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SIXTEENTH SESSION OF THE GENERAL ASSEMBLY OF STATES PARTIES TO THE CONVENTION CONCERNING THE PROTECTION OF THE WORLD CULTURAL AND NATURAL HERITAGE

Paris, UNESCO Headquarters
24 – 25 October 2007
Room XI

Item 5 of the Provisional Agenda: Implementation of the Management Audit of the World Heritage Centre

Results-Based Plan for Implementing the Major Recommendations of the Management Audit of the World Heritage Centre

SUMMARY

As per Decision **31 COM 19** (Christchurch, 2007), paragraph 12 and 13, this document contains:

- I. Background
- II. Results-based plan for implementing the major recommendations of the management audit of the World Heritage Centre
- III. Draft Resolution

This document has been prepared on the basis of the findings of the Management Audit of the World Heritage Centre, and the views expressed at the 31st session of the World Heritage Committee.

Draft Resolution: 16 GA 5, see point III.

I. Background

1. As requested by the 30th session of the World Heritage Committee (Vilnius, 2006), a management audit of the World Heritage Centre (the Centre) was conducted between November 2006 and April 2007. The audit was carried out by the firm Deloitte, following a competitive selection process, according to the established UNESCO procedures. The final report of the Management Audit is available (in English and French) on the website of the World Heritage Centre at <http://whc.unesco.org> (see Document *WHC-07/31.COM/19A.rev*).
2. The report underlines the fact that the World Heritage Centre is a centre of excellence and that the programme it implements is one of the most visible programmes of UNESCO. It notes a high level of satisfaction in the global World Heritage constituency, both public and private, on the professional competence of the Centre. At the same time, it also draws attention to the increasing demands being made on the Centre's limited human and budgetary resources due to a growing mandate and workload, and on this basis outlines 20 recommendations which are aimed at improving the Centre's operational efficiency, effectiveness and global performance. These 20 recommendations can be grouped into four broad categories: (i) developing a system for knowledge management and information sharing; (ii) improving the accounting and budgetary management; (iii) strengthening management processes and structure; and (iv) improving external relations with partners and Advisory Bodies.
3. The final report on the Management Audit, and the preliminary observations of the Director General of UNESCO, were considered by the World Heritage Committee at its 31st session (Christchurch, 2007) and Decision **31 COM 19** was adopted (see *Annex*). Paragraph 13 of the decision calls for a results-based plan to be presented to the 16th session of the General Assembly of States Parties on implementing paragraph 12 of the decision. Considering the fact that very limited time was available for preparation of this document for the General Assembly, including discussions with various sectors and services of UNESCO, a framework plan can be presented at this stage. A more advanced report will be presented to the 32nd session of the Committee in 2008.
4. Accordingly, a plan for implementing the major recommendations outlined in paragraph 12 of Decision **31 COM 19** is presented below. It must be noted that the implementation of the recommendations will require consultation with different internal and external partners, and some will also have significant financial implications, which will entail the securing of the necessary budgetary or extra-budgetary resources, thus, impacting also on the proposed implementation schedule.

II. Results-Based Plan for implementing the major Recommendations of the Management Audit of the World Heritage Centre

	Recommendation	Actions Proposed	Time-Frame	Results Expected
1.	Improve the accounting and budgetary management and internal control mechanism	a) An internal note will be issued, clarifying the delegation of authority and administrative flexibility granted to the WHC	2007	Management and efficiency of WHC improved
		b) An Internal Control Management system will be developed and instituted in order to properly assess and supervise the use of financial and staff resources of the WHC	2008 - 2009	Accounting and budgetary management within WHC enhanced
		c) An analytical accounting system for WHC will be developed, in consultation with Central Services of UNESCO and with the help of external professional help, as necessary	2008 - 2009	
		d) The formats for the financial statements of WHC will be reviewed and revised	2007 - 2008	
		e) Section and Unit Heads will be fully and regularly involved in the preparation and management of budgets from all sources	Immediate	
2.	Strengthen management process	a) A system of regular staff meetings will be introduced and institutionalized in order to identify and expeditiously resolve management issues	Immediate	Effectiveness and efficiency of the WHC reinforced
		b) The Administration Unit of WHC will improve its methods of work in close cooperation with all Sections and Units, and vice-versa, to facilitate timely and successful implementation of all operations of WHC by identifying and resolving administrative constraints in a timely manner	Continuing	

	Recommendation	Actions Proposed	Time-Frame	Results Expected
		c) Coordination with UNESCO Field Offices and other Programme Sectors will be further strengthened for implementing various tasks and functions	Continuing	Inter-sectoral coordination and coordination with Field Offices strengthened
		d) A Steering Committee will be set-up, comprising the ADGs for Culture and for Natural Sciences, as well as the Director of WHC, to work upstream of the preparation of each C5 and work plans to ensure complementarity of functions	2007	
		e) The contracting procedures between UNESCO and the Advisory Bodies to the World Heritage Committee will be simplified, in consultation with the relevant Central Services of UNESCO	2007 - 2008	
3.	Clarify the organizational structure and personnel requirements, including a mapping of the workload and innovative proposals for the engagement of non-permanent staff	a) The organizational structure of WHC will be simplified, as recommended by the Management Audit (recommendation 6.1). This will include regrouping of various Sections and Units around complementary functions, and establishing clear supervision and reporting lines. A DG Blue Note will be issued, on the basis of consultations held by him with the Executive Board in its private session	2007	Functional efficiency of WHC enhanced
		b) The work load of different functions within the WHC will be assessed, in cooperation with the Internal Oversight Service (IOS) of UNESCO, as a basis for estimating future personnel requirements of WHC	2007 - 2008	Distribution of workload of staff rationalized
		c) Innovative solutions for the creation of posts and the engagement of long-term temporary staff will be explored, in cooperation with the Central Services of UNESCO, including the complementary use of budgets from different sources (regular programme budget for activities, World	2007 - 2008	Security of tenure of staff improved

	Recommendation	Actions Proposed	Time-Frame	Results Expected
		Heritage Fund, and extra-budgetary funds). In the light of this study and on an experimental basis, a certain number of posts considered essential for the operation of WHC will be created by combining the various available resources		
4.	Delineate the respective roles of the World Heritage Centre and the Advisory Bodies	a) A protocol will be developed, which will clearly delineate the relative roles and responsibilities of the WHC and the Advisory Bodies (joint missions, drafting of state of conservation reports, studies and analysis, etc), and which will be consistent with the provisions of the <i>Convention</i> and its <i>Operational Guidelines</i>	2007 - 2008	Roles and responsibilities between the WHC and the Advisory Bodies clarified
5.	Develop and implement a strategy for knowledge management and information sharing	a) Ongoing efforts for the development of the online / web-based knowledge management facility and documentation centre will be continued and further strengthened, in close cooperation with the Advisory Bodies	Continuing	Knowledge management and information sharing functions of the WHC strengthened
		b) A mechanism for regular information sharing among the different sections / units, and between them and the WHC Directorate will be introduced and institutionalized	2007 - 2008	
		c) A procedures manual will be prepared for the WHC, which will clearly outline the process to be followed for its various management and technical tasks, in order to capture and document institutional knowledge	2007 - 2008	
6.	Prepare guidelines for carrying out World Heritage missions	a) This recommendation will be implemented in conjunction with action proposed at 4 a) above. Clear guidelines will be established for the different types of missions, including their relative priority, time spent on the missions, sources of financing, who (WHC, Advisory Bodies, Field Offices, other Programme Sectors, consultants) should go on which mission, etc.	Immediate	A clear strategy for WHC missions adopted and implemented

III. Draft Resolution

The General Assembly,

1. Having examined Document WHC-07/16.GA/5,
2. Takes note of the results-based action plan to implement the main recommendations of the management audit of the World Heritage Centre;
3. Welcomes the proposals of the Director General of UNESCO to improve the operational flexibility of the World Heritage Centre, clarify its organizational structure, and create posts, on an experimental basis, by combining multiple sources of financing, including the World Heritage Fund;
4. Urges the Director General to pursue the implementation of this action plan and other recommendations of the management audit; and
5. Requests that a progress report be submitted to the 17th session of the General Assembly in 2009.

PRESENTATION OF THE REPORT ON THE MANAGEMENT AUDIT OF THE WORLD HERITAGE CENTRE

Decision: 31 COM 19

The World Heritage Committee,

1. *Having examined Document WHC-07/31.COM/19B,*
2. *Recalling Decision **30 COM 6** and **30 COM 12** adopted at its 30th session (Vilnius, 2006);*
3. *Takes note of the recommendations presented in the Management Audit of the World Heritage Centre and the preliminary comments of the Director-General as well as the observations made by the Internal Oversight Service on the Audit;*
4. *Notes the assessment of the Audit which recognizes that the World Heritage Centre is a centre of excellence in its areas of competence and that the programme it implements is one of the most visible programmes of UNESCO;*
5. *Recalls that the main task of the World Heritage Centre is its role as Secretariat of the World Heritage Committee and to help implement the World Heritage Convention;*
6. *Notes the observations made by the Internal Oversight Service on the Audit, including the lack of precision of certain sets of data presented, the omission of the efficiency question in the use of resources, the insufficient mapping of the World Heritage Centre's workload, and the lack of information on temporary, consultant and field office staff, which are important elements to clarify in order to determine whether the World Heritage Centre is appropriately resourced to carry out its responsibilities;*
7. *Notes that more detailed information is needed regarding the mapping of the Centre's workload, its regional distribution and the consequences of the high proportion of personnel in temporary contracts.*
8. *Considers that more attention be paid to the development of a more long-term and stable workforce that reinforces the human capital of the World Heritage Centre.*
9. *Welcomes the Director-General's proposal to consider the World Heritage Centre as a pilot exercise to build an analytical accounting system for UNESCO as a whole;*
10. *Welcomes the Director-General's proposal to enable the World Heritage Centre, where appropriate, to use budgets from different sources in a complementary and efficient way to deliver the identified results;*
11. *Recommends strongly the Director-General, in recognition of the inter-sectoral character of the World Heritage Centre, which reflects its responsibilities for cultural and natural heritage sites, to reinstate its operational autonomy which at present does not sufficiently exist and further recommends the Director-General to take the measures necessary to ensure its operational autonomy;*
12. *Urges the Director of the World Heritage Centre to take action, on the basis of the Audit's findings and the views expressed at the 31st session of the World Heritage Committee, to reinforce the effectiveness and efficiency of the World Heritage Centre,*

in a manner consistent with Paragraph 27 of the Operational Guidelines that requires close co-operation with other sectors and field offices of UNESCO, and further urges the Director of the World Heritage Centre to:

- a) *improve the accounting and budgetary management and internal control mechanism,*
 - b) *strengthen management process,*
 - c) *clarify the organizational structure and personnel requirements within the World Heritage Centre, including a mapping of the workload and innovative proposals for the engagement of non permanent staff,*
 - d) *delineate the respective roles of the World Heritage Centre and the Advisory Bodies,*
 - e) *develop and implement a strategy for knowledge management and information sharing,*
 - f) *prepare guidelines for carrying out World Heritage missions;*
13. *Invites the Director of the World Heritage Centre to present to the Sixteenth session of the General Assembly of the States Parties a results- based plan implementing paragraph 12;*
14. *Calls on the Director of the World Heritage Centre to present a progress report on the implementation of this decision to the Committee at its 32nd session in 2008.*