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# World Heritage

# 36 COM

**WHC-12/36.COM/5A.2**

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

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

**WORLD HERITAGE COMMITTEE**

**Thirty-sixth session**

**Saint Petersburg, Russian Federation  
24 June–6 July 2012**

**Item 5A of the Provisional Agenda: Report of the World Heritage Centre on its activities and the implementation of the World Heritage Committee's decisions**

**5A.2 Draft of the new Partnerships for Conservation (PACT) Initiative strategy**

## **SUMMARY**

By Decision **35 COM 5A**, the World Heritage Committee invites the Director of the World Heritage Centre to submit a draft of the new PACT Initiative Strategy, taking into account the results of the evaluation of the External Auditor on the PACT Initiative, for examination at its 36th session, one of its major objectives being the increase of resources to the World Heritage Fund to the benefit of International Assistance.

This Document proposes a new draft strategy taking into account the lessons learnt from the partnerships established since the creation of PACT, its regulatory framework, previous draft strategy proposals and the recommendations of the external evaluation of 2010/2011. It has been elaborated in the context of the current reflection initiated by UNESCO about partnerships policy and strategy for engaging with the private sector. This document should be read in conjunction with Document WHC-12/36 COM/INF.5A.2

**Draft Decision: 36 COM 5A.2**, See Point VI.

## I. BACKGROUND

1. The World Heritage Centre launched the Partnerships for Conservation (PACT) Initiative in 2002 to develop sustainable partnerships whose purpose, beyond financial issues, is the development of a dialogue, an exchange, and an interaction between all stakeholders interested in World Heritage conservation.
2. Since 2002, the interest in World Heritage both in concept and marketing potential has grown increasingly. Efforts to structure the way in which partnerships are being developed are guided by a PACT regulatory framework (<http://whc.unesco.org/en/pact/>) adopted by the 29th session of the World Heritage Committee (Durban, 2005) and by UNESCO's existing directives included in the Administrative Manual (Chapter 5.8, November 2009, updated in June 2010).
3. The 26th session of the World Heritage Committee (Budapest, 2002) discussed the "Proposal for the development of a World Heritage Partnerships Initiative" and welcomed, among other, the initiative as a means to achieve, on an experimental basis, a new systematic approach to partnerships (Decision **26 COM 17.3**). The 7th Extraordinary session of the Committee (UNESCO, 2004) requested, among other, the Director of the World Heritage Centre to present for adoption at the 29th session a regulatory framework for PACT (Decision **7 EXT.COM 12**). At the 29th session (Durban, 2005) the document WHC-05/29.COM/13 presented a progress report on PACT including a regulatory framework which the Committee adopted (Decision **29 COM 13**). Document WHC-07/31.COM/15 submitted to the 31st session of the Committee (Christchurch, 2007) presented an internal evaluation of PACT and was followed by Decision **31 COM 15** expressing the satisfaction of the Committee with the results obtained and encouraging the Centre to continue the activities in the framework of PACT. It also requested the Centre to submit to the 32nd session of the Committee a document of reflection on the strategic orientations for partnerships. Document WHC-08/32.COM/INF.5D (Quebec City, 2008) presented a proposal for new strategic orientation for partnerships. There was no discussion at the 32nd session of the Committee related to this document.
4. PACT was the subject of two evaluation exercises, both conducted by UNESCO's External Auditor. The first evaluation, part of the World Heritage Centre audit, took place in 2009, and the second evaluation, a result of Resolution 17 GA 9/16 of the General Assembly (2009), took place between December 2010 and March 2011 and reviewed 33 of the 59 partnerships carried out from 1994 to 2010 (see also table in Document WHC-12/36 COM/INF.5A.2 for the list of currently ongoing partnerships and those envisaged).
5. Furthermore, Resolution 18 GA 8 of the General Assembly (2011) invites UNESCO and the World Heritage Centre to implement the recommendations of the external Auditor concerning PACT, and notably to harmonize PACT with UNESCO's development of partnership strategies in order:
  - a) To improve the traceability of funds and the concordance of partnerships with the goals and objectives of the *Convention*,
  - b) To ensure the transfer of funds to the World Heritage Fund in accordance with article 15 of the *Convention*,
  - c) To provide the General Assembly at its 19th session in 2013 with a report for approval of the work undertaken.

## **II. CURRENT STATUS OF PARTNERSHIPS FRAMEWORK AT UNESCO LEVEL**

6. UNESCO works with the private sector within the common framework of the “United Nations Global Compact” while the partnerships are embedded within its core priorities and programmes. Within this overall framework, UNESCO has been continuously developing and formulating a full set of policies for enhancing its working relationships with the private sector to create innovative partnerships which contribute to sustainable development, world peace and security.
7. Following the 187th session of the Executive Board (October 2011), UNESCO is currently developing a Policy Framework for working with partners, including specific strategies related to the private sector. Document 187 EX/6 Part XII and Annex “Strategy for engagement with the private sector” was not endorsed by the Board. Member States requested that the strategy for the private sector be reviewed concurrently with the finalization of the Policy Framework for Partnership document (187 EX/17 Part IV) and further improved in view of taking into account their suggestions. Notably this should concern criteria for selection, monitoring and evaluation of partnerships with the private sector and clear articulation of sunset clauses, including by giving effect to the related recommendations of the Independent External Evaluation (IEE) follow up (Strategic Direction Five - developing partnership strategy) and drawing on the report ‘Approaches to Building and managing Partnerships’. Therefore, as per decision of the Executive Board 187 EX/FA/PX/DR.5, the draft strategy on private partnerships will be developed under the overall umbrella policy framework of partnerships to be submitted to the 190th session of the Executive Board for its endorsement. An information session with Member States on the partnership policy framework and related strategies is foreseen to take place in July 2012.
8. The Board also requested that the Permanent Delegations be better informed throughout the process of developing partnerships.
9. The Internal Oversight Service of UNESCO (IOS), upon request from the Senior Management and as a direct follow-up to the External Independent Evaluation, commissioned a consultancy by The Partnering Initiative to conduct a review of the Partnership Policy Framework of the Organization through benchmarking with other UN agencies and taking into consideration the specificities of UNESCO. The outcome of the review is available in a report of 30 November 2011 by The Partnering Initiative entitled “Approaches to building and managing partnerships: Contributing to a UNESCO partnership strategy”.

## **III. SUMMARY OF REFERENCE DOCUMENTS (2002 – 2012)**

10. The present document was elaborated on the basis of existing institutional documents with regard to the procedures for working with the private sector. PACT resources include the PACT Regulatory Framework and the report on the Result of the Venice Workshop of 2002 “Towards innovative partnerships for World Heritage”. UN guidelines are stipulated in the UN Business Guidelines of 2009 and the Global Compact principles. UNESCO has a dedicated section in its Administrative Manual (Chapter 5.8, November 2009, updated in June 2010). Draft strategy proposals were presented at

the 187th session of the Executive Board (187 EX/17 Part IV and 187 EX/6 Part XII, Annex). IOS has also presented a report entitled "Approaches to building and managing partnerships: Contributing to a UNESCO partnership strategy" in 2011. Lastly, documents WHC-07/31.COM/15 "Evaluation of PACT" (2007), WHC-11/35.COM/9A "Evaluation of PACT" (2011), and WHC.11/35.COM/INF.5A.1 have been used as background documents for the preparation of this draft strategy.

#### **IV. SUMMARY OF RECOMMENDATIONS FOLLOWING THE 2010/2011 EXTERNAL EVALUATION OF THE PACT INITIATIVE**

11. The PACT External Evaluation of 2010/2011 highlighted the necessity to develop operational guidelines for managers of partnerships, in particular with regard to the definition of objectives and modalities of the partnerships, the selection of partners, the assessment of costs and benefits, risk analysis, the piloting mechanism of the partnerships and the final evaluation of the results obtained. The managers should also be able to call upon expertise, technical assistance and management tools from UNESCO's focal point for private sector cooperation.

#### **V. DRAFT STRATEGY TO IMPROVE THE DEVELOPMENT OF PARTNERSHIPS FOR WORLD HERITAGE WITH THE PRIVATE SECTOR, THEIR IMPLEMENTATION AND THEIR EVALUATION THROUGH ADEQUATE TOOLS AND GUIDELINES**

12. Mobilizing sustainable resources is of paramount importance to support the preservation of World Heritage sites in the long term. In addition to enhancing contributions towards the World Heritage Fund, a major objective of PACT is to link civil society initiatives, corporate endeavors, philanthropists and private sector donors to World Heritage sites and/or programmes approved by the World Heritage Committee in order to raise awareness and strengthen International Assistance through appropriate partnerships. PACT will build on the lessons learned from the partnerships built since its creation and on the recommendations of the various evaluations in order to improve the traceability of funds, transparency and monitoring.

13. Purpose and benefits

Most of the partnerships with the private sector result in financial as well as significant in-kind contributions. Given the limited resources of the World Heritage Centre, these partnerships are indispensable in compensating for the lack of resources, notably of the Centre's Communication, Education and Partnerships Unit in its efforts to enhance visibility of the *World Heritage Convention* and the inscribed sites. This is achieved by creating awareness campaigns, managing the World Heritage country's website and archives, delivering information to all stakeholders and the general public through working with the media, preparing and disseminating publications, supporting the World Heritage Education programme activities, as well as mobilizing and implementing partnerships. Partnerships at programmatic level are implemented by the relevant World Heritage Centre Units. In addition to sustaining the above coordination and programmatic activities, the remaining funds raised by PACT are to be credited to the World Heritage Fund.

14. Principles

The World Heritage Centre will be focusing on long-term strategic partnerships and moving away from small transactional partnerships. It should be noted, however, that partnerships can grow significantly over the first years of implementation so that entering into a new partnership must be thoroughly analyzed in order to evaluate its potential development.

The Draft Strategy will be guided by the following principles with, as the main objective, the implementation of the *Convention*, while respecting highest ethical standards with regard to partnerships, impartiality of partners and ensuring that benefits are conferred to all parties.

a) Compliance with the UN/Business Guidelines

Owing to the growing number of partnerships with the private sector and multi-stakeholder partnerships in support of sustainable conservation goals, the guidelines on cooperation between the United Nations and the Business Sector as well as the Global Compact for Development principles and the Administrative Manual of UNESCO Item 5.8 (2009 and 2010) will guide the work of PACT.

Whenever it is revealed that the evolution of an ongoing partnership becomes adverse to UN principles, the partnership will be terminated. The termination clause contained in the generic templates developed by UNESCO provides a clear provision for that purpose.

b) Ethical standards

The selection and mobilization of partners will adhere to the level of excellency and ethical standards consistent with the UN Global Compact, UN values, UNESCO's norms and standards as well as with the goals and objectives of the *World Heritage Convention*.

Each agreement between the World Heritage Centre and its partners must contain a statement on environmental responsibility or an equivalent, which will form part of the publicly available documentation related to each partner of the World Heritage Centre.

c) Transparency and accountability

Clear objectives and outcomes of the partnerships, along with time-bound deliverables, will be established in a transparent manner within each partnership agreement. This will also ensure confidence and trust between the parties.

Each agreement will stipulate clearly and transparently the expected benefits of the partnership. The partner will be required to notify the World Heritage Centre of any changes in their operations or any circumstances that might prejudice the partnership or bring discredit to UNESCO.

Partnerships are subject to reporting at every annual World Heritage Committee session and this information is permanently available on internet (all Committee working documents are public).

d) Sound planning and goal clarity

Measurable objectives and outputs will be monitored through progress reporting undertaken in partnership frameworks where roles and responsibilities of the parties are outlined. Relevant communication plans will be created to enhance the visibility of partnership implementation and the impact of the partnership on the goals and objectives of the *Convention*.

PACT will monitor the reported activities of all parties and seek solutions should any issues or concerns arise.

e) Traceability of funds

Each agreement will include a clear statement on the financial and in-kind contributions and expected benefits for all parties.

Each agreement will contain clear indications of payment instructions to identify the appropriate allocation fund (Funds-in-Trust or World Heritage Fund) upon receipt.

The World Heritage Centre will keep an up-to-date financial chart showing the amount of income expected for each partnership, the funds received and the expenditures made for ensuring essential functions and reinforcing priority activities and programmes. Income and expenditures will also be reflected in the Finance and Budget System (FABS).

f) Impact focus (intended and unintended long term effects)

For each partnership, and provided that financial means are allocated for this purpose within the terms of the agreement, a review will be conducted with the objective of assessing the nature of the relationship between the partner and UNESCO's World Heritage Centre, the long-term perspective of the partnership, the challenges encountered in the cooperation, the outcomes or expected outcomes and lessons to be learned for the future of the cooperation. Performance indicators for such ongoing review and evaluation will be elaborated for each partnership. Any potential risks will be evaluated and monitored.

g) Attribution of credit and use of the World Heritage emblem

The World Heritage Centre's communication on the partnerships should acknowledge the work or contribution of all partners, and partners should acknowledge the work or contribution of the World Heritage Centre.

The use of the World Heritage emblem is guided by the relevant chapter of the *Operational Guidelines* and any related guidance. Expected benefits for the partner derived from their use of the World Heritage emblem will be assessed according to criteria and indicators (to be developed) in order to determine the financial contribution by the partner.

h) Sustainability

PACT will aim to ensure that the benefits of the partnership will be continued, including sustainable funding, and that communication beyond the partnership will take place.

16. Implementation modalities, monitoring and evaluation

Partnerships will be managed from the inception to the termination of the relationship in clear stages which form part of a cycle. A PACT toolkit provides guidance to staff responsible for dealing with partnerships by elaborating the working procedures throughout the following stages:

- a) Identification, selection and assessment of partners: data research, due diligence, internal clearances;
- b) Management and maintenance: establishing a governance structure, reporting, relationship building, and elaboration of a communication plan;
- c) Review and revision: assessment, evaluation (mid-term, end-of-term, impact), qualitative and quantitative measurement;
- d) Closure, renewal, new mechanism to sustain the partnership or the programme, communication beyond the end of the partnership.

## VI. DRAFT DECISION

### **Draft Decision: 36 COM 5A.2**

*The World Heritage Committee,*

1. *Having examined Document WHC-12/36.COM/5A.2 and Document WHC-12/36.COM/INF.5A.2*
2. *Recalling Decisions **34 COM 5A** and Decision **35 COM 5A** respectively;*
3. *Adopts the strategy to improve the development of partnerships for World Heritage with the private sector, their implementation and their evaluation through adequate tools and guidelines, as contained in Document WHC-12/36.COM/5A.2.*