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CULTURAL AND NATURAL HERITAGE**

WORLD HERITAGE COMMITTEE

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Item 12 of the Provisional Agenda: Performance indicators for World Heritage

INF.12: Result-Based Management Framework and Roadmap

SUMMARY

This document presents a Result-Based Management (RBM) framework for the World Heritage Centre, as well as a series of projects to implement the framework.



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RBM Mission to UNESCO World Heritage Centre

RBM Framework and Roadmap

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List of Acronyms and Abbreviations

ICCROM	International Centre for the Study of the Preservation and Restoration of Cultural Property
ICOMOS	International Council on Monuments and Sites
IUCN	World Conservation Union (formerly the International Union for Conservation of Nature and Natural Resources)
OUV	Outstanding Universal Value
RBM	Results-based management
TOR	Terms of reference
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNF	United Nations Foundation
WH	World Heritage
WHC	World Heritage Centre also “The Centre”
WHF	World Heritage Fund

Glossary

Advisory Bodies	<p>The Advisory Bodies to the World Heritage Committee are ICCROM (the International Centre for the Study of the Preservation and Restoration of Cultural Property), ICOMOS (the International Council on Monuments and Sites) and IUCN (the World Conservation Union). The roles of the Advisory Bodies are to:</p> <ol style="list-style-type: none">advise on the implementation of the World Heritage Convention in the field of their expertise;assist the Secretariat in the preparation of the Committee's documentation, the agenda of its meetings and the implementation of the Committee's decisions;assist with the development and the implementation of the Global Strategy for a Representative, Balanced and Credible World Heritage List, the Global Training Strategy, Periodic Reporting and the strengthening of the effective use of the World Heritage Fund;monitor the state of conservation of World Heritage properties and review requests for International Assistance;in the case of ICOMOS and IUCN evaluate properties nominated on the World Heritage List and present evaluation reports to the Committee; and,attend meetings of the World Heritage Committee and the Bureau in an advisory capacity.
Process	<p>Structured, measured set of activities designed to produce a specified output for a particular stakeholder.</p>
Process owner	<p>Individuals responsible for planning, oversight, results.</p>
Process performers	<p>People, computers responsible for producing results.</p>
States Parties	<p>Each State Party to the Convention recognizes that the duty of ensuring the identification, protection, conservation, presentation and transmission to future generations of the cultural and natural heritage referred to in Articles 1 and 2 (of the Convention) and situated on its territory, belongs primarily to that State. It will do all it can to this end, to the utmost of its own resources and, where appropriate, with any international assistance and co-operation, in particular, financial, artistic, scientific and technical, which it may be able to obtain. (Article 4 of the Convention)</p>

The World Heritage Committee is assisted by a Secretariat appointed by the Director-General of UNESCO. The function of the Secretariat is currently assumed by the World Heritage Centre (The centre), established in 1992 specifically for this purpose. The Director-General designated the Director of the World Heritage Centre as Secretary to the Committee. The Secretariat assists and collaborates with the States Parties and the Advisory Bodies. The Secretariat works in close co-operation with other sectors and field offices of UNESCO. (Paragraphs 27-29 of the Operational Guidelines).

World Heritage Committee

The World Heritage Committee (The Committee) is composed of 21 members and meets at least once a year (June/July). It establishes its Bureau, which meets during the sessions of the Committee as frequently as deemed necessary. (Paragraphs 19-26 of the Operational Guidelines).

World Heritage Convention

To ensure, as far as possible, the proper identification, protection, conservation and presentation of the world's heritage, the Member States of UNESCO adopted the *World Heritage Convention* in 1972. The *Convention* foresees the establishment of a "World Heritage Committee" and a "World Heritage Fund." Both the Committee and the Fund have been in operation since 1976. (Paragraphs 4-9 of the Operational Guidelines).

World Heritage Fund

The World Heritage Fund is a trust fund, established in conformity with the provisions of the Financial Regulations of UNESCO. The resources of the Fund consist of compulsory and voluntary contributions made by States Parties to the Convention, and any other resources authorized by the Fund's regulations.

(Paragraph 223. Operational Guidelines of the World Heritage Convention)

World Heritage List

List of properties forming part of the cultural heritage and natural heritage, as defined in Articles 1 and 2 of the Convention, which the Committee considers as having outstanding universal value in terms of such criteria as it shall have established. In 2005, the World Heritage List includes 812 properties. The List comprises 628 cultural sites, 160 natural sites and 24 mixed properties in 137 States Parties. (World Heritage Centre Web site)

World Heritage System

The System is composed of the World Heritage Committee, World Heritage Centre and Advisory Bodies

Six Blind Men and the Elephant

(John Godfrey Saxe, 1816-1887)

A Hindu Parable

It was six men of Indostan
To learning much inclined,
Who went to see the Elephant
(Though all of them were blind),
That each by observation
Might satisfy his mind.

The First approached the Elephant,
And happening to fall
Against his broad and sturdy side,
At once began to bawl:
"God bless me! but the Elephant
Is very like a wall!"

The Second, feeling of the tusk
So very round and smooth and sharp?
To me 'tis mighty clear
This wonder of an Elephant
Is very like a spear!"

The Third approached the animal,
And happening to take
The squirming trunk within his hands,
Thus boldly up he spake:
"I see," quoth he, "the Elephant
Is very like a snake!"

The Fourth reached out an eager hand,
And felt about the knee:
"What most this wondrous beast is like
Is mighty plain," quoth he;
"'Tis clear enough the Elephant
Is very like a tree!"

The Fifth, who chanced to touch the ear,
Said: "E'en the blindest man
Can tell what this resembles most;
Deny the fact who can,
This marvel of an Elephant
Is very like a fan!"

The Sixth no sooner had begun
About the beast to grope,
Than, seizing on the swinging tail
That fell within his scope.
"I see," quoth he, "the Elephant
Is very like a rope!"

And so these men of Indostan
Disputed loud and long,
Each in his own opinion
Exceeding stiff and strong
Though each was partly in the right
And all were in the wrong!

So oft in theologic wars,
The disputants, I ween,
Rail on in utter ignorance
Of what each other mean,
And prate about an Elephant
Not one of them has seen.

Executive Summary

The basic purposes of results-based management systems are to generate and use performance information for accountability reporting to external stakeholder audiences and for internal management learning and decision-making. Results-based management (RBM) takes place at different organizational or management levels within organizations. The first level, which has been established the longest and for which there is most experience, is the project level. More recently, efforts have been underway in some donor agencies to establish country programme level performance measurement and management systems within their country offices or operating units. Establishing performance measurement and management systems at the corporate or organization-wide level is now becoming a priority in many organizations as they face increasing public pressures and directives to report on performance.

UNESCO has been in the process of introducing RBM at the project level since 1998 and like other agencies worldwide is now considering the introduction of RBM at the next level. The World Heritage Centre (WHC), from the cultural sector, has been selected as a pilot unit for mainstreaming RBM into its operations.

The purpose of this mandate was to propose an RBM framework for the World Heritage Centre as well as a series of projects to implement the framework.

The project-level approach to performance measurement uses the “project” as the unit of analysis. An organization manages some projects but most of the activities are carried out on a continuous basis, and a different unit of analysis must be used to reflect different dynamics. The “business process” is used as a unit of analysis and “continuous process improvement” methodology as an approach.

RBM Framework for the World Heritage Centre (WHC)

The following recommendations, derived from the analysis of the current situation through the business processes, will bring the Centre closer to the readiness level desired for full RBM implementation:

1. Define the expected results: review and agree on the World Heritage System model.

A model was developed during the mandate that includes all business processes related to the implementation of the Convention and carried out by the Committee, the Centre and the Advisory Bodies, with corresponding outputs and outcomes. The model must be reviewed, completed with indicators and targets and approved; it should eventually provide a clear picture of the results to be produced.

2. Develop a performance agreement with the World Heritage Centre.

The World Heritage System model should be used to identify the results for which the Centre will be responsible. Working closely with the Centre, a performance agreement should be developed to identify the required resources, the delegated authorities, as well as the assumptions and risks, so that the Centre can commit to the production of the agreed results. This agreement should be approved by the Committee.

3. Adapt the roles and responsibilities of the Committee, the Centre and UNESCO to an RBM context.

The Centre will be in a position to be held accountable for results if the governing bodies shift their role from operational and strategic management to strictly strategic management, while ensuring that proper monitoring and control systems are in place. Authority should be delegated in order to empower the Centre to make corrective adjustments and to shift resources as they are needed to produce results.

4. Consider setting up Sub-Committees to analyse issues and prepare recommendations for the Committee.

Not taking away any of the decision making powers invested in the Committee by the Convention, the Committee will be better able to carry out its leadership role and make informed decisions if tactical and operational issues are researched and debated at the Sub-Committee level; the frequency of Committee and Sub-Committee meetings should ensure that issues can be debated in a timely manner without incurring unreasonable costs.

5. Develop a World Heritage System Strategic Plan derived from the strategic plan from each process.

A strategic plan, which should integrate the strategic plan of all business processes, must be developed to clearly identify the vision and the targets (World Heritage System model) and to identify strategies that will be used to develop the operational plans.

6. Organize the Centre around its processes.

Once the Centre's business processes are clearly defined, process owners must be identified. All activities of a given business process, related to the production of the results for which the Centre is responsible, should be put under the authority of a process owner. This will define clear accountability lines and allow the process owners to focus on the results to be achieved. The overall Centre performance agreement will be broken down by unit and by position.

Roadmap to RBM

Four major projects are proposed to achieve the state of readiness necessary for full RBM implementation:

1. World Heritage System Overall Strategic Plan: As the name indicates, this project will lead to the production of the Strategic Plan that aims to achieve the objectives of the Convention from expected resources. It will use the World Heritage System model as a tool; depth and scope of all desired results should be discussed as well as the respective roles and responsibilities of the Committee, the Centre and the Advisory Bodies.

2. Accountability for results: once the results of the Centre are clearly identified, the organization of the Centre should be aligned with the business processes for which it is responsible; job descriptions have to be redefined and the workload assessed. Process owners must be identified so that they will contribute to the development of the operational plan for their business processes.

3. Performance Measurement System: all indicators will need to be baselined and procedures developed for tracking, monitoring and reporting. Staff will be trained in the collection, reporting and interpretation of the indicators.

4. World Heritage Governance: To consider the creation of Sub-Committees to debate issues at the tactical and operational level and to make recommendations to the Committee.

As the following indicates, if the projects are executed sequentially, it would take about six months to achieve a state of readiness and would cost approximately 250,000 USD.

Projects	Budget (USD)	Duration
1. World Heritage System Overall Strategic Plan	126,688	13 weeks
2. Accountability for results	54,625	4 weeks
3. Performance Measurement System	48,375	4 weeks
4. World Heritage Governance	20,000	2 weeks
Total	249,688	23 weeks

Introduction: Context of the mandate and objectives

Since 1998, the Executive Board and the UNESCO General Conference asked the Director General to adopt an RBM approach in all of the organization's activities.

The design and development of SISTER (System of Information on Strategies, Tasks and evaluation of Results), started in 1998, was accompanied by a training programme which succeeded in training 260 people to the logical framework methodology. This programme was suspended in 2002.

From June 2003 to December 2005, the RBM Training Programme provided around 500 people with training through three-day workshops based on the knowledge and experience acquired in the area within the United Nations and the international community. This training has been mainly provided to staff in Field Offices and to some staff at Headquarters. Several RBM pilot projects were launched during this period, in particular with the Intergovernmental Oceanographic Commission (IOC) and the World Heritage Centre. The Programme contributed results-oriented planning for programmes and budgets. (32 C/5 and 33 C/5). A personnel management programme (PERFOWEB) was also introduced separately by the organization's human resources services.

The World Heritage Centre has particularly benefited from the RBM training programme since 2003. Since 2004, a pilot project was developed for the Centre through a \$100,000 contribution by the United Nations Foundation (UNF).

Phase I of this project included a survey of all of the Centre's partners carried out between March and June 2005.

The following are the main recommendations that ensue from perceptions of the Centre's work on the part of respondents and staff. They are grouped under three themes: capacity-building; collaborations and partnerships; accountability.

Capacity-Building

- Ensure that UNESCO field offices are mobilized and receive training with regard to World Heritage procedures in order to strengthen the World Heritage System conservation process, bearing in mind that the Convention is complementary to other UNESCO activities.
- Reinforce capacity-building with stakeholders (State Party level, site managers, local communities and other partners) to ensure effectiveness of World Heritage activities.

Capacity-building has been mentioned as an opportunity to help the Centre better fulfil its mission.

Collaborations and Partnerships

- Work in closer collaboration with UNESCO field offices and other partners in the field.
- Reinforce direct contact with World Heritage properties and use the experience of the Centre's /UNESCO's staff in the field by strengthening networking.
- Strengthen partnerships with other UNESCO programmes as well as other (international and regional) conventions, organizations and institutions.

This recommendation is complementary to the one on capacity-building insofar as strengthening partnerships and collaborations between departments and organizations would contribute to sharing knowledge, thus building the capacities of counterparts.

Accountability

- Review the Centre's role and functions in light of the increasing number of sites and various and complex demands from States Parties and other stakeholders.

- Introduce a system of accountability for States Parties that fail to properly maintain the World Heritage properties.

This last recommendation is very important, particularly in the current context where international organizations are pressured to *manage by results*. RBM should be systematically introduced in the preparation of all agreements and contracts to help manage international assistance funds and follow up on the sites after they are listed. The monitoring and evaluation mechanism used by the Centre should be strengthened and clarified to ensure a greater commitment to management by results and to the systematic monitoring of site evaluations of programmes and initiatives. As well, this exercise should encompass a review of the role and functions of the Centre in light of the increasing number of properties on the World Heritage List, sites included in the Tentative Lists, and the imbalance between natural and cultural sites, in order to ensure adequate protection of the properties, to allow more flexibility to the Centre to fulfill its mission.

Phase II of the project, approved by the United Nations Foundations, was slightly modified in response to a request by the World Heritage Committee to prepare for its next session (Vilnius, 2006):

1. An evaluation and recommendations for the Centre's operating mechanisms with regard to the management of all its processes in view of implementing an RBM framework (Decision 29 COM 12);
2. An implementation plan for the recommendations that includes a series of projects to be executed in order to refocus the management of all the Centre's processes, expected results, and to institute mechanisms required for the monitoring and evaluation of corresponding performance indicators.

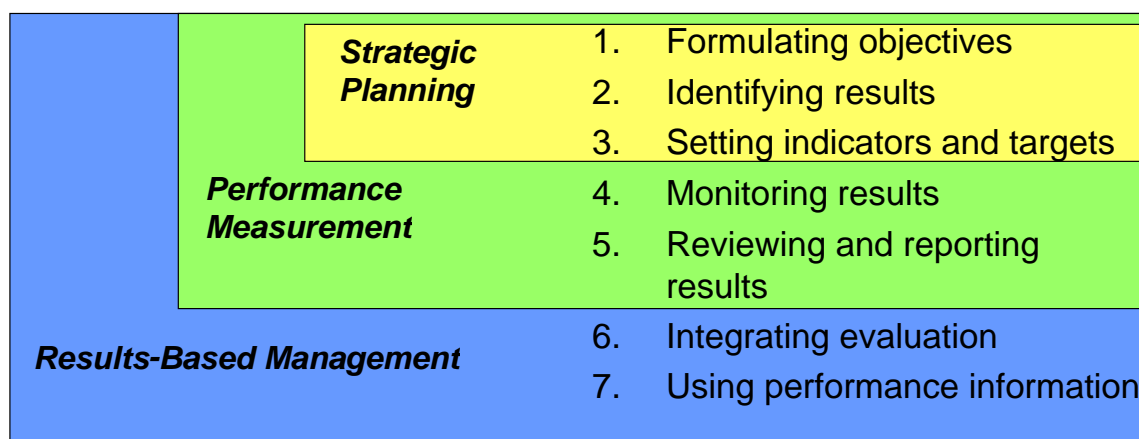
The Centre has mandated the preparation of this report to Le Groupe-conseil baastel ltée, Canada.

1. RBM for World Heritage: A business transformation

1.1 Phases of Results-based management

The basic purposes of results-based management systems are to generate and use performance information for accountability reporting to external stakeholder audiences and for internal management learning and decision-making. Results-based management systems include the phases depicted in the following diagram.

Figure 1: Phases of Results-Based Management



The first three phases generally correspond to a results-oriented planning approach, which is normally taken during *strategic planning*. The first five phases are usually included in the concept of *performance measurement*. All seven phases combined are essential to an *effective results-based management system*.

Other significant reforms associated with results-based management systems in organizations include the following: ¹

- *Holding managers accountable*: Instituting new mechanisms for holding managers and staff accountable for achieving results within their sphere of control.
- *Empowering managers*: Delegating authority to the management level being held accountable for results – thus empowering them to make corrective adjustments and to shift resources from poorer to better performing activities.
- *Focusing on clients*: Consulting with and being responsive to project/programme beneficiaries or clients regarding their preferences and satisfaction with goods and services provided.
- *Participation and partnership*: Including partners that have a shared interest in achieving an objective in all aspects of performance measurement and management processes.
- *Reforming policy and procedure*: Officially instituting changes in the way the organization conducts its business operations by issuing new policies and procedural guidelines on results-based management. Clarifying new operational procedures, roles and responsibilities.
- *Developing supportive mechanisms*: Assisting managers to effectively implement performance measurement and management processes, by providing appropriate training and technical assistance, establishing new performance information databases, developing guidebooks and best practices series.
- *Changing organizational culture*: Facilitating changes in the organization's culture – i.e., the values, attitudes, and behaviours of its personnel – required for effectively implementing results-based management. For example, instilling a commitment to honest and open performance reporting; reorientation away from inputs and processes towards results achievement; encouraging a learning culture grounded in evaluation, etc.

1.2 Results-based management at different organizational levels

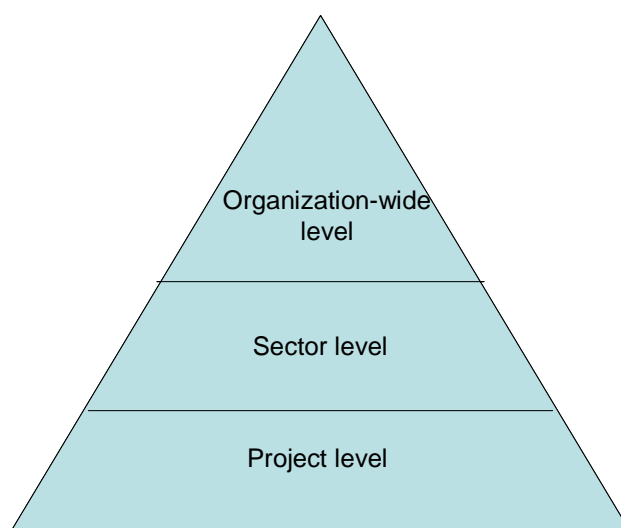
Results-based management takes place at different organizational or management levels within organizations. The first level, which has been established the longest and for which there is most experience, is the project level. More recently, efforts have been underway in some donor agencies to establish country programme level performance measurement and management systems within their country offices or operating units.

Establishing performance measurement and management systems at the corporate or organization-wide level is now becoming a priority in many organizations as they face increasing public pressures and directives to report on performance.

Many donor agencies have developed and issued policy papers or strategic plans that clearly articulate their overall mission and the key development goals or priority areas on which they will concentrate. In addition to informing external audiences about agency goals and guiding internal management efforts to focus the portfolio on priorities, these high-level statements of an agency's goals are being used as frameworks or structures around which agency-wide performance is being measured and reported. The UNDP and other UN agencies have developed strategic results framework.

¹ DAC Working Party on Aid Evaluation, *Results Based Management In The Development Co-Operation Agencies: A Review Of Experience*, prepared by Ms. Annette Binnendijk, October 2000

Figure 2: RBM at different organizational levels



UNESCO has been in the process of introducing RBM at the project level and in some key processes, such as planning, since 1998. Like agencies world wide, it is now considering the introduction of RBM at the next level. The World Heritage Centre has been selected as a pilot unit for the introduction of RBM.

The project-level approach to performance measurement uses the “project” as the unit of analysis. An organization manages some projects but most of the activities are carried out on a continuous basis, and a different unit of analysis must be used to reflect different dynamics. The “business process” will be used as a unit and “continuous process improvement” methodology as an approach.

1.3 Transformation methodology essentials

This mandate used the overall **process methodology** for analysing and defining the necessary elements to transform the Centre from a traditional activity-based management organization to one focused on results. This methodology encompasses all aspects of business transformation from visioning and strategic planning to performance measurement and evaluation. It brings together concepts and best practices that have proven essential to successful business transformation such as the following transformation methodology essentials:

- ***Understand the current situation.*** Solutions have often been implemented without understanding the underlying problem they are intended to address. There is a critical need to articulate the business problem as clearly and broadly as possible, in terms of stakeholders’ needs that are unmet or poorly met in the current state. Defining the problems correctly in terms of business outcomes allows for greater latitude in terms of determining how they can be solved, opening the door to innovation that might not otherwise be pursued.
- ***Use proven modelling techniques.*** Models are used to depict complex processes and their interrelationships in order to help shape understanding of both a problem and its solution and aid in comprehension of complex businesses that would otherwise not be easily understood in their entirety. They make important elements of the business and their interrelationships explicit in a way that maintains a direct and clearly apparent connection to the stakeholder need being addressed. These modelling techniques provide for the consistent analysis of business processes independent of administrative structures and allow the Centre’s

desired results to be clearly defined and described. Because these models use a common business language, senior management is better able to understand business transformation proposals because these are described and depicted using concepts and terminology they recognize.

- **Develop iteratively:** Initial models and proposals are debated and modified to reflect the increased understanding; the organization is gradually adopting a common vocabulary and engaging in continuous improvement (key element of RBM).
- **Collaborate:** The objective of good collaboration is to create a “change coalition” among those who are committed to working out how to achieve the transformation objectives. It involves the use of facilitated workshops to gather information and vet proposals, and circulation of appropriate deliverables for stakeholder input.

1.4 Mandate activities

The following activities have been carried out to ensure that the above methodology essentials were integrated:

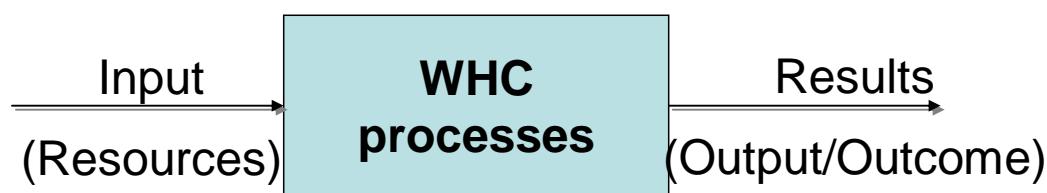
- In preparation for the mission, all documents available on the World Heritage Centre Web site were reviewed, in order to develop a preliminary version of the **World Heritage System model**. This model documents all World Heritage business processes and key results, in terms of outputs and outcomes.
- During the first week, the business process methodology was presented to Centre’s senior management. The objective of the first week was to introduce, validate and enrich the World Heritage System model which would become the reference (the “elephant” from our Hindu parable) for the business transformation. The consultants met with every unit to explain the preliminary model and to solicit their comments. Following each meeting, the model was updated and presented to the next unit. The focus of the week was to document all business processes (**what** needs to be done to achieve the objectives of the Convention), and **what** results are sought.
- A second meeting was arranged with representatives of each unit during the second week. Using the model developed during the first week, the roles and responsibilities (**who**) were documented, as were the problems and challenges encountered in each business process while producing expected results. The focus of the second week was to understand **how** the Centre is currently organized to deliver its results and what are the major challenges encountered.
- During the third and final week, we assessed the gap between what the Centre is aiming to achieve and what it is in fact producing, given its current organization and resources. We identified areas where the Centre has to clarify expectations in view of current capacity, review the roles and responsibilities of key stakeholders in an RBM context and define clear accountability lines, to position itself for RBM.
- The latest model and conclusions were presented to senior management. A similar presentation will be prepared for other stakeholders in order to gradually develop a “change coalition.”

The World Heritage System model developed to assess the current “as is” situation – the purpose of this report – will also be used to identify desired future targets, develop strategic and operational plans, design the most efficient organizational structure, assign accountabilities for results, develop job descriptions and re-examine the performance appraisal system.

2. The World Heritage System

The administration of the World Heritage Convention and all related bodies (the Committee, the Centre and the Advisory Bodies) is an open system: an *input-process-output* mechanism. Open systems have purposes and goals, which are the reasons for their existence. These purposes must align with purposes and needs in the environment. The organization’s purposes will be reflected in its outputs.

If the environment does not want these outputs, the organization will cease to exist. Feedback is information from the environment about system performance. It does not suffice to merely measure the outputs against the intended targets. Survival of the system is equally influenced by whether or not the targets themselves are appropriate. In this study, results will be composed of outputs and targets or outcomes.



The World Heritage System includes many business processes that convert resources into results (outputs, outcomes) and collects feedback to enable the whole system to work effectively.

2.1 World Heritage System Business Processes

A business process is a structured, measured set of activities designed to produce a specified output for a particular stakeholder. Each business process is directly related to the mission of an organization, or in this case, related to the World Heritage Convention, and serves to establish a continuous thread from resources to results. There are many business processes in a given organization. Each represents a group of business activities organized around “a theme.” For instance, there is a business process that incorporates all activities that are involved with the “status of sites.” This set of activities includes:

- all activities to assess the state of sites; (periodic and reactive monitoring);
- all activities to report on the state of sites; (State of Conservation reports); and
- all activities to recommend interventions on sites.

Many resources (financial, human, and material) will be involved in the determination of the status of sites (i.e. expected result).

The business processes were identified from key documents such as the Convention and the Operational Guidelines for the Implementation of the Convention. The processes were identified without reference to the person, unit or organization responsible for carrying out the activities. The process under the “theme” World Heritage List therefore includes all activities to register a site on the List. These activities are carried out by (a) the Centre, which provides assistance to the States Parties for preparing the nomination file; (b) the Advisory Bodies, which conduct the assessment of the OUV and produce evaluation reports; (c) the Committee, which provides the final assessment and decision to register a site.

Activities conducted at the State Party level are considered outside the scope of the model. The “results” produced by the States Parties are included in the model as “inputs” to the World Heritage System business processes: the model will not include activities to produce a periodic report; however, it will include an activity to analyse the periodic reports that are received.

The following tables contain the business processes required to implement the Convention. Each business process produces a set of outputs and contributes to an outcome: The outcomes that are documented (i.e., derived from statements in the Convention, statutory reports or other documents about World Heritage) should be related to the ultimate goals of the Convention. The outputs indicated are actual documents that are produced by the Centre, the Committee and/or the Advisory Bodies.

The set of business processes constitutes the reference model of the World Heritage System: it includes all activities executed and results produced to achieve the goals of the Convention. A detailed model can be found in Appendix 1 and includes more activities, key outputs, outcomes and potential indicators.

Although the list of activities under each process does not need to be exhaustive, it should be sufficiently detailed to identify all key results to be produced. The nature, quality and quantity of a set of outputs should contribute to the achievement of an outcome.

A fundamental step involved in introducing results-based management is the identification of the desired results, which serves to complete, validate and approve the World Heritage System model provided. During the mandate, a preliminary model was developed to start the planning process and to orient the discussions. The iterative development of the model is still ongoing. This RBM diagnosis uses the latest version of the model and focuses mainly on the (proposed) outcomes in order to maintain the discussions and observations at a strategic level.

2.2 World Heritage System Management Processes

The model classifies processes under three categories:

- The management processes, related to the governance instruments of the System, known as the drivers.
- The core processes, related to the World Heritage System core competency.
- The support processes, related to the World Heritage System resources, generally known as the enablers.

The management processes include all activities required to provide the regulatory framework, the strategic and operational plans and to keep the organizational structure aligned with the strategies.

Table 1: World Heritage System Management Process

Process	Outcome
World Heritage Governance Instruments <ul style="list-style-type: none"> • Put in place legal framework of powers, duties and functions that reflect and enable its objectives • Put in place an organizational structure (the foundation for RBM) • Prepare/monitor World Heritage System Plans • Monitor compliance • Report on Plans 	<ul style="list-style-type: none"> • A clear and shared vision of what World Heritage System is to accomplish

2.3 World Heritage System Core Processes

The core processes are groupings of activities that are directly related to an organization's mission and are unique to each organization. The core processes in this case are related to the World Heritage Convention.

Table 2: World Heritage System Core Processes

Process	Outcome
World Heritage Convention and States Parties <ul style="list-style-type: none"> • Promote ratification to Convention • Maintain list of States Parties 	<ul style="list-style-type: none"> • The Convention is signed by all States Parties • The States Parties are fully committed to the implementation of the Convention

Process	Outcome
<ul style="list-style-type: none"> • Maintain Rules of procedures • Inform State Parties • Organize General Assembly of States Parties 	
<p>World Heritage Committee</p> <ul style="list-style-type: none"> • Organize Committee meetings • Organize elections of Committee members • Maintain list of Committee members • Inform Committee members • Prepare working documents of Committees • Prepare Committee reports • Follow-up on Committee decisions 	<ul style="list-style-type: none"> • Strategic decision-making that is informed and provides sound leadership
<p>World Heritage Fund</p> <ul style="list-style-type: none"> • Receive contributions from States Parties • Provide technical assistance to requests funds for international assistance (IA) • Allocate International Assistance • Evaluate allocation of International Assistance • Report on IA 	<ul style="list-style-type: none"> • Sustainable funding mechanism for World Heritage sites • Effective allocation of World Heritage Fund
<p>World Heritage Partners</p> <ul style="list-style-type: none"> • Identify potential partners (public, private institutions and other UN programmes) • Negotiate/develop partnership agreements (scientific, funding, operational) • Report on partnership 	<ul style="list-style-type: none"> • Mobilization of sustainable resources for the conservation of World Heritage sites • Public awareness, involvement and increased support for World Heritage
<p>World Heritage Emblem</p> <ul style="list-style-type: none"> • Produce/maintain principles and guidelines for its use • Provide information, training, promote use • Authorize use • Produce yearly report on the authorized uses of the Emblem 	<ul style="list-style-type: none"> • Proper use of World Heritage Emblem
<p>World Heritage List of Properties</p> <ul style="list-style-type: none"> • Provide assistance to States Parties for the preparation of tentative lists of sites • Provide assistance for the preparation of a nomination file • Assess completeness of nomination file • Register nominations • Assess outstanding universal value 	<ul style="list-style-type: none"> • Representative, balanced and credible World Heritage List

Process	Outcome
<ul style="list-style-type: none"> • Approve nomination • Update World Heritage System List (put/remove sites on/from list) • Report progress on the Global Strategy 	
<p>State of Conservation of Sites</p> <ul style="list-style-type: none"> • Organize/execute reactive monitoring • Provide assistance/examine periodic reports • Determine threats to sites • Register sites on World Heritage List in danger • Produce State of Conservation reports 	<ul style="list-style-type: none"> • Accurate status of World Heritage properties
<p>Site Management (conservation/development)</p> <ul style="list-style-type: none"> • Prepare regional action plans • Provide technical assistance to prepare site management plan • Identify conservation opportunities • Prepare project proposals • Raise funds • Organize projects • Implement projects • Reports on projects 	<ul style="list-style-type: none"> • Effective conservation and management of World Heritage properties • Effectiveness of International Assistance
<p>Capacity of States Parties</p> <ul style="list-style-type: none"> • Develop/implement educational materials, activities and programmes • Make recommendations for future training initiatives and strategies • Report on plans and strategy 	<ul style="list-style-type: none"> • Capacity of national/regional institutions to protect and manage World Heritage properties
<p>World Heritage Background Knowledge (research)</p> <ul style="list-style-type: none"> • Plan for knowledge area research • Conduct thematic programmes/studies • Disseminate research results 	<ul style="list-style-type: none"> • Effective protection of the World Heritage properties • Effective Conservation of World Heritage properties
<p>Promote/advocate the concept of World Heritage</p> <ul style="list-style-type: none"> • Prepare/implement promotional projects • Prepare periodicals, publications, information materials • Prepare materials for media 	<ul style="list-style-type: none"> • Public awareness and involvement of the Convention, World Heritage concept and List

2.4 World Heritage Centre Support Processes

Support processes are groupings of activities related to the management of the resources used by an organization; this set of processes is common to all organizations.

Table 3: World Heritage Centre Support Processes

World Heritage Centre Human Resources	<ul style="list-style-type: none"> • A workforce that is productive, principled, sustainable and adaptable
World Heritage Centre Finances	<ul style="list-style-type: none"> • Sound financial management, integrity and transparency
World Heritage Centre Material and Equipment	<ul style="list-style-type: none"> • A workplace that is fair, enabling, healthy and safe
World Heritage Centre Facilities	<ul style="list-style-type: none"> • A workplace that is fair, enabling, healthy and safe
World Heritage Centre Information Systems	<ul style="list-style-type: none"> • Decision-making that is informed and provides sound leadership • Technical advices that has desired impact
World Heritage Information/knowledge <ul style="list-style-type: none"> • Produce/update knowledge management strategy 	<ul style="list-style-type: none"> • Institutional memory

3. RBM Framework

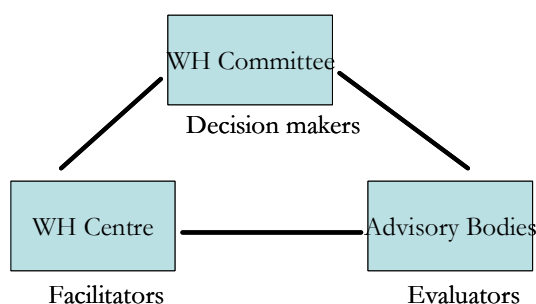
3.1 The need to define expected results

The World Heritage Convention states: “An Intergovernmental Committee for the Protection of the Cultural and Natural Heritage of Outstanding Universal Value, called “the World Heritage Committee”, is hereby established.” This Committee makes all decisions related to World Heritage protection and conservation.

It also states that the ICOMOS and IUCN “evaluate properties nominated on the World Heritage List and present evaluation reports to the Committee.” The Advisory Bodies have an expert role.

Article 14 states: “The World Heritage Committee shall be assisted by a Secretariat appointed by the Director-General of the United Nations Educational, Scientific and Cultural Organization. The Director-General of the United Nations Educational, Scientific and Cultural Organization shall prepare the Committee’s documentation and the agenda of its meetings and shall have the responsibility for the implementation of its decisions.” The Secretariat has a facilitating role.

The intention of the Convention was to establish three pillars:



As stated on the UNESCO Web site and documented in the World Heritage System model in Appendix 1, the role of the Centre has evolved and it is carrying out activities that are beyond a facilitating or Secretariat role: “the World Heritage Centre is the focal point and coordinator within UNESCO

for all matters related to World Heritage. Ensuring the day-to-day management of the Convention, the Centre organizes the annual sessions of the World Heritage Committee and its Bureau, provides advice to States Parties in the preparation of site nominations, organizes international assistance from the World Heritage Fund upon request, and coordinates both the reporting on the condition of sites and the emergency action undertaken when a site is threatened. The Centre also organizes technical seminars and workshops, updates the World Heritage List and database, develops teaching materials to raise awareness among young people of the need for heritage preservation, and keeps the public informed of World Heritage issues.” The Centre is playing a more active role in the area of protection and conservation than originally envisaged.

Moreover, when the Centre was established in 1992, there were approximately 200 sites inscribed on the list of properties. There are currently 812 registered sites and another 1,326 sites on tentative lists. However, the resources made available to the Centre have not been proportional to the increasing demands made on it.

Recommendations 1: Define expected results; review and agree on the World Heritage System model.

The very first step to setting up an RBM framework is to define the expected results (outputs and outcomes) in order to provide all stakeholders with a clear and shared vision of the Centre’s core responsibilities.

The proposed World Heritage System model includes results produced by the Centre, the Committee and the Advisory Bodies and is provided to facilitate the articulation of a common vision. The specific responsibilities of the Centre could be identified once the model is complete and agreed upon.

During the analysis of the desired results, care must be taken to balance expectations with available resources. Necessary resources must be made available to ensure the Centre is realistically capable of meeting expectations. For instance, the following options need to be analysed:

- The World Heritage System (the Committee, the Centre and Advisory Bodies) will produce fewer results: some of the current responsibilities of the Centre will be shifted to other stakeholders or organizations;
- The results produced will decrease in depth: the Centre takes on a more advisory or oversight role and gets involved only strategically in the field;
- The amount of resources available are increased directly or indirectly (through partners):
 - Finances: increase regular budget or extra-budget
 - Human resources
 - Time

In the RBM methodology, the currently stated strategic objectives represent a desired outcome; each outcome needs to be associated with indicators and specific targets as illustrated in the following table:

	Outcome (Strategic objective)	Indicator	Specific target (SMART)
C1	Credibility of World Heritage List	Category of sites	Percentage of cultural, natural and mixed sites By year 20XX

Every target must satisfy the SMART criteria (Specific, Measurable, Attainable, Relevant and Timely). The attainability is determined by the resources available; therefore, a target cannot be set realistically

if an assessment of its attainability has not been done. To assess the resources required to achieve a desired outcome, each outcome must be associated with at least one process; conversely every process which produces outputs and uses resources should be associated with at least one outcome.

The World Heritage System model is the proposed tool to use to prepare a complete picture of what is desired and to put it in the context of the Centre's operations. The business process and outcomes should be validated, the indicators selected and the corresponding targets set, for submission to the Committee for approval.

3.2 Accountability for results

In addition to the above observation, there is a fundamental principle underlying the implementation of results-based management framework: the notion of accountability for results.

A unit or a person can be held accountable for results if and only if there is delegated authority over the resources required to produce the results. Three interrelated concepts must be defined and balanced:

- **Responsibility:** set of outputs to produce and related activities.
- **Accountability:** set of outputs on which performance will be assessed.
- **Authority:** set of decisions associated to the production of the outputs.

Currently, the Centre has limited input in decision-making related to expected results. The Centre should be involved in the development of the World Heritage System model to assist in determining to what extent the desired results are attainable and to take ownership of the results that they will be responsible to produce or to which they will be expected to contribute.

Recommendation 2: Develop a performance agreement with the Centre.

A performance agreement is an instrument that serves to define clearly the respective expectations of all concerned stakeholders; discuss and document the assumptions and risk tolerance levels; and negotiate and delegate the necessary authorities. The development of such an agreement requires open discussions among stakeholders (i.e., Committee, Centre, Advisory Bodies and UNESCO), empowers the Centre, and provides an opportunity to discuss risk management strategies.

3.3 Roles and responsibilities in RBM

The relationship between decision-makers and performers is different in a RBM environment. In fact, the entire management approach is different. In a traditional management environment, the focus is on assigning specific tasks to performers, with little if no delegation of authority; this creates a situation in which the performer has to report back to the manager on a frequent basis for decision-making and introduces in the process "proper" step-by-step control and direction. The performer has a limited perspective on the tasks and their context, and has limited accountability. The manager spends most of his or her time and effort in ensuring that available resources are used according to rules and policies with limited emphasis on the overall results. The underlying assumption of such a model is that the subordinates are not capable or trustworthy or mature enough to be provided with all the information or some degree of freedom.

In a RBM environment, the manager's role is one of leadership and facilitation rather than control: it is focused on defining or negotiating desired results with senior management; explaining to and negotiating desired results with the subordinates; obtaining or facilitating the acquisition of necessary resources; explaining the rules and policies so that the performer can apply them; and supervising the delivery of results in order to report back to senior management. The manager is part of a team and the relationship is horizontal rather than hierarchical. The negotiation and facilitation processes are the necessary ingredients for increased accountability. As soon as the manager takes control and intervenes in the delivery process, he or she in fact deprives the performer of all accountability. The

underlying assumptions in RBM is that the subordinates are experts in their own field (the manager should hire competent staff), and are therefore capable; can be trusted with reasonable safeguards (the manager should hire people with integrity); and mature enough to take full responsibility for their outputs. If they are mature enough to produce, they are also mature enough to suffer the consequences of not producing as agreed upon.

Recommendation 3: Adapt the roles and responsibilities of the Committee, the Centre and UNESCO to an RBM Framework.

Not taking away decision-making powers entrusted to it by the Convention, the Committee should shift its focus from control to effective governance and its role should be distinct from that of the Centre staff. In this context, the Committee should ensure that management has a clear sense of purpose, is committed to the achievement of outcomes, knowingly undertakes risks, and maintains appropriately opened communication, necessary resources and monitoring systems. Specifically, the Committee would be involved in the mission and the vision of the Centre; define the desired outcomes (with specific targets); approve proposed strategies; ensure that corresponding resources are available; and define governing rules and policies. It should refrain from getting involved in operational decisions.

UNESCO provides resources to the Centre. The Centre (supported by the Committee) should negotiate the necessary resources with UNESCO in order to produce expected results, including necessary authorities. UNESCO should ensure that proper safeguards and controls are in place, in accordance with its own risk-management strategy. It should work closely with the Centre to experiment a management style focused on results rather than controls. Lessons learned from this pilot could be applied to other UNESCO sectors.

3.4 Informed decision-making

At its annual session, the Committee is confronted with a very full agenda, long work days and limited time to devote to each topic. It is extremely challenging for Committee members to keep abreast of all issues submitted to them. As well, there is little time to carry on necessary debates during the Committee meetings.

Initially the Committee was to be made up of experts with both cultural and natural heritage expertise. However, it has evolved into a forum that has gradually moved away from purely technical heritage matters to policy issues. Those technical discussions still need to take place. Moreover, the Centre may need to consult with States Parties and receive guidance on key issues throughout the year.

Recommendation 4: Consider setting up Sub-Committees to analyse issues and prepare recommendations for the Committee.

Sub-Committees could be set up to deal with specific issues in between scheduled Committee meetings and make recommendations to the Committee in order to lighten the agenda of the scheduled meeting. This would free more time, at the meeting, for governance issues. The Sub-Committees would be composed of representatives of States Parties interested in specific issues. The following Sub-Committees are proposed:

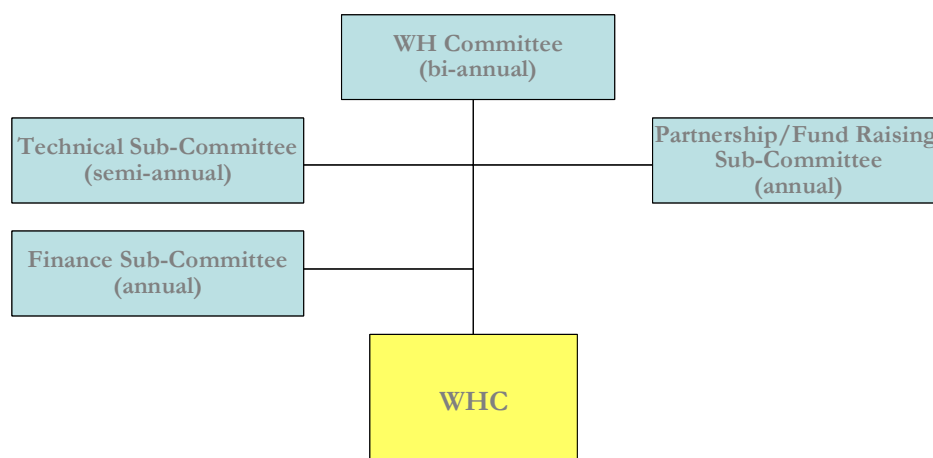
A Technical Sub-Committee to debate issues about the state of conservation of World Heritage properties.

A Finance Committee to review financial statements, funds allocation.

A Partnership or Fundraising Sub-Committee to discuss eligibility criteria and debate the eligibility of candidates, study partnership agreements and review fundraising strategies.

The frequency of their meetings could vary from one sub-committee to another. Care should be taken to schedule the meetings in such a way that they do not compete with one another, and therefore hinder the intended work.

Figure 3: Potential Sub-Committees



This issue has been raised on many occasions in the past. ²

4. Core Processes

The following two sections present observations on most processes, from an RBM perspective. Since the mandate was not to carry out an operational audit, the “diagnosis” does not cover all aspects of the operations, nor is it meant to comment on the current performance but rather to point at elements that set the stage for the management of results.

4.1 Process: World Heritage Fund

Outcome: Sustainable funding mechanism for World Heritage properties

The World Heritage System has practically achieved its desired outcome of having all countries become signatories to the Convention. This means that the ceiling has been reached for contributions by States Parties (as the rules stand). However, sites continue to be proposed for nomination and demands for World Heritage System resources are increasing. It is recommended that the basis on which contributions are levied be reviewed, with the possibility of associating them with the sites and not simply with the country. The policy for Contributions by States Parties is a strategic decision and must be approved by the General Assembly of States Parties.

Many observations have been made on the use of the World Heritage Fund for International Assistance and whether or not sufficient value is derived from the Fund³. This is a relatively small fund (compared to the extra-budgetary fund) and therefore should be managed strategically.

The initial strategy to use the World Heritage Fund as seed money should be revisited and/or enforced through proper controls if the *Effective Allocation of WH Fund* is to be achieved as an outcome. Indicators for effectiveness will need to be identified and specific targets proposed, agreed upon and approved by the Committee.

² WHC-2000/CONF.204/INF.7, WHC-2000/CONF.204/5, WHC-2000/CONF.204/21 , WHC-04/7.COM17, WHC-05/29.COM/18

³ WHC-05/29.COM/14B , International Assistance

4.2 Process: World Heritage Partners

*Outcomes: Mobilize sustainable resources for the conservation of World Heritage properties;
Public awareness, involvement and increased support for World Heritage*

The Centre must work closely with the Unesco Unit dedicated to partnerships (ERC/CFS/MLT) within the External Relations and Cooperation Sector. There are many categories of partners and a strategy will have to be devised for each category:

- States Parties
- Civil Society
- Advisory Bodies

For State Parties, a few years has passed since the creation of the Centre and lessons learned could be injected into a strategy that takes into account the challenges associated with nominating and then protecting World Heritage sites. Explicit agreements with State Parties could be developed as needed.

For Civil Society partners, such as non-governmental organizations, a balance must be struck between the need to obtain resources for conservation and the need to protect the reputation and credibility of the World Heritage Convention. This balance should not however prevent the Centre from mobilizing sufficient resources to produce its expected results; its reputation and credibility is at stake.

Specific eligibility rules should be defined and approved by the Committee (as part of its governance role) and used by the Centre to search for partners. The whole process of developing a relationship with a partner mobilizes considerable resources (human and time); since the Centre's resources are scarce, specific eligibility rules should be further refined to prevent wasting time on partners that would never qualify. In addition, an overall partnership strategy would certainly help to assure the Committee that issues such as balance or representation (i.e. sufficient partners from different States Parties) would also be targeted by the Centre in developing partnerships.

Advisory Bodies are partners as well; in the Convention, the responsibility for assessing the Outstanding Universal Value (OUV) is theirs. However, since they have expertise and knowledge in World Heritage, they are also contracted by the Centre to carry out monitoring and capacity-building activities.

Partnership model agreements specific to World Heritage should be produced and explicit agreements with all partners should be concluded (output of this process) and reported on to the Committee.

4.3 Process: World Heritage Convention and States Parties

Outcome: States Parties are fully committed to the implementation of the Convention

The World Heritage System has focused its attention on promoting ratification of, and support for the Convention; it has practically achieved the desired outcome. It must now focus on a second outcome which is to obtain the commitment of signatories to the effective protection of the sites listed. It should be noted that outcomes may change over time – as is the case for this process – or the indicators of the outcome may change. The identification of an outcome, its indicators and targets are part of a strategic reflection to produce a key governance instrument: the World Heritage System Strategic Plan. Strategic plans have a 3 to 5 year horizon and are updated on an annual basis. It is through these regular updates that outcomes are added or removed, indicators are modified and targets are adjusted.

The desired commitment from States Parties will need to be determined and a strategy to obtain it will need to be devised. Care must be taken to identify indicators and targets that are “attainable” and

to clearly define the role of the Centre (i.e. through the outputs required and corresponding indicators). In this specific process, given the fact that States Parties are sovereign in their country, the Centre can only influence and encourage the process, for instance, of enacting Heritage protection legislation (if this is the chosen indicator). The role of the Centre must be clearly defined (in the performance agreement) and its performance assessed in terms of the effort the Centre put in trying to influence the process. Although they may have produced all outputs expected of them, the targets may not have been achieved; this may mean that the strategy will have to be revisited. The Committee should be accountable for the soundness of the approved strategies.

4.4 Process: World Heritage List of Properties

Outcome: Representative (balanced and credible) World Heritage List

Two opposite forces are involved here: the credibility of the World Heritage List and the credibility of the Committee and its Secretariat. Stopping (or slowing down) the registration of sites may bring into question the List's representative character. If the nominations continue at the current rate, the credibility of the Committee and its Secretariat is challenged with respect to its capacity to support States Parties in their protection and conservation efforts. From the moment a site is identified on a tentative list, expectations are raised regarding the Centre. Once a site is registered, demands (at all levels, including financial, expertise and advice) start pouring in for assistance. To the extent that more expectations are created but only partially addressed or not at all (due to limited resources), the credibility of the Centre becomes an issue.

In order to achieve a balance between expected results and available resources, it is proposed to add steps to the nomination process where the "manageability" of the site would be assessed. Following the assessment of the OUV by the Advisory Bodies, the Centre would assess the site with additional criteria that would serve to clarify the expectations of both the Centre and of the State Party to the site. It would also allow the Centre to reserve sufficient resources for the newly listed sites and inform the other States Parties of the remaining resources allocated to assist them.

These additional steps to involve the Centre in the nomination process are necessary if the Centre is to be held accountable for results. In all cases, the key to successful performance is to negotiate upfront the respective commitments (the Centre and the State Parties) rather than observing the "failure" to perform (by either players) at a later date.

The manageability criteria should also be used in the decision to de-list properties.

4.5 Process: State of Conservation of Properties

Outcome: Accurate status of World Heritage Properties

Studies have been conducted to assess the extent to which the current strategy to monitor the state of conservation is producing an accurate picture. Similar to the other processes, the strategy for this process needs to be revisited, indicators identified and, most importantly, realistic targets must be set. This is particularly important since the greater the desired assessment accuracy, the more resources are mobilized. This must be weighed against the dramatic increase in the number of sites (that is still growing). One must devise a strategy to obtain "some" results to the satisfaction of all involved, given the resources available.

4.6 Process: Site Management (conservation and development)

Outcome: Effective conservation and management of World Heritage Properties

This process includes all project management activities, at Headquarters and in the field. It uses the funds that have been raised for specific intervention; fundraising activities have been included (in the model) with the "Partners" process.

As is the case with the previous process, this is resource intensive and the Centre must revisit its involvement in site management in light of the large number of sites listed. A strategy must be developed, and adhered to, in order to define the types of projects that should come under the responsibility of the Centre (pilot, strategic), and the extent to which the Centre should get involved in a given project (project design, project funding, project monitoring). The strategy needs to clearly define the roles and responsibilities of the stakeholders: UNESCO and its field offices, the Centre, States Parties and the Partners.

This strategy will have to be synchronized with the partners' strategy to ensure proper synergy (again, in light of very limited resources).

4.7 Process: Capacity of States Parties

Outcome: Capacity of national/regional institutions to protect and manage World Heritage Properties

The high calibre and unique expertise of the Centre's staff are particularly indicated for capacity-building. This process can mobilize a lot of resources and have very little impact if not used strategically.

All teaching activities should have a clear identified multiplier effect and should not, as a general rule, be conducted for the benefit of a few on a specific site. The strategy should be approved and enforced rigorously because, despite being already agreed upon, there are still instances of training activities at a single site with no measurable multiplier effect.

4.8 Process: World Heritage Background Knowledge (Research)

Outcome: Effective protection and conservation of the World Heritage Properties

The Centre is, *inter alia*, implementing Thematic Programmes and producing thematic studies that aim to benefit and inform site protection and conservation. As for capacity building, the Centre is particularly well positioned to make a major contribution in this area. As part of UNESCO, it is an ideal platform to foster research activities and publications.

A strategy should be developed to determine the topics and the number of research projects that the Centre has the resources to engage in. Of particular importance are research projects that can increase the Centre's visibility and credibility.

4.9 Process: World Heritage Governance Instruments

Outcome: A clear and shared vision of what World Heritage System is to accomplish

Recommendation 5: Develop a World Heritage System Strategic Plan derived from the strategic plan for each process.

A key governance instrument must be developed: the World Heritage System strategic plan. The overall strategy is the integration of all the process strategies discussed above. Similar to the development of a budget, the process for developing an overall strategic plan initially provides directions to the process owners; each process owner can then proceed to develop its own strategy. All strategies are then reviewed and integrated in the overall plan, making sure potential synergies among processes are taking place. The result is a coherent picture of all its planned results, with clear targets that can then be translated into operational plans.

5. Support Processes: The enablers

5.1 Process: World Heritage Centre Human Resources

Outcome: Sustainable workforce capable of producing required results

There are two aspects to consider when planning for human resources: the efficiency of the resources and their effectiveness.

Efficiency is concerned with the quantity and quality of resources. If there are too many resources for the work to be done, it is unnecessarily costly. However, if too few resources are available, the capacity to produce expected results (effectiveness) will be impacted.

It is well known that the Centre does not currently have sufficient resources for the results it is expected to produce. Moreover, the current ratio of permanent staff to temporary staff weakens their effectiveness: instead of concentrating on producing results, staff has to figure out creative ways to acquire and justify resources, or make do without them. Moreover, the temporary status of the resources creates a high turn over which mobilizes the existing (scarce) resources even more since they have to manage the comings and goings and the integration and training of the new staff. High turn over also contributes to institutional memory loss.

In an RBM context, a manager cannot be held accountable for results if he or she does not have control over the available resources. The quantity and type of resources should be determined by the planning process. The strategy of each process will identify the desired outcome, indicators and targets. The targets will determine the resources required; in fact, as already indicated previously, targets have to be balanced against resources (human or others).

The quantity and quality of resources impacts their effectiveness, as does the organization of the resources, more specifically the organizational structure. It is easier for a resource to produce expected results if it is focused on a set of cohesive outputs for a specific stakeholder. Since the business processes incorporate the activities in a cohesive and coherent manner, it is recommended to create an organizational structure where each unit is focused, or owns, one or more business processes. The set of outputs associated with a given business process is the responsibility of one manager (process owner) who is accountable for their production. The production of each output is the responsibility of his or her staff.

The ratio of professional/administrative staff is another element that impacts overall performance. The manager of a given unit should have the necessary (delegated) authority to organize the unit in order to maximize performance. Because of the higher cost of a professional, the manager should ensure that most of the expert time is spent using his/her higher skills set. If there is not sufficient administrative staff, the scarce and higher cost professional will waste time on administrative duties. An organization should allow all staff to use its higher skills sets, the majority of the time. This is of even more strategic importance in an environment where resources are scarce.

Recommendation 6: Organize the Centre around its processes.

All the activities of a process should reside within one and only one unit and the mission of the unit should be described in terms of the business process it owns.

Process owners must be identified for each process and sufficient authority must be delegated to identify and staff necessary positions.

Furthermore, every job description should be described in terms of the business process and should include:

- Responsibilities: activities and outputs to produce;
- Accountabilities: the outputs against which performance will be measured;
- Delegated authority: the authority to carry out the responsibilities.

The performance agreement between the Centre, the Committee and UNESCO should be broken down into performance agreements for each unit and a performance agreement for each staff

member or performer. The workload will have to be assessed to determine the number of positions necessary to achieve the targeted results.

The table below proposes a distribution of processes to the Centre's units. Additional criteria (e.g., stakeholder/client, skills set, planning horizon) have been applied to ensure a highly efficient and effective work organization. We have also indicated where the Advisory Bodies contribute and/or participate in the process. Whenever Centre staff is indicated, it includes permanent as well as supernumerary staff.

Since the Centre is part of UNESCO (Culture Sector), we have indicated where the business process is functionally dependent and must be synchronized with other UNESCO units. This distribution is indicative; it must be analysed further, enriched with more details, debated with respect to specific business cases, adjusted to conform to UNESCO policies, rules and regulations and finally approved.

Table 4: Proposed Distribution of Processes in the Centre Units

<i>Management Process</i>	<i>Process Owner Centre Unit</i>	<i>Performer</i>	<i>UNESCO</i>
World Heritage Governance Instruments	Governance	Centre staff	BSP
<i>Core processes</i>	<i>Process owner</i>	<i>Performer</i>	<i>UNESCO</i>
Convention and States Parties	Governance	Centre staff	
World Heritage Committee	Governance	Centre staff Advisory Bodies	
World Heritage Fund	Administration	Centre staff	
World Heritage Partners	Fundraising	Centre staff	ERC
World Heritage Emblem	Fundraising	Centre staff	ERC
World Heritage List of Properties	Regions	Centre staff Advisory Bodies	
State of Conservation of Sites	Regions	Centre staff Advisory bodies	Science Sector
Site Management (conservation/development)	Regions	Centre staff Advisory bodies	Science Sector
Capacity of States Parties	Research & training	Centre staff Advisory bodies	Field Offices
Produce World Heritage Background Knowledge	Research & training	Centre staff	
Promote/advocate the concept of World Heritage	Communication	Centre staff	BPI
<i>Support processes</i>	<i>Process owner</i>	<i>Performer</i>	<i>UNESCO</i>
Centre Human Resources	Administration	Centre staff	HRM
Centre Finances	Administration	Centre staff	BB
Centre Information Systems	Administration	Centre staff	ADM/DIT
World Heritage Information/knowledge	Administration	Centre staff	ADM/DIT/ ARC
Centre Material and Equipment	Administration	Centre staff	ADM/PRO

Centre Facilities	Administration	Centre staff	
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5.2 Process: World Heritage Centre Finances

Outcome: Sound financial management, integrity and transparency

This process covers the accounting and reporting of the Funds movements whether they are from the regular programme or extra-budgetary: the source of the funds (the donor) determines the tracking and reporting rules.

In a RBM context, a process manager cannot be held accountable for results if he or she does not have control over available resources: funds are a key resource. The amount needed by each process owner should be determined by the planning process. The strategy of each process will identify the desired outcome, indicators and targets. The targets will determine the resources required; in fact, targets have to be balanced against resources (funds and others).

Each process owner (unit manager) will prepare an operational plan (biennial, broken down by month) that will include a budget. The unit manager will proceed to execute the budget as planned and report back to his or her superior on the actual expenditures and outputs and justify any variance. At reporting time, some assumptions may be reviewed and used to adjust the plan for the remainder of the biennium.

5.3 Process: World Heritage Centre Information Technology

Outcome: Decision-making that is informed and provides sound leadership

This process concerns the management of the hardware, software, networks and applications of the Centre. Corporate applications (such as SISTER, SAP) are the responsibility of UNESCO ADM/DIT. The bulk of the work done in the Centre is devoted to maintaining office equipment, the Web site and help desk function.

It is through this process that the Centre's performance measurement system will be put in place.

5.4 Process: World Heritage Information/Knowledge

Outcome: Institutional memory

All processes produce information and knowledge. The main purpose of this specific process is to ensure proper safekeeping of the information so that there is no loss of institutional memory. One of its key outputs is the knowledge management strategy/policy which should cover the following:

- The type of information/knowledge that constitutes institutional memory (*what*)
- The metadata to be kept about the information (e.g., the author, date produced, revised, privileges, etc.)
- The classification to be used
- The "container" of the information and knowledge, the medium used (hard copy, electronic copies), the number of copies kept (*how*)
- The location of the information/knowledge (*where*)
- The conservation period and the archiving rules (*how long*)
- The access/distribution rules (*security*)
- The modification/updating rules (*integrity*)

6. Roadmap to RBM

Four projects have been defined to position the Centre for RBM. The projects are not listed in sequence and may be executed in parallel. Total estimated duration provided is based on the assumption that the projects are executed sequentially.

The first project proposed, **World Heritage System Overall Strategic Plan**, provides the foundation for RBM. It defines all outputs and outcomes for all business processes (complete and approve the preliminary model provided); provides an integrated strategy of all individual business process strategies; and identifies attainable targets. This project will contribute to repositioning the role of the Centre in the current context and will serve to clarify the roles of the Partners and States Parties.

It will also encourage open discussions and should contribute to building the “change coalition” towards RBM.

The second project proposed, **Accountability for results**, focuses on the internal structure of the Centre. It provides an organization that facilitates the focus on results, creates units that are cohesive in their outputs, stakeholders and skills set. It is conducive to the RBM management philosophy, that is trusting and open. It allows all involved to put their highest skills set to the service of the World Heritage, contributing to increased production of quality results and job satisfaction. It creates a structure where the process owners and performers can track accomplishments and derive lessons learned for continuous performance improvements.

The third project proposed, **Performance Measurement System**, is slightly more technical in nature. Using the indicators developed during the Strategic Plan project, it set-up all the necessary methods, procedures and systems to track, monitor and report on performance.

Finally the last project, **World Heritage Governance**, intends to revisit the current governance. It will introduce clear governance approach in an RBM environment that is conducive to sound leadership and informed decision-making. It provides mechanisms to drill down and explore strategic issues while putting to contribution the wealth of knowledge and expertise of World Heritage stakeholders.

A Project Identification Sheet has been developed for each project (see Appendix 2).

The following table indicates the estimated cost as well as duration of each project.

Table 5: Roadmap – Estimated Cost and Duration

Projects	Budget (USD)	Duration
1. World Heritage System Overall Strategic Plan	126,688	13 weeks
2. Accountability for results	54,625	4 weeks
3. Performance Measurement System	48,375	4 weeks
4. World Heritage Governance	20,000	2 weeks
Total	249,688	23 weeks

Appendix 1: World Heritage System Model

Processes - Core	Outputs	Indicators	Outcomes	Indicators
World Heritage Committee <ul style="list-style-type: none"> Organize Committee meetings Maintain list of Committee members Organize elections of Committee members Prepare Committee working documents Prepare Committee reports Follow-up on Committee decisions Inform Committee members Report on Committee's activities 	<ul style="list-style-type: none"> List of Committee members Committee working and information documents Committee reports Letters on Decision Report on decisions Report on decisions implementation 		<ul style="list-style-type: none"> Strategic decision-making that is informed and provides sound leadership 	<ul style="list-style-type: none"> Number of strategic and operational decisions Number of decisions that can be implemented in timeframe
World Heritage Fund <ul style="list-style-type: none"> Receive contributions from States Parties Provide technical assistance to requests for funds for international assistance Allocate IA Evaluate allocation of IA Report on IA 	<ul style="list-style-type: none"> Status of contributions International Assistance Request (IAR) Allocation of IA 	<ul style="list-style-type: none"> Percentage of contributions received Distribution of funds according to priorities of the Committee 	<ul style="list-style-type: none"> Sustainable funding mechanism for WH sites Effective allocation of WH funds 	<ul style="list-style-type: none"> Amount collected; number of sites listed Amount disbursed or available Percentage of Fund used for seed money
World Heritage Partners <ul style="list-style-type: none"> Develop partnership strategy Identify potential partners (public, private institutions and other UN programmes) Negotiate/develop partnership agreements (scientific, funding, operational) Promote voluntary donations Organize fundraising campaigns Assess the value of the partnership Report on partnership 	<ul style="list-style-type: none"> Letter of Intent Partnership agreements Funds-in-Trust agreements MOUs List of partners Report (annual) on partnership results 	<ul style="list-style-type: none"> Number of partnership agreements/number of potential partners 	<ul style="list-style-type: none"> Mobilization of sustainable resources for the conservation of WH sites Public awareness, involvement and increased support for WH 	<ul style="list-style-type: none"> Type and quantity of resources mobilized Number of suitable partners
World Heritage Emblem <ul style="list-style-type: none"> Produce/maintain principles and guidelines for its use Provide information, training, promote use Authorize the use Produce yearly report on the authorized uses of the Emblem 	<ul style="list-style-type: none"> User's manual/guidebook Annual report on the uses of the Emblem 		<ul style="list-style-type: none"> Proper use of WH Emblem 	<ul style="list-style-type: none"> Number of specialized focal points established within countries (to help track uses)
Processes - Core	Outputs	Indicators	Outcomes	Indicators
WH Convention and States Parties				

<ul style="list-style-type: none"> Promote adhesion to WH Convention Prepare strategy to increase commitment to the Convention Revise and adopt Operational guidelines for the implementation of the WH Convention Maintain list of States Parties Maintain rules of procedures Inform States Parties (national focal points/permanent delegations) Organize General Assembly of States Parties Obtain strategic priorities Share information and coordinate with other Conventions, programmes and international organizations related to WH Report on level of adhesion/commitment 	<ul style="list-style-type: none"> Operational guidelines List of States Parties and focal points Rules of procedures Circular letters General Assembly documents MOUs Agreements Committees, task forces Inter-sectoral groups 	<ul style="list-style-type: none"> Number of language operational guidelines published Delay to obtain approval Number of required amendments Date nomination is submitted Number of rejected nominations 	<ul style="list-style-type: none"> The Convention is signed by all States The States Parties are fully committed to the implementation of the Convention 	<ul style="list-style-type: none"> Number of States that have not yet ratified it States Parties legislation that integrates the Convention principles
<p>World Heritage List of Properties</p> <ul style="list-style-type: none"> Contribute to Global Strategy for representative, balanced, credible WH List Provide assistance to States Parties for the preparation of tentative site lists Provide assistance for the preparation of a nomination file Assess completeness of nomination file Register nominations Assess outstanding universal value Visit nominated sites Prepare evaluation report Review evaluation report Approve nomination Maintain WHC nomination archives Update WH List (add/remove sites) Provide information on WH List Report progress on the Global Strategy 	<ul style="list-style-type: none"> Global Strategy for representative WH List Tentative lists of sites Nomination files Evaluation reports WH List Training material IA projects Progress report on Global Strategy 	<ul style="list-style-type: none"> Level of harmonization of tentative lists State of site (value, management, authenticity, integrity) at inscription time 	<ul style="list-style-type: none"> Representative (balanced and credible) WH List 	<ul style="list-style-type: none"> Distribution of sites by region, by category
Processes - Core	Outputs	Indicators	Outcomes	Indicators
<p>State of Conservation of Sites</p> <ul style="list-style-type: none"> Prepare strategy to obtain status of conservation Organize/execute reactive monitoring 	<ul style="list-style-type: none"> Reactive monitoring missions and reports 		<ul style="list-style-type: none"> Accurate status of WH properties 	<ul style="list-style-type: none"> Number of SOC reports and sites listed

<ul style="list-style-type: none"> • Provide assistance/examine periodic reports • Determine sites in danger • Identify actions to counteract the dangers that threaten Heritage • Register sites on WH List in danger • Produce State of Conservation reports (SOC) • Produce Synthesis Periodic Reports 	<ul style="list-style-type: none"> •WH List in danger •SOC reports •State of WH report 			
<p>Site Management (conservation/development)</p> <ul style="list-style-type: none"> • Prepare Regional Action Plans • Provide technical assistance to prepare site management plan • Identify conservation opportunities • Prepare project proposals • Raise funds • Organize projects • Implement projects • Reports on projects 	<ul style="list-style-type: none"> •Regional action plan •Site management plan •Project proposals •Project agreement •Contracts (IA, fundraising and others) •Project documents (all documents) •Emergency actions 	<ul style="list-style-type: none"> •Number of project proposals approved (funded) •Types of projects •Number of contracts terminated (by country, by region) •Number of contracts paid (by country, region) •Amount committed/ amount paid 	<ul style="list-style-type: none"> •Effective Conservation and management of WH Properties •Effectiveness of International Assistance 	<ul style="list-style-type: none"> •Number of projects achieving results, contributing to conservation •Number of sites added to WH List in danger •Amount of funds raised

Processes - Core	Outputs	Indicators	Outcomes	Indicators
<p>Capacity of States Parties</p> <ul style="list-style-type: none"> • Contribute to global training strategy • Produce training material • Organize training • Deliver training • Manage/follow-up training projects • Review annual reports on training 	<ul style="list-style-type: none"> •Global training strategy •Training/coaching material •Teams •Recommendations for future training initiatives 	<ul style="list-style-type: none"> •Cost of training/ number of persons ultimately trained 	<ul style="list-style-type: none"> •Capacity of national/ Regional institutions to protect and manage WH Properties 	<ul style="list-style-type: none"> •Number of sites nominated (by region, country) •Quality of periodic reports

<ul style="list-style-type: none"> initiatives • Make recommendations for future training initiatives and strategies • Report on plans and strategy 	<ul style="list-style-type: none"> • Learning network • Educational materials, activities and programmes 			<ul style="list-style-type: none"> • Quality of site management plan • No of site management projects achieving expected results • No of sites that have not deteriorated
WH Background Knowledge <ul style="list-style-type: none"> • Determine areas of knowledge to explore • Plan for knowledge area research • Conduct thematic programmes/studies • Disseminate research results 	<ul style="list-style-type: none"> • Scientific committees • Regional network • Thematic research themes • Thematic studies • Training material • Conservation intervention methodology, approach 		<ul style="list-style-type: none"> • Effective protection of the WH Properties • Effective Conservation of World Heritage Properties 	<ul style="list-style-type: none"> • Number of projects achieving results, contributing to conservation • Number of sites that have not deteriorated • Number of sites that have improved
Promote/advocate the concept of World Heritage <ul style="list-style-type: none"> • Preparation/implementation of promotional projects • Develop/implement educational materials, activities and programmes • Prepare periodicals, publications, information materials • Prepare materials for media 	<ul style="list-style-type: none"> • Web site • Periodicals, publications, information materials • Films, books, press releases 	<ul style="list-style-type: none"> • Number of visitors to the Web site 	<ul style="list-style-type: none"> • Public awareness and involvement of the WH Convention, WH concept and the WH List 	<ul style="list-style-type: none"> • Media perception of WHC

Processes - Management	Outputs	Indicators	Outcomes	Indicators
WH Governance Instruments <ul style="list-style-type: none"> • Put in place legal framework of powers, duties and functions that reflects and enables achievement of objectives • Put in place an organizational structure (the foundation for RBM) • Prepare/monitor WHC Plans • Monitor compliance 	<ul style="list-style-type: none"> • Policies, rules, regulations • Organizational structure • Strategic/operational Plans • Work plans • Progress reports • Audit plan • Audit reports • Lessons learned 	<ul style="list-style-type: none"> • A completed risk-based audit plan • A results-based organizational structure • Strategic plan • Demonstrated compliance 	<ul style="list-style-type: none"> • A clear and shared vision of what WHC is to accomplish 	<ul style="list-style-type: none"> • Strategic objectives (smart) for each process

	•Best practices			
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Processes - Support	Outputs	Indicators	Outcomes	Indicators
WHC HR <ul style="list-style-type: none"> Assess HR requirements Prepare job descriptions Recruit/procure staff Manage staff career Assess staff performance Train staff Manage labour relations Compensate staff 	<ul style="list-style-type: none"> HR Plan Staffing strategy Job descriptions Performance agreements Staff appraisals Organizational training strategy Staff training plan Training materials Terms of Reference Contracts 	<ul style="list-style-type: none"> HR planning aligned with the strategic outcomes Results-based job descriptions Results-based staff appraisals Number/topics of training sessions Quality and distribution of performance pay 	<ul style="list-style-type: none"> Sustainable workforce accountable for results Learning organization 	<ul style="list-style-type: none"> The size, mix of skills and diversity of backgrounds Ratio of permanent/temporary staff Ratio of professional/administrative staff Ratio of sites/staff
WHC Finances <ul style="list-style-type: none"> Prepare budget Monitor budget Report on the execution of the budget (financial statements) 	<ul style="list-style-type: none"> Budget Year-end forecasts and variance reports Financial statements 	<ul style="list-style-type: none"> Budget linked to results, and resources Timely/accurate financial statements Quality of trial balance submissions 	<ul style="list-style-type: none"> Sound financial management, integrity and transparency 	
Processes - Support	Outputs	Indicators	Outcomes	Indicators
WHC Material and Equipment <ul style="list-style-type: none"> Identify asset requirements Acquire material Receive material Pay for material 	<ul style="list-style-type: none"> Acquisition Plan Asset inventory Asset maintenance contracts 	<ul style="list-style-type: none"> A Results-based Acquisition Plan Cost-effective procurement Accurate inventory 		
WHC Facilities <ul style="list-style-type: none"> Identify space requirements Allocate space 	<ul style="list-style-type: none"> Facilities management plan 	<ul style="list-style-type: none"> Cost-effective facilities management 	<ul style="list-style-type: none"> A workplace that is fair, enabling, healthy and safe 	
WHC Information Systems <ul style="list-style-type: none"> Analyse WHC IT requirements Acquire applications 	<ul style="list-style-type: none"> Applications IT infrastructure 	<ul style="list-style-type: none"> Quality/quantity of available 	<ul style="list-style-type: none"> Decision-making that is 	

<ul style="list-style-type: none"> • Maintain applications • Maintain hardware/software • Set up/maintain Internet site 	<ul style="list-style-type: none"> •Reports •Web site •Help Desk •Streamlined procedures 	<p>documents</p> <ul style="list-style-type: none"> •Ease of use of Web site •Amount of down time •Quality/quantity of support 	<p>informed and provides sound leadership</p> <ul style="list-style-type: none"> •Technical advices that has desired impact 	
<p>WH Information/Knowledge</p> <ul style="list-style-type: none"> • Produce/update knowledge management strategy • Collect WH information • Store WH information • Provide access to WH - information • Establish WH knowledge-sharing mechanisms 	<ul style="list-style-type: none"> •Knowledge management strategy •Information access policy •Stored/archived documents (correspondence) •Procedures for storing and retrieving documents 	<ul style="list-style-type: none"> •Existence of relevant documents •Ease of access to information and documents 	<ul style="list-style-type: none"> •Institutional memory •Trustworthy relationship with stakeholders (transparency) 	

Appendix 2: Proposed Implementation Projects for RBM

Project: World Heritage System Overall Strategic Plan

Description/context	
UNESCO has gradually moved to RBM for managing its projects. The Centre could be the pilot for mainstreaming RBM in all its operations. An analysis of the current RBM readiness has determined that an overall strategic plan must be developed in order to define the desired results in light of the evolving role of the Centre and the ever-increasing number of sites on the World Heritage List.	
Objectives	
<ul style="list-style-type: none"> • Define desired results as a first step towards the implementation of RBM • Identify strategies to achieve desired results given existing resources • Determine the minimum resources necessary for the WHC to deliver results 	
Expected Results (outputs, outcomes or impacts)	
<ul style="list-style-type: none"> • A strategy for each core process, with output, outcome, indicators and targets • An overall integrated strategy for WHC approved by stakeholders • A clear and shared vision of what WHC is to accomplish over the next 5 years • Increased credibility for the WHC 	
Scope	
Includes	Excludes
All business processes: (core and support)	Performance agreements
Roadmap of projects to set up	Operational plans
Estimated budget for the roadmap	
Readiness criteria (prerequisites)	
Approval by the Committee	
Project sponsor, Strategic Planning Task Force, project team, process owners are identified	
Organizational units	
Involved	Impacted
All Centre process owners States Parties' representatives, WH Committee	UNESCO Field Offices World Heritage Partners
UNESCO/BSP and other units involved in support processes	
Risks	
Process owners are not available	Score
No consensus on targets and indicators	
World Heritage governance instruments need to be amended	
Budget	
126,688 USD	
The Centre	10 process owners for 15 days; 2 directors for 10 days
Project manager (1)	10 days – 14,250 USD
Strategy expert (1)	55 days – 65,563 USD
RBM expert (1)	60 days – 46,875 USD
Schedule	
Milestones	
Develop/update strategy for process	4 weeks
Obtain approval for each strategy	2 weeks
Integrate strategy in overall plan	3 weeks
Obtain approval for overall plan	4 weeks

Project: Accountability for Results

Description/context	
UNESCO is in the process of integrating RBM into its operations. The Centre is a pilot and its organization has to be re-aligned with its business process. This will set the stage for identifying process owners and have them accountable for the results. Accountability can be achieved if the activities within a business process all fall within the responsibilities of the process owner.	
Objectives	
<ul style="list-style-type: none"> • Align the Centre's organization with its business process • Define the mission of each unit in terms of the process it manages • Modify each job description in terms of the business process the position is involved in • Modify performance appraisals templates in terms of results to be produced 	
Expected Results (outputs, outcomes or impacts)	
<ul style="list-style-type: none"> • Approved organizational structure with corresponding unit mission and job descriptions • Performance agreements for all units and staff members • Sustainable workforce accountable for results • Increased credibility for the Centre 	
Scope	
Includes	Excludes
	Position classification, compensation evaluation
Workload assessment	Assessment of skills required
	Staff re-allocation, workflows documentation
Readiness criteria (prerequisites)	
UNESCO approves the project	
Job description templates exist	
Organizational units	
Involved	Impacted
HRM	
Risks	
No delegation of authority is authorized	Score
Budget	
	54,625 USD
Organizational design expert	20 days – 25,750 USD
HR expert	10 days – 7,813 USD
Planning and budgeting expert	15 days- 21,063 USD
Schedule	
	Milestones
Design of org. chart design	1 week
Presentation & approval of org. chart	2 weeks
Revision of job descriptions	1 week
Assistance for operational plans	3 weeks
Draft performance agreement	1 week

Project: Performance Measurement System

Description/context	
Inherent to RBM, is the measurement of results. The strategic plan will identify the indicators to be used to assess performance so that a performance measurement framework can be set up.	
Objectives	
<ul style="list-style-type: none"> • Define roles and responsibilities for performance measurement • Identify sources of indicators • Define and set up collection methods and procedures • Define monitoring and reporting procedures (including templates for reporting) 	
Expected Results (outputs, outcomes or impacts)	
<ul style="list-style-type: none"> • Performance framework is set up • The Centre performance can be assessed and reported on • Lessons can be derived and inform the planning process 	
Scope	
Includes	Excludes
Indicators for outputs and outcomes for all business processes	Obtaining baseline for all indicators
Readiness criteria (prerequisites)	
World Heritage System model is complete and approved	
Organizational units	
Involved	Impacted
IT unit and ADM/DIT	All Centre's units
Risks	
Indicators cannot be tracked and must be changed	Score
Information owner is outside the Centre and not available	
Systems cannot be modified	
Budget	
	48,375 USD
Information management expert	20 days – 25,750 USD
IT expert	20 days – 22,625 USD
Schedule	
	Milestones
Identify sources of indicators	1 week
Modify/set up tracking systems	2 weeks
Develop collection procedures	1 week
Develop monitoring reporting procedures	1 week
Provide training on procedures	1 week

Project: World Heritage Governance

Description/context	
The annual meeting is lengthy and has a very full agenda. Some of the issues on the agenda could be debated and recommendations prepared outside of the context of the annual meeting, with the input and involvement of stakeholders interested in specific issues. This would free up time for the Committee to focus on governance issues.	
Objectives	
<ul style="list-style-type: none"> • Present the role of the Committee in an RBM environment • Define the composition of Sub-Committees and TOR 	
Expected Results (outputs, outcomes or impacts)	
<ul style="list-style-type: none"> • Presentation on RBM governance • Strategic decision-making that is informed and sound leadership from the Committee • The Convention is implemented to the satisfaction of all stakeholders 	
Scope	
Includes	Excludes
Preparation and debate of Sub-Committees' purpose and composition	Holding a Sub-Committee meeting
Readiness criteria (prerequisites)	
Decision of the Committee to focus on governance issues	
Organizational units	
Involved	Impacted
The Committee, States Parties, UNESCO, Direction of the Centre	Centre staff, States Parties
Risks	Score
Reluctance to decrease involvement in management	
Lack of agreement on Sub-Committee composition	
Budget	20,000 USD
Governance expert	10 days
Schedule	Milestones
Present RBM governance concepts	1 week (includes preparation)
Develop TOR for Sub-Committees	1 week
Present TOR for Sub-Committees	