly emphasized UNESCO's long-standing commitment to the preservation and enhancement of the world's tangible and intangible cultural heritage and to the natural heritage. I attach great importance to the efficient coordination of the Organization's actions in this field and seek to ensure synergy between the World Heritage Centre (WHC), the Cultural Heritage Division (CLT/CH) and the Division of Ecological Sciences (SC/ECO) which have clearly distinct functions and responsibilities within the UNESCO Secretariat. There is a need to ensure full co-ordination of all the activities carried out by UNESCO in its work for the conservation of the cultural and natural heritage, regardless of their legal framework or their sources and forms of funding.

In the fulfillment of its functions as an in-house focal point and clearing-house for World Heritage activities, the Centre also works in close collaboration with other appropriate divisions of the Culture, Science and Education Sectors and with the Office of Public Information and UNESCO Publishing Office, as well as other concerned units of the Organization to whom the execution of specific activities can be entrusted.

Within UNESCO, the primary function of the Centre is to act as the transdisciplinary focal point for all matters concerning the implementation of the *World Heritage Convention*. The Centre co-ordinates UNESCO's activities relating to World Heritage conservation, namely the identification, protection, conservation, presentation and transmission to future generations of cultural and natural properties inscribed on the World Heritage List and the List of World Heritage in Danger.

The Director of the World Heritage Centre organizes joint meetings between the Centre and other Sectors and units of UNESCO on a regular basis or in response to particular World Heritage conservation issues of relevance or within the domain of other Sectors and Units.

In addition to ensuring effective overall co-ordination of the World Heritage activities within UNESCO, the Director of the Centre utilizes, to the fullest extent possible in their respective areas of competence and capability, the advisory bodies, other international and national governmental and non-governmental organizations, public and private bodies and individuals called upon by the Committee to implement programmes and projects. The Centre assumes the leadership in negotiations with other UN Agencies, donors and private foundations and funds in support of those sites designated as World Heritage.

To the extent possible, the implementation of the *Convention* is enhanced through co-operative institutions in Member States (World Heritage offices, such as the Nordic World Heritage Office in Oslo, Norway) financed and staffed by the host country. These institutions could in some cases also assume an international co-ordination role thus further strengthening the protection of World Heritage properties. The Director of the Centre reports on these efforts to me and the World Heritage Committee on an annual basis.

The way in which decisions are adopted and applied on the use of funds related to the implementation of the World Heritage Convention and the tasks and functions of the World Heritage Centre with respect to the use of the funds as Secretariat to the Convention

Regular Programme funds related to the implementation of the *Convention* are used in accordance with the Programme and Budget approved by the UNESCO General Conference and a work plan submitted by the Director of the Centre on a biennial basis. The presentation of accounts for the Regular Programme funds are governed by the *Financial regulations of UNESCO*. In conformity with Article 14 of the *Convention*, UNESCO will provide the following from the Regular Programme (appropriation to be decided by the General Conference), to permit the Centre to perform duties as World Heritage Secretariat: staff costs, office space, furniture, daily running costs, staff missions, organization of statutory meetings, interpretation and translation services, equipment, communication costs and meeting room facilities.

In accordance with the *Financial Regulations for the World Heritage Fund*, the resources of the Fund may be used only for such purposes as the World Heritage Committee shall define. Decisions concerning the use of the World Heritage Fund are therefore made by the World Heritage Committee with respect to proposals submitted by the World Heritage Centre and the advisory bodies. International assistance is granted, either by the Committee, the Bureau the Chairperson or the Director of the Centre (only in the case of on-site promotional assistance of up to US\$5,000) in accordance with the *Convention* and the *Operational Guidelines*. The presentation of accounts for the World Heritage Fund are governed by the *Financial Regulations for the World Heritage Fund*.

The Director of the World Heritage Centre is in charge of administering the above-mentioned Regular Programme and Extra-budgetary resources (notably for the World Heritage Fund) as well as any other Funds-in-Trust arrangement in support of the work of the *Convention*.

Federico Mayor
24 June 1999